

# The Influence Of Role Conflict, Social Support, And Work Life Balance On Psychological Well-being And Women's Career Development At Hope Christian Education Foundation

Ni Made Rai Kristiana Dewi<sup>1</sup>, Yeyen Komalasari<sup>2</sup>, I Gusti Ngurah Joko Adinegara<sup>3</sup>, Christimulia Purnama Trimurti<sup>4</sup>

<sup>1</sup> Master of Management Program, Dhayana Pura University, [22311601025@undhirabali.ac.id](mailto:22311601025@undhirabali.ac.id)

<sup>2</sup> Master of Management Program, Dhayana Pura University, [yeyenkomalasari@undhira.ac.id](mailto:yeyenkomalasari@undhira.ac.id)

<sup>3</sup> Master of Management Program, Dhayana Pura University, [jokoadinegara@undhirabali.ac.id](mailto:jokoadinegara@undhirabali.ac.id)

<sup>4</sup> Master of Management Program, Dhayana Pura University, [christimuliapurnama@undhirabali.ac.id](mailto:christimuliapurnama@undhirabali.ac.id)

## Article Info

### Article history:

Received Aug, 2024

Revised Aug, 2024

Accepted Aug, 2024

### Keywords:

Careers Development  
Roles Conflict  
Strategies for Managing Roles  
Conflict Careers  
Women in the Work Force

## ABSTRACT

This research aims to explore the influence of role conflict, social support, and work-life balance on the psychology well-being and career development of women at Christian College Foundation Hope. The study employs a quantitative approaches using questionnaires, interviews, observations, and literature review methods. Data analysis will be conducted using Partial Least Squares (PLS), which is a component of the Structural Equations Modeling (SEM) framework. The results indicate that family social support has a negative influence on dual-role conflict. Higher family social support is associated with lower levels of dual-role conflict experienced by women, thus minimizing such conflicts and aiding women in focusing more on their career development. Additionally, achieving a balance between life and work is a crucial need for individuals in seeking meaning and quality in their lives. Therefore, social support from both family and work environments is essential for women to pursue their careers without neglecting other roles. The findings of this research are expected to contribute to a better understanding of the dual-role conflicts experienced by working women and their impacts on career development.

This is an open access article under the [CC BY-SA](https://creativecommons.org/licenses/by-sa/4.0/) license.



## Corresponding Author:

Name: Ni Made Rai Kristiana Dewi

Institution: Master of Management Program, Dhayana Pura University, Badung, Indonesia

Email: [22311601025@undhirabali.ac.id](mailto:22311601025@undhirabali.ac.id)

## 1. INTRODUCTION

Opportunities for women to be involved in the workforce are now increasingly accessible [1], with the gap between men and women in employment showing an increasingly balanced trend. Based on data obtained from the Bali Province

Central Statistics Agency (BPS), in 2022 the number of civil servants in iBali Province will be 28,232 men, and 28,384 women (BPS, 2023). This shows that women are no longer only considered as figures limited to the domestic sphere, but have the potential and opportunities to actively participate in the

public sphere, including employment and career advancement.

The phenomenon of women entering the world of work is supported by various factors, including the number of educated (highly educated) women which is almost as large as men. Apart from that, the opening of job opportunities that do not discriminate against women allows them to actively participate in the world of work. Participation in the world of work has the potential to cause women to experience role conflict [2]. [3] emphasize that the integration of home and family responsibilities at work, as well as problems of role conflict and managing multiple roles, complicate women's careers.

Many women work not only to support the family's economy but also to fulfill their needs for self-actualization, develop knowledge and insight, improve personal well-being, and seek experience outside the home. The phenomenon of women entering the world of work is supported by several factors, such as the increasing number of educated women and the opening of job opportunities which enable women to actively participate in the world of work.

This causes women who have multiple roles to be very vulnerable to experiencing conflict in each role due to the demands of each role. The role conflict experienced by women makes them underestimate their career development, or it could be said that the higher the role conflict experienced, the lower the decline in their career development. This is in accordance with a study by [4] which states that double role conflict can have a negative and significantly impact of career development.

Even though facing role conflict in the workplace is a major challenge that can hinder career development for women, many women still choose to survive and thrive in their work and careers, as proven at the Harapan Christian College Foundation. Based on statistical data for teachers and employees in 2023, female employees numbered 272 people or 56%, while male employees numbered 211 people or represented 44% of the total workforce of 483 employees (HR data, 2023).

Several women who work at the Harapan Christian College Foundation, such as (AF), expressed difficulties in managing their dual roles, stating, "I sometimes find it difficult to manage my time and stay focused on work when my child is sick or when there are problems. urgent family matters." However, other parties, such as (EP), stated that having support from a partner or family really helped ease their responsibilities, allowing them to focus on their career without neglecting their role. "My family and husband don't demand anything Even if I have a sudden assignment or can't finish my work at home, my parents also help take care of the children, so I feel more comfortable when working." Apart from familial support, there is also organizational support, including tolerance shown when female employees really need to bring their children to work, as well as giving permission to care for sick children who need intensive care. This tolerance is not explicitly stated in written policies but is indirectly provided support for female employees who work at the Harapan Christian College Foundation.

In this research, the cases investigated involved female employees at the Harapan Christian College Foundation. Family and workplace social support, as well as ineffective communication, emerged as important factors in mitigating dual role conflict. It is hoped that the findings of this research will provide a better understanding of the multiple role conflicts experienced by working women and its implications for their career development.

