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How Work–Life Balance and Resilience Influence Working Mothers’ Psychological Well-Being through Organizational Flexibility

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ABSTRACT

Objectives: This study examines the influence of work–life balance and resilience on the psychological well-being of working mothers, with organizational flexibility positioned as a mediating variable. The research addresses the challenges faced by working mothers in managing dual roles and the limited empirical studies integrating these variables within a single framework in the Indonesian context.

Methodology: A quantitative research design was employed using a survey method. Data were collected from 120 working mothers at Company X through an online questionnaire. The instruments measured psychological well-being, work–life balance, resilience, and organizational flexibility using validated Likert-scale measures. Data analysis was conducted using Partial Least Squares–Structural Equation Modeling (PLS-SEM) with SmartPLS 4.1.1.6, including measurement model evaluation, structural model testing, and mediation analysis through bootstrapping.

Finding: The results indicate that work–life balance and resilience have positive and significant effects on psychological well-being. Both variables also significantly influence organizational flexibility. Furthermore, organizational flexibility partially mediates the relationship between work–life balance and psychological well-being, as well as between resilience and psychological well-being.

Conclusion: This study shows that the psychological well-being of working mothers is positively influenced by work–life balance and resilience, and reinforced by organizational flexibility as a mediator between personal factors and workplace support. Therefore, organizational support through adaptive and family-friendly work policies is important in maintaining the mental health of working mothers.

Keywords: Work–life Balance; Resilience; Organizational Flexibility; Psychological Well-being; Working Mothers.

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INTRODUCTION

Social changes in Indonesia show a big shift in culture, especially with more equality between men and women. This is a change from the old system where men had most of the power (Soleman, 2023). Gender equality means that men and women are treated as equal in society, but it doesn't mean their roles and duties are the same (Lollen, 2025). In the world of work, gender equality has become part of the country's rules and is shown by more women

working, which helps meet money needs and helps women grow as individuals (Ifitah et al., 2023).

More women are working now, which means they are often taking on more responsibilities like being a mother, a wife, and a worker all at the same time. These two roles have good effects, like making people feel more confident, happier, and more alert mentally (Rozana & Purnama, 2022). Having two roles can also lead to some bad effects, like less happiness in family life and lower satisfaction with life, plus problems from not having enough time and energy (Zefanya et al., 2025). These conflicts are called work–family conflict (WFC) and family–work conflict (FWC). They happen when the demands of one role make it hard to do well in the other (Isa & Indrayati, 2023).

Dual role conflict arises not only from time constraints but also from the psychological strain and behavioral demands associated with fulfilling both occupational and family roles (Apipah & Harsanti, 2025). Empirical evidence indicates that working mothers tend to devote more time to childcare, engage more frequently in multitasking, and manage more densely structured daily schedules than fathers (Afiatin et al., 2024). Such conditions may contribute to physical and emotional exhaustion, heightened anxiety and stress, decreased work performance, and various health problems, all of which are closely linked to the psychological well-being of working mothers (Alifah et al., 2023).

Psychological well-being refers to an individual’s optimal state in developing personal potential, managing stress effectively, sustaining productivity, and attaining overall life satisfaction (Yiğit & Çakmak, 2024). Working mothers who demonstrate high levels of psychological well-being generally exhibit greater self-efficacy in managing dual roles, are able to provide optimal caregiving, and maintain both work performance and organizational commitment (Faisah et al., 2023). In contrast, low psychological well-being is linked to heightened emotional strain, difficulties in parent–child communication, and reduced quality of parenting practices (Hartati, 2024).

Work–life balance (WLB) is a key determinant of the psychological well-being of working mothers. WLB represents an individual’s capacity to effectively manage and harmonize occupational demands with family responsibilities (Bian & Sukor, 2024). Empirical studies indicate that adequate WLB is associated with reduced stress levels and enhanced psychological well-being, whereas limited organizational support for WLB increases the likelihood of physical and mental health problems among working mothers (Tiwari et al., 2025).

