Beyond Work-Life Boundaries: A Meta-Analysis of Work-Life Balance and Employee Well-Being

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Abstract

Work-life balance and employee well-being constitute central constructs in human resource management research. Work-life balance refers to an individual's capacity to effectively manage the demands of both professional and personal domains, whereas employee well-being encompasses subjective, occupational, and psychological dimensions of welfare. This study investigates the relationship between these constructs through a quantitative meta-analysis of studies published between 2021 and 2025. The primary objective is to generate a comprehensive and statistically integrated estimate of the strength and consistency of this relationship across diverse contexts. A total of eleven studies that met the inclusion criteria were analyzed using a random-effects model. The results reveal a positive, statistically significant association between work-life balance and employee well-being, with a pooled effect size of 0.353 (standard error = 0.062; $z = 5.737$; $p < 0.001$), indicating a small-to-moderate effect size. Furthermore, heterogeneity analysis indicates substantial variability among the included studies ($I^2 = 76.186\%$), suggesting contextual differences. Tests for publication bias demonstrate no significant asymmetry, while the fail-safe number further confirms the robustness of the findings. Overall, these results underscore the consistent contribution of work-life balance to enhancing employee well-being across a variety of organizational and contextual settings.

Keywords: Work-Life Balance, Employee Well-Being, Meta Analysis
JEL Classification: J28, J53, M12, M14, M54

INTRODUCTION

Intense and volatile market competition forces organizations to prioritize continuous improvement of employee competencies, as these are central to organizational success and sustainability. Employee capabilities, motivation, and productivity directly influence performance. Due to globalization, digitalization,

flexible work arrangements, and higher demands, the distinction between work and personal life has become increasingly unclear (Kossek et al., 2012).

The growing complexity of the work environment introduces new challenges in fostering employee well-being. Technological advancements and modern work patterns create both opportunities and risks for well-being across physical, emotional, and social dimensions, all of which are vital to organizational success (Akbar & Zona, 2025). Thus, organizations must balance business targets with well-being as a foundation for sustainable performance. However, adaptation pressures and limited support may increase work-related stress and reduce well-being (Guest, 2017).

Conceptually, employee well-being has gained empirical focus with implications for social and economic policy. It encompasses various dimensions, including happiness, life satisfaction, and psychological well-being. Despite its importance, employee well-being is relatively underexplored in management literature, highlighting a gap between urgency and practice (Bataineh, 2019). Well-being is increasingly recognized as a business strategy, as employees with higher well-being tend to be more productive and engaged (Cooper & Dewe, 2018). Positive organizational scholarship also emphasizes its role in productivity and sustainability (Grant et al., 2007). To enhance employee well-being, supportive environments and balanced HR policies are required.

Implementing work-life balance is a key strategy for enhancing well-being. It is defined as the ability to manage both work and personal demands without ongoing conflict (Greenhaus & Allen, 2011). Work-life balance helps reduce stress and support overall well-being, acting as a major factor in mental health and job satisfaction (Bhende et al., 2020). Research shows that achieving balance leads to higher productivity, better relationships, and increased employee engagement.

Achieving work-life balance has become more complex due to technological changes and evolving work patterns. Performance pressures, continuous learning demands, and blurred boundaries can affect health, well-being, and job satisfaction (Faragher et al., 2005). This underscores the need for an evidence-based approach to address this strategic issue.

As scholarly and organizational attention to employee well-being and work-life balance continues to expand, a deeper understanding of their interrelationship becomes increasingly important. Identifying and implementing effective work-life balance practices is essential for promoting employee well-being (Stankevičienė et al., 2021). Empirical evidence suggests that work-life balance is a fundamental prerequisite for well-being, as it directly influences productivity and performance outcomes (Boxall & Macky, 2014). Accordingly, investing in policies that foster work-life balance constitutes a critical strategic approach to enhancing mental health, strengthening employee engagement, improving overall well-being, and supporting long-term career sustainability.

