

HUMAN RESOURCE MANAGEMENT | RESEARCH ARTICLE

The Impact of Work-Life Balance and Job Satisfaction on Employee Productivity

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ABSTRACT

Employee productivity is an important factor in a company's success, especially in an increasingly tight business competition era. This study analyzes the impact of work-life balance and job satisfaction on PT. Brilliant Think Center employee productivity. The research method used is quantitative with a descriptive approach. Data were collected by distributing questionnaires to 94 PT Brilliant Think Center employees and analyzed using multiple linear regression. The study results show that work-life balance significantly affects employee productivity, where the balance between work and personal life increases efficiency and work motivation. Not only that, job satisfaction also has a positive impact on employee productivity, especially in increasing loyalty and work enthusiasm. Simultaneously, both variables contribute significantly to increasing employee productivity. This finding proves companies that support and create a more comfortable and motivating work environment. Thus, it is hoped that employee productivity can continue to increase, which ultimately positively impacts the company's growth.

Keywords: Employee Productivity, Human Resource Management, Job Satisfaction, Work Life Balance.

JEL Code: J28, J81, J24, M54.

I. Introduction

The development of the current revolutionary era affects all aspects of life. Competition in the business world is getting tighter, and the business world continues to grow and innovate to survive difficult situations (Setyanti, 2022). According to Kasran (2023), Human resources are a very important and primary factor in determining a company's success. Quality human resources and employees are the key to determining the company's development. Therefore, for the sake of the company's progress, company management must pay attention to improving the performance of its employees so that they can work effectively and efficiently.

Employee productivity is a measure of a person's work results, with input as input and output as output of employee performance in achieving high productivity in the organization. Employee productivity shows the effectiveness of individuals in posting, as evidenced by simplicity, seminar skills, work efforts, and overall employee productivity (Sukardi, 2021). Increasing efficiency and effectiveness in carrying out tasks and maintaining focus on work. This can be seen from the comparison between the resources and employee work results (Handoko, 2011).



Work-life balance is how employees feel balanced and satisfied with allocating time and energy to various aspects of life. High satisfaction levels and the ability to function at home and work with little help from role conflict. In other words, people can achieve work-life balance when they balance their tasks in both areas without experiencing major conflict. This refers to the degree to which workers can meet the demands of work and family without experiencing negative role conflict (Ramadhan, 2024). Work-life balance is about family, such as taking care of children, and working fewer hours. This balance involves and improves employee performance because it helps them manage stress and improve their mental health. Employees in the digital marketing field who balance work and personal life. Intelligently, employees must present what is needed for work and family without sacrificing one for the other (Foanto, 2020).

Job satisfaction is a feeling of support felt by employees while working. A person's attitude towards their work is related to the worker's emotional state. The meeting point occurs when the services provided by the worker are in line with the level of compensation from the company, which means that employees' feelings about their work, whether happy or unhappy, are influenced by interactions and assessments of the work and work environment (Sutrisno, 2022). Workers who are very satisfied with their jobs show a positive attitude towards work. Even so, it is still relevant to state that job satisfaction is an employee's positive or negative perspective regarding their work (Saefullah, 2021). The context of the problem informs how the research challenge is formulated, namely, whether job satisfaction impacts employee productivity at PT. Brilliant Think Center. PT. Brilliant Think Center is a private digital marketing company founded in 2017. This company focuses on marketing health solution products, aiming to positively impact the health industry's development through innovative and effective digital marketing strategies—the head office of PT. Brilliant Think Center Palembang is located at Jl. H. Sanusi Lorong Masjid, Talang Aman Village, Kemuning District, Palembang City. As a company that continues to grow, PT. Brilliant Think Center is committed to providing the best service to support and disseminate relevant health information to the community.

This study examines the impact of work-life balance and job satisfaction on employee productivity. Several research gaps need to be explored further, especially in the background of the company PT. Brilliant Think Center. Most existing studies focus more on the relationship between work-life balance and job satisfaction in large industrial or multinational companies. In contrast, studies of companies engaged in digital marketing and technology-based industries are still limited. In addition, many studies show that work-life balance and job satisfaction significantly affect productivity; however, few studies specifically analyze the interaction between the two factors in small- and medium-sized companies, especially those operating in Indonesia. Therefore, it is important to examine how work-life balance and job satisfaction are at PT. Brilliant Think Center affects employee productivity in more depth, by considering different aspects of the digital work environment and a more flexible company culture at PT. Brilliant Think Center, the work-life balance phenomenon is losing work balance, an increasingly important issue in the modern workplace. Employees face difficulties in balancing their personal and work lives. According to PT, this condition can reduce their job satisfaction, ultimately reducing workplace productivity. Brilliant Think Center, a decrease in work-life balance is expected to directly impact employee job satisfaction levels and productivity. Therefore, it is important to study how the relationship between job satisfaction and work balance correlates with employee performance and how businesses can implement methods to improve this balance to achieve long-term success. PT. Brilliant Think Center employee job satisfaction is becoming increasingly important, especially in achieving a healthy work-life balance. Employee dissatisfaction can persist for long if they cannot balance their personal and work needs. PT Brilliant Think Center employees can experience decreased job satisfaction, impacting their work quality and productivity. So, to find ways to improve employee well-being and overall organizational performance, it is important to study how Work Life Balance factors affect employee job satisfaction and how they impact company productivity.

