

The Influence of Work Life Balance to Subjective Wellbeing on Women Working in PTPN II

Debora Sintha¹, Abdhy Aulia Adnans²

^{1,2}Department of Psychology, University of North Sumatera, Medan, Indonesia.

Corresponding Author: Abdhy Aulia Adnans

DOI: <https://doi.org/10.52403/ijrr.20240723>

ABSTRACT

This study aims to determine the effect of work-life balance on the subjective well-being of women who work in PTPNII. The subjects of this study were 79 women who worked in PTPN II. The approach used in this research is quantitative. The data were collected Using work-life balance scale and the Satisfaction with Life Scale (SwLS) as measuring instruments and were analyzed statistically using a simple regression analysis. The results of statistical analysis show that simultaneously, work-life balance has a significant positive effect on subjective well-being. The determinant coefficient (R square) shows a value of 0.068 meaning that subjective well-being is influenced by work-life balance of 6.8%. Working conditions and work environment that require individuals to continue to be productive, as well as working time pressures, are challenges for individuals that have an effect on subjective well-being. This research may provide information for policymakers in implementing better human resource policies, such as enhancing employees' psychological well-being by balancing the intensity of task difficulty with adequate working time and staffing level.

Keywords: Subjective Well-being, Work-Life Balance, Women Working, PTPN II

INTRODUCTION

In the present era, it is not only men or husbands who work to meet the needs of the family; women or wives also play a role in improving family welfare by working. It can be considered that an individual's primary goal of working, is to earn a living and a obtain basic necessities which includes food, clothing, and shelter. Furthermore, not only striving for basic necessities, a higher-level goal which correlates with career advancement and self-development also should be taken into consideration. The type of work a person does can affect how they meet their needs where a person who enjoys their job often exhibits behavior reflecting happiness (Munandar et al., 2018). Enjoying one's work can be interpreted as comfort in the job.

The existence of women today not only increases income due to family economic demands. Women have several potentials that are not inferior to men, in terms of intellect, abilities, or skills (Ridzal, 2000). According to data from the Central Statistics Agency (BPS), the percentage of women in professional employment reached 35.57% in 2022. However, this percentage decreased compared to 2021, which was 36.20%. According to Lewis (1968) in his book "Developing Women's Potential," the development of women's roles in work is due to changes in the lives of rural farming communities to modern societies, the rapid growth of the industrial sector leading to massive labor absorption. Additionally,

advancements in the working world have shortened work hours, allowing women to balance household responsibilities with work efficiently, complemented by progress in women's education (Lewis in Cintantya & Nurtjahjanti, 2020).

The increasing number of working women is an important phenomenon that requires attention, especially concerning their subjective well-being, as it may present a significant effect on organization or industries. According to Kuykendall & Tay (2015), it is crucial for organizations to focus on the subjective well-being of employees or workers because it is capable to give an impact on stress and resources, and focusing on the subjective well-being of employees can reduce stress and increase resources in the organization. The term subjective well-being refers to a person's evaluation of their life at present, at a particular moment, or over many years. This evaluation includes emotional reactions to events, moods, and assessments of life satisfaction, fulfillment, as well as satisfaction in domains such as marriage and work (Diener & Scollon, 2003). Another aspect of subjective well-being involves strengths and virtues understood by each individual. Strengths and virtues are positive characteristics that generate feelings of happiness and gratitude (Seligman, 2005).

The concept of well-being refers to optimal psychological functioning and experiences, and one impact of happiness is subjective well-being. Subjective well-being comprises three perspectives on one's quality of life based on certain criteria. Factors affecting subjective well-being comprises of genetics, personality, subjective satisfaction, goals, demographics, and social relationships (Cintantya & Nurtjahjanti, 2020).