## 2. METHODS

This research uses a quantitative research design with a positivism approach to test general data and theories, so as to produce specific findings through hypothesis testing in selected populations and samples. Data is collected with instruments and analyzed quantitatively. The quantitative method was chosen because the observed phenomenon has an objective reality that can be measured, with identified and correlated variables. The advantage of this method is its ability to test existing theories, with multivariate analysis

using variance-based structural equation modelling (SEM) or PLS. The sample in this study were all female employees at the Harapan Christian College Foundation totalling 35 people who were married, had children and had positions.

### 3. RESULTS AND DISCUSSION

#### 3.1 Result

##### a. Outer Model Evaluation Results

Outer model evaluation in SEM-PLS analysis is a process to

check the validity and reliability model. The outer model represents the connection of latent variables with its indicators, which is known as the measurement model. Indicator validity was measured using Convergent Validity, whilst reliability was determined with composite reliability and average variance extracted (AVE).

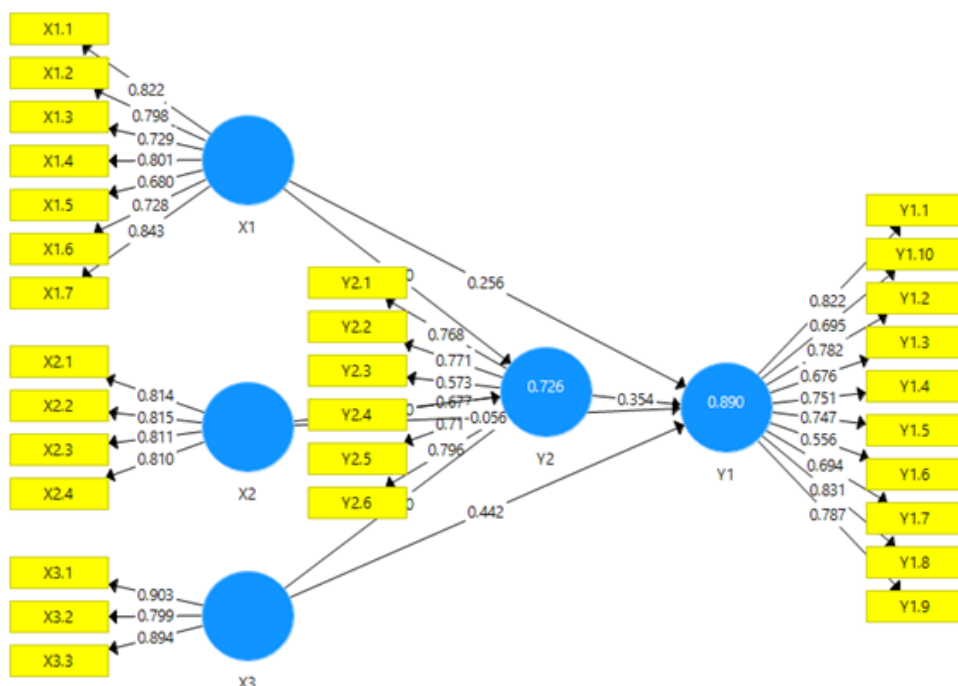


Figure 1. Image of Measurement Model Path Diagram

##### b. Convergent validity

Convergent validity of reflective indicators is measured by its relation to indicator scores and variable scores. Indicators are

deemed valid if the classification is more than 0.50 [5]. The correlation test results are shown in the next section:

Table 1. Convergent Validity

No.	Variable	Indicator	Outer Loading
1.	Women's Career Development (Y1)	Idealistic Achievement (Y1.1)	0.822
		Personal Compromise (Y1.2)	0.782
		Contribution of Creative Power (Y1.3)	0.676
		Career-Family Pattern Variations (Y1.4)	0.751
		Career Support (Y1.5)	0.747
		Career Barriers (Y1.6)	0.556
		Change in Career Position (Y1.7)	0.694
		Career Decision Making (Y1.8)	0.831
		Career Identity (Y1.9)	0.787

		Career Maturity (Y1.10)	0.695
2.	<i>Psychological Well-being (Y2)</i>	Self-Acceptance (Y2.1)	0.768
		Positive Relationships with Others (Y2.2)	0.771
		Autonomy (Y2.3)	0.573
		Environmental Mastery (Y2.4)	0.677
		Life Goals (Y2.5)	0.711
		Personal Growth (Y2.6)	0.796
3.	<i>Role Conflict (X1)</i>	Childcare Issues (X1.1)	0.822
		Housework Help (X1.2)	0.798
		Communication and Interaction with Family (X1.3)	0.729
		Time For Family (X1.4)	0.801
		Priority Determination (X1.5)	0.680
		Career and Family Pressure (X1.6)	0.728
4.	<i>Social Support (X2)</i>	Husband's Views About Women's Dual Roles (X1.7)	0.843
		Emotional Support (X2.1)	0.814
		Instrumental Support (X2.2)	0.815
		Informational Support (X2.3)	0.811
5.	<i>Work Life Balance (X3)</i>	Mutual Support (X2.4)	0.810
		<i>Time Balance(X3.1)</i>	0.903
		<i>Involvement Balance(X3.2)</i>	0.799
		<i>Satisfaction Balance(X3.3)</i>	0.894

Based on the findings in Table 5.9, it can be concluded that all indicators meet the convergent validity requirements, with all outer loading values for each variable exceeding 0.50. Additionally,

discriminant validity can be evaluated by examining the Average Variance Extracted (AVE) value, where a strong model requires an AVE value greater than 0.50 for each construct. The results of the AVE test are presented in the table below.