A considerable body of empirical evidence indicates that work-life balance positively affects job satisfaction, psychological well-being, and stress and burnout reduction (Haar et al., 2014; Sirgy & Lee, 2018). These conclusions are further corroborated by more recent studies, including Akbar and Zona (2025), Khansa et al. (2025), Astuti et al. (2025), and Kurnia and Widigdo (2021), all of which demonstrate that work-life balance significantly contributes to the enhancement of employee well-being and performance. Nevertheless, the magnitude of these

relationships appears to vary across organizational contexts, industry sectors, respondent characteristics, and measurement approaches (Haar et al., 2014; Sirgy & Lee, 2018). Such variability raises important methodological and theoretical considerations, particularly regarding whether the association between work-life balance and employee well-being is universal or contingent on specific contextual factors.

Moreover, most existing studies are single-study in nature, rely on cross-sectional designs, and are limited to specific organizational or regional contexts. This condition constrains the ability to draw generalizable and comparative conclusions. In addition, research on work-life balance and employee well-being remains fragmented in terms of sectoral focus, analytical approaches, and sample sizes. There has been a limited systematic effort to integrate these empirical findings into a comprehensive quantitative conclusion.

To address these gaps, this study uses a meta-analysis to directly assess the relationship between work-life balance and employee well-being. This research stands out by integrating diverse empirical findings to estimate effect size, identify sources of variation, and reinforce the theoretical and practical foundations of human resource management.

From a theoretical perspective, this study contributes to the development of human resource management and organizational psychology literature by offering an empirical synthesis of the strategic importance of work-life balance. From a practical standpoint, the findings are expected to serve as a valuable reference for organizations and policymakers in formulating effective, sustainable interventions to enhance employee well-being and support long-term organizational performance.

METHOD

This study utilizes a meta-analytic approach, a quantitative synthesis technique that integrates findings from previous studies to identify patterns of relationships among variables and to reinforce the basis for theory development (Card, 2012). Meta-analysis is conducted through a systematic process of reviewing, summarizing, and statistically analyzing data from multiple studies to generate comprehensive quantitative estimates and provide a foundation for future research (Saputri & Wardani, 2021; Moordiningsih, 2009).

Specifically, this study utilizes a correlational meta-analysis to examine the relationship between work-life balance and employee well-being. This approach is selected because prior studies have reported varying correlation coefficients, ranging from low to high, thereby necessitating a more accurate and representative estimation of the overall effect (Retnawati et al., 2018).

Furthermore, the analysis is conducted on primary studies relevant to the research topic. The research procedure follows standard meta-analytic stages, including the determination of inclusion criteria, data collection and coding, and statistical analysis (Borenstein & Higgins, 2013). The inclusion criteria refer to eligibility standards used to filter empirical data based on specific requirements, as outlined below:

1. Studies use a quantitative design to examine relationships between variables (correlational studies).
2. Studies are from 2021 to 2025.
3. Research articles published in both national and international journals, possessing an ISSN or an E-ISSN, and at a minimum indexed in Google Scholar.
4. Studies provide data needed for meta-analysis, such as correlation coefficients and sample sizes.

The data in this study were obtained from scientific publications published between 2021 and 2025 through database searches using relevant keywords. The processes of data extraction and coding were conducted systematically using coding categories based on established meta-analysis guidelines (Lipsey & Wilson, 2001). The coded information includes the year of publication, sample size, analytical model, and correlation coefficients (Sari et al., 2021). Each study was evaluated against the inclusion criteria to ensure data consistency and comparability.

The article selection followed PRISMA guidelines, involving identification, screening, eligibility, and final inclusion. First, 500 articles were retrieved from Google Scholar via the Publish or Perish tool. Screening narrowed the selection to 37 relevant articles. In the eligibility stage, 26 were excluded for contextual inconsistency or incomplete data. Finally, 11 studies met the inclusion criteria and were included in the analysis.

