

The Influence of Work-Life Balance on Employee Productivity: A Literature Review in the Context of Modern Companies

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Abstract

Work-life balance (WLB) plays a crucial role in enhancing employee productivity in modern companies. This literature review examines how flexible work policies, stress management, and a healthy organizational culture contribute to work-life balance and their impact on individual and organizational performance. The findings indicate that work flexibility, such as remote work and flexible working hours, improves employee well-being and reduces turnover rates. However, without proper management, technology that supports work flexibility can increase workload and disrupt WLB. Additionally, stress management strategies and inclusive leadership support are key factors in maintaining long-term productivity. Therefore, companies must adopt a holistic approach by integrating WLB policies, mental well-being programs, and a supportive work culture to create an environment that fosters sustainable productivity.

Keywords: *Work-life balance, employee productivity, work flexibility, mental well-being, organizational culture, stress management.*

INTRODUCTION

In the modern work world, the balance between work and personal life (work-life balance) has become an important factor that affects employee productivity. Technological advancements and digitalization have changed the way we work, allowing for greater work flexibility, such as remote working and hybrid work systems. However, on the other hand, high productivity pressures and the demand to always be connected to work can lead to stress and burnout. Companies are increasingly realizing that employee well-being contributes to more optimal performance, so many organizations are starting to implement policies that support work-life balance, such as flexible working hours, mental health programs, and a more inclusive work culture. Moreover, the changing mindset of today's workforce, especially millennials and Gen Z, who prioritize work-life balance over mere financial gain, also encourages companies to adjust their policies. Thus, this study aims to review how work-life balance in the context of modern companies can affect employee productivity and provide recommendations based on findings from previous research.

One of the significant challenges in modern work dynamics is maintaining work-life balance. Work-life balance has become a crucial issue due to lifestyle changes and high work pressure (Putirulan, 2023). High workloads, work pressure, and high job demands can trigger stress and disrupt the balance between work

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life and personal life. This can lead to conflicts between work and family, which in turn can affect job satisfaction and the quality of life of employees.

To address the challenge of work-life balance, many companies implement flexible work arrangements (FWA). FWA allows employees to arrange their working hours and workplace flexibly, supported by modern information technology. This arrangement provides benefits such as reducing turnover rates and increasing job satisfaction. In addition, the company also pays attention to the quality of life of its employees, which will make employees more satisfied in carrying out their work.

The imbalance between work and personal life can negatively impact employee productivity. Employees who are unable to balance work demands with personal needs often experience stress and fatigue, which ultimately reduces their work effectiveness. A study by (Setianto et al., 2024) shows that this imbalance can lead to a decrease in quality of life and health issues, which directly impact employee productivity. In addition, the imbalance between work and personal life can affect employees' psychological well-being. Employees who feel they do not have enough time for personal life tend to experience a decrease in motivation and job satisfaction. Research by Sipayung found that employees with a good work-life balance have higher levels of job satisfaction and psychological well-being compared to those who experience imbalance (Sipayung et al., 2023)

The implications of this imbalance are also evident in the increased rates of employee absenteeism and turnover. Employees who feel burdened by work without enough time for personal life may seek other job opportunities that offer a better balance. This can harm the company due to the loss of experienced employees and the additional costs for recruitment and training. Therefore, it is important for companies to create a work environment that supports a balance between work and personal life in order to enhance productivity and employee retention.

This research aims to examine the relationship between work-life balance and employee productivity through a review of existing literature. Several studies show that the balance between work and personal life has a significant impact on employee performance and job satisfaction. For example, research by Ramdhani and Rasto indicates that work-life balance plays an important role in improving employee performance (Ramdhani, 2021a). Furthermore, a study by Sinuhaji et al. found that work-life balance and job burnout together affect employee work productivity (Sinuhaji, 2024). Thus, a deep understanding of this interconnection can help organizations design policies that support work-life balance, thereby enhancing overall employee productivity.