Table 2. Average Variance Extracted

Variable	Average Variance Extracted(AVE)
Women's Career Development (Y1)	0.545
<i>Psychological Well-being(Y2)</i>	0.518
<i>Role Conflict(X1)</i>	0.598
<i>Social Support(X2)</i>	0.660
<i>Work Life Balance(X3)</i>	0.751

c. Discriminant Validity

A reflective measurement model's discriminant validity is evaluated by measuring the cross loading with the construct, i.e. how the indicators are evaluated. An indicator of a variable is considered valid if the value of the cross loading

of all its indicators is higher than the cross loading of any other variable. When the discriminant validity value is higher than 0.50, this indicates that the latent variable is now a useful comparison model. The following table shows the results of the discriminant validity test.

Table 3. Discriminant Validity

	X1	X2	X3	Y1	Y2
X1.1	<b>0.822</b>	0.638	0.760	0.782	0.685
X1.2	<b>0.798</b>	0.550	0.596	0.685	0.613

X1.3	<b>0.729</b>	0.516	0.548	0.649	0.644
X1.4	<b>0.801</b>	0.586	0.695	0.695	0.743
X1.5	<b>0.680</b>	0.555	0.611	0.559	0.479
X1.6	<b>0.728</b>	0.762	0.604	0.638	0.654
X1.7	<b>0.843</b>	0.761	0.663	0.701	0.67
X2.1	0.683	<b>0.814</b>	0.555	0.54	0.487
X2.2	0.664	<b>0.815</b>	0.517	0.594	0.573
X2.3	0.558	<b>0.811</b>	0.526	0.535	0.532
X2.4	0.706	<b>0.810</b>	0.631	0.620	0.691
X3.1	0.747	0.662	<b>0.903</b>	0.792	0.738
X3.2	0.629	0.493	<b>0.799</b>	0.694	0.608
X3.3	0.773	0.627	<b>0.894</b>	0.831	0.681
Y1.1	0.716	0.590	0.743	<b>0.822</b>	0.705
Y1.2	0.659	0.493	0.631	<b>0.782</b>	0.641
Y1.3	0.559	0.465	0.504	<b>0.676</b>	0.502
Y1.4	0.622	0.442	0.591	<b>0.751</b>	0.623
Y1.5	0.657	0.581	0.626	<b>0.747</b>	0.646
Y1.6	0.579	0.526	0.516	<b>0.556</b>	0.465
Y1.7	0.629	0.493	0.799	<b>0.694</b>	0.608
Y1.8	0.773	0.627	0.894	<b>0.831</b>	0.681
Y1.9	0.662	0.519	0.663	<b>0.787</b>	0.768
Y1.10	0.562	0.478	0.521	<b>0.695</b>	0.771
Y2.1	0.662	0.519	0.663	0.787	<b>0.768</b>
Y2.2	0.562	0.478	0.521	0.695	<b>0.771</b>
Y2.3	0.526	0.563	0.450	0.481	<b>0.573</b>
Y2.4	0.549	0.393	0.503	0.503	<b>0.677</b>
Y2.5	0.545	0.484	0.494	0.505	<b>0.711</b>
Y2.6	0.728	0.626	0.692	0.724	<b>0.796</b>

The table above shows discriminant validity when any indicator of the relevant variable has a cross loading value that is larger than the cross loading of other variables, or greater than 0.50. These results indicate that the cross-loading discriminant validity data of this study is considered valid.

d. Construct Reliability

Cronbach alpha and composite reliability are the two metrics used to assess construct dependability. If the values of both criteria are more than 0.70, the constructs are deemed dependable. The following table displays the reliability test results using Cronbach alpha and composite reliability:

Table 4. Reliability

Variable	Composite Reliability	Cronbach's Alpha
Women's Career Development (Y1)	0.922	0.905
Psychological Well-being(Y2)	0.865	0.812
Role Conflict(X1)	0.912	0.887
Social Support(X2)	0.886	0.829

Work Life Balance(X3)	0.900	0.833
-----------------------	-------	-------

The above table displays the composite reliability and Cronbach alpha values for the construct reliability test on the variables of women's professional advancement, psychological well-being, role conflict, social support, and work-life balance. higher than 0.70. All of the research's constructions have been deemed reliable based on the test findings.

e. Structural Model Evaluation (Inner Model)

Testing for the inner model is performed by evaluating the R-square value, reflecting the fit of the model. R-square in the PLS model shows how well the model and its parameter estimates reflect the observed values. A path diagram of the inner model is shown in the following figure.