Besides work-life balance, resilience also helps working mothers stay mentally healthy. Resilience helps people deal with stress, take care of their mental well-being, and handle the challenges of having two different roles (Girisken, 2021; Kapoor et al., 2021). Working mothers who have a strong ability to bounce back often find it easier to focus on their own needs, get good rest, keep their social connections, and make time for things they enjoy (Heifetz, 2021). However, past studies have given different results about how much resilience affects psychological well-being, and this depends on the people involved and the situation of the study (Dey & Daliya, 2019).

Organizational flexibility is a key factor that depends on the situation and helps improve the connection between work-life balance, resilience, and the mental health of working mothers. Different ways to have flexible work, like working different hours, working

from home, and changing work times as needed, help make people happier at work and lessen the stress of balancing work and personal life (Henley et al., 2023; Jordaan, 2021). However, Alifah et al. (2023) found that up to 64% of women who have two roles, like work and home, found it harder to work from home compared to working in an office. When work and home responsibilities mix, people often feel more stressed, find it harder to handle multiple tasks at once, and face problems with their work performance (Kapoor et al., 2021). Chung et al. (2021) also discovered that when working mothers have flexibility in their jobs, it often results in them facing negative stigma. Women, particularly those who are working mothers, often find it harder to get promoted because they are seen as working fewer hours compared to men. Accordingly, this study aims to examine the effects of work–life balance and work resilience on the psychological well-being of working mothers, with organizational flexibility positioned as a mediating variable.

Research Gap

Many of the current empirical studies still face several limitations, especially when it comes to choosing research subjects, defining variables, and considering the variety of organizational settings. Most prior research has looked at WLB, resilience, and flexibility in general worker populations. Meanwhile, working mothers who manage both career and family responsibilities, which come with distinct challenges, have not been the primary focus of many research studies. In addition, the connection between WLB, resilience, organizational flexibility, and psychological well-being has rarely been examined together in a single, comprehensive conceptual framework. Work flexibility is often misunderstood and mistakenly associated with informal support in the workplace, leading to mixed results, especially when it comes to its effects on mental health. This situation shows that there are still areas needing more research, particularly within organizations in Indonesia, to explore how WLB and resilience affect the psychological well-being of working mothers, with organizational flexibility acting as a key factor in between.

LITERATURE REVIEW

Theory of Conservation of Resources

The Conservation of Resources (COR) theory suggests that people generally strive to preserve, safeguard, and enhance resources they value, which may include personal, social, or structural aspects. People generally view losing existing resources as worse than gaining new ones, which often leads them to steer clear of situations that consume their energy, time, and mental strength. For working mothers, the COR theory is particularly relevant because the demands of managing both work and family responsibilities can lead to the use of personal resources, such as emotional energy and time, which, when overused, may result in stress, feelings of burnout, and conflicts between different roles. This can eventually impact their overall mental health (Demerouti, 2025).

Hypothesis Development

Based on COR theory, people aim to keep, defend, and gather important resources like time, energy, and mental capacity, as losing these resources is seen as more harmful than gaining new ones. WLB helps working mothers effectively manage their resources, allowing them to share their time and efforts fairly between their job and family responsibilities, which in turn reduces conflicts and stress between these roles. This balance helps avoid the exhaustion of psychological resources and enhances overall life satisfaction and more favorable psychological states (Jalil et al., 2023; Prasad et al., 2024). Therefore, WLB functions as a

protective measure for resources, which has a direct positive impact on the mental health of working mothers.

