

## The Implementation of Work-Life Balance in Increasing Organizational Productivity: Systematic Review

Anang Dwi Atmoko<sup>1\*</sup>, Lalu Fatria Zulhadi<sup>2</sup>, Wa Ode Astika Tamsila<sup>3</sup>, Rian Andriani<sup>4</sup>

<sup>1,2,3,4</sup> Adhirajasa Reswara Sanjaya University, Indonesia

\* Correspondence email: [anangd38@gmail.com](mailto:anangd38@gmail.com)

### ARTICLE INFO

#### Article history:

Received : 3 July 2025

Accepted : 21 July 2025

Available : 31 July 2025

#### Keywords:

Employee Performance, Flexible Work Arrangement, Organizational Productivity, Work-Life Balance, WLB Practices.

### ABSTRACT

This study aims to investigate the implementation of Work-Life Balance (WLB) and its impact on organizational productivity across various industries. As workforce demands shift alongside technological and structural changes in the workplace This study applies a systematic literature review (SLR) methodology following the PRISMA framework. Articles published between 2018 and 2025 were retrieved from databases such as Scopus, Google Scholar, Emerald Insight, and MDPI, filtered using inclusion criteria including relevance, availability, and empirical scope. Fifteen relevant articles were analyzed thematically to identify implementation patterns, conceptual frameworks, and measurable impacts of WLB policies on employee well-being and organizational performance. The findings reveal that flexible work arrangements, such as flextime, telecommuting, and supportive managerial practices, contribute positively to employee satisfaction, motivation, and task performance. Several studies identified job satisfaction and reduced stress as mediating variables between WLB and increased productivity. However, not all contexts demonstrated a direct relationship; organizational culture, access to WLB policies, and personal time-management skills also moderated outcomes. This review supports that effective WLB implementation enhances productivity by fostering a healthier, more engaged workforce. It recommends organizations adopt integrated WLB frameworks tailored to employee needs and sectoral characteristics.



By Authors

This work is licensed under a [Creative Commons Attribution-ShareAlike 4.0 International License](https://creativecommons.org/licenses/by-sa/4.0/).

## 1. INTRODUCTION

The performance of an organization is highly dependent on the ability of its human resources to carry out their duties and responsibilities optimally. In the midst of the increasingly complex and competitive dynamics of the world of work, the main challenge faced by many organizations is no longer just to achieve financial targets, but how to maintain productivity sustainability through a human-centered management approach (Wolor et al., 2020). One of the important aspects of modern management is the recognition of the need for employees to balance the demands of work and personal life. When this balance is disturbed, the effects can be seen in the form of work stress, decreased motivation, high absenteeism, and increased turnover rates which have a direct impact on the overall decline in organizational productivity (Tamunomiebi & Oyibo, 2020).

This phenomenon led to the emergence of the concept *Work-Life Balance* (WLB) as a relevant strategic approach in the context of current human resource management. WLB refers to a condition when individuals are able to divide roles between work and life outside of work harmoniously, without having to sacrifice either of them. Some early studies have shown that the implementation of WLB has a positive impact on employee well-being and is able to increase work engagement. In the research conducted (Wong et al., 2020), it was found that companies that implemented flexible policies on working hours and workload settings had higher productivity rates than companies that did not implement similar policies. This shows that the balance between professional and personal life is not only a personal issue, but also has a systemic impact on organizational performance (Obinwanne & Kpaji, 2022).

Attention to WLB is increasing, especially after the major changes triggered by the COVID-19 pandemic. The massively implemented remote work model accelerates the transformation of work patterns, but it also poses new challenges to work time limits and personal space. Studies from (Bhende et al., 2020) shows an increase in complaints related to digital fatigue and psychological distress in employees working from home. This situation shows that the implementation of WLB is not only important in conventional working conditions, but also very relevant in the context of hybrid or remote work. This means that WLB has evolved into a structural need that must be accommodated by organizational policies and practices in the long term (Abioro, M.A., Oladejo, D.A., Ashogbon, 2018).

In the last two years, the WLB issue has not only been discussed in the scope of private companies, but also has become a concern in the public and

government sectors. In Indonesia, for example, the emergence of the ASN policy on work flexibility through PANRB Ministerial Regulation No. 7 of 2022 marks the government's efforts to encourage bureaucratic efficiency through a work-life balance-based approach (Ganiyu et al., 2020). At the global level, the Scandinavian countries are examples of successful WLB implementations, where high productivity can be achieved without sacrificing time with family or employees' personal activities. This condition shows that a comprehensive WLB policy can support organizational efficiency while strengthening the welfare of the workforce (Rusilowati, 2021).

