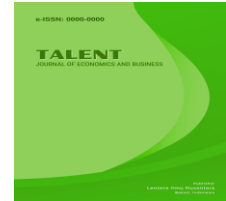




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## **The Role of Employee Well-Being and Work-Life Balance in Driving Adaptive Performance in Manufacturing Companies**

**Mita Sri Kusuma<sup>1</sup>, Muhamad Sapruwan<sup>2</sup>**

<sup>1,2</sup>Universitas Pelita Bangsa

Email : mitakusuma09@gmail.com

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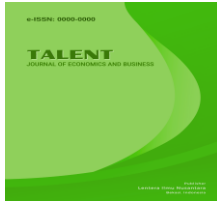
### **Abstract**

This study aims to analyze the effect of Employee Well-Being and Work–Life Balance to Adaptive Performance manufacturing company employees. The dynamic changes in the work environment require manufacturing employees to possess high adaptive performance. Psychological well-being and work–life balance are considered important factors in supporting employees' adaptability. This study aims to examine the effect of employee well-being and work–life balance on adaptive performance among manufacturing employees in the Bekasi area. This study employs a quantitative approach using a survey method through an online questionnaire. Convenience sampling was applied, resulting in 65 respondents. Data analysis is planned to be conducted using Structural Equation Modeling (SEM) with a Partial Least Square (PLS) approach. The findings of this study are expected to contribute theoretically to organizational behavior literature and practically to manufacturing companies in improving employees' adaptive performance.

**Keywords:** Employee Well-Being, Work–Life Balance, Adaptive Performance, Manufacturing Industry, Organizational Behavior.

### **Introduction**

Technological changes and global market dynamics have required manufacturing companies to have human resources capable of adapting quickly to various work situations. Adaptability, or adaptive performance, is a crucial factor for organizational success in facing industrial transformation. High work demands often impact employee psychological stress, potentially deteriorating their well-being. Several studies have shown that good employee well-being positively contributes to improved adaptive performance by increasing motivation and work engagement (Kaltainen & Hakanen, 2022a) . This situation highlights the need for manufacturing companies to balance their focus between increasing productivity and maintaining employee well-being to maintain adaptability.

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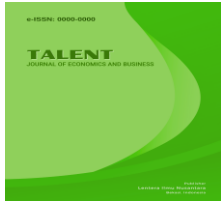
Work-life balance is also a crucial issue in improving adaptive performance in manufacturing environments. An imbalance between professional responsibilities and personal needs can reduce job satisfaction and hinder individuals' ability to adapt to organizational change. Research shows that a good work-life balance not only improves psychological well-being but also strengthens employees' capacity to adapt to dynamic work demands (Yang et al., 2024) . Understanding the relationship between employee well-being , work-life balance , and adaptive performance in the manufacturing sector is expected to provide a basis for companies designing human resource policies oriented towards sustainability and long-term competitiveness.

Indonesia's occupational well-being remains relatively low compared to many neighboring countries, with employee productivity and engagement scores far below the global average. Excessive working hours are a prominent feature in Indonesia: more than 32 million people reportedly work more than 40 hours per week, equivalent to approximately 26% of the workforce. This condition poses health risks, including hypertension, as well as physical and psychological stress that can reduce workers' adaptive capacity (Andini & Siregar, 2024) . Occupational well-being-related dysfunctions often arise among shift and production workers who face sleep disturbances, stress, and difficulty maintaining a work-life balance, particularly in the manufacturing industry in Semarang, where approximately 80% of shift workers report sleep disturbances and 85% cite work-life balance issues due to demanding shift work arrangements (Mendrofa & Palupiningtyas, 2025) .