Table 1. Research Data

No.	Year Article	Number of Articles
1	2021	0
2	2022	0
3.	2023	1
4.	2024	2
5.	2025	8
	Total	11

Source: Data processed by researchers, 2026

Subsequently, the statistical analysis follows standard meta-analytic procedures, including: (a) calculation of the effect size for each study; (b) heterogeneity testing and selection of the appropriate estimation model; (c) assessment of publication bias; (d) hypothesis testing using p-values; (e) analysis of study characteristics; and (f) conclusion drawing (Borenstein & Higgins, 2013). Data processing was conducted using JASP to calculate the pooled effect size, assess heterogeneity (Q and I^2), and visualize publication bias using funnel plots. To determine the effect size index, the interpretation criteria were based on Cohen's guidelines (Becker, 2000), as presented in the following table:

Table 2. Interpretasi Effect Size

Effect Size	Interpretation
$0,2 \leq g < 0,5$	Small effect
$0,5 \leq g < 0,8$	Moderate effect
$g \geq 0,8$	Large effect

RESULTS AND DISCUSSION

Result

Based on the analysis of various journal articles, the data collection process in this study began with gathering research articles that share a similar focus, namely the relationship between work-life balance and employee well-being, based on empirical studies published within the period of 2021-2025. The identification and selection of articles were conducted using the PRISMA approach, with an initial search conducted in Google Scholar using the Publish or Perish software.

From the data collection process, a total of 500 research articles were initially identified, of which 11 articles met the inclusion criteria, namely: (1) employing a quantitative research design; (2) examining the relationship between work-life balance and employee well-being; (3) providing statistical data that allow for the calculation of effect size and standard error; and (4) being published in reputable national and international journals. The meta-analysis was conducted using JASP with a random-effects model. The results of the data analysis are presented as follows:

Table 3. Selected Articles

Author and Year of Publication	Article Code	Research Title
(Fadila & Satriansyah, 2025)	A1	Analisis Pengaruh Work Life Balance dan Kepuasan Kerja terhadap Kesejahteraan Karyawan pada PT. Candra Broadcast Mediantara
(Akbar & Zona, 2025)	A2	Pengaruh Work-Life Balance terhadap Employee Well-Being melalui Stres Kerja pada PT. Bank Nagari
(Khansa, et al., 2025)	A3	Pengaruh Work-Life Balance serta Turnover Intention terhadap Kesejahteraan Karyawan melalui Kepuasan Kerja sebagai Variabel Intervening pada Puskesmas Rimbo Ilir
(Darmawan & Dwaranti, 2025)	A4	Pengaruh Work Life Balance terhadap Employee Well-Being pada Guru SLB
(Astuti, et al., 2025)	A5	Pengaruh Iklim Organisasi, Jam Kerja dan Work Life Balance terhadap Quality of Work Life dan Kesejahteraan (Wellbeing) Pegawai Kementerian Kesehatan RI
(Indriyani, et al., 2025)	A6	Membentuk Well-Being Wirausaha Perempuan di Indonesia: Peran Flexible Working Arrangement dan Work-Life Balance
(Putri, et al., 2025)	A7	The Effect of Work-Life Balance and Burnout on Employee Well-Being
(Safari, et al., 2024)	A8	The Effect of Employee Recruitment and Selection, Management Support, and Work-Life Balance on Individual Performance and Employee Well-Being in the Manufacturing Industry in West Java
(Nugroho & Desiana, 2024)	A9	The Effect of Implementing Hybrid Work on Work-Life Balance, Job Satisfaction, and Employee Wellbeing
(Kurnia & Widigdo, 2025)	A10	Effect of Work-Life Balance, Job Demand, Job Insecurity on Employee Performance at PT Jaya Lautan Global with Employee Well-Being as a Mediation Variable

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(Lakmali, 2024)	A11	Work-Life Balance and its Impact on Employee Wellbeing and Children's Wellbeing: A Study on Office Employees at a Selected Essential Service Providing Organization in Western Province, Sri Lanka

Source: Data processed by researchers, 2026

Effect Size Test Results

The effect size in this meta-analysis was calculated from each article's standard error and confidence intervals, using Hedges' g (Fritz et al., 2012) as the standardized mean difference. The results of the effect size calculations are presented in Table 4, which indicates that effect sizes vary across the primary studies.