The involvement of women in the labor market can indicate the level of women's welfare and empowerment. Women's representation in senior leadership positions remains low. The Global Gender Gap Report by the World Economic Forum (2020) states that only 22.10% of companies have female representation in managerial

positions in Indonesia. According to Blau and Kahn (Blau & Kahn in Matlin, 2011), the dual roles of women are largely due to gender stereotypes that consider women fully responsible for domestic roles and family care. These stereotypes cause women to take leave to care for children or other family members or even decide to leave their jobs to manage the family. Additionally, male-dominated work environments may hinder women from achieving workplace equality.

Previous research on the subjective well-being in working women explains that factors influencing the subjective well-being of working women include marital status, family relationships, husband support, and relationships with colleagues at work (Munandar et al., 2018). Employees with high subjective well-being are satisfied with their jobs, frequently experience positive emotions, and rarely experience negative emotions (Park et al., 2004).

As employees, it is common to receive demands coming from work. However, when these demands are well-managed and balanced, individual can achieve work-life balance, leading to a positive quality of life and increased subjective well-being (Cintantya & Nurtjahjanti, 2020). Previous research indicates that work-life balance is crucial for working women, evident from the fulfillment of aspects such as time balance, involvement balance, and satisfaction balance (Pratiwi, 2021).

A study on taxi drivers at PT. Express Transindo Utama Tbk in Jakarta found a positive relationship between subjective well-being and work-life balance among taxi drivers (Cintantya & Nurtjahjanti, 2020). Another study on students found a moderately significant relationship between subjective well-being and work-life balance in working students (Suwahyu, 2021).

According to Fisher, Bulger, and Smith (2009), work-life balance is the effort by an individual to balance two roles. Work-life balance has four dimensions: a) Work Interference with Personal Life (WIPL), which measures how work interferes with

personal life; b) Personal Life Interference with Work (PLIW), which measures how personal life interferes with work; c) Personal Life Enhancement of Work (PLEW), which measures how personal life enhances work performance; and d) Work Enhancement of Personal Life (WEPL), which measures how work enhances personal life quality.

This research focuses on female workers at Perkebunan Nusantara II (PTPN II A survey of several workers at the head office of PTPN II reveals that while workers feel capable of balancing their time between work and other activities, personal time is occasionally disrupted by work. Some worker struggle to maintain balance due to sudden work demands that require immediate attention, often at the expense of their leisure time. This affects their subjective well-being, with some workers feeling unsatisfied due to lack of character development and stagnation, sacrificing personal time and feelings, and inadequate company appreciation.

Regarding their personal lives, survey results indicate they are quite satisfied, as evidenced by responses expressing contentment with harmonious families, independent earnings, decent jobs, responsible individuality, and support for parents. However, some also report feelings of unhappiness due to boredom, feeling insufficient with what they have, not having a life partner, not doing enough good, and having many unfulfilled desires.

This study aims to examine whether work-life balance affects the subjective well-being of female workers at PTPN II. The focus on women stems from the dual roles they often face when working while also performing household chores in which poses a significant challenge in balancing their lives

LITERATURE REVIEW

Subjective Well-Being

Diener defines subjective well-being as a combination of positive affect (absence of negative affect) and overall life satisfaction (subjective appreciation of life's rewards).

(Diener, Lucas, etc., 2005). Psychologically, Subjective well-being is an individual's assessment of their life, considering overall life satisfaction as well as specific aspects or parts of their life, which can be seen through the positive and negative affect of that individual. According to Deiner (2002) there are two basic components of Subjective Well-Being: Cognitive Component (Life Satisfaction) and Affective Component.

Work Life Balance

Work-life balance is a theory that explains how individuals manage their work and family environments and the boundaries between them to achieve equilibrium (Clark, 2000). According to Fisher, work-life balance is a work stressor that encompasses four important components: Time, Behavior, Stress, and Energy. Fisher, Bulger, and Smith (2009) stated that work-life balance has 4 formative dimensions, namely: WIPL (Work Interference With Personal Life), PLIW (Personal Life Interference With Work), PLEW (Personal Life Enhancement Of Work), and WEPL (Work Enhancement Of Personal Life).