Long working hours are a real phenomenon that increases workload and reduces recovery time for employees. Approximately 44.8% of workers in the manufacturing sector and machine operators/assemblers reported working more than 48 hours per week globally, a figure among the highest among other industrial sectors ( Work-Life Balance Statistics [2023 Edition] , n.d.) . Salary disparities also emerge as a trigger for stress and dissatisfaction, for example in the Indonesian industrial equipment manufacturing sector, where the average wage for factory workers is Rp 3.25 million per month, significantly lower than the salary of supervisors or production managers, which ranges from Rp 6.7 million to Rp 15 million depending on role and experience (Tadjoeddin, 2016) . Both of these phenomena clearly cause psychological and physical stress, potentially hindering employees' ability to adapt to changes in processes, targets, or working conditions.

Shift workers in the manufacturing sector in Semarang experience physical, mental, and social well-being problems due to the intensive shift work system. A Study on the Effects of Shift Work Management on Employee Well-Being in the Manufacturing Sector reported that approximately 80% of shift workers experience sleep disturbances, 75% experience increased stress, and 85% report a disruption in their work-life balance. (Mendrofa & Palupiningtyas, 2025) This condition indicates that employee well-being is not only threatened by production demands, but also by how shift schedule management handles adequate rest and recovery.

The production department in the furniture industry in Cirebon Regency also presents significant work-life balance issues when production pressure is high and work flexibility is low.

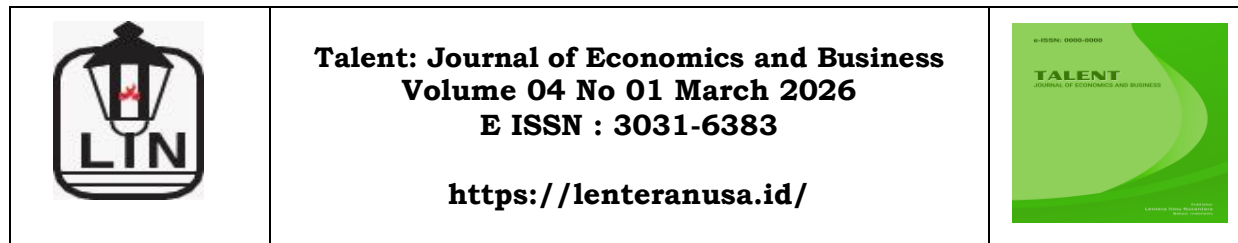
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The study, " Work-Life Balance or Work-Life Integration?", found that the majority of intermediate employees struggle to maintain a work-life balance, particularly due to long working hours and tight production targets (Fatur et al., 2025) . These obstacles can hinder adaptive performance , as adapting to change and new demands requires adequate psychological and physical well-being, as well as time for recovery and personal-life balance.

Various studies have found that employee well-being has a positive influence on adaptive performance. A study by Kaltaiainen & Hakanen (2022) reported that employee well-being, measured through work engagement and low burnout, correlated significantly with all sub-dimensions of adaptive performance , such as creativity, reactivity, interpersonal adaptability, and stress management (Kaltaiainen & Hakanen, 2022b) . The study " A study on adaptive performance, work-related psychological health, and demographics in Episcopal Church bishops " also showed that levels of work -related psychological health were positively related to adaptive performance (Rowe et al., 2024) . Several other studies, although showing correlations, reported that the direct effect of employee well-being on adaptive performance was not always significant after including strong mediators or control variables. For example, several positive psychology reviews found that aspects of positive well-being often increase adaptivity, but the direct effect depends on the context and intervention construct (Tang et al., 2024) .

The work-life balance (WLB) variable has also been studied extensively in the context of adaptive performance or performance related to change. The study "Examining Perceived Organizational Support, Work-Life Balance, and Role Breadth Self-Efficacy in Predicting Employee Adaptive Performance" (2024) found that WLB has a direct positive effect on adaptive performance and an indirect effect through role breadth self-efficacy (Fatur et al., 2025) . The study " Work-Life Balance and Adaptive Performance of Technopreneurs in Lagos State, Nigeria " showed that the balance between work roles and personal life roles (work-role balance) is significantly positively related to the ability to manage uncertainty and work stress, components of adaptive performance ("Work-Life Balance and Adaptive Performance of Technopreneurs in Lagos State, Nigeria ," 2017) . In contrast, the study " Relationship between work-family balance, employee well-being and job performance " conducted in the Spanish banking sector reported that work-family policies (including WLB) did not have a significant direct effect on job performance , but rather had an indirect effect through employee well-being as a mediator (Medina-Garrido et al., 2023) .