H1: WLB has a positive effect on the psychological well-being of working mothers

From the perspective of the COR model, resilience is seen as a personal strength that helps individuals cope with the harmful effects of losing resources, especially when facing stress and the demands of taking on multiple roles. Working mothers who have a strong level of resilience can effectively handle stress, control their negative emotions, and bounce back mentally after going through challenging situations. Research indicates that resilience is linked to better work well-being, higher life satisfaction, and less burnout and psychological distress (Bernuzzi et al., 2022; Brady et al., 2025). Therefore, work resilience is important in preventing a cycle of resource loss and enhancing the psychological health of working mothers.

H2: Resilience has a positive effect on the psychological well-being of working mothers.

The COR theory suggests that people who manage to keep a good balance of resources are better able to handle the challenges and changes in their work environment. Good work-life balance helps reduce stress and conflicts between work and family, leading to employees showing a more positive attitude towards work, greater engagement, and improved adaptability (Chung et al., 2021; Tiwari et al., 2025). When considered together, these conditions enhance the organization's capacity to modify timeframes, responsibilities, and work approaches, which is evident in its level of flexibility. Therefore, work-life balance is closely connected to organizational flexibility because of the buildup of individual resources inside the organization.

H3: WLB affects organizational flexibility

According to COR theory, individuals with strong personal resources, such as resilience, are better able to maintain performance and adapt to change without experiencing excessive resource loss. Resilient employees can manage stress effectively, take initiative, and adapt flexibly to changes in tasks and work procedures. The accumulation of these adaptive capabilities at the individual level enables organizations to dynamically adjust their structures, processes, and strategies. Therefore, work resilience contributes positively to organizational flexibility (Wut, Lee, & Xu, 2022).

H4: Resilience has a positive effect on organizational flexibility

Within the COR framework, organizational flexibility is viewed as a contextual resource that helps individuals maintain and restore their personal resources. Flexibility in schedules, tasks, and work procedures enables working mothers to reduce work-family conflict and manage work stress more effectively. This condition helps prevent the loss of psychological resources and increases a sense of control, support, and job satisfaction, which ultimately impacts psychological well-being (Riasnugrahani et al., 2025). However, previous findings indicate that the impact of organizational flexibility on mental health can vary (Shiri et al., 2022), so this relationship remains relevant for empirical testing.

H5: Organizational flexibility has a positive effect on the psychological well-being of working mothers.

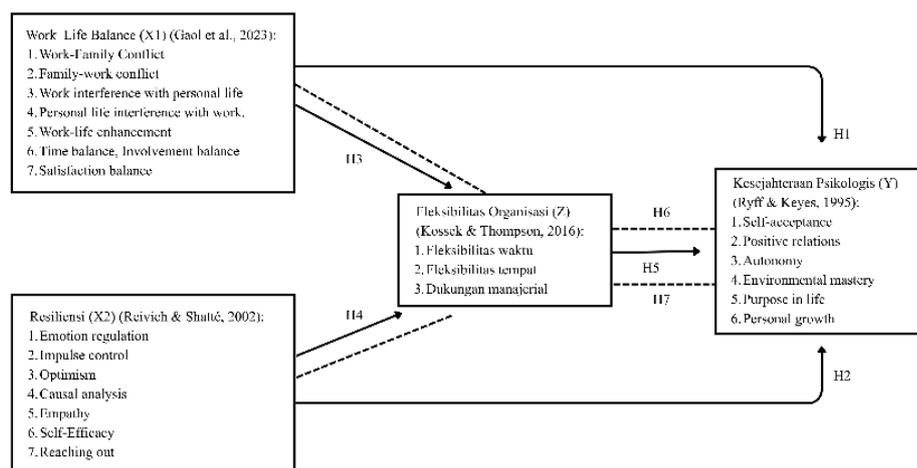
The COR theory emphasizes that resources tend to reinforce each other and form a resource gain spiral when supported by a conducive environment. Work–life balance helps working mothers manage their personal resources, but its effect on psychological well-being will be more optimal when supported by organizational flexibility as a contextual resource. Organizational flexibility enables the effective implementation of work–life balance through adjustments to work policies and practices, thereby reducing the risk of resource depletion and strengthening psychological well-being (Riasnugrahani et al., 2025). Thus, organizational flexibility acts as a mediator in the relationship between WLB and the psychological well-being of working mothers.

