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**Linking Work Environment, Family Support, and Work-Life
Balance: The Role of Self-Efficacy**

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Abstract: This study investigates the influence of work environment and family support on work-life balance, with self-efficacy serving as a mediating variable. Drawing on Social Exchange Theory and Social Cognitive Theory, the study explores how external contextual factors and internal psychological resources interact to shape employees' ability to manage work and non-work demands. Data were collected from 63 civil servants at the Regional Office of the Directorate General of Immigration in South Sumatera using a structured questionnaire, and analysed using Partial Least Squares Structural Equation Modelling (PLS-SEM). The results show that both work environment and family support have significant positive effects on self-efficacy. Self-efficacy, in turn, significantly enhances work-life balance. The work environment also directly improves work-life balance, whereas family support does not show a significant direct effect. However, family support demonstrates a significant indirect effect through self-efficacy, indicating a full mediation mechanism. This study contributes to the literature by integrating environmental, social, and psychological variables into a unified model of work-life balance. It highlights self-efficacy as a key mechanism through which support systems translate into improved balance outcomes. The findings offer theoretical insights and practical recommendations for public organizations aiming to strengthen employee well-being through supportive environments and capacity-building interventions.

Keywords: Work-Life Balance, Self-Efficacy, Work Environment, Family Support, PLS-SEM.

Introduction

Human Resource Management (HRM) has evolved into a strategic function focused not only on operational efficiency but also on sustaining employee well-being in increasingly dynamic

and demanding work environments (Agarwal et al., 2020; Verma et al., 2024). As organizations face heightened competition, technological disruption, and shifting workforce expectations, employees are now seen as strategic collaborators whose psychological health and work-life integration directly impact organizational resilience (Hyman & Baldry, 2011). Beyond core HR practices such as recruitment, performance appraisal, and development, contemporary HRM emphasizes flexible work arrangements, inclusive policies, and balance-oriented cultures to foster engagement and long-term retention (Awolaja & Bola, 2023; Sarker et al., 2021). Among these, work-life balance (WLB) has emerged as a critical focus, driven by rising mental health concerns, hybrid work models, and the blurred boundaries between work and personal domains (Meagher & Cheadle, 2020). WLB is no longer a peripheral benefit, but a strategic imperative for attracting talent and maintaining sustainable performance in modern organizations (Keulemans & Kruijnen, 2024; Nazneen, 2023).

Among the many components of HRM, the work environment plays a critical role in shaping employee behaviour and performance. A conducive work environment includes physical, social, and psychological conditions that influence employee comfort, satisfaction, and productivity (Ayres & Malouff, 2007). Positive physical conditions (such as proper lighting, ventilation, cleanliness, safety) and healthy interpersonal relationships within teams significantly impact job satisfaction (Raziq & Maulabakhsh, 2015). Ehrhart and Kuenzi (2015) emphasize that a supportive work environment contributes not only to individual well-being but also to organizational efficiency. Moreover, such environments can reduce operational costs while simultaneously boosting labour productivity (Voordt & Jensen, 2023).

In addition to the work environment, family support is another crucial external factor affecting employee performance and well-being. Defined as emotional, instrumental, and informational assistance provided by family members, family support enables individuals to manage job-related demands and maintain a healthy work-life balance (Losonczi & Bortolotto, 2009; Sharma & Nayak, 2018). Research indicates that such support can mitigate work-related stress, enhance personal resilience, and promote effective time and energy management (Fayaz & Gulzar, 2025; Heywood et al., 2010). It also serves as a buffer against burnout, especially when work demands exceed individual capacity.

Work-life balance (WLB) itself is increasingly recognized as a critical determinant of employee satisfaction and performance. It refers to an employee's perception of having adequate time and energy to fulfil responsibilities in both professional and personal spheres (Bauwens et al., 2020). A healthy WLB allows individuals to manage role demands without significant conflict, contributing to greater productivity, reduced stress, and overall well-being (Károlyi, 2021). From a managerial perspective, fostering WLB is also an effective time management strategy that supports organizational effectiveness (Anwar et al., 2013).

However, achieving WLB is not solely dependent on external factors. Self-efficacy is an internal psychological construct that plays a pivotal role in shaping how individuals respond to work-life challenges. Defined as an individual's belief in their capacity to execute behaviours necessary to achieve desired outcomes (Wood & Bandura, 1989), self-efficacy influences resilience, decision-making, and stress management (Bandura, 1977). It also mediates the effects of work environment and family support on WLB by reinforcing confidence and behavioural adaptability (Gayathri & Karthikeyan, 2016). In contexts where individuals receive strong support from their families and operate in enabling work

environments, those with higher self-efficacy are more capable of navigating complex role expectations and maintaining balance across life domains (Chu, 2010).

