



Department of Digital Business

Journal of Artificial Intelligence and Digital Business (RIGGS)

Homepage: <https://jurnal.ilmudata.co.id/index.php/RIGGS>

Vol. 5 No. 2 (2026) pp. 21344-21351

P-ISSN: 2963-9298, e-ISSN: 2963-914X

Analysis of Work-Life Balance in Improving Employee Productivity at Legok Community Health Center, Tangerang Regency

Arief Budi Santoso¹, Listiawati²

Universitas Pamulang

ariefbudisantoso01@gmail.com, listiawati51@gmail.com

Abstract

This study analyzes the role of work-life balance in improving employee productivity at Legok Community Health Center, Tangerang Regency. The demanding nature of primary healthcare services requires employees to balance professional duties with personal and family responsibilities. Failure to maintain this balance may increase fatigue, stress, and burnout and may reduce service quality. The study used a qualitative descriptive design to obtain an in-depth understanding of employees' experiences. Data were collected through direct observation, Focus Group Discussion-based in-depth interviews, and documentation. Five informants were selected purposively, consisting of the Head of the Administration Sub-Section as the key informant and four supporting informants representing different professional roles. Data were analyzed using the interactive model of Miles and Huberman through data collection, data reduction, data presentation, and conclusion drawing. Source, method, time, and theoretical triangulation were applied to strengthen data credibility. The findings show that employees generally experience a satisfactory work-life balance across the dimensions of time balance, involvement balance, and satisfaction balance. Nevertheless, several challenges remain, including shift work, service-related communication outside regular working hours, program deadlines, and limitations in time management and internal coordination. Employee productivity is relatively high because it is supported by professional competence, work commitment, teamwork, and continuous training provided by the health center and local government. The study concludes that work-life balance supports employee productivity and service quality. Therefore, clearer communication boundaries, healthier work arrangements, improved scheduling, and stronger coordination are needed to sustain employee well-being and organizational performance.

Keywords: Work-Life Balance, Employee Productivity, Community Health Center

1. Introduction

The work-life balance challenges experienced by employees at Legok Health Center have contributed to increasing levels of fatigue, stress, and occupational burnout. These issues arise from substantial job demands coupled with insufficient opportunities for recovery and rest. In addition, limited time for family interaction and personal activities has reduced employees' overall life satisfaction. If these conditions persist, they may adversely affect employee well-being, decrease work productivity, and ultimately reduce the quality of healthcare services provided to the community.

Healthcare services represent one of the most essential public needs and constitute a fundamental responsibility of the government. As frontline healthcare institutions, Community Health Centers (Puskesmas) play a strategic role in ensuring equitable, accessible, and high-quality healthcare for the population. In addition to providing curative treatment, Puskesmas are responsible for implementing preventive and promotive health programs aimed at improving community health outcomes.

The legal foundation of this study is based on Law No. 36 of 2009 concerning Health, Minister of Health Regulation No. 75 of 2014, and Minister of Health Regulation No. 43 of 2019 regarding Community Health Centers. These regulations emphasize that healthcare services should be delivered professionally and effectively by competent personnel working under supportive conditions. Within this framework, achieving a balance between occupational responsibilities and personal life has become an important factor in enhancing employee performance and maintaining healthcare service standards.

Legok Health Center, located in Legok District, Tangerang Regency, is responsible for providing promotive, preventive, curative, and rehabilitative healthcare services to the surrounding community. According to Nurfitriani (2023), Human Resource Management (HRM) refers to the process of managing and optimizing human resources

efficiently and effectively to achieve organizational, individual, and social objectives. In healthcare organizations, effective human resource management is a crucial element in ensuring the successful delivery of health services.

Employee productivity is one of the primary indicators used to assess organizational performance. Hasibuan, as cited in Novia R. S. et al. (2022), defines productivity as the relationship between outputs and inputs utilized in producing goods or services. In practice, productivity extends beyond the quantity of work completed and includes service quality, punctuality, efficient resource utilization, and adherence to established operational standards.