This research contributes to deepening the understanding of work-life balance (WLB) strategies in modern companies. The effective implementation of WLB has been proven to enhance the professional work ethic of employees, which

in turn positively impacts the productivity and overall performance of the company. Kurnia and Khairunnisa emphasize the importance of maintaining a balance between personal life and work to achieve an optimal work ethic (Kurnia & Khairunnisa, 2024). Furthermore, human capital management strategies that focus on WLB can enhance consumer service and company performance, as outlined by Widiанти et al (Kusumaningrum & Fitri, 2024). Thus, this research provides insights for modern companies in designing and implementing effective WLB strategies to achieve better performance.

LITERATURE REVIEW

The concept of Work-Life Balance

Work-life balance (WLB) is a concept that refers to an individual's ability to divide their time and energy evenly between work and personal life. The goal is to achieve harmony between professional responsibilities and personal needs, so that both can run in sync without interfering with each other. According to the Cambridge Dictionary, WLB is defined as "the amount of time you spend doing your job compared with the amount of time you spend with your family and doing things you enjoy" (McKenna, 2023).

The main indicators of WLB include time balance, engagement, and satisfaction between work and personal life. Time balance refers to the proportion of time allocated to work and activities outside of work. Engagement reflects the extent to which individuals can fully participate in their work roles and personal roles. Meanwhile, satisfaction indicates the level of happiness and fulfillment felt in both aspects of life.

Achieving a good work-life balance (WLB) is marked by several specific indicators. One of them is reasonable working hours, where individuals do not spend excessive time working so that they still have time for personal life. Additionally, flexibility in work schedules allows individuals to adjust their working hours to meet personal needs, such as attending family events or taking care of their health. Other indicators include having clear boundaries between work time and personal time, as well as the opportunity to participate in recreational and social activities outside of work.

The implementation of effective WLB strategies can bring various benefits, both for employees and the organization. For employees, a balanced WLB can reduce stress, increase life satisfaction, and improve mental and physical health. Meanwhile, organizations can experience increased productivity, employee loyalty, and reduced absenteeism and turnover rates. Therefore, it is important for modern companies to understand and implement WLB strategies to create a healthy and productive work environment.

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Employee Productivity in the Context of Modern Companies

Employee productivity in the context of modern companies refers to the efficiency and effectiveness of individuals in completing assigned tasks, which directly contributes to the achievement of organizational goals. According to Heizer and Render, productivity is the ratio of output (goods and services) to input (resources such as labor and capital) (Render et al., 2011). Measuring employee productivity can be done through several indicators, including work quantity, work quality, and timeliness. Simamora states that work quantity refers to the amount of output achieved, work quality relates to the established standards, and timeliness refers to the completion of tasks according to schedule (Simamora, 2006).

Work motivation is one of the main factors that influence employee productivity. High motivation encourages employees to work harder and achieve optimal results. Anugrah identified that factors such as education, skills, attitude, and work ethic play an important role in enhancing motivation and work productivity (Suharto & Balqish, 2019). In addition, providing incentives and recognition for work achievements can enhance employees' motivation and commitment to their jobs.

Employee well-being also significantly contributes to productivity. A conducive work environment, health insurance, and a balance between work and personal life can enhance employee well-being. Employees who feel prosperous tend to have high loyalty and contribute more maximally in their work. Job satisfaction is another factor that affects productivity. Employees who are satisfied with their jobs will have higher motivation and better performance.

The Relationship Between Work-Life Balance and Productivity

Previous studies have shown that work-life balance (WLB) has a positive impact on employee productivity. The balance between work and personal life can reduce stress and increase work enthusiasm, which in turn boosts productivity. Research by Yahya and Laura indicates that the implementation of a good work-life balance (WLB) can separate work matters from personal interests, allowing employees to work more efficiently and effectively (Nurwidia & Gunawan, 2024).

However, the implementation of WLB in modern companies faces various challenges. One of them is rigid work regulations, such as long working hours and excessive workloads, which can hinder employees from achieving a balance between work and personal life. In addition, the pressure to always be available due to technological advancements and a work culture that demands constant availability also becomes an obstacle in achieving effective work-life balance (WLB).