These theoretical insights gain practical relevance in the context of the Regional Office of the Directorate General of Immigration of South Sumatera (Indonesian: Kanwil Imigrasi Sumsel), a governmental body that has adopted work-life balance policies aimed at improving employee welfare, workplace health, and organizational productivity (Kementerian Imigrasi dan Pemasyarakatan, 2024; Pemerintah RI, 2024). Despite institutional support, observations indicate persistent challenges in the realization of these goals. Physical conditions in the workplace remain suboptimal (e.g. offices are overcrowded, poorly ventilated, and lack adequate resources such as computers and ergonomic furniture). Socially, some employees exhibit resistance to collaboration and are reluctant to share knowledge, which hampers performance and team learning. Furthermore, family support among employees varies significantly, with some benefiting from emotional and practical assistance, while others navigate work pressures in isolation. Likewise, employee self-efficacy levels differ in terms of time management, decision-making, and coping mechanisms.

Motivated by these organizational dynamics and empirical discrepancies (Blom et al., 2025; Zhang et al., 2025), this study seeks to investigate the complex relationships among work environment, family support, and self-efficacy, and how these factors collectively influence work-life balance. While work-life balance is a growing focus in national-level policies (Bressler & Tark, 2025), its practical implementation in public institutions (particularly in bureaucratic settings) remains underexplored. This gap calls for empirical evidence that not only validates theoretical frameworks but also informs more effective policy interventions. Therefore, the purpose of this study is to examine the direct and indirect effects of work environment and family support on WLB, with self-efficacy functioning as an intervening variable.

The novelty of this study lies in its contribution to the expanding body of WLB literature by: (1) integrating external and internal determinants into a unified model, specifically combining work environment and family support as external factors with self-efficacy as an internal psychological factor; (2) examining the combined and mediated effects of these variables within a public sector context, which remains underexplored in previous studies; and (3) focusing on a government institution implementing formal WLB policies, thereby providing contextually rich insights that extend existing models toward a broader understanding of work-life integration dynamics and inform both academic discourse and human resource strategies aimed at strengthening WLB practices in Indonesian public administration.

Literature Review

Social Exchange Theory

Social Exchange Theory (SET), first introduced by Blau (1970), is a foundational sociological framework that explains interpersonal interactions as a series of reciprocal exchanges. This theory posits that individuals engage in social relationships with the expectation of receiving commensurate benefits. Blau (1970) differentiates social exchanges from economic ones by noting that social exchanges are implicit, non-contractual, and built upon norms of reciprocity over time. In organizational contexts, SET has been used to explain how

employees respond positively when they perceive organizational support in the form of recognition, trust, or workplace fairness (Manna et al., 2023).

The relevance of SET to work-life dynamics is particularly evident in how employees reciprocate when treated with respect and fairness. A supportive work environment or family-friendly policy, for instance, is often met with increased dedication and work engagement. As the relationship matures, trust and emotional attachment deepen, reinforcing cooperative behavior and mutual benefit (Blau, 1970). This theory serves as the conceptual foundation for examining how the work environment and family support systems influence individual outcomes, including self-efficacy and work-life balance (Shin & Pettigrew, 2022).

Social Cognitive Theory

Social Cognitive Theory (SCT), developed by Bandura (1986), emphasizes the interaction between personal factors, behavior, and environmental influences in shaping human behavior. One of its key constructs is self-efficacy, defined as an individual's belief in their capability to organize and execute courses of action required to attain designated outcomes (Wood & Bandura, 1989). SCT departs from traditional behavioral theories by acknowledging the active role of cognition, asserting that individuals are agents of their own behavior, capable of reflective and proactive regulation (Bandura, 1986).

High self-efficacy is associated with persistence, resilience, and effective coping strategies in the face of challenges (Bandura 1977). Within organizational settings, self-efficacy enables employees to better manage job demands, maintain engagement, and contribute to a more adaptive work culture (Sonnentag, 2015). The mediating role of self-efficacy has been widely validated in diverse domains, including education, health, and workplace well-being (Luong et al., 2024). SCT therefore provides a robust framework for understanding how internal beliefs interact with external conditions (e.g. such as work environment and family support) to affect outcomes like work-life balance (Chan et al., 2016; Diao & Yao, 2025).