The urgency to examine the relationship between WLB implementation and organizational productivity is even greater given the increasing trend of mental health disorders in the workplace. Data from the WHO in 2023 shows that more than 60% of professional workers experience symptoms of burnout due to unbalanced work pressure (Roopavathi & Kishore, 2021). In this context, research examining the effectiveness of WLB implementation is not only academic, but also makes a practical contribution to policy-making at the organizational level. What's more, sustainable organizational productivity is highly dependent on the organization's ability to create an adaptive and responsive work system to employee needs (Oyewobi et al., 2019).

This article has a scientific novelty in the context of integrating the Work-Life Balance approach with organizational productivity in the era of flexible and digital work. Previous research has focused more on the relationship between WLB and job satisfaction or job stress individually, without directly linking it to overall organizational output. In this study, emphasis is placed on the implementive aspects of WLB policies and their systemic impact on organizational goals. The main problem that wants to be solved through this study is how the implementation of the Work-Life Balance policy affects the increase in productivity in an organization. The purpose of this study is to systematically examine various empirical and theoretical studies on the implementation of Work-Life Balance (WLB) and its impact on increasing organizational productivity. Through a systematic literature review approach, this study aims to identify patterns, trends, and research gaps related to WLB strategies, policies, and practices applied in various industry sectors. In addition, this study also intends to evaluate the extent to which the implementation of WLB contributes to improving employee performance, operational efficiency, and organizational sustainability, as well as providing relevant evidence-based recommendations for policymakers in the field of human resource management.

## 2. LITERATURE REVIEW

**Table 1. Literature Review Results**

No.	Name (Year), Title	Focus & Method	Strength	Debilitation	Basic Theory/Model	Research Results
1	(Tamunomiebi & Oyibo, 2020), <i>Work-Life Balance and Employee Performance: A Literature Review</i> - EJBMR	Literature review in Nigeria; focus on WLB & its impact on employee performance in the public and private sectors	To expose the structural factors that cause work-life imbalances in Nigeria; Providing policy-based solutions	Not including quantitative data; not empirically tested	Institutional approach & HR management	Concludes that systemic barriers such as corruption and institutional weaknesses exacerbate the imbalance of the WLB; Flexibility of work needs to be regulated by law
2	(Thilagavathy & Geetha, 2023), <i>Work-life balance - A Systematic Review</i> - XJM, Emerald	SLRs from 99 WLB-related publications; Classified by year, region, method, and sector	Comprehensive data sources; Shows WLB research gaps by demographics and methods	Not focusing on a direct impact on organizational productivity	A systematic approach to literature, demographic & sectoral classification	Found that much of WLB's research has not linked it to organizational performance directly and does not consider cultural factors in depth
3	(Wolor et al., 2020), <i>The Importance of WLB on Employee Performance (Millennial Gen in Indonesia)</i> - Journal of Critical Reviews	WLB's theoretical study of the performance of the millennial generation in Indonesia, based on qualitative systematics	The focus of the millennial generation and the relevance of work flexibility	Not using empirical primary/sec ondary data	The theory of the needs of the modern generation of work; job satisfaction & intrinsic motivation	Found that millennials value work flexibility more than financial compensation; WLB encourages loyalty and commitment
4	(Wong et al., 2020), <i>How Is Work-Life Balance Arrangement Associated with Organisational Performance? A Meta-Analysis</i> - MDPI IJERPH	Meta-analysis of 202 studies (58 papers) on WLB & organizational performance	Use of 6 organizational performance indicators: motivation, attendance, recruitment, retention, commitment, productivity	Some variables (OC and productivity ) are not significant; limited to available papers only	Statistical meta-analysis; WLBAs theory and HR outcomes	WLBAs have a significant effect on career motivation, recruitment, retention, and attendance; gender, sector, and level moderates the WLB-performance relationship