Table 4. Effect Size of Selected Articles

Kode Artikel	Effec Size	Standar Error	Interpretasi
A1	0,561	0,186	Sedang
A2	0,245	0,132	Rendah
A3	0,061	0,160	Rendah
A4	0,281	0,068	Rendah
A5	0,268	0,097	Rendah
A6	0,402	0,082	Rendah
A7	0,177	0,105	Rendah
A8	0,314	0,071	Rendah
A9	0,775	0,063	Sedang
A10	0,352	0,102	Rendah
A11	0,371	0,192	Rendah

Source: Data processed by researchers, 2026

Table 4 presents the effect sizes from 11 studies examining the influence of work-life balance on employee well-being. These values reflect the magnitude of the relationship between implementing work-life balance practices and improvements in employee well-being across diverse organizational settings. The findings reveal considerable variability in effect sizes, ranging from 0.061 to 0.775, indicating that the impact of work-life balance is inconsistent and is shaped by organizational characteristics, working conditions, and individual factors.

From a descriptive perspective, most studies (9 of 11) report effect sizes in the low range, while the remaining 2 studies fall in the moderate category. These results suggest that, although work-life balance generally exerts a positive influence on employee well-being, the strength of this effect tends to be modest in many contexts. Such variation may be explained by differences in organizational policies, levels of work flexibility, workload demands, and the extent of organizational support.

The largest effect size was observed in study A9, with a value of 0.775 (moderate), which examined hybrid work systems. This finding suggests that work flexibility contributes more significantly to employee well-being by enhancing individuals' ability to balance work and personal life demands. In contrast, several studies reported relatively low effect sizes, such as A3 (0.061), A7 (0.177), and A2 (0.245), indicating that in certain contexts, work-life balance has not yet produced

optimal outcomes due to the influence of other variables, including work stress, high job demands, and limited organizational support.

Overall, work-life balance continues to make a positive contribution to employee well-being, although its effectiveness varies across studies. This variation reflects the complexity of the relationship, which is shaped by contextual factors such as organizational policies, work systems, managerial support, and employees' social and psychological conditions. Therefore, implementing work-life balance should align with job characteristics, and employees should achieve more optimal outcomes.

Heterogeneity Test

To determine the analysis model to use, a homogeneity test will be performed.

Tabel 5. Heterogeneity of Effect Size Distribution

Fixed and Random Effects			
	Q	**df**	**p**
Omnibus test of Model Coefficients	32.909	1	< .001
Test of Residual Heterogeneity	53.146	10	< .001

Source: Data processed by researchers, 2026

Table 5 reports the results of the heterogeneity analysis. This analysis evaluates the consistency of effect sizes across the included studies. The Omnibus Test of Model Coefficients gives a Q statistic of 32.909 (df = 1; $p < 0.001$). The Test of Residual Heterogeneity produces a value of 53.146 (df = 10; $p < 0.001$). A p-value below 0.05 shows significant heterogeneity. This suggests the observed variation in effect sizes results from more than sampling error; it also reflects differences in study characteristics.

The high level of heterogeneity means that work-life balance affects employee well-being differently across organizations and job types. Factors such as organizational policies, work flexibility, research design, sample size, measurement instruments, and study variables contribute to this variation. These findings show the relationship between work-life balance and employee well-being is complex, involving more than work-time arrangements, including organizational support, job demands, and employees' psychological well-being.