Work-Life Balance

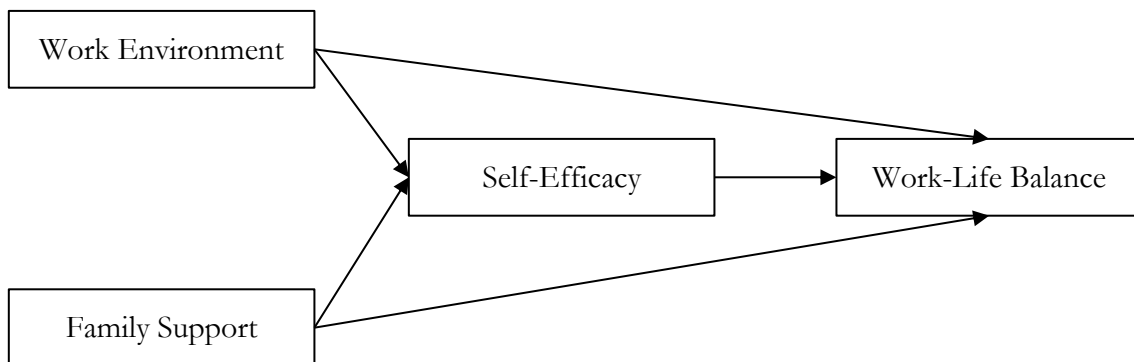
Work-life balance (WLB) refers to an individual's perception of having sufficient time and energy to fulfill both professional and personal responsibilities (Bauwens et al., 2020). Greenhaus and Allen (2011) define it as the degree to which an individual is equally engaged and satisfied in work and family roles, emphasizing emotional quality over time allocation. Other scholars stress the importance of minimizing role conflict (Clark, 2000), mutual facilitation between domains (Frone, 2003), and sociocultural structures (Felstead, 2002) in achieving WLB.

Research consistently shows that effective WLB is associated with reduced stress, improved health, greater job satisfaction, and stronger organizational commitment (Haar et al., 2014; Sarker et al., 2021). As boundaries between work and personal life blur due to technological and cultural shifts, the ability to maintain equilibrium is increasingly contingent on both external support systems and internal psychological resources.

The Mediation Effect of Self-efficacy

Based on Social Cognitive Theory (Bandura, 1986), external resources such as a supportive work environment and family support influence individual outcomes not only directly but also indirectly through internal psychological mechanisms. One of the key mechanisms is self-efficacy, which reflects an individual's belief in their ability to organize and execute actions to achieve desired goals (Wood & Bandura, 1989). Supportive work conditions and family encouragement can enhance individuals' confidence by providing emotional reassurance, informational guidance, and instrumental resources. When employees perceive higher self-efficacy, they are more likely to apply effective coping strategies, regulate stress, and maintain role boundaries, which in turn fosters better work-life balance (Chan et al., 2016; Gayathri & Karthikeyan, 2016). Therefore, it is expected that self-efficacy mediates the relationship between work environment and work-life balance as well as between family support and work-life balance (see Figure 1).

Figure 1. **Conceptual Model of the Study**



Hypothesis Development

Work Environment and Self-Efficacy

A healthy work environment has been shown to significantly enhance self-efficacy. Chan (2016) and Alegre and Pasamar (2018) emphasize that organizations with supportive leadership, positive peer relations, and flexible policies contribute to increased employee confidence in performing tasks. According to Robbins (2014), the physical and psychosocial conditions of a workplace are key determinants of perceived control and capability. Hence, we propose:

H1: Work environment has a positive effect on self-efficacy.

Family Support and Self-Efficacy

Family support, encompassing emotional, informational, and instrumental assistance, has a direct impact on one's belief in their ability to manage life's challenges. As noted by Chu (2010) and Gayathri and Karthikeyan (2016), family encouragement reinforces individual agency and facilitates resilience. House in Naydenova (2014) also identifies family support as a buffer against stress and a promoter of task competence. Accordingly:

H2: Family support has a positive effect on self-efficacy.

Self-Efficacy and Work-Life Balance

Self-efficacy is a strong predictor of work-life balance, especially in high-demand roles. Employees with high self-efficacy are more likely to employ effective coping strategies, manage their time efficiently, and maintain role separation (Akanni et al., 2023). This construct enables individuals to perceive control over their circumstances, thereby improving their capacity to balance competing demands (Bandura, 1977). Therefore:

H3: Self-efficacy has a positive effect on work-life balance.

Direct Effects of Work Environment and Family Support on Work-Life Balance

The work environment plays a direct role in shaping WLB outcomes. A supportive organizational culture and adequate facilities reduce stress and allow employees to meet both personal and professional obligations more easily (Akanji et al., 2020). Similarly, family support reduces role conflict and enhances life satisfaction, leading to improved WLB (Frost, 2015). Hence, we hypothesize:

H4a: Work environment has a direct positive effect on work-life balance.

H4b: Family support has a direct positive effect on work-life balance.