Declining employee productivity is a problem for PT. Brilliant Think Center. This may be due to low levels of job satisfaction and a lack of balance between one's personal and professional life. In the context of PT. Brilliant Think Center, which operates in a dynamic and innovative sector, this phenomenon can hinder collaboration and innovation, two important components of the Company's success.

II. Literature Review and Hypothesis Development

2.1. Management

Management is a process that aims to plan, organize, control, and manage activities carried out to achieve predetermined goals using human resources and other resources to achieve extraordinary results and achieve the welfare of managers, employees, and society (li, 2022). Management is getting things done through people and using practical and creative resources. Individual skills and talents related to management can benefit organizations and organizations operating in their surroundings (Adiningsih, 2021).

2.2. Work Life Balance

According to Sunday (2023), work-life balance is the relationship between work and non-work situations. Achieving a good work-life balance often means limiting time on one side (work) for non-work activities. According to Kasran (2023), a condition is one in which a person can manage their time effectively and achieve work-life balance. Work-life balance is considered a healthy lifestyle for employees, so this concept effectively increases employee productivity, with the level of fulfillment related to multitasking in a person's life to maintain all aspects of life.

2.3. Job Satisfaction

Riyani (2023) states that employee attitudes or perceptions of their work determine job satisfaction in their work's pleasant and unpleasant aspects. Reasonable job satisfaction in the workplace can make a company more successful. According to Gulo (2023), employee assess how well they meet their job needs. Job satisfaction includes feelings, beliefs, and thoughts about how a person does their job and adapts to their work environment. High job satisfaction can improve company performance and productivity, and in turn can reduce work stress. Employees who feel that their work is interesting will be committed to doing everything they can to improve company performance. Employees show satisfaction with their jobs. Because workers will feel satisfied with their jobs, job satisfaction is correlated with everyone's quality of life (General, 2022).

2.4. Employee Productivity

Employee productivity is the performance or work results qualitatively and quantitatively achieved by employees doing their jobs according to their responsibilities. With efforts to improve the desired results through high enthusiasm and work ethic by improving individual abilities, work quality, and efficiency, and comparing the quality and efficiency of work results or goals and what is desired to be achieved, the total available resources can be achieved (Suyatno, 2023). According to (Hana, 2023), Productivity includes physical results, but also the psychological aspects of an individual and the efforts made to achieve optimal results, using individual potential in a targeted and efficient manner, and then measuring various inputs to achieve the expected goals and using various resources and production factors to create products and services to increase the quantity and quality of work done in a company. Productivity at work is a mental attitude that always tries to improve what has been achieved, believing that someone can do a better job today than yesterday or tomorrow. Productivity states that this measures how well resources are used and managed to achieve the desired results. Employee performance shows how well an employee carries out the assigned tasks. Therefore, clear, measurable, and at the same time determined criteria must be established (Impact, 2024).

III. Research Method

From the previously established research problems, the author uses quantitative research methods to collect data from a specific population or sample and engages in statistical quantitative analysis to validate the predetermined hypothesis. The data collection process requires instruments and analysis of various forms

of numerical data, in addition to data interpretation directly related to prevailing trends observed in the population. This includes items or people with special characteristics that researchers have identified as worthy of further research and conclusions. This study involved 123 employees of PT. Brilliant Think Center South Sumatra. In this study, each member of the population was taken as a saturated sample. The Slovin formula is:

$$n = \frac{N}{1 + Ne^2}$$

Description:

- n = Number of samples needed
- N = Number of Population
- e = Sampling error rate

The number of selected populations, namely, employees at PT. The Brilliant Think Center in South Sumatra to be studied has been determined with a total of 123 employees with a tolerable error rate of 5%. The calculation results can be rounded to achieve conformity. To find out the research sample, the calculation is:

$$n = \frac{123}{1 + 123 (0,05)^2} = 94$$

Used to calculate the number of respondents in this study. The sample to be determined by the researcher with a percentage of leniency or tolerable error rate is 5% (0.5). As a result, the sample of this study consists of 94 PT employees. Brilliant Think Center South Sumatra, Indonesia. In distributing the questionnaire, the data analysis used was the Validity and Reliability test. The classical assumption test consists of normality, multicollinearity, and heteroscedasticity tests—the multiple linear regression test. Partial testing (t-test) and simultaneous testing (F-test) are used for hypothesis testing. The influence test consists of the coefficient of determination test.