Work-life balance has become an increasingly important concept in contemporary human resource management. Djoko S. (2023) defines work-life balance as a condition in which individuals are able to allocate adequate attention and commitment to both professional responsibilities and personal life. In healthcare institutions, maintaining such balance is particularly important because employees frequently encounter demanding workloads, irregular schedules, and high levels of responsibility in serving patients.

The current situation at Legok Health Center indicates that employees have not yet achieved an optimal balance between their professional and personal lives. The high number of daily patient visits often requires staff members to extend their working hours beyond regular schedules, reducing opportunities for rest and family engagement. As a result, employees may experience declining motivation, increased work-related stress, and reduced productivity.

Based on these circumstances, this study aims to examine the influence of work-life balance on employee productivity at Legok Health Center, Tangerang Regency. The findings are expected to contribute to the development of human resource management literature, particularly in the healthcare sector, while also providing practical recommendations for improving employee well-being and organizational performance within public healthcare institutions.

Recent developments in human resource management emphasize that employee productivity is influenced not only by technical competencies and organizational resources but also by employees' psychological and social well-being. Organizations that create supportive working environments tend to experience higher levels of employee engagement, job satisfaction, and performance. In contrast, excessive workloads and prolonged work-related stress can negatively affect employees' physical and mental conditions, ultimately reducing their ability to perform effectively. Consequently, organizations are increasingly recognizing the importance of implementing policies that support employees in balancing professional and personal responsibilities.

Work-life balance has emerged as a strategic human resource management practice because it contributes to both individual and organizational outcomes. Employees who successfully manage the demands of work and personal life are generally more motivated, committed, and productive. A balanced lifestyle allows individuals to recover from work-related pressures, maintain emotional stability, and sustain positive interpersonal relationships. As a result, organizations that promote work-life balance often benefit from lower absenteeism, reduced turnover intentions, and improved overall performance.

In healthcare institutions, maintaining work-life balance presents unique challenges due to the nature of healthcare services. Health workers are frequently required to manage heavy workloads, respond to emergencies, and provide continuous patient care under strict time constraints. These responsibilities can increase physical and emotional exhaustion, particularly when employees have limited opportunities for rest and recovery. Therefore, ensuring a healthy balance between work obligations and personal life has become an important consideration in healthcare workforce management.

Previous studies have consistently reported a positive relationship between work-life balance and employee productivity. Employees who perceive a satisfactory balance between their professional and personal lives tend to demonstrate greater concentration, stronger work motivation, and higher levels of job performance. Conversely, an imbalance between work and personal responsibilities may contribute to stress, burnout, job dissatisfaction, and declining productivity. These findings suggest that work-life balance functions not only as a personal well-being factor but also as a determinant of organizational effectiveness.

From an organizational perspective, improving work-life balance can serve as a sustainable strategy for enhancing service quality and organizational performance. When employees experience adequate support in managing their work and personal responsibilities, they are more likely to maintain positive attitudes toward their jobs and demonstrate greater commitment to organizational objectives. In public healthcare organizations such as Community Health Centers, improved employee productivity can contribute directly to better service delivery, higher patient satisfaction, and the achievement of broader public health goals. Therefore, understanding the role of work-life balance in influencing employee productivity remains an important area of investigation for both researchers and practitioners.

Although numerous studies have examined the relationship between work-life balance and employee performance across various organizational settings, empirical evidence within primary healthcare institutions remains relatively limited, particularly in the Indonesian public healthcare sector. Previous studies have predominantly focused on employees in private companies, educational institutions, banking organizations, and large hospitals, while research involving Community Health Centers (Puskesmas) has received comparatively less scholarly attention. Furthermore, the unique working conditions of Puskesmas employees, characterized by high patient volumes, community-based health programs, and diverse administrative responsibilities, may generate work-life balance dynamics that differ from those observed in other sectors. Therefore, further investigation is required to better understand how work-life balance influences employee productivity in this specific organizational context. Addressing this gap is important for developing evidence-based human resource management strategies that support both employee well-being and the quality of healthcare services.