The influence of Work-Life Balance on Subjective Well-Being in Female Workers

Achieving life goals can be indicated by the extent to which a person's goals are well-defined and consistent with their environment, leading to greater happiness. This aligns with the dimensions of work-life balance by Fisher, Bulger, and Smith: Work interference with personal life, Personal life interference with work, Work enhancement of personal life, and Personal life enhancement of work.

Therefore, when individuals have the ability to balance their roles between work and non-work activities, they can meet their life needs and aspects, thereby increasing subjective satisfaction. As demonstrated in Cintantya's (2020) study on taxi drivers at PT. Express Transindo Utama Tbk in Jakarta, work-life balance has a positive

effect on subjective well-being with a result of 0.564 and a significance value of $p < 0.05$. A positive value on the correlation coefficient indicates that the higher the level of work-life balance, the higher the subjective well-being. Work-life balance has been proven to enhance the quality of an individual's life, ultimately leading to increased subjective well-being (Ramos, Francis & Phillip in Cintantya & Nurtjahjanti, 2018). Individuals who can allocate their time between work and other life needs (work-life balance) tend to feel more satisfied.

MATERIALS & METHODS

The type of research used in this study uses quantitative research with an explanatory approach, to test hypotheses and explain the influence between two or more variables. The explanatory format aims to explain the relationships, differences, and effects of one variable on another (Bungin, 2009). The sampling technique used in this study is

total sampling. Total sampling is a technique where the sample size is equal to the population size (Sugiyono, 2011). The reason for using total sampling is that, according to Sugiyono (2011), if the population size is less than 100, the entire population is used as the sample. The population of female workers at the PTPN II Head Office consists of 79 employees; therefore, in this study, 100% of the population will be used as the sample.

The Satisfaction with Life Scale (SwLS) developed by Diener, Emmons, Larsen, and Griffin (1985) is used to measure the cognitive dimension, which is life satisfaction. The Satisfaction with Life Scale (SWLS), developed by Diener, Emmons, Larsen, and Griffin (1985), is used to measure the cognitive dimension of life satisfaction and consists of 5 items. The SWLS consists of 5 response options: Strongly Agree, Agree, Neutral, Disagree, and Strongly Disagree.

Table 1 Satisfaction with Life Scale

No	Aspect	Item	Number of Items
1.	Cognitive (Life Satisfaction)	1.2.3.4.5	5
	Number of Aitems	5	5

This study uses the work-life balance scale based on the theory by Fisher, Bulger, and Smith (2009), which states that work-life balance comprises four dimensions. Are WIPL (Work Interference with Personal Life), PLIW (Personal Life Interference with Work), PLEW (Personal Life Enhancement of Work), and WEPL (Work Enhancement of Personal Life). Work-life balance will be measured using a scale that includes the aspects proposed by Fisher,

Bulger, and Smith (2006). This scale is constructed based on a modified and adapted Likert model. It includes five alternative responses for the scale measuring the affective dimension, which are: Very Often, Often, Sometimes, Rarely, and Never. Additionally, it includes four alternative responses for the scale measuring the cognitive dimension, which are: Very Suitable, Suitable, Not Suitable, and Very Unsuitable.

Table 2 Work-Life Balance Scale

No	Aspects	Aitem		Number of Items
		Favourable	Unfavourable	
1.	Work Interference Personal Life (WIPL)	-	1, 6, 13, 15, 17	5
2.	Personal Life Interference Work (PLIW)	-	2, 5, 8, 10, 12, 16	6
3.	Personal Life Enhancement of Work (PLEW)	4,9,11	-	3
4.	Work Enhancement of Personal Life (WEPL)	3, 7, 14	-	3
	Number of Items	6	11	17

This research uses a survey method to collect data in the form of a questionnaire consisting of the SwLS scale and the Work-Life Balance scale. The questionnaire for both scales is distributed online. In the same questionnaire, participants are asked to fill out a consent form and demographic data before completing the two scales.