IV. Results and Discussion

4.1. Research Instrument Testing

Table 1. Validity Test

Variables	Statement Items	R count	R table	Description
Work Life Balance (X ₁)	X1.1	0,764	0,202	Valid
	X1.2	0,738		
	X1.3	0,815		
	X1.4	0,847		
	X1.5	0,812		
	X1.6	0,806		
	X1.7	0,857		
	X1.8	0,704		
Job Satisfaction (X ₂)	X2.1	0,805	0,202	Valid
	X2.2	0,781		
	X2.3	0,849		
	X2.4	0,823		
	X2.5	0,865		

Variables	Statement Items	R count	R table	Description
	X2.6	0,387		
	X2.7	0,611		
	X2.8	0,401		
Employee Productivity (Y)	Y1	0,776		
	Y2	0,631		
	Y3	0,591		
	Y4	0,692		
	Y5	0,754		
	Y6	0,848		
	Y7	0,806		
	Y8	0,645		
	Y9	0,740		
	Y10	0,633		

Each question item shows a specified r value $>$ r table at a significance level of 5% based on the data in Table 1. This shows that each statement item from each indication in this study has met the validity requirements, so it can be considered valid and worthy of further testing.

Table 2. Reliability Test

Variables	Alpha coefficient	Significance level	information
Work Life Balance (X_1)	0,912	0,6	Reliable
Job Satisfaction (X_2)	0,851	0,6	
Employee Productivity (Y)	0,889	0,6	

All constructs meet the reliability requirements, according to the data in Table 2. This is evident from the fact that each Cronbach's alpha value is $>$ 0.60. As a result, all variables in this study can be considered reliable.

4.2. Data Analysis

4.2.1. Classical Assumption Test

Table 3. Normality Test

One-Sample Kolmogorov-Smirnov Test		
		Unstandardized Residual
N		94
Normal Parameters	Mean	.0000000
	Std. Deviation	3.17856094
Most Extreme Differences	Absolute	.080
	Positive	.080
	Negative	-.049
Test Statistic		.080
Asymp. Sig. (2-tailed)		.163 ^c

Based on the results of the Kolmogorov-Smirnov test listed in Table 3, the normality test value is 0.163, which is $>$ 0.05. This indicates that the data from all variables are normally distributed.

Table 4. Multicollinearity Test

Model		Collinearity Statistics	
		Tolerance	VIF
1	Work Life Balance	.627	1.594
	Job satisfaction	.627	1.594

Multicollinearity Test Results Table 4 shows that the Tolerance value of each variable is $X > 0.10$ ($X_1 = 0.672$ and $X_2 = 0.672$). At the same time, the results of the VIF value test of all variables are $X < 10$ ($X_1 = 1.594$ and $X_2 = 1.594$). This means that tolerance or VIF values show no multicollinearity between variables in the data.

Table 5: Heteroscedasticity Test

Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig.
		B	Std. Error	Beta		
1	(Constant)	5.633	1.690		3.334	.001
	Work Life Balance	-.014	.056	-.033	-.252	.802
	Job satisfaction	-.085	.062	-.178	-1.372	.173

Based on Table 5, the test results with the Glejser test model on the Work Life Balance variable (X_1) obtained a significance value of 0.802, and Job Satisfaction (X_2) obtained a significance value of 0.173, where both significance values are > 0.05 . Because the regression model in this data does not have heteroscedasticity interference, this regression model is suitable for use as research data.