Indirect Effects through Self-Efficacy

According to SCT and SET, internal mediators like self-efficacy help translate external resources into behavioral outcomes. Previous studies (e.g., Kim et al. (2024)) support the mediating role of self-efficacy in the relationship between social support and employee outcomes. Given this, we posit:

H5a: Work environment has an indirect positive effect on work-life balance through self-efficacy.

H5b: Family support has an indirect positive effect on work-life balance through self-efficacy.

Methods

This study was conducted among employees of the Regional Office of the Directorate General of Immigration in South Sumatera, comprising staff across three main units: (1) the Regional Office in Palembang, (2) the Class I Immigration Office Palembang, and (3) the Class II Immigration Office Muara Enim. The strata were determined based on these organizational units, and within each stratum, participants were randomly selected from the list of civil servants to ensure unbiased representation. The population consisted of 135 civil servants as of January 2025, with varying responsibilities and work complexities, making this context suitable for exploring the dynamics of work-life balance (WLB).

To ensure representativeness, the study applied stratified random sampling (Schindler, 2019, p. 99), which allows for proportional representation of different subgroups based on office location. A total of 63 respondents were selected, distributed as follows: 10 from the regional office (Kanwil), 37 from branch office Palembang, and 16 from branch office Muara Enim.

This sampling approach was chosen to reflect the diverse conditions and responsibilities that could influence work environment, family support, self-efficacy, and WLB.

We use power analysis to evaluate the adequacy of this sample size. A power analysis was conducted using G*Power version 3 (Faul et al., 2007). Power analysis was performed for regression models with X predictors: work environment, family support and self-efficacy. The analysis (t tests: single regression coefficient, effect size $f^2 = 0.15$, number of predictors = 3) showed a statistical power of 0.91 with $\alpha = 0.09$, while the F test (R^2 deviation from zero) yielded a power of 0.86 with $\alpha = 0.14$. These values exceed the recommended threshold of 0.80 (Cohen, 1988), indicating that the sample size is sufficient to detect medium effect sizes and reduces the risk of Type II error.

Data were collected during May–June 2025 using a survey-based approach. The primary instrument was a Likert-scale questionnaire, distributed via Google Forms to ensure efficiency and accessibility. The questionnaire was preceded by pilot testing and expert review to ensure clarity and validity. In addition to the survey, interviews, observations, and document analysis were employed to enrich contextual understanding and triangulate findings. Observations were conducted in the work environment, and interviews were held informally with selected employees to capture nuanced experiences related to support and performance pressures.

This study used four main constructs: Work Environment, Family Support, Self-Efficacy, and Work-Life Balance, which were operationalized using validated scales adapted from existing literature (See Table 1). All items were measured on a five-point Likert scale ranging from 1 (strongly disagree) to 5 (strongly agree).

Table 1. **Variable and Definition**

Variable Role	Variable	Definition	Item Measurement
Independent variables	Work Environment	factors that can be influenced by the employers and have to do with the work setting (Ellenkamp, Brouwers, Embregts, Joosen, & van Weeghel, 2016)	9-item scale adapted from Al-Zoubi et al. (2022)
	Family Support	a specific type of social support provided by family members and plays an essential role in healthy human development (Zanon et al., 2023)	7-item scale developed by Procidano & Heller (1983)
Mediating variable	Self-Efficacy	people's beliefs in their capabilities to mobilize the motivation, cognitive resources, and courses of action needed to exercise control over events in their lives (Wood and Bandura 1989)	6-items from the General Self-Efficacy Scale (Di, Nie, Chua, Chye, & Teo, 2023)
Dependent variable	Work-Life Balance	employees' perceptions of having sufficient time to meet their commitments at work and at home (Bauwens et al., 2020)	6-item scale adapted from Greenhaus & Allen (2011)

To analyze the data, the study used Partial Least Squares Structural Equation Modeling (PLS-SEM) via SmartPLS 3.0. This technique was chosen for its flexibility regarding data distribution and its robustness in assessing mediation effects, essential for this study's objective of examining self-efficacy as a mediating variable between external support (work environment and family support) and WLB.

Findings

This section presents the empirical results derived from the Partial Least Squares Structural Equation Modelling (PLS-SEM) analysis conducted using SmartPLS. It includes an evaluation of the measurement model, focusing on convergent validity, internal consistency reliability, discriminant validity, and multicollinearity. The structural model examines the direct and indirect relationships among the studied variables: work environment, family support, self-efficacy, and work-life balance. Key statistical indicators such as factor loadings, AVE, Cronbach's alpha, HTMT ratios, VIF values, R^2 , and Q^2 are reported in detail, followed by hypothesis testing using bootstrapping procedures. This structured approach aligns with best practices in PLS-SEM and enables a rigorous examination of both the direct and mediating effects proposed in the conceptual model.