To address these challenges, companies can adopt various strategies in managing WLB to enhance productivity. One of them is by implementing work

flexibility, such as work-from-home options or flexible working hours, which allow employees to adjust their work schedules to their personal needs. Additionally, the company can provide employee wellness programs, such as counseling or recreational activities, to support the mental and physical health of employees. The implementation of policies that support WLB not only increases productivity but also enhances employee loyalty and satisfaction towards the company.

In addition, it is important for companies to create a work culture that supports WLB. This can be done by encouraging open communication between management and employees regarding needs and expectations related to work-life balance. Training for managers to understand the importance of WLB and how to support their teams in achieving that balance is also crucial. Thus, the company can build a healthy and productive work environment, where employees feel valued and supported in fulfilling their professional and personal roles (Ramdhani, 2021b).

METHOD

The research method used in this study is a literature review or systematic literature review (Systematic Literature Review - SLR), which aims to collect, analyze, and synthesize various previous studies related to the impact of work-life balance on employee productivity in the context of modern companies. This approach allows researchers to identify trends, key findings, and existing research gaps in the literature. In its implementation, this research follows a systematic procedure, including sourcing from relevant academic databases, selecting studies based on specific criteria, and conducting an in-depth analysis of previous research findings. By using the SLR method, this study not only provides a comprehensive understanding of the relationship between work-life balance and productivity but also offers evidence-based insights that can serve as a foundation for management policies and practices in modern companies.

RESULT AND DISCUSSION

Based on the results of the literature review, it was found that work-life balance (WLB) has a significant relationship with employee productivity in modern companies. Previous research has identified a significant relationship between work-life balance (WLB) and employee productivity in modern companies. The balance between work and personal life has been proven to enhance employee performance and efficiency. A study by Saina et al shows that a good work-life balance (WLB) can make employees more productive and healthier in their professional and personal lives (Saina & Rumokoy, 2016).

Furthermore, research by Puspitasari and Kurniawan indicates that high work engagement, influenced by WLB, contributes to increased employee productivity. Employees who are able to balance work demands and personal life

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tend to have higher commitment and motivation in their work (Diniawaty & Prahiawan, 2024). Overall, the existing literature affirms that the effective implementation of WLB can enhance employee productivity. Companies that adopt flexible work policies and support the balance between employees' work and personal lives tend to see increased performance and employee loyalty.

The Positive Impact of WLB on Productivity

Research has shown that employees who achieve a balance between work and personal life tend to be more productive, creative, and motivated. This balance allows individuals to manage the demands of work and personal life effectively, thereby reducing stress and enhancing focus in completing work tasks. In addition, a good work-life balance contributes to increased job satisfaction. Employees who are satisfied with the allocation of time between work and personal life tend to have a higher commitment to the organization and show greater loyalty. Research by Rondonuwu, Rumawas, and Asaloei indicates that work-life balance has a positive impact on employee job satisfaction (Rondonuwu et al., 2018).

This increased job satisfaction directly impacts individual and team performance. Satisfied employees tend to work more efficiently, collaborate better with colleagues, and have higher initiative in completing projects. This is in line with the findings of Irwandi and Sanjaya which state that work-life balance and work engagement positively influence employee performance through the mediation of job satisfaction (Irwandi & Sanjaya, 2022). Thus, organizations that encourage and facilitate the balance between work and personal life not only help improve employee well-being but also gain benefits in the form of increased productivity and overall team performance. The implementation of flexible work policies, support for employees' personal needs, and the promotion of a healthy work culture are strategic steps in achieving these goals.

Factors Affecting WLB and Productivity

The implementation of work flexibility policies, such as remote work, flexible schedules, and hybrid working, has proven to improve the balance between work and personal life as well as work efficiency. This flexibility allows employees to arrange their work time and place according to their needs, which in turn can enhance productivity and job satisfaction. According to research by Gandung and Sunarsi, work flexibility policies provide benefits in the form of increased productivity because employees can work in environments they find most comfortable, reduce time spent commuting, and improve the balance between work and personal life (Gandung et al., 2024).