4.2.2. Multiple Linear Regression Analysis

Table 6. Multiple Linear Regression Analysis

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	11.800	2.789		4.230	.000
	Work Life Balance	.382	.093	.363	4.132	.000
	Job satisfaction	.544	.102	.468	5.325	.000

The results of Table 6 can be used to determine the multiple linear regression equation:

$$Y = a + b_1X_1 + b_2X_2 + e$$

$$Y = 11,800 + 0.382X_1 + 0.544X_2 + e$$

Based on the equation above, it can be concluded that the constant 11,800 indicates that the Work Life Balance (X_1) and Job Satisfaction (X_2) variables will increase the Employee Productivity (Y) variable by 11,800. The coefficient value of Work Life Balance (X_1) is 0.382, saying that if Work Life Balance (X_1) increases by 1%, Employee Productivity (Y) will increase by 0.382%. Meanwhile, if Work Life Balance (X_1) decreases by 1%, Employee Productivity will decrease by 0.382%. This has meaning if the Work Life Balance coefficient (X_1) positively and significantly affects Employee Productivity (Y). The value of the Job Satisfaction coefficient (X_2) of 0.544 states that if Job Satisfaction (X_2) increases by 1%, then Employee Productivity (Y) will increase by 0.544%. Meanwhile, if Job Satisfaction (X_2) decreases by 1%, then Employee Productivity will decrease by 0.544%. This means that the Job Satisfaction coefficient (X_2) positively and significantly affects Employee Productivity (Y).

4.2.3. Hypothesis Test

Table 7. Partial Test (t-Test)

Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig.
		B	Std. Error	Beta		
1	(Constant)	11.800	2.789		4.230	.000
	Work Life Balance	.382	.093	.363	4.132	.000
	Job satisfaction	.544	.102	.468	5.325	.000

Based on the test results in Table 7, it can be concluded that the influence of Work Life Balance (X1) on Employee Productivity (Y). The t-table on Work Life Balance (X1) is 1.986. The calculated t is 4.132, so that the comparison of t-count with t-table shows the result of $4.132 > 1.986$, with a significance value of $0.000 < 0.05$, therefore the Work Life Balance variable (X1) individually (Partial) has a positive and significant effect on Employee Productivity (Y) so that H1 is accepted—the Effect of Job Satisfaction (X2) on Employee Productivity (Y). T-table on Job Satisfaction (X2) is 1.986 and t count is 5.325, so the comparison of t count with t table shows the result of $5.325 > 1.986$, with a significant value of $0.000 < 0.05$, therefore the Job Satisfaction variable (X2) individually (Partial) has a positive and significant effect on Employee Productivity (Y). So that H2 is accepted.

Table 8 Simultaneous Test (F-Test)

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	1189.802	2	594.901	57.616	.000 ^b
	Residual	939.602	91	10.325		
	Total	2129.404	93			

The F distribution table is searched at a 95% confidence level, a 5%, df1 value = k-1 (2-1), and df2 number of samples - total number of variables (94-3). Then the F-table value obtained is 3.95. The F test is used to simultaneously test the effect of independent variables on dependent variables. Based on statistical calculations, H3 can be accepted because the significance value is $0.000 < 0.05$ and the calculated F value is $57.616 > F$ table 3.95. This means that Work Life Balance (X1) and Job Satisfaction (X2) have a significant effect simultaneously on Employee Productivity (Y).

4.2.4. Coefficient of Determination Test (R²)

Table 9. Determination Coefficient (R²)

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.747 ^a	.559	.549	3.213
a. Predictors: (Constant), Job satisfaction, Work Life Balance				
b. Dependent Variable: Employee Productivity				

Table 9 shows that the coefficient of determination (R²) value is 0.559. This means that Employee Productivity at PT. Brilliant Think Center is influenced by 55.9% by the dependent variables in the form of Work Life Balance (X1) and Job Satisfaction (X2). In comparison, the remaining 44.1% is influenced by variables not included in this study.

4.3. Discussion

4.3.1. The Effect of Work Life Balance (X1) on Employee Productivity (Y) at PT. Brilliant Think Center

Data analysis obtained a positive regression coefficient of 0.382 with a calculated t value for Work Life Balance (X1) of 4.132 > t table 1.986. When comparing the significance value, the error rate is 5%, where the significance value obtained is 0.000, <5%. Thus, it can be said that the Work Life Balance (X1) variable has a positive and significant effect on Employee Productivity (Y) at PT. Brilliant Think Center (H1 is accepted). This shows that even though excessive work and a lack of flexibility can interfere with the relationship between personal and professional life, some workers can manage their work without sacrificing their time. They can still spend quality time with their families despite facing work demands. In addition, a harmonious personal life can support improved performance at work, while positive activities outside work provide energy and motivation to be more productive. Conversely, success in work also positively impacts personal life, thereby improving the overall quality of life. Thus, the secret to building a productive workplace is balancing work and a harmonious personal life. The results of this study are similar to research conducted by Lintong et al. (2023), with results showing that Work Life Balance has a positive and significant effect on Employee Productivity. Other studies conducted by Adi et al. (2024) and Gibran et al. (2024) also show that work-life balance positively and significantly affects Employee Productivity.