Employee well-being and work-life balance variables in the manufacturing sector context present a new research opportunity because most literature has focused on job performance in general or the service/technology sector, while little has specifically explored adaptive performance , namely the ability of employees to adapt to changes in processes, technology, or working conditions in the manufacturing environment. This study aims to fill this gap by directly examining the influence of well-being and work-life balance on adaptive performance in an Indonesian manufacturing setting. The research direction will emphasize models that involve both independent variables simultaneously, test whether they provide unique contributions, and consider contextual moderators/mediators in manufacturing (e.g., work shifts or the level of

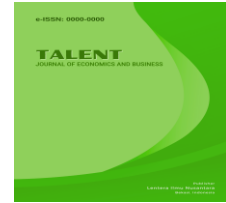


automation). Current conditions indicate that employee well-being and work-life balance in the manufacturing industry still require serious attention. Data from the EY Work Reimagined Survey (2023) indicates that 46% of workers in Indonesia are likely to leave their jobs in the next 12 months, with the primary reason being a lack of attention to well-being and work-life balance (Fujiari, 2024) .

The urgency of this research stems from the fact that the manufacturing industry faces challenges of rapid change, including digitalization, automation, and demands for workforce flexibility, making employee adaptability a critical determinant of operational continuity and competitiveness. The manufacturing industry also exhibits high levels of job stress and work-life imbalance, which reportedly increase the risk of turnover and decrease employee engagement. (Suokko et al., 2025). A similar fact was revealed by BMC Public Health (2024) which found that more than 32 million workers in Indonesia work more than 40 hours per week, increasing the risk of stress and health disorders that negatively impact psychological well-being and adaptive performance (Andini & Siregar, 2024). Therefore, the research problem is formulated more explicitly as follows: does employee well-being have a direct effect on adaptive performance, and does work-life balance have a direct effect on adaptive performance among manufacturing employees. The benefits of this research include the development of a theoretical framework that links employee well-being and work-life balance with work adaptability, thereby extending organizational behavior frameworks by integrating employee well-being and work-life balance within a unified predictive model of adaptive performance that clarifies the distinct direct contributions of each construct to employees' capacity to adjust effectively to evolving job demands, as well as practical implications for human resource management in manufacturing companies for example, in designing well-being programs, work schedule arrangements, or flexibility policies that improve adaptive performance and ultimately productivity and workforce retention (Ganiyu et al., 2020).

## **Method**

This study uses a quantitative approach with a causal research design. The research objects are employees of manufacturing companies in the Bekasi area. The research population includes all employees without being limited by division or work system. The sampling technique uses convenience sampling with a total of 65 respondents. Data were collected through an online questionnaire using Google Form with a five-point Likert scale, and the questionnaire also captured respondents' demographic characteristics including gender, age, education level, tenure, and job position to provide contextual profiling of the sample. The variables of employee well-being, work-life balance, and adaptive performance were measured based on indicators adapted from reputable international journals. Data analysis was carried out using Structural Equation Modeling (SEM) based on Partial Least Square (PLS). The analysis stages include validity testing, reliability testing, evaluation of the measurement model (outer model), and evaluation of the structural model (inner model).



## Results and Discussion

### Average Extracted (AVE) Test

Table 1. Average extracted (AVE) test results

Variables	Average Variance Extracted (AVE)
AD	0.579
EWB	0.607
WLB	0.715

Based on table 1, the results of convergent validity testing through the Average Variance Extracted (AVE) value indicate that all research constructs have met the eligibility criteria. The AVE values obtained for employee well-being, work-life balance, and employee adaptiveness are above the required minimum limit, which is more than 0.5. Each variable is able to explain the proportion of its indicator variance adequately, so it can be concluded that the indicators used truly represent the construct being measured. By fulfilling the AVE value for all variables, the measurement model in this study is declared to have good convergent validity.