This study employs total sampling as the sampling method. Total sampling is a technique where the sample size equals the population (Sugiyono, 2011). The reason for using total sampling is that, according to Sugiyono (2011), if the population is less than 100, the entire population serves as the research sample. Given the population of 79 female workers at the PTPN II Head Office, the sample size taken in this study is 100%. The validity test for the SwLS scale involves a practical tryout using data from 79 respondents who filled out the scale, revealed that all 30 items meeting the discrimination index $r_{xy} \geq 0.3$ and being declared as items with good discrimination. Subsequently, a reliability test on all 5 items with good discrimination yielded a score of 0.814.

The validity test for the Work-Life Balance scale involves a practical tryout using data from 79 respondents who filled out the scale with a total of 17 items. Based on the corrected total item correlation score, 11 items met the discrimination index $r_{xy} \geq 0.3$ and were declared items with good discrimination, while 6 items had $r_{xy} < 0.3$ and were declared items with poor discrimination. Subsequently, a reliability

test on the 11 items with good discrimination yielded a score of 0.792.

STATISTICAL ANALYSIS

The validity used in this study is content validity. The technique for assessing content validity in this study involves professional judgment by consulting with supervising lecturers. The concept of reliability refers to the extent to which the results of a measurement can be trusted. This means that if the same group is measured multiple times, the results should be relatively consistent (Azwar, 2012).

Table 3 Reliability Table for The Satisfaction with Life Scale

Reliability Statistics	
Cronbach's Alpha	N of Items
0.814	5

Table 4 Reliability Test for The Work-Life Balance Scale

Reliability Statistics	
Cronbach's Alpha	N of Items
0.786	11

The normality test in this study used the Kolmogorov-Smirnov statistical test with the help of SPSS version 26.0 for Windows. Data is said to have a normal distribution if the significance value is > 0.05 (Ghozali, 2016). Based on table 5, it can be seen that the significance value obtained is $0.200 > 0.05$. So, it can be concluded that the research data on subjective well-being and work life balance are normally distributed.

Table 5 Normality Test Table

One-Sample Kolmogorov-Smirnov Test		
		Unstandardized Residual
N		76
Normal Parameters ^{a,b}	Mean	0.1515085
	Std. Deviation	3.17941489
Most Extreme Differences	Absolute	0.082
	Positive	0.082
	Negative	-0.063
Test Statistic		0.082
Asymp. Sig. (2-tailed)		0.200 ^{c,d}

Linearity test is conducted to test whether there is a linear relationship between the

independent variables and the dependent variable. In this study, the test of linearity is

used, where the independent variables are said to have a linear relationship with the dependent variable if the p-value > 0.05. Based on the table 6, it can be seen that the significance value for linearity is 0.018,

resulting in a p-value of 0.244 > 0.05. Therefore, it can be concluded that the work-life balance variable has a linear relationship with the subjective well-being variable.

Table 6 Linearity Test

ANOVA Table			Sum of Squares	df	Mean Square	F	Sig.
TOTALY * TOTALX	TOTALY * TOTALX	Between Groups	434.342	28	15.512	1.422	.139
		Linearity	65.517	1	65.517	6.006	.018
		Deviation from Linearity	368.824	27	13.660	1.252	.244
Within Groups			Within Groups	48	10.910		
Total			Total	76			

Based on the table 7, the coefficient of determination (R-square) is 0.068 or 6.8%. This means that the role of the independent variable (work-life balance) on the

dependent variable (subjective well-being) is 6.8%, while the remaining 93.2% is influenced by other factors not examined in this study.

Table 7 Coefficient of Determination

Model Summary ^b				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	0.262 ^a	0.068	0.056	3.450

RESULT

The scores for the Work-Life Balance scale and the Satisfaction with Life Scale (SwLS) are categorized based on the normative categorization formula proposed by Azwar (2010). The categorization for the variables work-life balance and subjective well-being are as follows:

Table 8 WLB Score range

WLB Score Range	Category	N	Percentage
$X < 25.67$	Low	0	0%
$25.67 \leq X < 40.33$	Medium	1	1.29%
$X \geq 40.33$	High	76	98.70%

Based on the presentation of the work-life balance variable categorization table above, it can be seen that 22 people (28.6%) rated their subjective well-being as poor, 44 people (57.1%) rated it as good, and 11 people (14.3%) rated it as very good in terms of subjective well-being.