H6: Organizational flexibility mediates the influence of work–life balance on the psychological well-being of working mothers

From a COR perspective, personal resources such as resilience will have a greater impact on well-being when supported by adequate environmental resources. Organizational flexibility provides a work context that allows resilient working mothers to optimally channel their adaptive abilities through more appropriate time management, tasks, and work procedures. This support helps prevent psychological resource depletion, reduces stress, and enhances positive work experiences (Boccoli et al., 2024). Therefore, organizational flexibility acts as a mediator that bridges the influence of resilience on the psychological well-being of working mothers.

H7: Organizational flexibility mediates the influence of resilience on the psychological well-being of working mothers

Figure 1. Hypothesis Framework



METHOD

This study employed a quantitative research approach to examine the strength and direction of the relationships between independent, dependent, and mediator variables. Quantitative methods are defined as the process of measuring variables using scales and comparisons as one of the research testing methods (Gravetter & Forzano, 2018). The study was conducted at Company X using a quota sampling technique, in which participants were selected based on predetermined proportions that corresponded to the identified characteristics of the

population. This approach was applied to ensure that the sample adequately represented the population in a structured and proportional manner until the specified quotas were met (Subhaktiyasa, 2024). Data collection was carried out at PT X in accordance with predefined inclusion criteria, utilizing an electronic questionnaire distributed via Google Forms.

Construct Measurement

The dependent variable in this study is psychological well-being, defined as an individual's level of satisfaction and positive psychological condition in carrying out work and personal life roles, reflecting the ability to function optimally, possess good self-acceptance, and live a meaningful and balanced life. Psychological well-being is measured using the Psychological Well-Being (PWB) Scale developed by Ryff and Keyes (1995), which consists of six dimensions, represented by 12 statements measured on a 5-point Likert scale. The WLB variable is defined as an individual's ability to harmonize family and work roles to achieve satisfaction and a sense of balance and is measured using the work-life balance scale reviewed by Gaol et al. (2023), consisting of 16 items on a 5-point Likert scale and eight dimensions. The resilience variable describes an individual's ability to adapt, manage emotions, and recover from pressures and failures in the work context, measured using the Resilience Questionnaire developed by Reivich and Shatté (2002), which includes 14 statements across seven dimensions. Meanwhile, the mediating variable, organizational flexibility, is defined as individuals' perceptions of the organization's ability to provide flexibility in work arrangements in terms of time, place, and method, measured using the Flexible Work Arrangement (FWA) instrument developed by Kossek and Thompson (2016), consisting of six statements rated on a 5-point Likert scale.

Data Analysis

The data were analyzed using the Partial Least Squares-Structural Equation Modeling (PLS-SEM) method with the help of SmartPLS software version 4.1.1.6. The analysis process was carried out in three main stages, namely evaluation of the measurement model (outer model), testing of the structural model (inner model) using the PLS-SEM algorithm, and testing of the mediation effect through the bootstrapping technique to assess the direct and indirect effects between variables. (Hair et al., 2021)

RESULTS AND DISCUSSION

Participants

The participants in this study were employees of Company X who were both workers and mothers. There were 120 participants in this study, who were working mothers with 1-4 children aged 0-6 years (60 people or 50%), 6-12 years (31 or 25.83%), and 12-17 years (29 or 24.17%). In addition, the researchers also categorized participants based on their employment status, namely 110 people (91.67%) permanent employees and 10 people (8.33%) contract employees. The majority of participants had a bachelor's degree as their highest level of education, namely 89 people (74.17%). In terms of length of service, the researchers required a minimum of 1 year of employment at the company, and the majority of employees had worked for 1-5 years (64 people or 53.33%).