Based on these results, the random-effects model best fits because it assumes each study has a unique effect size and the population is non-homogeneous. This model more accurately estimates the pooled effect by recognizing variability across research contexts.

These findings show that the link between work-life balance and employee well-being varies across contexts. Organizations should create work-life balance policies tailored to their culture, job roles, and management style. This targeted approach helps these policies actually improve employee well-being.

Tabel 6. Combined Effect Size

Coefficients				
	Estimate	**Standard Error**	**z**	**p**
intercept	0.353	0.062	5.737	< .001

Note. Wald test.
Source: Data processed by researchers, 2026

Table 6 presents the pooled effect size estimate across all studies in this meta-analysis, examining how work-life balance affects employee well-being. We used a random-effects model due to significant variation across studies. The pooled effect size of 0.353 (standard error: 0.062) indicates a positive, low-to-approaching-moderate effect. In practical terms, an effect size of 0.353 means that employees with better work-life balance report moderately higher well-being than those with lower work-life balance.

The significance test yields a z-value of 5.737 ($p < 0.001$), confirming that the effect is statistically significant. These findings demonstrate consistent empirical evidence that the better the balance between work demands and personal life, the higher the level of employee well-being.

However, the relatively modest effect size indicates that work-life balance is not the only determinant of employee well-being. Employee well-being is inherently multidimensional and is influenced by a range of additional factors, including organizational support, job satisfaction, work-related stress, workload, and overall working conditions. Accordingly, the effectiveness of work-life balance policies is highly contingent upon their alignment and integration with broader organizational practices.

Overall, these findings affirm that work-life balance contributes significantly to employee well-being, albeit with a moderate effect size. This underscores the importance of organizational initiatives that promote flexible work arrangements, balanced workload distribution, and a supportive work environment to sustainably enhance employee well-being.

Publication Bias

The next step involves analyzing publication bias using the random-effects model to examine whether journals tend to publish only statistically significant studies, potentially leading to a meta-analysis that does not accurately reflect the population (Borenstein & Higgins, 2013). Publication bias can be assessed using a funnel plot. The absence of bias is indicated when the distribution of study effect sizes is symmetrical around the vertical line (Borenstein & Higgins, 2013). If the distribution is not fully symmetrical, the Rosenthal Fail-Safe N (FSN) statistic is applied (Sari et al., 2021). Figure 1 presents the funnel plot of the study.

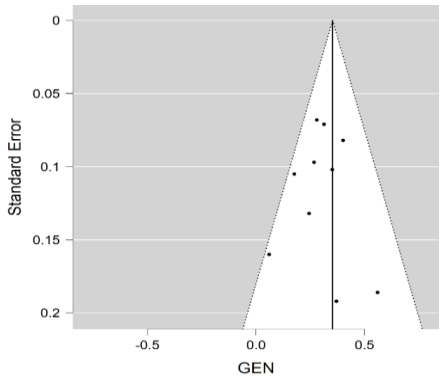

Figure 1. Funnel Plot

The funnel plot is used to assess the potential for publication bias in this meta-analysis. The relatively symmetrical distribution of effect sizes around the vertical axis indicates the absence of a strong bias toward publishing only statistically significant results. This pattern suggests that the findings of this meta-analysis are not materially influenced by publication selection bias.

Table 7. Statistik Fail-Safe N (FSN)

File Drawer Analysis			
	Fail-safe N	**Target Significance**	**Observed Significance**
Rosenthal	606.000	0.050	< .001

Source: Data processed by researchers, 2026

Tabel 7 menyajikan hasil analisis *Fail-Safe N* (FSN) untuk menguji potensi *publication bias* dalam meta-analisis ini. Analisis FSN bertujuan menilai sejauh mana hasil penelitian dipengaruhi oleh kemungkinan studi tidak terpublikasi, khususnya yang tidak signifikan. Hasil menunjukkan nilai FSN sebesar 606, yang berarti diperlukan 606 studi tambahan dengan hasil tidak signifikan untuk menurunkan signifikansi hingga $p > 0,05$. Sementara itu, tingkat signifikansi yang diamati sangat kuat ($p < 0,001$), menunjukkan bahwa pengaruh *work-life balance* terhadap *employee well-being* signifikan secara statistik.