Table 9 SWB Score Range

SWB Score Range	Category	N	Percentage
$X < 16,45$	Low	22	28.6%
$16,45 \leq X < 21,55$	Medium	44	57,1%
$X \geq 21,55$	High	11	14.3%

Based on the calculation of the work-life balance score range above, the results revealed that 1 person (1.29%) rated their work-life balance as good, and 76 people (98.70%) rated it as very good. However, based on the calculation of the subjective well-being score range, it was found that 22 people (28.6%) rated their subjective well-being as poor, 44 people (57.1%) rated it as good, and 11 people (14.3%) rated it as very good.

The normality test using the Kolmogorov-Smirnov test yielded a significance value for the variable subjective well-being and work-life balance of 0.200, which is greater than 0.05. This result indicates that the data in this study are normally distributed.

The linearity test aims to determine whether there is a linear relationship between the independent variable and the dependent

variable. An independent variable is said to have a linear relationship with the dependent variable if the p-value > 0.05. The significance value of linearity was found to be 0.244, so the p-value = 0.244 > 0.05. Therefore, it can be considered that the work-life balance variable has a linear

relationship with the subjective well-being variable.

The hypothesis test was conducted using simple linear regression analysis, which aims to see the influence between the independent variable and the dependent variable.

Table 10 Signification Table Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	11.527	2.786		4.137	.000
	TOTALX	.113	.048	.262	2.346	.022

The equation of a simple linear regression line is $Y = a + bX$, where Y is subjective well-being, and X is work-life balance, a is the constant, and b is the regression coefficient. Based on the results, the regression line equation is $Y = 11.527 + 0.113X$. Therefore, based on this regression equation, it can be concluded that if the work-life balance value increases by one unit, subjective well-being

will increase by 0.113. Thus, the more positive a person's attitude towards work-life balance, the higher the subjective well-being of female workers at PTPN II. Additionally, it was found that the t-table value is 1.99125 and the t-count value is 2.346. Since t count > t tab, the hypothesis is accepted, indicating that there is an influence of work-life balance on the subjective well-being of female workers at PTPN.

Table 11 Linear regression ANOVA^a

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	65.517	1	65.517	5.506	.022 ^b
	Residual	892.483	75	11.900		
	Total	958.000	76			

Based on the table above, it can be seen that the p-value is 0.022, where if the p-value is less than 0.05, then the null hypothesis (H0) is rejected. Thus, it can be concluded that there is a role of the work-life balance variable on subjective well-being. Thus, it can be concluded that work-life balance has a significant influence on subjective well-

being. Therefore, the main hypothesis in this study is accepted, indicating that there is an influence of work-life balance on the subjective well-being of female workers at PTPN II. Additionally, it was found that the calculated F-value is 5.506, and the F-table value is 3.97. Since F count > F tab, it can be concluded that

the hypothesis is accepted, indicating that there is a significant influence of work-life

balance on the subjective well-being of female workers at PTPN II.

Table 12 Coefficient of determination
Model Summary^b

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.262 ^a	.068	.056	3.450

Based on the table above, the coefficient of determination (R-square) is 0.068 or 6.8%. This value indicates that the role of the independent variable (work-life balance) on the dependent variable (subjective well-being) is 6.8%, while the remaining 93.2% is influenced by other factors not examined in this study.