Based on these circumstances and the identified research gap, this study aims to examine the influence of work-life balance on employee productivity at Legok Health Center, Tangerang Regency. The findings are expected to contribute to the growing body of knowledge in human resource management, particularly within public healthcare organizations, while also providing practical recommendations for improving employee well-being, productivity, and service quality in Community Health Centers.

2. Method

This study adopted a qualitative descriptive research design to explore and understand the phenomenon under investigation in its natural setting. Qualitative research is intended to gain an in-depth understanding of individuals' experiences, perceptions, and social realities through descriptive data and contextual interpretation. As explained by Moleong, cited in Fattah Nasution (2023), qualitative methods enable researchers to examine social phenomena holistically by emphasizing participants' perspectives and the meanings they attach to their experiences. This approach was considered appropriate for investigating how work-life balance influences employee productivity at Legok Health Center.

The research was carried out at Legok Health Center, situated on Jl. Raya Panti Asuhan RT.001/RW.002, Babakan Village, Legok District, Tangerang Regency. Data collection commenced in January 2026. Participants were selected using a purposive sampling technique, which allows researchers to identify individuals who possess relevant knowledge and experience related to the research topic. The study involved five informants consisting of one key informant, namely the Head of the Administration Sub-Section, and four supporting informants representing different professional roles within the institution, including a general practitioner, a midwife, a sanitarian, and a health promotion officer.

To obtain comprehensive and reliable information, data were collected through several techniques. First, direct observation was conducted to examine the working environment, daily activities, and behavioral patterns of employees within the health center. Second, in-depth interviews were carried out using a Focus Group Discussion (FGD) approach, allowing participants to share their experiences, opinions, and perspectives regarding work-life balance and productivity in an interactive setting. Third, documentation analysis was undertaken by reviewing institutional records, administrative documents, operational reports, and other relevant archives that supported the research findings.

The collected data were analyzed using the interactive model proposed by Miles and Huberman. This analytical framework consists of four interrelated stages, namely data collection, data reduction, data display, and conclusion drawing or verification. Through these processes, the researcher systematically organized, interpreted, and synthesized the data to identify recurring themes and meaningful patterns related to employees' work-life balance and productivity.

To enhance the trustworthiness of the findings, the study applied multiple forms of triangulation. Data credibility was strengthened through source triangulation by comparing information obtained from different informants, method triangulation through the use of observations, interviews, and documentation, time triangulation by collecting data at different periods, and theoretical triangulation by interpreting findings using relevant conceptual perspectives. These procedures were implemented to ensure the accuracy, consistency, and validity of the research results.

The qualitative descriptive approach employed in this study was considered suitable because it enabled a comprehensive exploration of employees' experiences regarding the balance between work responsibilities and personal life. Unlike quantitative methods that primarily focus on numerical measurements, this approach provided a deeper understanding of the factors influencing employee productivity within the organizational context of a Community Health Center. Through direct interaction with participants, the researcher was able to capture detailed insights that may not have been fully reflected through statistical analysis alone.

Furthermore, selecting informants from different professional backgrounds within the health center provided a broader perspective on the phenomenon under study. Each participant possessed distinct roles, responsibilities, and work experiences, allowing the researcher to identify similarities and differences in perceptions related to work-life balance and productivity. This diversity of viewpoints enriched the data and facilitated a more comprehensive interpretation of the research findings.

By integrating observations, interviews, and documentary evidence, the study sought to develop a holistic understanding of the relationship between work-life balance and employee productivity at Legok Health Center. The findings generated through this methodological process are expected to provide valuable insights for healthcare managers and policymakers in designing human resource strategies that support employee well-being while enhancing organizational performance and service quality. The methodological rigor applied throughout the research process also strengthens the credibility of the conclusions presented in the subsequent sections of this study.