Table 2 provides a demographic overview of the study's participants, including gender, age group, length of service, and organizational unit. The gender distribution is nearly equal, with 49.2% male and 50.8% female respondents, reflecting a well-balanced sample that avoids gender bias in perception and response patterns. The majority of respondents (52.4%) fall within the 35–45 age group, indicating a predominance of mid-career professionals who are likely managing complex work and family responsibilities, which makes them particularly relevant for a study on work-life balance.

Table 2. Respondents' profiles

	Frequency	Percentage (%)
Gender		
Male	31	49.2
Female	32	50.8
Age (in years)		
< 25	2	3.2
25-35	15	23.8
35-45	33	52.4
> 45	13	20.6
Tenure (In years)		
< 1	1	1.6
1-5	4	6.3
6-10	10	15.9
11-15	23	36.5
Organizational unit		
Regional office	10	15.9
Branch office of Palembang	37	58.7
Branch office of Muara Enim	16	25.4

Note: a total of 63 respondents participated in this study

Regarding tenure, 36.5% of respondents have served 11–15 years, suggesting substantial professional experience and organizational exposure. This adds credibility to their responses, particularly on perceptions of the work environment and long-term family support dynamics. Finally, most respondents (58.7%) are based in the Palembang branch office, which may reflect the operational weight or staff concentration of that unit.

Table 3. Summary for Convergent Validity and Internal Consistency Reliability Items

Items	Factor loadings	Cronbach Alpha	Composite reliability (rho_c)	Average variance extracted (AVE)
WE1	0.802	0.950	0.958	0.716
WE2	0.846			
WE3	0.854			
WE4	0.845			
WE5	0.872			
WE6	0.878			
WE7	0.853			
WE8	0.844			
WE9	0.822			
FS1	0.831	0.938	0.950	0.731
FS2	0.837			
FS3	0.883			
FS4	0.901			
FS5	0.865			
FS6	0.885			
FS7	0.777			
SE1	0.890	0.934	0.949	0.755
SE2	0.905			
SE3	0.890			
SE4	0.845			
SE5	0.912			
SE6	0.763			
WLB1	0.889	0.908	0.936	0.784
WLB2	0.886			
WLB3	0.884			
WLB4	0.883			

Note: WE: Work Environment, FS: Family Support, SE: Self-efficacy, WLB: Work-Life Balance

Table 4. Fornell-Lacker Criterion

	FS	SE	WE	WLB
FS	0.855			
SE	0.831	0.869		
WE	0.835	0.836	0.846	
WLB	0.790	0.827	0.831	0.886

Note: WE: Work Environment, FS: Family Support, SE: Self-efficacy, WLB: Work-Life Balance

Table 3 and Table 4 presents the results of the measurement model assessment for the four latent constructs: Work Environment (WE), Family Support (FS), Self-Efficacy (SE), and Work-Life Balance (WLB). All indicator factor loadings exceed the recommended threshold of 0.70 (Hair et al., 2014), with most ranging between 0.763 and 0.912, indicating strong indicator reliability. The Cronbach's alpha values range from 0.908 (WLB) to 0.950 (WE), while composite reliability (CR) values for all constructs exceed 0.90, confirming excellent internal consistency. The AVE values fall between 0.716 and 0.784, well above the 0.50 benchmark (Fornell & Larcker, 1981), indicating strong convergent validity.

Table 5. **Discriminant Validity**

	Heterotrait-Monotrait Ratio			
	FS	SE	WE	WLB
FS	1			
SE	0.882	1		
WE	0.883	0.882	1	
WLB	0.852	0.896	0.894	1

Note: WE: Work Environment, FS: Family Support, SE: Self-efficacy, WLB: Work-Life Balance

Table 5 presents the Heterotrait-Monotrait (HTMT) ratio of correlations, a modern and stringent criterion for assessing discriminant validity in Partial Least Squares Structural Equation Modeling (PLS-SEM). All HTMT values among the constructs; Work Environment (WE), Family Support (FS), Self-Efficacy (SE), and Work-Life Balance (WLB), fall below the recommended threshold of 0.90 (Joe F. Hair, Sarstedt, Hopkins, & Kuppelwieser, 2014), with the highest value recorded at 0.896 between WLB and SE. These results confirm that the constructs are empirically distinct and do not exhibit multicollinearity. This is crucial in ensuring that each construct measures a unique conceptual domain, especially given the close theoretical and practical relationships among the studied variables (e.g., support and efficacy, or environment and balance).