DISCUSSION

In this study, work-life balance has a 6.8% influence on subjective well-being. Therefore, it can be considered that Work-life balance plays a minor role in affecting the subjective well-being of female workers at PTPN II, as evidenced by their moderate levels of subjective well-being. This is further supported by the fact that the majority of respondents, 44 people, fall within the moderate range of subjective well-being. Meanwhile, the work-life balance condition of female workers at PTPN II can be considered high, with 76 people (98.70%) having a high level of work-life balance. Various other studies on subjective well-being show different values for each independent variable studied. For instance, research on the influence of social connectedness on subjective well-being among adolescents during the COVID-19 pandemic shows that social connectedness has a 27.2% influence (Fatmawati, D., 2021). Another study on the influence of self-compassion on the subjective well-being of orphanage adolescents in Padang City found an influence of 24.5% (Febrianingsih, E., et al., 2022).

Female workers at PTPN II have already managed to balance their life and work, as evidenced by the high work-life balance results. However, the subjective well-being condition remains at a moderate level due to several factors such as salary, work environment, living environment, and other unspecified factors.

In addition, this study also collected demographic data, including age, marital status, number of children, and income where age can be a relevant factor influencing the SWB condition of female employees at PTPN II. Generally, individuals in early adulthood (20-40 years) tend to have higher SWB levels. At this age, individuals may have good energy and health, and they are often undergoing significant life transitions such as building careers and forming strong social relationships. However, as individuals enter middle and older age, there may be a decline in SWB due to physical changes, family responsibilities, or unfulfilled life aspirations.

Marital status and the number of children is also important variables affecting the SWB condition of female employees. Being married and having children can provide positive experiences and increase SWB, especially in the early stages of parenthood. However, some studies indicate that having many children or facing high responsibilities can lead to a decline in SWB. Factors such as social support, availability of resources, and equitable family roles can also influence the

relationship between the number of children and SWB.

Furthermore, income is also a significant factor in influencing SWB. Adequate income and economic stability can provide a sense of security and the ability to meet life's needs, positively impacting SWB. However, it is essential to recognize that the relationship between income and SWB is not linear. The influence of income on SWB varies based on factors such as aspirations, social comparison levels, and perceptions of income distribution fairness. These factors collectively contribute to the subjective well-being condition of female workers at PTPN II during their employment, resulting in the majority of their subjective well-being being at a moderate level.

CONCLUSION

Based on the research results, the conclusions are as follows:

1. There is an influence of work-life balance on the subjective well-being of women working at PTPN II.
2. The effective contribution of the work-life balance variable to psychological well-being is 6.8%.
3. The majority of research subjects have a high category of work-life balance, amounting to 98.70%.
4. The majority of research subjects have a moderate level of subjective well-being, amounting to 57.1%.

Declaration by Authors

Acknowledgement: None

Source of Funding: None

Conflict of Interest: The authors declare no conflict of interest.