Untuk menilai apakah nilai FSN tersebut menunjukkan stabilitas temuan penelitian, digunakan kriteria ambang batas yang dikemukakan oleh Rosenthal, yaitu sebesar (5k + 10), di mana k merupakan jumlah studi yang dianalisis dalam meta-analisis. Dalam penelitian ini, jumlah studi yang dianalisis sebanyak 11 artikel, sehingga nilai ambang batas minimal yang harus dipenuhi adalah (5 × 11) + 10 = 65. Karena nilai FSN (606) jauh melebihi ambang tersebut, hasil meta-analisis dinilai stabil dan relatif bebas dari bias publikasi.

Dengan demikian, analisis FSN memberikan bukti bahwa temuan penelitian memiliki tingkat keandalan yang tinggi dan dapat dijadikan dasar yang kuat bagi pengembangan kajian akademik serta perumusan kebijakan organisasi dalam meningkatkan *employee well-being* melalui strategi *work-life balance* yang efektif dan berkelanjutan.

Analysis of Article Characteristics

Based on the homogeneity test results, the effect sizes were heterogeneously distributed; therefore, a random-effects model was applied. An analysis of study characteristics was subsequently conducted, encompassing aspects such as the research context, respondent types, and additional variables, as presented in Table 8 below.

Table 8. Analyze Each Article Characteristic

Article Characteristics	Category	Article Code	n	EF	Category
Research Object	Services	A1, A2, A7, A10, dan A11	5	0,342	Small effect
	Healthcare	A3	1	0,061	Small effect
	Education	A4	1	0,281	Small effect
	Government	A5	1	0,268	Small effect
	Entrepreneurship	A6	1	0,402	Small effect
	Manufacturing	A8 dan A9	2	0,544	Moderate effect
Respondent Type	Company Employees	A1, A7, A8, A9, A10, dan A11	6	0,425	Small effect
	Bank Employees	A2	1	0,245	Small effect
	Healthcare Workers	A3	1	0,061	Small effect
	Teachers	A4	1	0,281	Small effect
	Government Employees	A5	1	0,268	Small effect
	Female Entrepreneurs	A6	1	0,402	Small effect
Additional Variables	Job Satisfaction	A1 dan A3	2	0,311	Small effect
	Job Stress	A2	1	0,245	Small effect
	Organizational Climate	A5	1	0,268	Small effect
	Flexible Working Arrangements	A6	1	0,402	Small effect
	Burnout	A7	1	0,177	Small effect
	Hybrid Work	A9	1	0,775	Moderate effect
	Job Demand	A10	1	0,352	Small effect

Source: Data processed by researchers, 2026

Table 8 presents the results of the meta-analysis based on article characteristics, including the research object, respondent type, and additional variables. This analysis was conducted as a follow-up to the heterogeneity test to identify sources of variation in the effect of work-life balance on employee well-being across different contexts, respondent groups, and organizational variables.

Based on the research object, the service sector is the most dominant category (5 articles), with an average effect size of 0.342 (low), whereas the manufacturing sector shows a higher effect size of 0.544 (moderate). Other sectors, such as healthcare, education, government, and entrepreneurship, tend to fall within

the low category, indicating that the effect of work-life balance is relatively limited, possibly due to high professional demands and job complexity.

Furthermore, among respondent characteristics, corporate employees constitute the dominant group (6 articles), with an average effect size of 0.425 (low). Other respondents, including bank employees, healthcare workers, teachers, government employees, and female entrepreneurs, also demonstrate relatively low effect sizes. This suggests that employee well-being is not solely determined by work-life balance but is also influenced by other factors such as job pressure, responsibilities, income stability, and organizational support.