However, although technology and digitalization support work flexibility, the expectation of quick responses to work can disrupt work-life balance if not

managed properly. Technology enables more efficient communication and collaboration, but it can also create pressure for employees to always be available. Therefore, it is important for organizations to set clear boundaries regarding work time and personal time to prevent burnout and maintain employee well-being.

Organizational culture that supports work-life balance plays an important role in creating a healthy and productive work environment. Companies that promote flexibility and employee well-being tend to have a workforce that is healthier both mentally and physically, which ultimately contributes to improved performance and employee loyalty. An open and collaborative work culture also fosters innovation, enabling the company to respond to market changes more quickly and effectively.

Thus, the combination of flexible work policies, wise use of technology, and an organizational culture that supports work-life balance is an effective strategy to enhance employee productivity and well-being. Organizations that successfully integrate these three elements will be better prepared to face challenges in the digital era and capable of retaining competent and motivated employees.

Comparison of Study Results

Research shows that the relationship between work-life balance (WLB) and employee productivity varies by industry sector. In the creative and technology industries, high work flexibility, such as flexible working hours and remote work options, significantly contributes to increased innovation and productivity. This policy allows employees to adjust their work time and place according to personal needs, which in turn enhances creativity and work efficiency. A study by Saputra et al. confirms that WLB and creativity have a significant impact on work productivity in this sector (Saputra et al., 2024).

On the contrary, in the manufacturing and production sector, the WLB approach requires a stricter structure. The characteristics of jobs that often require physical presence and regular working hours make flexibility a challenge. Therefore, more humane work hour arrangements, such as fair shift assignments and adequate break times, are key to improving work-life balance and employee productivity.

The healthcare sector faces unique challenges related to WLB. High workloads and constant service demands can make it difficult for healthcare workers to achieve a balance between work and personal life. This can impact the quality of the services provided. Therefore, it is important for healthcare institutions to implement strategies such as flexible scheduling, mental health support, and reducing excessive workloads to ensure the well-being of medical staff and maintain the quality of service.

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Various studies show that work-life balance (WLB) has a significant impact on employee productivity, especially in the context of modern companies. Quasi-experimental studies by Bloom et al., (2015) found that workers given the flexibility to work from home experienced a 13% increase in productivity, primarily due to reduced workplace distractions and the ability to manage their time more efficiently. However, this study also noted that in the long term, some workers experienced feelings of isolation that could negatively impact work engagement. Meanwhile, research conducted by Kossek & Thompson, (2015) highlights that effectively implemented work-life balance policies correlate with lower stress levels, increased job satisfaction, and reduced burnout rates. The meta-analysis conducted by NISHII et al., (2008) also shows that companies with flexible policies have higher employee engagement levels and lower turnover rates, which directly contribute to organizational performance.

Furthermore, the Work-Home Resources model developed by (ten Brummelhuis & Bakker, 2012) explains that work-life balance is influenced by the availability of resources at the workplace, such as support from supervisors and colleagues, as well as autonomy in managing workload. Their study found that employees with access to such resources are better able to manage the demands of work and personal life, thereby increasing productivity and well-being. On the other hand, the research by Greenhaus & Allen, (2011) shows that an imbalance between work and personal life can lead to chronic stress, reduce work engagement, and increase employees' desire to leave their jobs. In fact, Nishii et al. (2008) revealed that organizations implementing good WLB policies not only enhance employee well-being but also positively impact customer satisfaction, which ultimately strengthens the company's competitiveness.

Overall, various studies affirm that work-life balance policies not only impact employee well-being but also serve as an important business strategy to enhance productivity and company performance. Therefore, modern companies need to develop policies that not only allow for work flexibility but also support the overall well-being of employees in order to create a healthier and more productive work environment.

Implications for Modern Companies

The implementation of flexible work policies has proven to enhance employee well-being and reduce turnover rates in modern companies. By providing flexibility in working hours and work locations, employees can balance their professional and personal demands more effectively. This not only increases job satisfaction but also reduces stress and fatigue, which ultimately contributes to higher employee retention. For example, the implementation of flexible working hours and remote work options allows employees to adjust their work

schedules according to personal needs, thereby improving the balance between work and personal life.