### Cronbach's Alpha Test

Table 2. Cronbach's Alpha Test Results

	Cronbach's Alpha
AD	0.918
EWB	0.918
WLB	0.869

Based on Table 2, the instrument reliability test conducted using Cronbach's Alpha shows that all variables have an excellent level of internal consistency. This indicates that the statement items in each construct are able to measure the same concept stably and consistently. All variables show very high values, exceeding the minimum limit of 0.7, thus ensuring that this research instrument has strong internal consistency. Thus, the research instrument used can be trusted to accurately measure adaptive performance, employee well-being, and work-life balance.

### Composite Reliability Test

Table 3. Composite Reliability Test Results

	Composite Reliability
AD	0.932
EWB	0.932
WLB	0.909

Based on Table 3, the results of the Composite Reliability test also show that all constructs have a high level of reliability. All variables obtained values far above the minimum limit of 0.7, so it can be concluded that this research instrument has a very good level of reliability. This finding strengthens the results of the Cronbach's Alpha test by confirming that the indicators in each variable have good consistency and reliability in forming the latent construct. Overall, the results of the validity and reliability tests indicate that the measurement model in this study has met the required criteria, making it suitable for further analysis of the structural model.

### R Square Test

Table 4. R Square Test Results

	R Square	R Square Adjusted
<b>AD</b>	0.446	0.428


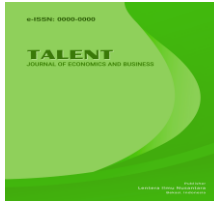
Table 4 presents the results of the R-square test used to assess the predictive ability of the research model. The R-square value for the Adaptive Performance variable indicates that the research model is able to explain a proportion of the variation in employee adaptive performance quite well. This indicates that the Employee Well-Being and Work-Life Balance variables used in the study have a relevant contribution in explaining employee adaptability. Thus, the research model can be categorized as having adequate predictive power in explaining adaptive performance in manufacturing company employees.

### Path Coefficient Test

Table 5. Path Coefficient Test Results

	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics ((O/STDEV))	P Values
<b>EWB -&gt; AD</b>	0.653	0.661	0.101	6,436	<b>0.000</b>
<b>WLB -&gt; AD</b>	-0.037	-0.067	0.100	0.374	<b>0.708</b>

Table 5 presents the results of the path coefficient test used to determine the direction and significance of the relationship between variables in the research model. The test results indicate that Employee Well-Being has a positive and significant influence on employee Adaptive Performance. This finding indicates that the better the level of employee well-being, the higher the employee's ability to adapt to changes in the work environment. Thus, Employee Well-Being can be considered an important factor in improving adaptive performance in manufacturing companies. The test results also show that Work-Life Balance does not have a significant influence on Adaptive Performance. This finding indicates that the balance between work and

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personal life has not directly affected employee adaptability in the context of this study. This condition indicates that employee adaptive performance is more influenced by psychological well-being factors than by aspects of work-life balance.

## **Discussion**

### **The Influence of Employee Well-Being (X1) on Adaptive Performance (Y)**


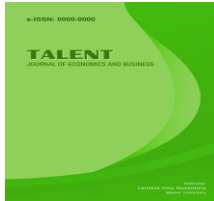
The research results show that employee well-being influences adaptive performance . This finding indicates that employee well-being plays a crucial role in supporting an individual's ability to adapt to changing job demands, work processes, and organizational dynamics. Employees in a state of well-being tend to be more psychologically prepared to face change, able to manage work pressure, and demonstrate flexibility in carrying out their roles and responsibilities. Therefore, employee well-being can be said to contribute to improving employees' adaptive abilities in the workplace.