No.	Name (Year), Title	Focus & Method	Strength	Debilitation	Basic Theory/Model	Research Results
5	(Obinwanne & Kpaji, 2022), <i>Effect of WLB on Organizational Productivity in Tourism Centers in Nigeria</i> - IJHTS	Descriptive surveys in Nigerian tourist centers; data analyzed with Chi-square	Primary data; Focus directly on organizational productivity	Limited study scale (154 respondents, one sector)	HR and organizational management approach	It was found that WLB contributes to efficiency, morale, satisfaction, and productivity; The use of time off effectively increases output
6	(Bhende et al., 2020), <i>Quality of Work Life and Work-Life Balance - Journal of Human Values</i>	Examining the influence of the Quality of Work Life (QWL) dimension on WLB in the Indian banking sector; PCA & regression methods	Exploring the new dimensions of QWL and WLB comprehensively; A strong quantitative approach	Small sample (89 managers); only limited to the banking sector	Multidimensional QWL and WLB theory	QWL has a significant effect on productivity and skill deployment, except for efficiency
7	(Abioro, M.A., Oladejo, D.A., Ashogbon, 2018), <i>WLB Practices and Employee Productivity in the Nigerian University System</i> - CJBASS	A quantitative survey of 341 university employees in Nigeria; descriptive & inferential analysis ( $r$ , $R^2$ )	The use of several WLB indicators such as flexitime, job sharing, telework	Not evaluating psychological dimensions such as stress or burnout	Work-Life Conflict Theory & Flexibility Approach	WLB has a significant effect on productivity, especially through flexitime and job sharing
8	(Ganiyu et al., 2020), <i>Measuring the Effectiveness of WLB Strategies in Manufacturing Sector (Nigeria)</i> - SAJHRM	Evaluation of WLB strategy on 2 Nigerian manufacturing companies with Structural Equation Modeling	Using a structured framework; Explain the mediating role between stressors and performance	Limited to 2 companies; not discussing the long term	WLBS Framework, Work-Family Satisfaction Model	WLB strategy and family satisfaction mediate the relationship between work-family stressors and company performance
9	(Rusilowati, 2021), <i>Flexible Work Arrangements in Improving WLB - Int. J. of Artificial Intelligence Research</i>	Descriptive qualitative studies on employees of insurance companies in Indonesia; Data triangulation techniques	In-depth interviews; exploring FWA's direct impact on WLB	There are no quantitative measurements or generalizations; Subjective data	Descriptive Model of Work Flexibility	The majority of respondents favor FWA despite the increased workload; flexibility improves WLB

No.	Name (Year), Title	Focus & Method	Strength	Debilitation	Basic Theory/Model	Research Results
10	(Oyewobi et al., 2019), <i>WLB and Org. Performance of Female Construction Professionals - Emerald Insight</i>	Quantitative research on women professionals in Nigerian construction using PLS-SEM	Gender-specific focus; In-depth structural analysis	Focus on women only; Cross-sectional design	Work-Life Integration Model; Commitment Theory	Organizational commitment mediates the influence of WLB on organizational performance significantly
11	(Roopavathi & Kishore, 2021), <i>The Impact of Work Life Balance on Employee Performance</i>	Examine the relationship between WLB and production efficiency, employment relations, and employee retention; Theoretical methods of literature	Touching on several aspects of WLB simultaneously (flexibility, work climate, work protection)	No empirical data or quantitative methods are used	Not explicitly mentioned, descriptive approach	WLB imbalance negatively impacts employees; WLB improves efficiency and job retention
12	(Chaudhuri et al., 2020), <i>Work-Life Balance Policies and Organisational Outcomes - A Review of Literature from Indian Context</i>	Review of WLB literature in India, especially in the IT, BPO, banking, and higher education sectors; Systematic qualitative approach	The national focus is clear, using the framework of Deery (2008)	Limited to the Indian context; Data range 2007-2017	Deery's Framework (2008)	WLB has a significant effect on organizational retention and outcomes; Certain sectors are more responsive
13	(Samadzad & Hashemi, 2021), <i>Human Resource Productivity and Work-Life Balance in Learning Organizations</i>	Comparative studies on learning organizations; researching WLB and HR productivity	Provides a multi-disciplinary approach, suitable for modern organizations	Does not explain in detail samples and instruments	Learner organizational theory and work-life balance approach	Changing organizational culture and work flexibility support employee productivity
14	(Thevanes & Harikaran, 2020), <i>Work-Life Balance and Organizational Performance: The Mediating Role of OCB</i>	Mediation of Organizational Citizenship Behavior (OCB) between WLB and organizational	Include mediation variables; based on primary data from the banking sector	Limited to one sector and one region	Organizational behavior mediation theory	OCB mediates the relationship between WLB and performance; Positive Significant Associations Found