Figure 2. **Measurement Model**

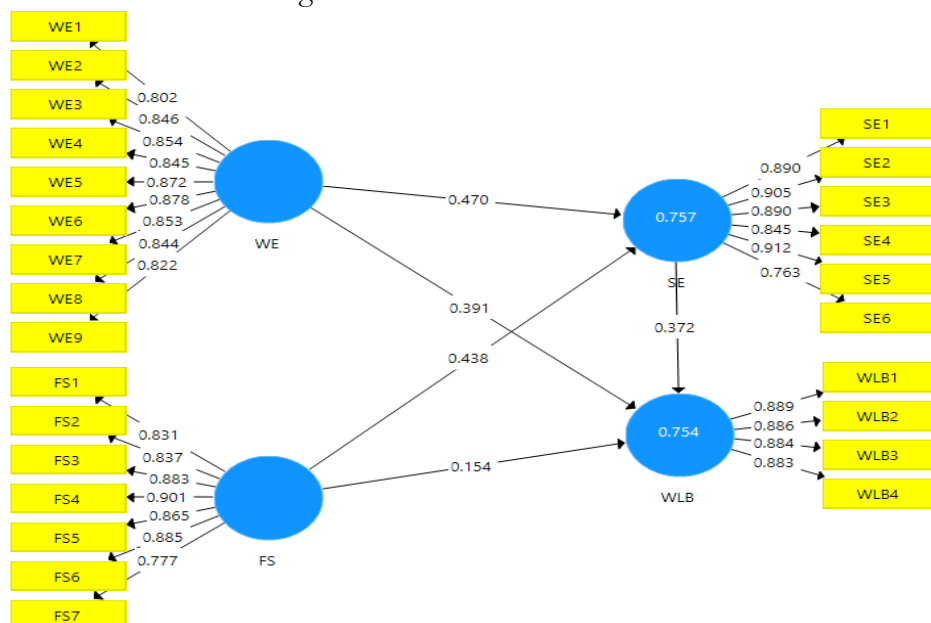


Figure 2 visually supports these findings by illustrating the standardized factor loadings of each indicator on its respective construct. Overall, the measurement model demonstrates robust reliability and validity, providing a solid basis for evaluating the structural model in the next stage of analysis.

Table 6 presents the Variance Inflation Factor (VIF) values for the inner model, used to assess multicollinearity among the predictor constructs. All reported VIF values, ranging from 3.308 to 4.217, are within acceptable limits. Although slightly above the more conservative cutoff of 3.3 suggested by Hair (2014), they remain below the general threshold of 5.0, indicating no serious multicollinearity issues in the structural model.

Table 6. **Variance Inflation Factor**

(VIF) inner model – Matrix				
	FS	SE	WE	WLB
FS		3.308		4.096
SE				4.111
WE		3.308		4.217
WLB				

Note: WE: Work Environment, FS: Family Support, SE: Self-efficacy, WLB: Work-Life Balance

Table 7. **Coefficient of determination and Q² predict values R-square**

	R Square	R Square Adjusted	Q ² predict
SE	0.757	0.749	0.556
WLB	0.754	0.742	0.572

Note: WE: Work Environment, FS: Family Support, SE: Self-efficacy, WLB: Work-Life Balance

Table 7 shows the R² (coefficient of determination) and Q² (predictive relevance) values for the two endogenous variables: Self-Efficacy (SE) and Work-Life Balance (WLB). The R² values are 0.757 for SE and 0.754 for WLB, indicating that the exogenous constructs explain approximately 75.7% and 75.4% of the variance, respectively. These values are considered substantial (Chin, 1998), signifying strong explanatory power. The Q² values for both variables 0.556 for SE and 0.572 for WLB, are well above zero, confirming the model's predictive relevance (Hair et al., 2014). This suggests that the model not only explains the relationships well but also has good out-of-sample predictive capacity.

Table 8. **Direct effect**

	H	(O)	(M)	(STDEV)	O/STDEV	P Values	Result
WE -> SE	H1	0.470	0.459	0.174	2.696	0.007	Supported
FS -> SE	H2	0.438	0.452	0.187	2.337	0.020	Supported
SE-> WLB	H3	0.372	0.362	0.147	2.540	0.011	Supported
WE -> WLB	H4a	0.391	0.378	0.148	2.635	0.009	Supported
FS -> WLB	H4b	0.154	0.179	0.161	0.957	0.339	Not Supported

Note: H: Hypothesis, O: Original Sample, M: Sample Mean, STDEV: Standard Deviation, T Statistics: |O/STDEV|

Table 8 presents the results of the direct path relationships between the study's core constructs. Prior to hypothesis testing, a power analysis confirmed that the sample size (n = 63) had sufficient statistical power (> 0.80) to detect medium effect sizes, thereby ensuring

the robustness of the subsequent analyses. The hypothesis testing was conducted using bootstrapping procedures with 5,000 subsamples in SmartPLS. The results indicate that four out of five direct relationships are statistically significant, as reflected by t-values exceeding 1.96 and p-values below 0.05.