Table 1. Demographic characteristic

Category	Description	Frequency	%
Gender	Female	120	100

Category	Description	Frequency	%
Employment Status	Permanent Employee	110	91.67
	Contract Employee	10	8.33
Length of Employment	1–5 Years	64	53.33
	5–10 Years	34	28.33
	>10 Years	22	18.33
Highest Education Level	Senior High School/ Vocational High School	15	12.5
	D3	11	9.17
	S1	89	74.17
	S2	5	4.17
Number of Children	1	55	45.83
	2	50	41.67
	3	13	10.83
	4	2	1.67
Age of Children	0–6 Years	60	50
	6–12 Years	31	25.83
	12–17 Years	29	24.17

Assessment of measurement model (outer model)

The results of the measurement model (outer model) testing show that all latent constructs in this study have met the validity and reliability criteria required in Partial Least Squares Structural Equation Modeling (PLS-SEM) analysis. This test aims to ensure that the indicators used are able to represent latent constructs accurately and consistently, so that the research instrument is suitable for use in the structural model testing stage (Hair et al., 2021).

Convergent validity testing shows that all indicators in the variables of Work–Life Balance, resilience, organizational flexibility, and psychological well-being have factor loading values above 0.70. In addition, the Average Variance Extracted (AVE) value for all constructs is above 0.50, which indicates that each construct is able to explain more than 50% of the variance in its indicators. Discriminant validity testing through cross loading analysis, Fornell–Larcker criteria, and Heterotrait–Monotrait Ratio (HTMT) shows that each construct is unique, with a higher AVE square root value than its correlation with other constructs and an HTMT value below the threshold of 0.90 (Fornell & Larcker, 1981; Hair et al., 2021; Purwanto & Sudargini, 2021).

Reliability testing shows that all constructs have excellent internal consistency. Cronbach's alpha and composite reliability values for all variables are above 0.90, indicating that the research instrument is reliable both conservatively and liberally. Thus, it can be concluded that the measurement model in this study has met all validity and reliability criteria, making it suitable for use as a basis for testing the relationship between constructs in the subsequent structural model (Hair et al., 2021).

Assessment of measurement model (outer model)

Structural model analysis (inner model) using SmartPLS shows that Work–Life Balance and resilience contribute significantly to Organizational Flexibility, with an R^2 value of 0.651 and

an adjusted R^2 of 0.645. These results indicate that both independent variables simultaneously explain 65.1% of the variation in Organizational Flexibility. Furthermore, when the mediator variable was included in the model, Work–Life Balance, resilience, and Organizational Flexibility showed strong predictive power for psychological well-being, with an R^2 value of 0.788 and an adjusted R^2 of 0.782. This value indicates that 78.8% of the variation in psychological well-being can be explained by the three variables, which falls into the strong relationship category according to the criteria proposed by Hair et al. (2021).

In addition, the results of the Q-Square (Q^2) test show that the model has adequate predictive ability, as indicated by Q^2 values greater than zero for the constructs of Organizational Flexibility ($Q^2 = 0.637$) and psychological well-being ($Q^2 = 0.777$). Effect size testing (f^2) also shows that all relationships between variables have a strong effect size, as the f^2 values obtained exceed the minimum limit of 0.025, as stated by Hair et al. (2021). Thus, the inner model testing results confirm that the constructed structural model is of good quality and suitable for use in explaining the relationships between the research variables.

Results

Hypothesis testing in this study was conducted through bootstrapping analysis of 5000 data points using SmartPLS. This method was used to assess the significance of the relationship between variables, including direct, indirect, and total effects. The significance criteria were determined based on the T-Statistics and P-Value values, where the relationship was considered significant if the T-Statistics value exceeded 1.960 at a 5% significance level, and the P-Value value was less than 0.05 (Hair et al., 2021). In the test results, the researchers found that all hypotheses were accepted because the p-value was < 0.05 and the T-statistic was > 1.960 .