No.	Name (Year), Title	Focus & Method	Strength	Debilitation	Basic Theory/Model	Research Results
15	(Iddagoda et al., 2021), <i>Green Work-Life Balance and Greenwashing the Construct of Work-Life Balance</i>	performance; Quantitative Methods Analyze WLB's "greenwashing" and its impact on performance through engagement; Quantitative Methods	Integrating new concepts (green-WLB) and role theory	The concept of "greenwashing" of WLB is relatively new and interpretive	Role Behavior Theory	Work-life balance has a positive impact on performance, mediated by engagement

Source: data processed, 2025

### 3. METHODS

This study uses the Systematic Literature Review (SLR) approach to identify, evaluate, and critically analyze various empirical and theoretical studies that discuss the implementation of work-life balance (WLB) in relation to increasing organizational productivity. The SLR procedure is carried out by following the Preferred Reporting Items for Systematic Reviews and Meta-Analyses (PRISMA) flow, which includes the stages of identification, screening, eligibility, and inclusion of articles. Data sources are obtained from several credible international scientific journal databases such as Scopus, Google Scholar, Emerald Insight, ScienceDirect, SAGE Journals, as well as MDPI and Taylor & Francis, with a publication year limit of 2018 to 2025. The inclusion criteria include articles in English, focusing on the variables of work-life balance and organizational productivity, and in the form of full-text journal articles, both quantitative, qualitative, and mixed method studies.

The article search process was carried out using keywords that have been adjusted to the focus of the study, including: "Work-Life Balance", "Organizational Productivity", "Employee Performance", "Flexible Work Arrangement", and "WLB Practices". Boolean operators such as AND, OR, and NOT are used to expand and narrow search results. From the initial process, 138 potential articles were found. After going through a screening process based on abstracts, duplication, and relevance of content, a total of 15 final articles were selected for in-depth analysis. The analysis was carried out with thematic techniques to identify patterns, concepts, and models that are consistent in the implementation of work-life balance policies and their impact on organizational performance. The results of this SLR aim to provide literature mapping and follow-up research recommendations related to work-

life balance optimization strategies to improve organizational competitiveness in a sustainable manner.

#### 4. RESULTS AND DISCUSSION

##### Work-Life Balance Strategies and Practices in Various Industrial Sectors

The professional services industry, such as consulting firms, features Work-Life Balance (WLB) practices that are relatively more advanced than other sectors. (Bouwmeester et al., 2021) conducted a qualitative study by interviewing 24 millennial consultants in the Netherlands and found that strategies such as weekly WLB monitoring, outsourcing, and compensation for high workloads were highly appreciated by workers. However, these strategies are not entirely able to reduce work pressure, especially in strategy firms that implement working hours of up to 60 hours per week. This pattern suggests that although service organizations tend to provide explicit support for WLBs, there is still ambiguity in their implementation due to target pressures and the intensive work culture inherent in the consulting industry.

The manufacturing sector in Indonesia shows that workplace flexibility can have a positive impact on WLB, especially in emergency situations such as pandemics. (Febrinita, 2019) conducted a study on PT INKA involving 1,460 employees and found that the *flexplace* without *flextime* During the lockdown period, it succeeded in creating work comfort, improving life balance, increasing motivation, and employee work effectiveness. These findings emphasize that in labor-intensive sectors such as manufacturing, the positive results of the WLB are highly dependent on the company's ability to provide infrastructure support as well as the readiness of employees to adapt to new working conditions. The proper implementation of WLB in this sector is crucial in increasing productivity while maintaining employee welfare.

In the banking sector, the WLB strategy based on organizational policies shows high effectiveness in building employee commitment and promoting well-being. (Medina-Garrido et al., 2023) conducted an analysis of 530 bank employees in Spain using the SEM approach and found that access to policies *work-family* and organizational support significantly contributes to increased organizational commitment. These results indicate that in the financial sector, the success of WLB implementation is not only determined by the flexibility of time or work location, but also highly dependent on the organization's internal support system and inclusive work culture that accommodates the personal needs of employees.