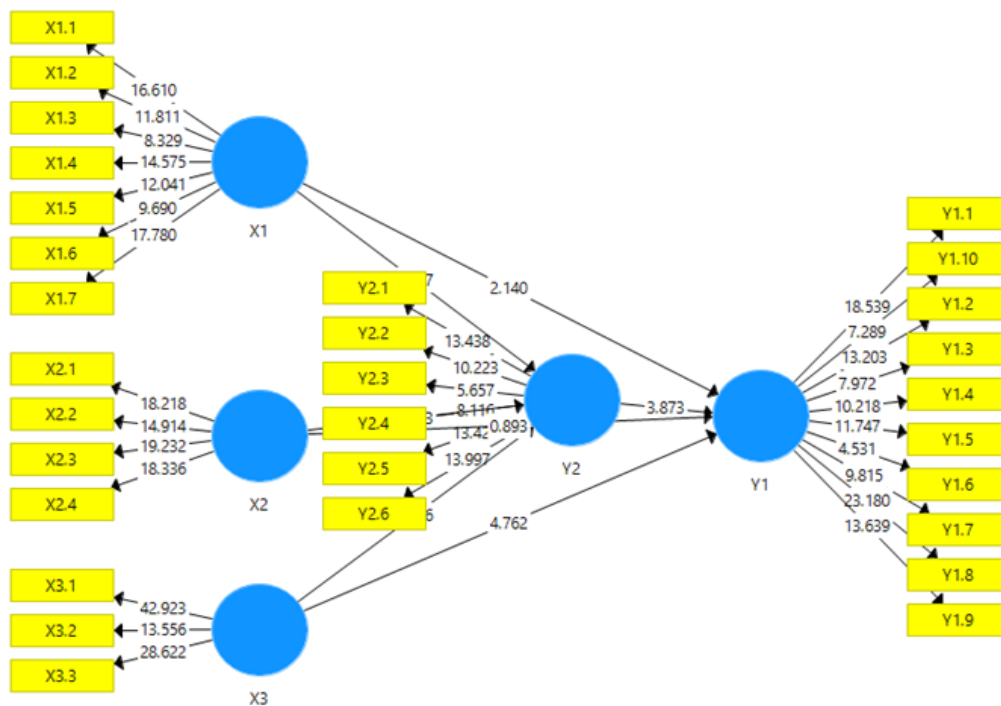


Figure 2. Inner Model

f. Mark R-Square

The percentage impact of exogenous variables on endogenous variables is displayed by the R-square value. The effect gets stronger the

closer the value gets to one, and the effect gets weaker the closer it gets to zero on the value range. The following table displays the R-square value:

Table 5. Coefficient

Construct	R-Square
Women's Career Development (Y1)	0.890
Psychological Well-being(Y2)	0.726

Table 5 shows that the R-Square value for the construct of women's career development (Y1) is

0.890, while that for the construct of psychological well-being (Y2) is 0.726. By calculating the average of the two

values, namely  $(R21 + R22) : 2$ , the result is  $(0.890 + 0.726) : 2 = 0,808$ .

- g. Test the Direct Effect Hypothesis  
Evaluating the calculated parameters offers valuable insights

into the correlations among the research variables. The path coefficient results' values serve as the foundation for hypothesis testing. The estimation output for the structural model testing is shown in the following table

Table 6. Path Coefficient

Construct Model	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics ( O/STDEV )	P Values
X1→Y1	-0.256	-0.228	0.120	2,140	0.033
X1→Y2	-0.530	-0.532	0.152	3,487	0.001
X2→Y1	0.056	0.051	0.062	0.893	0.372
X2→Y2	0.090	0.098	0.091	0.983	0.326
X3→Y1	0.442	0.454	0.093	4,762	0,000
X3→Y2	0.280	0.270	0.171	2,136	0.034
Y2→Y1	0.354	0.367	0.092	3,873	0,000

The hypothesis testing with the PLS method is carried out using bootstrap to assess the meaning among variables. A hypothesis is supported if the t-statistic is between  $\pm 1.96$ ; if it is less than or equal to 1.96, the hypothesis is rejected. The direction of influence is indicated by the Original Sample (O) value, with positive values indicating a positive influence and negative values indicating a negative influence. The table above shows that all path coefficients have t-statistics above 1.96, so the effect is significant.

Table 6 shows that role conflict (X1) has a negative and significant influence on women's career development (Y1) and psychological well-being (Y2), with t-statistic values of 2.140 and 3.487. The t-statistic values support H1 and H2. In contrast, social support (X2) has no

significant effect on career development or psychological well-being, so H3 and H4 are rejected. Meanwhile, work-life balance (X3) has a positive and significant effect on career development and psychological well-being, with t-statistic values of 4.762 and 2.136, supporting H5 and H6. Finally, psychological well-being (Y2) also has a positive and significant effect on women's career development (Y1) with a t-statistic value of 3.873, supporting H7.

- h. Test the Indirect Effect and Total Effect Hypothesis

The purpose of the indirect influence and total influence tests is to quantify the degree of indirect and total influence between the constructs. The output results of the influence between the constructs are displayed in the following table.

Table 7. Indirect Total Influence

Types of Influence	Construct Model	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics ( O/STDEV )	P Values
Indirect Influence	X1→Y2→Y1	-0.188	-0.198	0.082	2,281	0.023

	X2→Y2→Y1	0.032	0.035	0.035	0.920	0.358
	X3→Y2→Y1	0.099	0.098	0.070	2,290	0.021
Total Influence	X1→Y1	-0.444	-0.425	0.106	4,179	0,000
	X1→Y2	-0.530	-0.532	0.152	3,487	0.001
	X2→Y1	0.024	0.016	0.072	0.334	0.739
	X2→Y2	0.09	0.098	0.091	0.983	0.326
	X3→Y1	0.542	0.552	0.086	6,317	0,000
	X3→Y2	0.28	0.270	0.171	2,136	0.034
	Y2→Y1	0.354	0.367	0.092	3,873	0,000