Finally, based on the characteristics of additional variables included in the studies, it is evident that various studies integrate organizational and psychological factors, such as job satisfaction, work stress, organizational climate, flexible working arrangements, burnout, hybrid work, and job demands. Variables such as burnout, work stress, and job demands exhibit small effect sizes, suggesting that high levels of pressure and job demands may undermine the effectiveness of work-life balance.

Overall, these findings show that work-life balance boosts employee well-being only when contextual factors, such as organizational sector, respondent characteristics, and support, are taken into account. The link between work-life balance and well-being is complex and multidimensional. Organizations should align work-life balance policies with job characteristics, employee needs, and organizational support to achieve better results.

Discussion

The findings of this meta-analysis offer a comprehensive overview of how work-life balance enhances employee well-being across organizations. Unlike single studies, meta-analysis integrates results from multiple contexts to provide a more complete understanding. This discussion interprets statistical results and situates them within theoretical frameworks, prior research, and practical policy contexts.

Overall, the findings demonstrate that work-life balance positively and significantly influences employee well-being, as reflected in a pooled effect size of 0.353 ($p < 0.001$). This result indicates that achieving a balance between professional and personal life contributes to improvements in employee well-being, although the magnitude of the effect falls within the low-to-approaching-moderate range. These findings are consistent with theoretical perspectives that identify the balance between work demands and personal life as a critical determinant of psychological health and individual well-being in the workplace (Greenhaus & Allen, 2011). When individuals effectively manage both domains, they are more likely to experience reduced stress, increased life satisfaction, and enhanced overall psychological well-being.

These findings are also aligned with the Work-Family Border Theory proposed by Clark (2000), which posits that individuals continuously negotiate the boundaries between work and family domains. When these boundaries are effectively managed (either through organizational policies or individual strategies) conflict between work and personal life can be minimized, thereby positively

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influencing employee well-being. In modern organizational contexts characterized by rising job demands and flexible work arrangements, maintaining this balance has become increasingly critical.

The heterogeneity test shows significant variation across studies ($p < 0.001$), indicating the effect of work-life balance on well-being is not uniform. This variation reflects differing organizational characteristics and work conditions that affect how policies are applied and experienced. This aligns with prior findings that effectiveness depends on factors such as culture, management support, and work flexibility (Allen et al., 2013).

Further analysis of study characteristics reveals that the effect of work-life balance on employee well-being also varies across organizational sectors and respondent types. In terms of research objects, the manufacturing sector shows relatively higher effect sizes than other sectors. This may be attributed to more structured work systems in manufacturing industries, such as clearly defined working hours and more systematic organizational policies in managing employee well-being. In contrast, the service sector exhibits lower effect sizes despite being more frequently studied. This may be due to high service demands, work pressure, and intensive customer interactions, which often hinder employees' ability to achieve a balance between work and personal life.

Based on respondent characteristics, corporate employees are the most dominant group, with relatively higher effect sizes than other respondent categories. This suggests that organizations, particularly modern corporations, are increasingly adopting employee well-being as a strategic component of human resource management. From the perspective of Conservation of Resources Theory (Hobfoll, 1989), individuals strive to acquire, maintain, and protect valuable resources, including time, energy, and social support. In this regard, work-life balance policies can be viewed as organizational resources that help employees manage job demands and sustain their well-being.

In addition to organizational and respondent factors, the analysis also indicates that additional variables such as hybrid work, flexible working arrangements, and job satisfaction may strengthen the relationship between work-life balance and employee well-being. Among these, hybrid work shows relatively higher effect sizes, suggesting that flexibility in time and location provides employees with greater opportunities to manage both work and personal responsibilities. This finding is consistent with studies highlighting the importance of work flexibility in enhancing employee well-being in the digital and post-pandemic era (Wang et al., 2021).