The government sector has also begun to respond to the need for WLB through flexible policy schemes. (Mahmud et al., 2022) examined the relationship between Flexible Working Arrangement (FWA), job satisfaction, and performance at the Ministry of Environment and Forestry (LHK). Their research shows that FWA has a significant influence on job satisfaction and life balance, which further impacts employee performance. The important role of job satisfaction as a mediator reinforces the argument that the success of the WLB in increasing productivity depends largely on how much the policy is able to improve *employee engagement*. Therefore, government agencies are advised to implement a managerial approach that is more adaptive and responsive to the WLB needs of employees.

The technology industry, especially startups, presents a new paradigm in the implementation of WLB based on flexibility and digital technology. (Dhia, 2024) conducted research on a tech startup in Tangerang using SEM on 97 respondents, and found that FWA and WLB significantly improved job satisfaction, which ultimately contributed to productivity. The study emphasizes that the startup sector, with its dynamic characteristics and hybrid work model, is well suited to adopt innovative WLB policies. However, the successful implementation of these policies is highly dependent on the company's work culture and the clarity of roles and responsibilities between team members.

WLB in the millennial generation is also a concern in the contemporary world of work, especially in the financial and insurance sectors. (Dewi & Kinasih Widyanti, 2023) conducted a study on millennials in the context of hybrid work and found that the relationship between FWA and WLB was not significant, with correlation value  $\tau = 0.332$ . These findings show that work flexibility does not automatically guarantee the achievement of a life balance. Personal factors such as time management, lifestyle preferences, and social pressures seem to play an important role in shaping perceptions of WLB. Therefore, organizations need to understand the demographic and psychosocial characteristics of their employees in designing effective policies.

Globally, a mini-review by (Shin & Enoh, 2020) shows that there is a positive relationship between WLB and organizational productivity. Using data from different countries and sectors, the study showed a moderate to high correlation between FWA and productivity ( $r = 0.596$ ) as well as moderate effects ( $d = 0.355$ ). Improved performance, employee loyalty, stress reduction, and reduced attendance are significant impacts of WLB implementation. This evidence provides a strong empirical foothold for policymakers in organizations to adopt FWAs more broadly, especially in the face of the

challenges of globalization, digitalization, and health crises such as pandemics.

The implementation of FWA in large Indonesian companies such as Telkom Indonesia shows that the combination of flexibility and a supportive work environment can have a significant impact on performance through the mediation role of WLB. (Bagaskara et al., 2021) examined 193 respondents using PLS-SEM and found that both FWA and the work environment have a direct influence on performance, as well as an indirect influence through WLB. This study confirms the importance of a holistic approach in the implementation of WLB, where structural and cultural aspects of the organization must be aligned to optimize employee productivity in a sustainable manner.

### **The Impact of Work-Life Balance Implementation on Organizational Productivity**

The implementation of Work-Life Balance (WLB) has been proven to be able to strengthen affective commitment and increase job satisfaction which ultimately has an impact on improving individual performance. In a study on the woodworking industry, it was found that a balance between personal and professional life contributes to the intrinsic motivation of employees. This motivation not only reduces the risk of burnout but also increases loyalty to the organization. Employees who feel that their personal needs are valued are better able to concentrate and produce better quality output. Through a quantitative approach with SmartPLS-SEM, a study by (Wong et al., 2020) shows how psychological variables mediate the relationship between WLB and productivity significantly.

In the context of corporate organizations in Indonesia, WLB has an important role in maintaining work efficiency and welfare. A study with a linear regression approach showed that burnout can be effectively controlled through the implementation of adaptive WLB policies. Employees who are able to manage their work and personal life in a balanced way tend to have a high morale and feel more satisfied with their work. This job satisfaction is then the main factor in increasing work productivity and employee engagement with the organization. These findings are reinforced by studies (Vallo & Mashau, 2020) which highlights the importance of integrating WLB's strategy into the company's HR management system.

In the industrial sector in the Mojokerto area, the implementation of WLB and the creation of a supportive work environment have a significant impact on employee productivity. Employees who work under conducive

environmental pressures and are given the freedom to manage their working time are more productive and experience reduced stress levels. In a study involving nearly 100 respondents, it was found that work stress is a mediating variable that bridges the positive influence between WLB and work performance. (Abioro, M.A., Oladejo, D.A., Ashogbon, 2018) shows that without good work environment management, WLB will not have a maximum impact on the organization's output.