Direct Effect

The hypothesis testing of direct effects was carried out to assess the influence of exogenous variables on endogenous variables. A path is considered significant when the p-value is below the 0.05 significance level. The analysis results indicate that all relationships in the model are statistically significant because each path shows a p-value of 0.000 ($p < 0.05$).

Work–Life Balance has a positive and significant effect on psychological well-being ($\beta = 0.332$; $T = 5.467$), therefore H_1 is accepted. This finding indicates that better balance between work and personal life contributes to higher psychological well-being. Work–Life Balance also positively affects organizational flexibility ($\beta = 0.597$; $T = 11.131$), so H_2 is accepted, suggesting that improved work–life balance is associated with greater perceived flexibility in the organization.

Furthermore, resilience significantly influences psychological well-being ($\beta = 0.319$; $T = 5.023$), supporting H_3 . Resilience also has a significant positive effect on organizational flexibility ($\beta = 0.604$; $T = 10.990$), confirming H_4 . Finally, organizational flexibility positively and significantly affects psychological well-being ($\beta = 0.496$; $T = 6.726$), indicating that employees who perceive higher organizational flexibility tend to experience higher psychological well-being, thus H_5 is accepted.

Overall, all hypothesized direct relationships are supported, demonstrating that work–life balance and resilience both directly and indirectly contribute to psychological well-being through organizational flexibility.

Indirect Effect

The indirect effect test was performed to evaluate whether organizational flexibility mediates the relationship between the exogenous variables and psychological well-being. A mediation effect is considered significant when the p-value is below the 0.05 significance level. The results show that both indirect paths are statistically significant, as each produces a p-value of 0.000 ($p < 0.05$).

The indirect relationship between work–life balance and psychological well-being through organizational flexibility is positive and significant ($\beta = 0.296$; $T = 5.351$), therefore H_6 is accepted. This finding indicates that organizational flexibility mediates the effect of work–life balance on psychological well-being. In other words, better work–life balance enhances organizational flexibility, which subsequently improves psychological well-being.

Similarly, the indirect effect of resilience on psychological well-being through organizational flexibility is also positive and significant ($\beta = 0.300$; $t = 6.025$), thus H_7 is accepted. This result shows that organizational flexibility mediates the relationship between resilience and psychological well-being. Employees with higher resilience tend to perceive greater organizational flexibility, which in turn contributes to higher psychological well-being.

Overall, the findings confirm that organizational flexibility acts as a significant mediating variable, strengthening the influence of both work–life balance and resilience on psychological well-being.

Table 2. Result Hypothesis

Relationships Between Constructs	Original sample	T statistics	P values	Effect
Direct Effect				
Work–Life Balance → Psychological Well-Being	0.332	5.467	0.000	Significant
Work–Life Balance → Organizational Flexibility	0.597	11.131	0.000	Significant
Resilience → Psychological Well-Being	0.319	5.023	0.000	Significant
Resilience → Organizational Flexibility	0.604	10.990	0.000	Significant
Organizational Flexibility → Psychological Well-Being	0.496	6.726	0.000	Significant
Indirect Effect				
Work–Life Balance → Organizational Flexibility → Psychological Well-Being	0.296	5.351	0.000	Significant
Resilience → Organizational Flexibility → Psychological Well-Being	0.300	6.025	0.000	Significant

Source: SmartPLS

Discussion

The results of the study show that Work–Life Balance (WLB) has a positive and significant effect on the psychological well-being of working mothers [H_1 accepted]. An individual's ability to balance work and family roles helps reduce role conflict, feelings of guilt, and burnout, thereby increasing life satisfaction and overall psychological well-being. These

findings are in line with previous studies that confirm that work–life balance contributes to improved psychological well-being, particularly through a balance of satisfaction between work and personal life (satisfaction balance) and the support of a flexible work system that allows individuals to optimally perform multiple roles (Novenia & Wibhowo, 2024; Prasad et al., 2024; Susanto et al., 2022).