Additionally, companies need to implement stress management and mental well-being strategies to maintain long-term productivity. A high-pressure work environment can negatively impact employees' mental health, which in turn affects their performance and productivity. Various studies have shown that work-life balance (WLB) has a significant impact on employee productivity, well-being, and overall organizational performance. Studies using robust methodologies show that companies implementing WLB policies tend to have higher employee engagement levels, lower stress levels, and increased job satisfaction. The implications of this research provide insights for modern companies in designing policies that support work-life balance to enhance their competitiveness.

One of the most influential experimental studies is the research conducted by Bloom et al., (2015) which examined the impact of the work-from-home policy at a company in China. In this study, 1,000 employees were divided into two groups, with one group working from home for nine months and the other group continuing to work in the office. The results show that the productivity of employees working from home increased by 13% compared to the group working in the office. The main contributing factors are the reduction of workplace distractions, flexibility in arranging work hours, and the decrease in time spent commuting to the office. However, this study also found that some workers experienced social isolation, which ultimately led them to choose to return to the office after the experiment ended.

Another study by Kossek & Thompson, (2015) analyzed various work flexibility policies in multinational companies and found that flexibility in work hour arrangements can reduce burnout and increase employee commitment to the company. They cite examples of companies like Google and Microsoft that implement flexible working hours and remote work policies to enhance employee satisfaction and productivity. This study also highlights that companies that fail to provide flexible work options are more prone to experiencing higher turnover rates, as employees tend to seek work environments that better support their work-life balance.

NISHII et al., (2008) conducted a meta-analysis of various studies on human resource policies and found that companies that actively support work-life balance through programs such as longer parental leave, mental health support, and flexible work policies have higher employee engagement levels. They also found that these policies not only increased job satisfaction but also had a positive impact on organizational performance. This study cites examples of IBM and Dell, which implemented remote work policies and reported increased productivity and higher employee retention.

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Furthermore, the Work-Home Resources model developed by ten Brummelhuis & Bakker, (2012) provides a deeper understanding of how work-life balance can enhance employee productivity. This study found that resources provided by the organization, such as flexible work policies, social support from management, and the use of technology to support remote work, can help employees manage the demands of work and personal life more effectively. On the other hand, the study by Greenhaus & Allen, (2011) shows that an imbalance between work and personal life can lead to increased stress, decreased work engagement, and a greater desire to leave the job. They found that industries with long working hours, such as finance and technology, have higher levels of work-family conflict compared to other industries.

From various studies that have been discussed, it is clear that work-life balance is not only about individual well-being, but also a strategic factor that can enhance overall productivity and company performance. Modern companies that implement flexible work policies, support mental well-being, and leverage technology to create a more adaptive work environment will be better prepared to face business challenges in the digital era. By understanding and applying the findings from various studies, companies can create a healthier, more innovative, and competitive work culture in the long term.

CONCLUSION

Based on the reviewed literature, work-life balance (WLB) has been proven to have a significant impact on employee productivity and overall company performance. Studies indicate that flexible work policies, support for mental well-being, and the utilization of technology in remote work contribute to increased employee engagement, reduced stress levels, and lower turnover rates. Beyond benefiting employees, an optimal work-life balance also positively affects customer satisfaction and enhances a company's global competitiveness. However, there are several challenges in implementing these policies, such as the risk of social isolation in remote work settings and potential role conflicts in industries with high job demands. Therefore, further research is needed to explore how companies can tailor WLB policies to remain relevant and effective across different industries. Moving forward, research could focus more on how organizational culture and individual preferences influence the effectiveness of WLB policies. Additionally, further exploration is required to understand the long-term impact of flexible work arrangements on employee productivity and well-being, particularly in the ever-evolving digital era. With deeper insights, companies can develop more adaptive and sustainable policies that foster a more inclusive and productive work environment for all employees.

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