The results of this study are in line with research conducted by (Chmiel, 2017) which states that employee well-being functions as a work resource that supports employee engagement, resilience, and the ability to respond to changing job demands. Furthermore, these findings are also consistent with research (Demerouti et al., 2016) which found that work well-being is positively related to adaptive performance, because employees who have good psychological well-being are better able to adjust their work strategies and behaviors in the face of organizational change. The alignment of these results indicates that employee well-being is a relevant factor in explaining variations in employee adaptability. The implications of these research results emphasize that organizations need to view employee well-being as part of their human resource management strategy. Improving employee well-being through the creation of a supportive work environment, attention to mental health, and work policies oriented towards employee balance and comfort has the potential to improve adaptive performance .

### **The Effect of Work–Life Balance (X2) on Adaptive Performance (Y)**

The research results show that work-life balance has no effect on adaptive performance . This finding indicates that the balance between work and personal life has not been able to directly contribute to improving employees' ability to adapt to changing job demands. In other words, even though employees have a balance of time and roles between work and personal life, this condition does not automatically encourage an increase in their ability to adapt to changes in work processes, technology, or organizational dynamics.

Conceptually, this condition can be explained as adaptive performance being more influenced by factors directly related to the work context, such as task demands, work pressure, competence, and psychological readiness to face change. Work-life balance tends to play a role in maintaining the comfort and stability of an individual's life, but it is not always directly related to an employee's ability to actively adapt to a dynamic work environment. Therefore, an employee's work-life balance does not necessarily encourage adaptive behavior in the face of organizational change.

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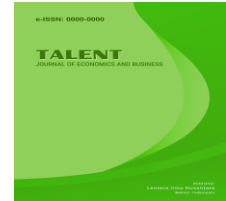
The results of this study align with those of De Menezes & Kelliher (2017) , which stated that work-life balance has a greater impact on employee job satisfaction and well-being than adaptive performance or contextual performance, which demands high flexibility. Furthermore, these findings are supported by research (Wang et al., 2020) , which shows that work-life balance is not always directly related to adaptive performance , particularly in work environments that require rapid response to change and operational pressure. This alignment of results suggests that the role of work-life balance on employee adaptability is indirect and can be influenced by other variables. The implications of these research findings suggest that organizations cannot rely solely on work-life balance policies to improve employee adaptive performance. While work-life balance remains crucial for maintaining the well-being and sustainability of the workforce, improving employee adaptability requires the support of other factors such as training, competency development, organizational support, and psychological readiness for change.

## **Conclusion**

The research results indicate that employee well-being has a positive direct contribution to employee adaptive performance, suggesting that employees who experience stronger psychological and workplace well-being are more prepared, flexible, and responsive to changing job demands. In contrast, work-life balance does not show a significant direct contribution to adaptive performance, implying that adaptability in manufacturing settings may be driven more strongly by organizational and job-context resources than by balance perceptions alone. Theoretically, this study contributes to organizational behavior literature by clarifying the distinct role of employee well-being as a key predictor of adaptive performance and by evidencing that work-life balance may require additional mechanisms or boundary conditions to translate into adaptive outcomes. The novelty of this study lies in examining adaptive performance among manufacturing employees in an emerging economy context, thereby extending prior evidence on employee adaptability that has largely been developed in non-manufacturing settings or advanced-economy samples.

From a practical perspective, the findings suggest that manufacturing firms should prioritize integrated well-being initiatives alongside existing work-life balance policies. Interventions such as strengthening psychosocial support, improving the work environment, and providing organizational support for employees' psychological needs can foster a more resilient workforce capable of coping with technological shifts, evolving work systems, and operational pressures, which ultimately supports organizational sustainability and competitiveness.

This study has several limitations that should be considered when interpreting the results, including the use of convenience sampling, a cross-sectional design, and a relatively small sample size, which may constrain generalizability and limit causal inference. Future research is recommended to employ longitudinal designs to capture adaptation dynamics over time, expand sampling across multiple industries or regions to strengthen external validity, and extend the model by incorporating additional explanatory variables such as organizational support, job



demands, learning agility, and psychological capital to better explain adaptive performance across diverse contexts.

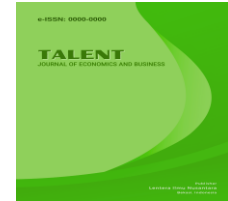
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