In addition to WLB, resilience has also been shown to have a positive effect on the psychological well-being of working mothers [H₂ supported]. Resilience enables individuals to manage stress, adapt to the demands of dual roles, and form more adaptive cognitive and emotional responses. The reaching out dimension shows the most dominant influence, reflecting an individual's ability to interpret challenging experiences positively, thereby increasing life satisfaction and reducing the risk of psychological disorders. These findings are consistent with research stating that resilience functions as a protective factor in dealing with work-family conflict and stressful work conditions (Bernuzzi et al., 2022; Brady et al., 2025; Marbun & Christian, 2024).

Furthermore, the results of the study show that work–life balance and resilience also play an important role in increasing the flexibility of organizations as perceived by working mothers [H₄ accepted]. Individuals who are able to balance their work and personal lives have a greater capacity to adaptively manage their time, roles, and responsibilities. However, the dominance of work demands that interfere with personal life can reduce perceived flexibility. These findings are consistent with role conflict theory and previous research emphasizing the importance of flexible work arrangements in supporting role balance and work flexibility (William & Singh, 2024).

Individual resilience has also been shown to have a positive effect on organizational flexibility [H₄ accepted]. Individuals with high levels of resilience tend to be more adaptive in facing policy changes and organizational dynamics, enabling them to effectively adjust to evolving work demands. This supports the view that resilience is a key factor in enhancing organizational adaptability and flexibility, particularly in dynamic work contexts (Deep, 2023).

Furthermore, organizational flexibility has been shown to have a positive effect on the psychological well-being of working mothers [H₅ accepted]. Flexibility in work time and location arrangements gives individuals the freedom to manage work and family demands, thereby helping to reduce work stress and increase work comfort. Although work flexibility can also pose challenges, such as an increased workload at home, in general, a flexible work environment contributes to improved psychological well-being and role balance (Alifah et al., 2023; Hodzic et al., 2021; Ray & Pana-Cryan, 2021).

The results of the mediation analysis show that organizational flexibility acts as a mediator in the relationship between work-life balance and psychological well-being [H₆ accepted]. Work–Life Balance not only has a direct impact on psychological well-being, but also indirectly through an increase in work flexibility perceived by individuals. These findings indicate that organizational support in the form of work flexibility strengthens the positive impact of role balance on the psychological well-being of working mothers (Riasnugrahani et al., 2025).

In addition, resilience also contributes to an increase in perceived organizational flexibility [H₇ accepted]. Based on the Conservation of Resources theory, resilience functions as a

psychological resource that helps individuals manage work demands and pressures adaptively. Thus, flexibility is not only perceived as a formal organizational policy, but also as an individual's ability to adjust their work style. These findings confirm that resilience and organizational flexibility interact in supporting the psychological well-being of working mothers.

CONCLUSION

This research finds that achieving a good balance between work and personal life, along with the ability to recover from work-related stress, are key elements that positively and significantly impact the mental health of working mothers. The capability of working mothers to handle both their professional responsibilities and personal commitments, along with their ability to remain strong and endure the challenges of juggling multiple roles, allows them to better manage their feelings, handle stress, and navigate work relationships, which in turn supports their overall mental health. In addition, organizational flexibility not only directly impacts psychological well-being but also serves as a strategic factor that acts as a mediator, enhancing the effect of work-life balance and resilience on psychological well-being. These results show that the mental health of working mothers is influenced by how their personal strengths interact with the support they get from their workplace. Therefore, in real-world situations, organizations should create adaptable work policies, help employees maintain a balance between their work and personal lives, and provide stronger support from leadership along with family-friendly policies. In theory, this study adds value to the understanding of psychological well-being by highlighting how organizational flexibility acts as a key factor that connects personal and workplace elements, and it also creates new chances for future research to examine this model in a wider range of situations and using different research approaches.

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