The hypothesis of indirect influence through intervening variables can be accepted if the bootstrapping test value is between  $\pm 1.96$ . If the t-statistic value is  $< 1.96$  or  $= 1.96$ , the hypothesis is rejected, and if the t-statistic value is  $> 1.96$ , the hypothesis is accepted. Based on the test results, the indirect effect between role conflict (X1) on women's career development (Y1) through psychological well-being (Y2) shows a t-statistic value of 2.281 ( $2.281 > 1.96$ ), so H8 is accepted and psychological well-being acts as a mediator. In contrast, the indirect effect of social support (X2) on women's career development through psychological well-being resulted in a t-statistic value of 0.920 ( $0.920 < 1.96$ ), which means H9 is rejected and psychological well-being does not act as a mediator. Finally, the indirect effect of work-life balance (X3) on women's career development through psychological well-being yielded a t-statistic value of 2.290 ( $2.290 > 1.96$ ), which means H10 is accepted and psychological well-being plays a mediating role in the relationship.

### 3.2 Discussion

#### a. Role Conflict on Women's Career Development

The t-statistic value of 2.140, which was more than 1.96 ( $2.140 > 1.96$ ), was obtained while testing the direct influence of the role conflict

variable (X1) on women's career advancement (Y1). The Original Sample (O) value was negative at -0.256. The hypothesis test results indicate that H1 is accepted, meaning that role conflict significantly and negatively affects the professional advancement of female employees at the Harapan Christian College Foundation. An indication of these results is that the higher the role conflict experienced, the lower the career development opportunities obtained by female employees at the Harapan Christian College Foundation. Vice versa, the lower the role conflict experienced, the higher the career development opportunities obtained by female employees at the Harapan Christian College Foundation.

This study strengthens previous research, namely [6] which proves that role conflict has a negative and significant effect on the career development of female employees. In particular, women who experience role conflict feel divided between family responsibilities and professional careers, resulting in a lack of time and energy that can be allocated to focus on career development. Difficulty in making career-related decisions such as choosing between improving educational qualifications or spending more time with family can also be a barrier to career development. In addition, role



conflict can increase stress levels and reduce mental well-being, thereby hindering a woman's ability to develop in her career. Women who experience role conflict may also tend to avoid career opportunities that require high mobility such as working outside the city or country. Therefore, the higher the role conflict experienced, the lower the opportunities for women's career development in the company or organization.

b. Role Conflict on Psychological Well-being

The Original Sample (O) value was negative at -0.530, and the t-statistic value of 3.487, which was more than 1.96 ( $3.487 > 1.96$ ), was obtained while testing the direct influence of the role conflict variable (X1) on psychological well-being (Y2). Role conflict has a detrimental and considerable impact on the psychological health of female employees at the Harapan Christian College Foundation, according to the results of the hypothesis test, which indicates that H2 is accepted. An indication of these results is that the higher the role conflict experienced, the lower the psychological well-being of female employees at the Harapan Christian College Foundation. Vice versa, the lower the role conflict experienced, the higher the psychological well-being of female employees at the Harapan Christian College Foundation.

The results of this research strengthen previous research, namely [7] which proves that role conflict has a negative and significant effect on psychological well-being. Psychological well-being refers to a person's mental and emotional condition which includes positive

feelings about oneself, the ability to cope with stress, healthy relationships with other people, and the ability to function effectively in everyday life. Role conflict can cause a person to feel trapped between conflicting demands, such as between work and family, which can result in feelings of incompetence or being unable to meet set expectations. Guilt and discomfort also often arise when a person feels that he or she cannot adequately fulfill these expected roles. Role conflict can disrupt interpersonal relationships and life satisfaction because it causes an imbalance in a person's life. Overall, role conflict can damage a worker's psychological well-being by producing stress, anxiety, feelings of incompetence, and life dissatisfaction. Therefore, the higher the role conflict experienced, the lower the psychological well-being of employees in the company or organization.

c. Social Support on Women's Career Development

The test of direct influence of social support variable (X2) on women's career development (Y1) resulted in a calculated t value of 0.893, which is smaller than 1.96 ( $0.893 < 1.96$ ). Results of this hypothesis test indicate that H3 is rejected, so social support does not significantly influence the career development of female employees at Yayasan Perguruan Kristen Harapan. This result indicates that the level of social support possessed by female employees at the foundation has no direct impact on their career development opportunities.

This study's results align with the research of [8] who found that social support has no significant effect on women's career development. This can be explained that in general, women's career development is often associated with social support

received from the surrounding environment such as family, friends, and colleagues. However, there are situations where social support has no effect on women's career development. The quality of social support can influence its impact, where tangible assistance such as job opportunities or financial assistance may be more influential than emotional support alone. Cultural norms and social structures in certain societies can limit women's access to the support necessary to develop a career. There are also internal factors such as motivation, skills and resources that female workers possess that can be more important in directing their careers. Although social support is often considered important in career development for female workers, the conditions faced and individual factors can cause its influence to be less significant in some cases.

d. Social Support on Psychological Well-being

The t-statistic value of 0.983, which is less than 1.96 ( $0.983 < 1.96$ ), was obtained when examining the direct impact of the social support variable (X2) on psychological well-being (Y2). The hypothesis test results indicate that H4 is not supported, i.e., social support does not significantly affect the psychological health of female employees at the Harapan Christian College Foundation. The fact that female employees of the Harapan Christian College Foundation do not directly experience a negative psychological outcome in relation to their level of social support is indicative of these findings.