4.3.2. The Influence of Job Satisfaction (X2) on Employee Productivity (Y) at PT. Brilliant Think Center

Data analysis showed a positive regression coefficient of 0.544 with a t-value for Job Satisfaction (X2) of 5,325, greater than the t-table of 1,986. When comparing significance values, the error rate is 5%, where the significance value obtained is 0.000 <5%. So it can be said that employee productivity (Y) is positively and significantly influenced by the job satisfaction variable (X2) at PT Brilliant Think Center (H2 is accepted). This shows reasonable employee job satisfaction, especially when compensation, relationships between coworkers, and supervision foster a positive work atmosphere. When workers are happy with their work and feel appreciated by their supervisors for their efforts and work results, they tend to be more motivated and enthusiastic in carrying out their duties. In addition, wages based on contributions and a fair reward system, such as transparent wage increases, further increase job satisfaction. Good relationships with coworkers also play an important role, because a comfortable and supportive work atmosphere makes employees feel more productive and enthusiastic about working. With supervision that provides direction and support, employees feel appreciated, which can improve the quality and quantity of their work. The results of this study are similar to previous research (Misbahudin, 2020), showing that employee productivity is positively and significantly influenced by job satisfaction. Other studies conducted (Sururin, 2020; Prastiwi, 2021) also show that job satisfaction positively and significantly affects employee productivity.

4.3.3. The Influence of Work Life Balance (X1) and Job Satisfaction (X2) on Employee Productivity (Y) at PT Brilliant Think Center

Based on the results of the analysis obtained, it can be concluded that Work Life Balance (X1) and Job Satisfaction (X2) have a simultaneous effect on Employee Productivity (Y) at PT Brilliant Think Center (H3 is accepted). The simultaneous test results have an F count of 57.616, which is greater than the F table value of 3.95. The significance results show several 0.000, which is <0.05, so that Work Life Balance (X1) and Job Satisfaction (X2) have a simultaneous effect on Employee Productivity (Y) at PT Brilliant Think Center. This shows that PT Brilliant Think Center implements work-life balance and job satisfaction well. For example, when employees can balance their personal and professional lives, they feel happier and more motivated. This will reduce stress and burnout so they can focus and work more efficiently. High job satisfaction also contributes significantly to productivity. Employees who feel appreciated and satisfied with the work environment, compensation, and self-development opportunities will be more committed and loyal to the company. They

will try to give their best, ultimately improving overall work results. Thus, PT Brilliant Think Center can increase employee productivity through policies that support work-life balance and create a positive work environment, supporting company goals. The results of this study are similar to those of the research conducted (Kristin, 2017), which presents findings that show that job satisfaction and work-life balance significantly and positively affect employee productivity.

V. Conclusion

This study aimed to determine the effect of Work Life Balance and Job Satisfaction on Employee Productivity at PT Brilliant Think Center. The sample of this study was employees at PT Brilliant Think Center, South Sumatra, Indonesia. Based on the research findings, it can be interpreted as follows: the Work Life Balance variable (X1) has a positive and significant effect on Employee Productivity (Y) at PT Brilliant Think Center. This is evidenced by the partial test value with a calculated t value > t table showing a result of $4.132 > 1.986$, with a significant value of $0.000 < 0.05$. So, H_01 is rejected, and H_{a1} is accepted, meaning that Work Life Balance (X1) has a significant effect on employee productivity. The Job Satisfaction variable (X2) positively and significantly affects Employee Productivity (Y) at PT Brilliant Think Center. This is evidenced by the partial test value with a calculated t value > t table showing a result of $5.325 > 1.986$, with a significant value of $0.000 < 0.05$. So H_02 is rejected and H_{a2} is accepted, meaning Job Satisfaction (X2) significantly influences Employee Productivity. The Work Life Balance (X1) and Job Satisfaction (X2) variables have a positive and significant effect on Employee Productivity (Y) at PT Brilliant Think Center. This is proven by the simultaneous test value showing the Fcount value of $57.616 > F_{table} 3.95$ and a significance value of $0.000 < 0.05$. So H_03 is rejected and H_{a2} is accepted, meaning there is a significant influence of Work Life Balance (X1), Job Satisfaction (X2) on Employee Productivity. The determination coefficient test (R²) results in Table 4.14 show an R value (R²) of 0.559 or 55.9%. This means that the variation in the dependent variable in employee productivity can be explained by 55.9% by the work-life balance and job satisfaction variables. Meanwhile, the remaining 44.1% is influenced by variables not included in this study.

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