- Work Environment → Self-Efficacy (H1): The path coefficient is 0.470 ($p = 0.007$), supporting the hypothesis that a positive work environment significantly enhances employees' belief in their own capabilities.
- Family Support → Self-Efficacy (H2): The coefficient of 0.438 ($p = 0.020$) also confirms a significant effect, suggesting that supportive family relationships contribute positively to personal psychological resources.
- Self-Efficacy → Work-Life Balance (H3): This relationship is supported ($\beta = 0.372$; $p = 0.011$), reinforcing the role of self-efficacy in enabling individuals to manage work and life demands effectively.
- Work Environment → Work-Life Balance (H4a): A significant direct effect is observed ($\beta = 0.391$; $p = 0.009$), indicating that workplace conditions directly influence balance outcomes.
- Family Support → Work-Life Balance (H4b): Interestingly, this path is not statistically significant ($\beta = 0.154$; $p = 0.339$), implying that family support alone may not directly enhance perceived work-life balance unless mediated by psychological mechanisms such as self-efficacy.

These results reflect a partially mediated model, in which the influence of family support on work-life balance may be indirect rather than direct, as supported by the mediation testing.

Table 9. **Indirect Effect**

	H	(O)	(M)	(STDEV)	O/STDEV	P Values	Result
WE-> SE -> WLB	H5a	0.175	0.181	0.110	1.585	0.114	Not Supported
FS -> SE -> WLB	H5b	0.163	0.149	0.075	2.178	0.030	Supported

Note: H: Hypothesis, O: Original Sample, M: Sample Mean, STDEV: Standard Deviation, T Statistics: |O/STDEV|

Table 9 reports the results of the indirect effects in the structural model, specifically testing the mediating role of self-efficacy in the relationships between (1) work environment and work-life balance, and (2) family support and work-life balance. Mediation was tested using the bootstrapping method with 5,000 resamples, as recommended by Hair et al. (2014).

- Work Environment → Self-Efficacy → Work-Life Balance (H5a): The indirect effect is $\beta = 0.175$, with a t-statistic of 1.585 and $p = 0.114$, indicating no significant mediation at the 5% level. This suggests that while work environment has a strong direct effect on both self-efficacy and WLB (see Table 8), the mediating pathway through self-efficacy is not statistically significant. Thus, self-efficacy does not significantly carry the effect of work environment to WLB.
- Family Support → Self-Efficacy → Work-Life Balance (H5b): The indirect effect is $\beta = 0.163$, with a t-statistic of 2.178 and $p = 0.030$, indicating a significant mediation effect. This implies that self-efficacy fully or partially mediates the effect of family support on WLB. Given that the direct effect of family support on work-life balance was not significant (Table 8), this may indicate full mediation,

suggesting that family support improves work-life balance primarily by strengthening one's belief in their ability to manage demands.

These findings emphasize that self-efficacy functions as a crucial psychological mechanism, especially in converting intangible social support (like family encouragement) into concrete behavioural outcomes (i.e., achieving balance across life domains).

Discussion

Direct and Indirect Effects

The findings of this study provide strong empirical support for the hypothesized relationships between work environment, family support, self-efficacy, and work-life balance. Four of the five direct effects were statistically significant, affirming the relevance of both contextual (work environment) and social (family support) factors in shaping employee outcomes. In particular, the significant effect of work environment on self-efficacy ($\beta = 0.470$; $p = 0.007$) confirms the propositions of Social Cognitive Theory (Bandura 1986), whereby favourable external conditions enhance individuals' perceived capabilities. This is consistent with previous findings by Chan (2016) and Robbins (2014), who emphasized the role of leadership support and organizational climate in cultivating employee confidence.

Similarly, family support was found to significantly predict self-efficacy ($\beta = 0.438$; $p = 0.020$), aligning with literature that views emotional and instrumental support from family members as buffers against occupational stress (Chu, 2010; Sharma & Nayak, 2018). These findings reinforce the argument by Losoncz and Bortolotto (2009) that family dynamics play a critical role in helping individuals meet professional obligations.

The positive and significant path from self-efficacy to work-life balance ($\beta = 0.372$; $p = 0.011$) confirms the mediating function of cognitive self-regulation in managing dual-role demands (Bandura, 1977). Individuals with higher self-efficacy tend to apply more effective coping and time-management strategies, thereby achieving a healthier equilibrium between work and personal domains.