However, the results of this study are in line with the research of [9] which finds that social support does not have a significant effect on psychological well-being. This can be

explained that not all forms of social support provide the same benefits. Unreal or inadequate support may not have a significant impact on a person's psychological well-being. Apart from that, relying too much on social support can also have negative impacts such as reducing a person's sense of independence and intrinsic motivation. Each worker also has different needs regarding social support, so some of them may feel less motivated by the social support they have. A work environment that is unsupportive or responds negatively to employees' efforts to seek social support can also reduce benefits. Even though social support is important for shaping psychological well-being, the existence of different factors of quality of social support and support needs can explain why its effect on psychological well-being is not significant.

e. Work Life Balance on Women's Career Development

When the work-life balance variable (X3) was tested for its direct impact on women's career advancement (Y1), the Original Sample (O) value was positive at 0.442 and the t-statistic value was 4.762, larger than 1.96 ( $4.762 > 1.96$ ). The hypothesis test results indicate that H5 is accepted, meaning that work-life balance significantly and favorably influences the professional advancement of female employees at the Harapan Christian College Foundation. These findings are demonstrated by the fact that female employees at the Harapan Christian College Foundation have greater career advancement prospects the more highly they estimate their work-life balance to be. Vice versa, the lower the perceived work life balance, the lower the career development opportunities obtained by female

employees at the Harapan Christian College Foundation.

The results of this research strengthen previous research, namely [10] which proves that work life balance has a positive and significant effect on career development for female employees. Work life balance plays an important role in women's career development. A good balance between work and personal life encourages female employees to improve their mental and physical health. Employees will be more prepared and productive at work, which in turn increases performance and opportunities to develop careers. A good work life balance can also increase job satisfaction because employees feel they have enough time for family, hobbies and other activities outside of work. This can increase motivation and commitment to work which helps in career development. A good work life balance also allows female employees to develop themselves through training, education, or activities that improve their skills and knowledge, thereby helping them achieve a higher career level. A high level of work life balance can be a key factor in the career development of female employees because it helps them achieve their career goals better while maintaining balance in their personal lives.

f. Work Life Balance on Psychological Well-being

Original Sample (O) is a positive value of 0.280, and the t-statistic value is 2.136 which is greater than 1.96 ( $2.136 > 1.96$ ), found when testing the immediate effect of work-life balance variable (X3) on psychological well-being (Y2). Hypothesis testing results show that  $H_6$  is accepted, meaning that work-life balance significantly and positively affects the psychological

well-being of female employees at Yayasan Perguruan Tinggi Kristen Harapan, an indication of this result is that the higher the perceived work-life balance, the higher the psychological well-being of female employees at Yayasan Perguruan Tinggi Kristen Harapan. Vice versa, the lower the perceived work-life balance, the lower the psychological well-being of female employees at the Harapan Christian College Foundation.

This research strengthens prior research, namely [11] which proves that work life balance has a positively and significant effect on psychological well-being, when workers can achieve a good balance between work and personal life, they tend to experience lower levels of stress and burnout. This can reduce the risk of mental health disorders such as depression and anxiety. Workers who have enough time to relax, do hobbies, exercise, or spend time with family and friends can increase feelings of happiness and overall life satisfaction. Work-life balance can generally increase motivation, engagement and job satisfaction, all of which contribute to psychological well-being. Workers who are satisfied with their jobs and have time to do activities outside of work that they enjoy will tend to have a greater sense of achievement and be more positive about their daily lives. In addition, a balanced work-life balance can also improve social relationships and emotional support as important factors in maintaining psychological well-being. Therefore, a high level of work-life balance has a positive influence on workers' psychological well-being by helping them cope with stress, increase happiness, and feel more satisfied with their lives overall.

g. Psychological Well-being on Women's Career Development

Testing the direct influence of the psychological well-being variable (Y2) on women's career development (Y1) obtained a t-statistic value of 3.873 which was greater than 1.96 ( $3.873 > 1.96$ ) and the Original Sample (O) value was positive at 0.354. The results of the hypothesis test mean that H7 is accepted, so psychological well-being has a positive and significant effect on the career development of female employees at the Harapan Christian College Foundation. An indication of this result is that the higher the psychological well-being you have, the higher the career development opportunities that female employees at the Harapan Christian College Foundation will get. Vice versa, the lower the psychological well-being you have, the lower the career development opportunities obtained by female employees at the Harapan Christian College Foundation.

The results of this research strengthen previous research, namely [12] which proves that psychological well-being has a positive and significant effect on career development. Psychological well-being or psychological well-being can increase self-confidence as an important factor for female workers to face new challenges, seek opportunities, and negotiate for promotions or higher salaries. Female employees who have high psychological well-being tend to be better at managing stress, which can help them stay focused and perform well even in high-pressure situations, which is beneficial for career advancement. Positive psychological well-being can lead to healthier interpersonal relationships, both in organizations and in personal life. This can result in a stronger network

as well as overall support for career growth. Therefore, psychological well-being can be the basis for female employees to face challenges, take advantage of opportunities, and achieve their career development goals.

h. Psychological Well-being in Mediating of Role Conflict on Women's Career Development

Testing the indirect influence of the role conflict variable (X1) on women's career development (Y1) through the mediation of psychological well-being (Y2) obtained a t-statistic value of 2.281 which was greater than 1.96 ( $2.281 > 1.96$ ) indicating that there was a significant mediating influence significant. The results of the hypothesis test mean that H8 is accepted, so that psychological well-being plays a role in mediating the influence of role conflict on career development for female employees at the Harapan Christian College Foundation. An indication of these results is that the high level of psychological well-being possessed by female employees at the Harapan Christian College Foundation can reduce the negative impact of the role conflict they face, thereby contributing to their career development.