REFERENCES

1. Azwar, S. (2001). *Metode Penelitian*, Pustaka Belajar.
2. Azwar, S. (2012). *Reliabilitas dan validitas*. Pustaka Pelajar.
3. Azwar, S. (2012). *Tes prestasi: Teori dan Prinsip-prinsip Dasar*. Pustaka Pelajar.
4. Bungin, B. (2009). *Metode penelitian kuantitatif*. Kencana Prenada Media Group
5. Cintantya, D., & Nurtjahjanti, H. (2020). Hubungan Antara Work-Life Balance Dengan Subjective Well-Being Pada Sopir Taksi Pt. Express Transindo Utama Tbk Di Jakarta. *Jurnal Empati*, 7(1), 339–344.
6. Clark, S. C. (2000). Work/Family Border Theory: A New Theory of Work/Family Balance. *Human Relations*, 53(6), 747–770.
7. Compton, W. C., & Hoffman, E. (2019). *Positive psychology: the science of happiness and flourishing*. Sage Publications.
8. Diener, E., Diener, M., & Diener, C. (2012). Factors Predicting the Subjective Well-Being of Nations. *Journal of Personality and Social Psychology*, 67(8), 590–597.
9. Diener, E., Lucas, R. E., & Oishi, S. (2002). Subjective Well-Being: The Science of Happiness and life Satisfaction. *Handbook of Positive Psychology*, 2, 63-73.
10. Diener, E., Lucas, R. E., & Oishi, S. (2005). Subjective Well-Being The Science of Happiness and Life Satisfaction. *Handbook of positive psychology*, 2, 63-73
11. Diener, E., Lyubomirsky, S., & King, L. (2005). The benefits of frequent positive affect: Does happiness lead to success?. *Psychological Bulletin*, 131(6), 803–855.
12. Diener, E. (1984). Subjective Well-Being. *Psychological Bulletin*, 95(3), 542–575.
13. Fisher, G. G., Bulger, C. A., & Smith, C. S. (2009). Beyond Work and Family: A Measure of Work/Nonwork Interference and Enhancement. *Journal of Occupational Health Psychology*, 14(4), 441–456.
14. Ghozali, I. (2016). *Aplikasi analisis multivariate dengan program IBM SPSS 21*. Semarang: Badan Penerbit Universitas Diponegoro.
15. Greenhaus, J. H., Collins, K. M., & Shaw, J. D. (2003). The relation between work–family balance and quality of life. *Journal of Vocational Behavior*, 63(3), 510–531.
16. Kuykendall, L., Tay, L., & Ng, V. (2015). Leisure engagement and subjective well-being: A meta-analysis. *Psychological bulletin*, 141(2), 364.
17. Lazăr, I., Osoian, C., & Rațiu, P. (2010). The Role of Work-Life Balance Practices in Order to Improve Organizational Performance. *European Research Studies*, 13(1).
18. Matlin, M. W. (2011). *The Psychology of Women*. USA: Wadsworth Cengage Learning.

19. Munandar, H., Zulida Situmorang, N., & Tentama, F. (2018). Subjective Well-Being Pada Pekerja Perempuan. Seminar Nasional Dan Call For Paper : "Community Psychology" Sebuah Kontribusi Psikologi Menuju Masyarakat Berdaya Dan Sejahtera, 1(1), 28-36.
 20. Park, N., Peterson, C., & Seligman, M. E. P. (2004). Strengths of Character and Well-Being: A Closer Look at Hope and Modesty. *Journal of Social and Clinical Psychology*, 23(5), 628–634.
 21. Pavot, W., & Diener, E. (1993). Review of the Satisfaction With Life Scale. *Psychological Assessment*, 5(2), 164-172.
 22. Pratiwi, I. W. (2021). Work Life Balanced Pada Wanita Karir Yang Telah Berkeluarga. *Jurnal Psikologi Pendidikan dan Pengembangan SDM*, 10(1), 72-89.
 23. PTPN II. (2022). Pejabat Puncak PT Perkebunan Nusantara II. PTPN II. Retrieved from ptpn2.com: <https://ptpn2.com/pejabat-puncak/>. Diakses pada : 01 Mei 2023
 24. Ridzal. F. (2000). *Dinamika Gerakan Perempuan Di Indonesia*. Tiara Wacana.
 25. Seligman, E. Martin. (2005). *Authentic Happiness*. Diterjemahkan oleh Jalaluddin Rakhmat. Mizan.
 26. Sugiyono. (2006). *Metode Penelitian Bisnis*. Alfabeta.
 27. Sugiyono. (2011). *Metode Penelitian Kuantitatif, Kualitatif dan R&D*. Alfabeta.
 28. Sugiyono. (2016). *Metode Penelitian Kuantitatif, Kualitatif, dan R&D (Vol. 13)*. Alfabeta.
 29. Suwahyu, N. R. (2021). *Hubungan Antar Work-Life Balance Dengan Subjective Well-Being Pada Mahasiswa Yang Bekerja*. Doctoral Dissertation, Universitas Muhammadiyah Malang.
- How to cite this article: Debora Sintha, Abdhy Aulia Adnans. The influence of work life balance to subjective wellbeing on women working in PTPN II. *International Journal of Research and Review*. 2024; 11(7): 211-220. DOI: <https://doi.org/10.52403/ijrr.20240723>