Unexpected Non-significance and Mediated Effects

Interestingly, the direct effect of family support on work-life balance was not statistically significant ($\beta = 0.154$; $p = 0.339$), suggesting that the influence of family support is fully mediated by self-efficacy. This finding contributes to a more nuanced understanding of support systems, indicating that the presence of support alone is not sufficient, and that individuals must also internalize this support into actionable confidence. This finding parallels the logic in studies by Kim et al. (2024) and Gayathri and Karthikeyan (2016), who posit that the transformation of support into outcomes depends on the individual's cognitive and emotional regulation. In contrast, the indirect effect of work environment on work-life balance through self-efficacy was not significant ($p = 0.114$), despite both direct paths being significant. This result suggests a complementary mediation structure (Zhao et al., 2010), where the work environment has both a direct and indirect influence, but the indirect path is comparatively weaker.

Theoretical Contributions

This study makes three key contributions to the literature: First, it supports the application of Social Exchange Theory (Blau, 1970) in public-sector contexts. Employees reciprocate favorable work environments with greater psychological engagement and balance efforts, consistent with the norms of reciprocity (Cropanzano & Mitchell, 2005). Second, it enriches Social Cognitive Theory (Bandura, 1986) by highlighting how self-efficacy functions as a mediator between external support and psychological outcomes. Third, it provides evidence that work-life balance is not merely a structural or policy issue, but deeply intertwined with personal agency and social context (Greenhaus & Allen, 2011; Károly, 2021). This finding contributes to an evolving view of WLB as a multi-level construct (Haar et al., 2014; Kossek et al., 2014), requiring simultaneous attention to organizational resources, family dynamics, and personal resilience.

Practical Implications

In practical terms, organizations (especially in the public sector) should focus on enhancing employee efficacy through supportive work design and family-sensitive policies. Creating psychologically safe environments, offering decision latitude, and integrating family-oriented programs (Nowak et al., 2001) can significantly enhance employees' self-efficacy and balance capacities. Moreover, HR managers should not assume that family support will automatically improve employee well-being; rather, they should provide training in self-regulation and time management to ensure that such support is internalized effectively (Imran et al., 2025). These findings align with recent calls for psychologically sustainable work environments (Fayaz & Gulzar, 2025).

Conclusion

This study investigated the influence of work environment and family support on work-life balance, with self-efficacy serving as a mediating variable, within the context of a public-sector organization. The findings confirm that both work environment and family support significantly enhance self-efficacy, which in turn contributes to improved work-life balance. Notably, while the work environment exerted both direct and indirect influence on work-life balance, family support only demonstrated a significant effect when mediated by self-efficacy, highlighting the central role of individual agency in translating external support into meaningful outcomes.

These results reinforce the theoretical propositions of Social Cognitive Theory (Bandura 1986) and Social Exchange Theory (Blau, 1970), showing that personal belief systems and perceptions of reciprocal support are critical to achieving balance in dual-role demands. The study extends prior research by integrating both environmental and psychological dimensions into a unified model and demonstrates the applicability of this framework in the civil service setting, an area often underrepresented in work-life balance literature.

While this study offers meaningful insights into the relationships among work environment, family support, self-efficacy, and work-life balance within a public-sector context, several limitations should be acknowledged. First, the study employed a cross-sectional design, limiting the ability to infer causal relationships between constructs. Although the PLS-SEM technique is robust for theory testing, longitudinal data would allow for stronger causal

inferences and a deeper understanding of how these relationships evolve over time. Future research could benefit from longitudinal or experimental approaches to observe how changes in work conditions or family dynamics influence self-efficacy and balance over time. Second, the sample was drawn from a single public organization within a specific regional and institutional context, which may limit the generalizability of the findings. While stratified sampling was used to enhance representation within the organization, results may not reflect experiences in private-sector firms or other regions with differing cultural or organizational norms.

Third, the study relied on self-reported data, which may be subject to common method bias and social desirability effects. Although steps were taken to ensure data reliability and validity (e.g., instrument pre-testing, collinearity checks), incorporating multi-source data, such as supervisor assessments or objective work-life balance metrics, could strengthen future analyses.

Fourth, the study focused exclusively on self-efficacy as the sole mediating variable. While the findings emphasize its central role, the complexity of work-life balance suggests that additional mediators (such as job satisfaction, psychological safety, organizational commitment, or emotional exhaustion) may also play significant roles. Future research could expand the model by including serial or parallel mediators, or by testing moderating effects of demographic or job-related variables (e.g., gender, job rank, or workload). Lastly, the PLS-SEM approach used in this study offers advantages in handling complex models and smaller samples, yet future studies might compare results using CB-SEM (Covariance-Based SEM) for model fit precision or test-retest consistency.

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