The results of this research strengthen previous research, namely Emi, et al. (2022) which proves that psychological well-being mediating the influence of role conflict on women's career development. This is because the presence of external support such as partners, family, children and friends can support the success of the dual roles experienced. The existence of good psychological well-being in women who play dual roles is able to see themselves and their environment positively, where women can see their roles as

challenges that make them work optimally to pursue their careers. Role conflict occurs when workers experience conflict between different roles in their lives. Female employees often face additional pressure in managing multiple roles, such as that of a professional and that of a mother or family member responsible for household care. When there is conflict between these roles, women can experience greater stress due to high social expectations of their abilities in carrying out this dual role. This conflict can cause stress and discomfort which can affect his career development. Psychological well-being can play an important role in helping female employees overcome role conflicts and remain focused on career development. Female employees who have good psychological well-being are better able to manage stress arising from role conflict, so they can remain productive and show optimal performance in the work environment. Therefore, psychological well-being can be an important mediator in the relationship between role conflict and career development.

i. Psychological Well-being in Mediating of Social Support on Women's Career Development

Testing the indirect effect of the social support variable (X2) on job satisfaction (Y2) through the mediation of women's career development (Y1) obtained a t-statistic value of 0.920 which is smaller than 1.96 ( $0.920 < 1.96$ ) indicating that there is no significant mediating effect significant. The results of the hypothesis test mean that H9 is rejected, so that psychological well-being does not play a role in mediating the influence of social support on career development for female employees at

the Harapan Christian College Foundation. An indication of these results is that the high level of psychological well-being of female employees at the Harapan Christian College Foundation cannot encourage the positive impact of the existence of social support, so it does not contribute to their career development.

The results of this research are in line with the implications of the research of [13] which explains that social support has no effect on psychological well-being and career development if the support provided is not in accordance with employee needs or if the source of support does not provide adequate support. For example, if an employee feels that the support provided by family, friends or co-workers is irrelevant or does not help in overcoming the problems they face, then this social support may not have a positive impact on their psychological well-being or career development. Besides Even though social support can provide positive encouragement in a person's career development, low psychological well-being can prevent them from utilizing social support effectively. Someone who experiences stress, anxiety or depression will have difficulty benefiting from existing social support because their psychological condition can hinder motivation and performance in career development.

j. Psychological Well-being in Mediating of Work Life Balance on Women's Career Development

Testing the indirect influence of the work life balance variable (X3) on women's career development (Y1) through the mediation of psychological well-being (Y2) obtained a t-statistic value of 2.290 which is greater than 1.96 ( $2.290 > 1.96$ ) indicating that there is a mediating influence which is

significant. The results of the hypothesis test mean that H10 is accepted, so that psychological well-being plays a role in mediating the influence of work life balance on career development for female employees at the Harapan Christian College Foundation. An indication of these results is that the high level of psychological well-being possessed by female employees at the Harapan Christian College Foundation can encourage the perceived positive impact of work life balance, so that it will later contribute to career development.

The results of this research strengthen previous research, namely [14], [15] which proves that psychological well-being mediating the influence of work life balance on women's career development. This is because female employees are able to achieve work life balance or a balance between work demands and personal life tends to have lower stress levels, which can improve psychological well-being. Low stress levels can help women to stay motivated and engaged in their work and maintain good quality interpersonal relationships in the work environment and at home. Through good psychological well-being, female employees are more likely to overcome obstacles and challenges in career development and are more motivated to pursue opportunities that support their career growth. Therefore, psychological well-being can be a key factor in understanding how work life balance contributes to women's career development.

#### 4. CONCLUSION

Base on the results of analyses and the discussion carried out, the followings are some conclusions can be made:

- 1) Role conflict has a negative and significant effect on the career

development of female employees at the Harapan Christian College Foundation, so hypothesis 1 is accepted. These results indicate that the higher the role conflict experienced, the lower the opportunities for career development obtained by female employees at the Harapan Christian College Foundation, and vice versa.

- 2) Role conflict has a negative and significant effect on the psychological well-being of female employees at the Harapan Christian College Foundation, so hypothesis 2 is accepted. These results indicate that The higher the role conflict experienced, the lower the psychological well-being of female employees at the Harapan Christian College Foundation, vice versa.
- 3) Social support does not have a significant effect on the career development of female employees at the Harapan Christian College Foundation, so hypothesis 3 is rejected. These results indicate that The level of social support that female employees at the Harapan Christian College Foundation have does not have a direct impact on the career development opportunities they obtain
- 4) Social support does not have a significant effect on the psychological well-being of female employees at the Harapan Christian College Foundation, so hypothesis 4 is rejected. These results indicate that The level of

social support that female employees at the Harapan Christian College Foundation have does not have a direct impact on their psychological well-being.