Conversely, factors such as job demands, stress, and burnout show lower effect sizes, indicating that high pressure weakens the impact of work-life balance initiatives. As the JD-R model (Bakker & Demerouti, 2007) notes, well-being depends on balancing demands and resources. When demands exceed support, burnout rises and well-being drops.

In summary, this meta-analysis demonstrates that work-life balance is a significant contributor to employee well-being, though its effect varies across organizational contexts. The variation in effect sizes highlights that the effectiveness of work-life balance is contingent upon organizational factors, job characteristics, and the availability of supportive policies. Therefore, the implementation of work-life balance policies should not be standardized but rather

tailored to align with job characteristics, employee needs, and organizational culture.

In conclusion, this study advances the literature on the relationship between work-life balance and employee well-being by providing an empirical synthesis of prior research. The findings offer concrete implications for organizations, emphasizing the necessity to implement flexible work policies, champion work-life balance, and foster healthier, more sustainable workplaces. These efforts not only boost employee well-being but also drive productivity, reinforce organizational commitment, and sustain organizational performance.

CONCLUSION

A review of 11 studies shows that having a good work-life balance has a clear positive impact on employee well-being. The analysis found an average effect size of 0.353, which is statistically significant ($p < 0.001$). This means balancing work and personal life is important for employee well-being, though the effect is not very large across different work environments.

The heterogeneity test results reveal that the distribution of effect sizes across studies is heterogeneous, with a significant Q value ($p < 0.001$). This indicates that the effect of work-life balance is context-dependent and influenced by organizational characteristics, job types, and working conditions. The analysis of study characteristics further supports this finding, showing that the manufacturing sector exhibits higher effect sizes than other sectors, while corporate employees constitute the dominant group with relatively stronger effects. Additionally, variables such as hybrid work, flexible working arrangements, and job satisfaction strengthen this relationship, whereas job demands, work stress, and burnout tend to weaken it.

The Fail-Safe N analysis also demonstrates that the FSN value of 606 far exceeds the minimum threshold determined by Rosenthal's formula. This finding indicates that the meta-analysis results are highly robust and relatively free from potential publication bias. Therefore, the conclusions drawn in this study are reliable in explaining the relationship between work-life balance and employee well-being.

Theoretically, these findings confirm that balancing work and personal life is a central factor influencing well-being at work. The results align with established organizational behavior and human resource management theories that highlight the value of managing multiple life roles effectively. Employees who balance professional and personal commitments tend to have lower stress, higher job satisfaction, and greater psychological health.

Moreover, this study advances meta-analytic research in human resource management by providing a deeper understanding of the effectiveness of work-life balance in promoting employee well-being. By synthesizing empirical evidence from diverse studies, this research offers a more comprehensive perspective on how work-life balance policies and practices influence employee well-being across varying organizational contexts.

Practically, these findings have significant consequences for organizations and human resource managers. Organizations should introduce policies supporting

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the integration of employees' professional and personal lives—such as flexible hours, hybrid models, and equitable workload distribution. Such measures promote employee well-being, increase work motivation, reinforce loyalty, and boost overall performance.

For employees, the findings highlight the importance of managing the boundaries between work and personal life. Individuals should adopt efficient time and energy management strategies to maintain a sustainable balance between professional responsibilities and personal needs.

Based on these results, several directions for future research can be proposed. Subsequent studies should expand the scope and diversity of research contexts and examine the roles of moderating and mediating variables, including organizational culture, leadership, and social support. Furthermore, future research should explore the implications of technological advancements and digital work systems on the evolving dynamics of work-life balance.

Nevertheless, this study has several limitations that should be acknowledged. These include the relatively limited number of studies, variations in data reporting quality, and the predominance of correlational survey designs. Therefore, future research is expected to employ a wider range of research designs to generate a more comprehensive understanding.

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