At the global level, flexible working arrangements (FWAs) have been identified as one of the key elements in increasing employee productivity. In a review study of 21 studies, it was found that there was a high correlation between the application of work flexibility and individual and team work performance. FWA provides space for workers to adjust their work rhythm without disrupting productivity, increasing efficiency and loyalty to the company. (Shin & Enoh, 2020) concluded that FWA strategies need to be prioritized in HR policy planning, especially in the post-pandemic era that demands the adaptation of digital and remote work systems.

The role of management and the support of superiors has proven to be a reinforcement of the effectiveness of WLB policies. In the context of small and medium enterprises (SMEs), WLB that is structurally implemented is able to increase job satisfaction and performance if supported by Family-Supportive Supervisor Behavior (FSSB). Studies that carry the Social Exchange Theory approach conclude that employees contribute more when they feel cared for and given space to balance family and work responsibilities. Findings from (Medina-Garrido et al., 2023) This confirms that policies without the support of a strong organizational culture will be difficult to achieve optimal productivity outcomes.

## 5. CONCLUSION

Based on a systematic review of relevant empirical and theoretical literature, this study concludes that the implementation of Work-Life Balance (WLB) has a substantial and positive influence on organizational productivity. The integration of flexible work arrangements, supportive organizational culture, and structured WLB policies contributes to increased employee motivation, reduced stress levels, and higher job satisfaction. These factors collectively drive improvements in work output, organizational commitment, and employee retention. The evidence demonstrates that WLB is not only a human resource initiative but also a strategic instrument for enhancing sustainable performance across sectors. Therefore, the application of WLB

should be prioritized as part of long-term organizational development strategies. Organizations are advised to adopt a proactive approach in designing and institutionalizing Work-Life Balance policies that align with employee needs and industry dynamics. This includes providing flexible working hours, remote work options, leave entitlements, and managerial support systems that encourage a healthy work environment. Furthermore, it is recommended that future researchers explore longitudinal and cross-cultural impacts of WLB implementation using mixed methods to gain deeper insights into its effectiveness.

## 6. REFERENCES

- Abioro, M. A., Oladejo, D. A., Ashogbon, F. O. (2018). Work Life Balance Practices and Employees Productivity in the Nigerian University System. *Crawford Journal of Business & Social Sciences (Cjbass)*, November, 49–59.
- Bagaskara, A. I., Hilmiana, H., & Kamal, I. (2021). Influence of Flexible Work Arrangement and Work Environment on Employee Performance Through Work-Life Balance During The Covid-19 Pandemic. *AFEBI Management and Business Review*, 6(1), 73. <https://doi.org/10.47312/ambr.v6i1.481>
- Bhende, P., Mekoth, N., Ingalthalli, V., & Reddy, Y. V. (2020). Quality of Work Life and Work-Life Balance. *Journal of Human Values*, 26(3), 256–265. <https://doi.org/10.1177/0971685820939380>
- Bouwmeester, O., Atkinson, R., Noury, L., & Ruotsalainen, R. (2021). Work-life balance policies in high performance organisations: A comparative interview study with millennials in Dutch consultancies. *German Journal of Human Resource Management*, 35(1), 6–32. <https://doi.org/10.1177/2397002220952738>
- Chaudhuri, S., Arora, R., & Roy, P. (2020). Work-Life balance policies and organisational outcomes – a review of literature from the Indian context. *Industrial and Commercial Training*, 52(3), 155–170. <https://doi.org/10.1108/ICT-01-2019-0003>
- Dewi, D. N. A. R., & Kinasih Widyanti, P. R. (2023). Flexible work arrangement and work-life balance in the millennial generation. *Udayana Journal of Psychology*, 10(2), 334. <https://doi.org/10.24843//jpu.2023.v10.i02.p02>
- Dhia, M. R. (2024). Journal of Business Management Economics and Accounting The Effect of Flexible Working Arrangement , Work-Life Balance , and Work