- 5) Work life balance has a positive and significant effect on the career development of female employees at the Harapan Christian College Foundation, so that hypothesis 5 is accepted. These results indicate that The higher the perceived work life balance, the higher the career development opportunities that female employees at the Harapan Christian College Foundation will get, and vice versa.
- 6) Work life balance has a positive and significant effect on the psychological well-being of female employees at the Harapan Christian College Foundation, so that hypothesis 6 is accepted. These results indicate that The higher the perceived work-life balance, the higher the psychological well-being of female employees at the Harapan Christian College Foundation, and vice versa.
- 7) Psychological well-being has a positive and significant effect on the career development of female employees at the Harapan Christian College Foundation, so that hypothesis 7 is accepted. These results indicate that The higher the psychological well-being you have, the higher the career development opportunities that female employees at the Harapan

Christian College Foundation will get, and vice versa.

- 8) Psychological well-being plays a role in mediating the influence of role conflict on career development for female employees at the Harapan Christian College Foundation, so that hypothesis 8 is accepted. These results indicate that the high level of psychological well-being of female employees at the Harapan Christian College Foundation can reduce the negative impact of role conflicts they face, thereby contributing to their career development.
- 9) Psychological well-being does not play a role in mediating the influence of social support on career development for female employees at the Harapan Christian College Foundation, so hypothesis 9 is rejected. These results indicate that the high level of psychological well-being of female employees at the Harapan Christian College Foundation cannot encourage a positive impact the existence of social support, so it does not contribute to his career development.
- 10) Psychological well-being does not play a role in mediating the influence of work life balance on career development for female employees at the Harapan Christian College Foundation, so hypothesis 10 is accepted. These results indicate that The high level of psychological well-being of female employees at the Harapan Christian College Foundation can encourage the

perceived positive impact of work-life balance, thereby

contributing to their career development.

## REFERENCES

- [1] N. L. P. R. Adnyani and A. A. S. K. Dewi, "Pengaruh Pengalaman Kerja, Prestasi Kerja Dan Pelatihan Terhadap Pengembangan Karier Karyawan." Udayana University, 2019.
- [2] Sriwijono, *Cosmopolitan Career Handbook*. Jakarta: Cosmopolitan Magazine, 2006.
- [3] V. M. Lalande, S. D. Crozier, and H. Davey, "Women's career development and relationships: A qualitative inquiry," *Can. J. Couns. Psychother.*, vol. 34, no. 3, 2000.
- [4] M. F. Rossi *et al.*, "Workplace violence against healthcare workers: an umbrella review of systematic reviews and meta-analyses," *Public Health*, vol. 221, pp. 50–59, 2023.
- [5] I. Ghozali, *Aplikasi Analisis Multivariate Dengan Program IMB SPSS 25 Edisi 9*. Semarang: Badan Penerbit Universitas Diponegoro, 2018.
- [6] F. D. Anggraini, A. Rejeki, and N. S. E. Puspitaningrum, "The relationship between workload and work-family conflict in female lecturers at 'X' university," in *Journal Universitas Muhammadiyah Gresik Engineering, Social Science, and Health International Conference (UMGESHIC)*, 2021, vol. 1, no. 2, pp. 331–337.
- [7] S. M. Hapsari, "07 JB1R Published Sylvia," *Int. J. Bus. Innov. Res.*, vol. 20, no. 1, p. 47, 2019.
- [8] E. A. Fathy and H. A.-E. Youssif, "The impact of glass ceiling beliefs on women's subjective career success in tourism and hospitality industry: The moderating role of social support," *JFTH*, vol. 17, pp. 137–162, 2020.
- [9] Y. Wang, M. C. Chung, N. Wang, X. Yu, and J. Kenardy, "Social support and posttraumatic stress disorder: A meta-analysis of longitudinal studies," *Clin. Psychol. Rev.*, vol. 85, p. 101998, 2021.
- [10] T. L. Nie, S. Harjono, S. D. Purba, and E. Sulistyaningsih, "The Impact of Perceived Supervisor Support, Work Life Balance and Work Engagement in Controlling Turnover Intention in a Pharmaceutical Manufacturing Company," *J. Manaj.*, vol. 20, no. 2, 2023.
- [11] R. Muhammad, "The Association Between Work-life Balance and Employee Mental Health: A systemic review," *Asia Pacific J. Heal. Manag.*, vol. 18, no. 3, pp. 263–280, 2023.
- [12] M. Esterina, M. S. Silvi, and D. Rahmawati, "The Effect of Perceived Career Development and Work-Life Balance on Psychological Well-Being of Lecturers," *J. Psikol. MALAYSIA*, vol. 34, no. 3, 2020.
- [13] B. Obrenovic, D. Jianguo, A. Khudaykulov, and M. A. S. Khan, "Work-family conflict impact on psychological safety and psychological well-being: A job performance model," *Front. Psychol.*, vol. 11, p. 475, 2020.
- [14] T. S. Dewi and F. Abadi, "The Effect Of High Performance Work Systems On Organizational Citizenship Behavior, With Psychological Well-Being, Organizational Commitment And Job Satisfaction As Intervening Variables," *J. Res. Soc. Sci. Econ. Manag.*, vol. 2, no. 12, pp. 2939–2963, 2023.
- [15] I. Rachmawati and A. T. Lidyasari, "Psychological Well-Being of Pre-Service Training Teachers," *J. Kaji. Bimbing. dan Konseling*, vol. 8, no. 3, p. 12, 2024.