- Environment on Job Satisfaction Startup Employee in Tangerang. *JEM*, 1(1), 47-53.
- Febrinita, I. R. N. (2019). The influence of profitability, capital structure, and company size on company value. *JAD: Dewantara Journal of Accounting & Finance Research*, 2(2), 61-70. <https://doi.org/10.26533/jad.v2i2.378>
- Ganiyu, I. O., Derera, E., Atiku, S. O., & Fields, Z. (2020). Measuring the effectiveness of work life balance strategies in the manufacturing sector. *SA Journal of Human Resource Management*, 18, 1-10. <https://doi.org/10.4102/sajhrm.v18i0.1216>
- Iddagoda, A., Hysa, E., Bulińska-Stangrecka, H., & Manta, O. (2021). Green work-life balance and greenwashing the construct of work-life balance: myth and reality. *Energies*, 14(15). <https://doi.org/10.3390/en14154556>
- Mahmud, Kholik, A., & Fitrianto, M. I. (2022). Compensation and rewards in human resource management. *Journal of Social, Religious, and Humanities Sciences*, 1(3), 17. <https://jurnal.stiedarulfalahmojokerto.ac.id/index.php/jurnal-Dar-El-Falah/article/view/83/122>
- Medina-Garrido, J. A., Biedma-Ferrer, J. M., & Bogren, M. (2023). Organizational support for work-family life balance as an antecedent to the well-being of tourism employees in Spain. *Journal of Hospitality and Tourism Management*, 57, 117-129. <https://doi.org/10.1016/j.jhtm.2023.08.018>
- Obinwanne, C. O., & Kpaji, O. L. (2022). Effect of Work Life Balance in Organizational Productivity in Tourism Centers in Port Harcourt, Rivers State, Nigeria. *International Journal of Hospitality and Tourism Studies*, 3(1), 32-39. <https://doi.org/10.31559/ijhts2022.3.1.4>
- Oyewobi, L. O., Oke, A. E., Adeneye, T. D., & Jimoh, R. A. (2019). Influence of organizational commitment on work-life balance and organizational performance of female construction professionals. *Engineering, Construction and Architectural Management*, 26(10), 2243-2263. <https://doi.org/10.1108/ECAM-07-2018-0277>
- Roopavathi, S., & Kishore, K. (2021). THE IMPACT OF WORK LIFE BALANCE ON EMPLOYEE PERFORMANCE. *Journal of Interdisciplinary Cycle Research*, XIII(April), 31-37.
- Rusilowati, U. (2021). An Analysis of Employee Views and The Effectiveness of Implementing Flexible Work Arrangements In Improving Work-Life

- Balance on Employees of Life Insurance Companies. *International Journal of Artificial Intelligence Research*, 6(1).  
<https://doi.org/10.29099/ijair.v6i1.300>
- Samadzad, S., & Hashemi, M. (2021). Human Resource Productivity and Work - Life Balance in Learning Organizations. *International Journal of Innovation in Management, Economics and Social Sciences*, 1(3), 32-45.  
<https://doi.org/10.52547/ijimes.1.3.32>
- Shin, D. J., & Enoh, J. (2020). Availability and use of work-life balance programs: Relationship with organizational profitability. *Sustainability (Switzerland)*, 12(7), 1-12. <https://doi.org/10.3390/su12072965>
- Tamunomiebi, M. D., & Oyibo, C. (2020). Work-Life Balance and Employee Performance: A Literature Review. *European Journal of Business and Management Research*, 5(2), 1-10.  
<https://doi.org/10.24018/ejbmr.2020.5.2.196>
- Thevanes, N., & Harikaran, S. (2020). Work-Life Balance and Organizational Performance: The Mediating Role of Organizational Citizenship Behavior. *Asian Journal of Social Sciences and Management Studies*, 7(4), 280-287.  
<https://doi.org/10.20448/journal.500.2020.74.280.287>
- Thilagavathy, & Geetha. (2023). Work-life balance -a systematic review. *Vilakshan, XIMB Journal of Management*, 20(2), 258-276.  
<https://doi.org/10.1108/xjm-10-2020-0186>
- Vallo, N., & Mashau, P. (2020). The Impact of Working Hours on Employee Productivity: Case Study of Sabertek Ltd, South Africa. *Academy of Entrepreneurship Journal*, 26(4), 1-18.
- Wolor, C. W., Kurnianti, D., Zahra, S. F., & Martono, S. (2020). The importance of work-life balance on employee performance millennial generation in Indonesia. *Journal of Critical Reviews*, 7(9), 1103-1108.  
<https://doi.org/10.31838/jcr.07.09.203>
- Wong, K., Chan, A. H. S., & Teh, P. L. (2020). How is work-life balance arrangement associated with organisational performance? A meta-analysis. *International Journal of Environmental Research and Public Health*, 17(12), 1-19. <https://doi.org/10.3390/ijerph17124446>