3. Results and Discussion

A. Overview of Legok Health Center

Legok Health Center is a primary-level healthcare facility situated in Legok District, Tangerang Regency. Established in 1985, it was the first Puskesmas to operate in the Legok District area. In 2024, Legok Health Center achieved Paripurna (highest) accreditation status, reflecting the quality of healthcare services it provides to the community.

The center's vision is "Making the Legok Community Healthy and Self-Reliant" and is supported by a multidisciplinary team of health professionals, including general practitioners, dentists, midwives, nurses, pharmacists, nutritionists, sanitarians, health analysts, and administrative staff. The total number of employees is 69 individuals.

B. Research Informant Profiles

Table 1. Research Informant Data

No	Name	Position	Education	Length of Service
1.	H. Ade Atik, SKM	Head of Administration Sub-Section (Key Informant)	S1 Public Health	March 2022-Present
2.	Dr. Laras Bani Waseso	General Practitioner	S1 Medicine	January 2025-Present
3.	Dewi Ariska, A.Md.Keb	Midwife	DIII Midwifery	May 2025-Present
4.	Gayatri Citra S., A.Md.KL	Environmental Health Officer	DIII Environmental Health	March 2022-Present
5.	Arfiansyah Audah F., SKM	Health Promotion Officer	S1 Public Health	May 2025-present

Source: UPTD Legok Health Center Tangerang Regency Nominative Data, April 2026

C. Work-Life Balance Conditions at Legok Health Center

1. Time Balance

Based on the Focus Group Discussion (FGD), the majority of informants reported that current working hours and workloads do not cause significant fatigue. Participants tended to regard the demands of their roles as inherent to their professional commitment and therefore acceptable.

However, the interviews revealed several conditions that have the potential to disrupt time balance. Midwives working night shifts — who are often required to conduct village field visits the following day — experience insufficient rest, increasing their risk of physical fatigue. Additionally, village midwives must remain responsive to community inquiries through messaging groups outside office hours, sometimes late into the night, even for non-emergency matters.

According to the work-life balance theory of Greenhaus, Collins, and Shaw in Arditya et al. (2022:2), time balance is achieved when individuals are able to allocate time proportionally between work and personal life.

Similarly, Bradley and McDonald in Djoko Soelistya (2023:10) describe time balance as the equilibrium between hours devoted to work and time reserved for oneself and family. Based on these research findings, time balance among Legok Health Center employees is generally adequate but not yet optimal, given remaining challenges related to shift work, post-shift field activities, and out-of-hours community communication demands.

2. Involvement Balance

The FGD results indicate that most informants do not experience significant physical or psychological impacts from work-related pressures. Employees reported a solid understanding of their duties, responsibilities, and professional functions, enabling them to carry out their work effectively and professionally.

Nonetheless, the interviews disclosed the presence of psychological pressure when program deadlines approach. In such periods, informants noted a tendency to become more narrowly focused on task completion, heightened irritability, and reduced interaction with colleagues. Village midwives further highlighted that their psychological burden extended beyond Puskesmas activities to the constant availability expected by community members who may contact them at any time.

This aligns with Hayman's perspective, cited in Wenno (2018:47), that involvement balance reflects the psychological engagement of individuals in balancing work and non-work roles, as expressed through both physical and emotional dimensions. On the whole, involvement balance among Legok Health Center employees falls within an adequate range, although program deadlines and out-of-hours service demands represent ongoing risk factors.

3. Satisfaction Balance

The interview findings reveal that most employees express a sense of comfort in their work at Legok Health Center. This sense of comfort is underpinned by strong interpersonal relationships among colleagues, a harmonious workplace atmosphere, and a family-like organizational culture. Peer and managerial support are identified as primary contributors to employees' sense of comfort and overall job satisfaction.

Some external pressures were noted, particularly among village midwives, who reported that high community service demands occasionally created job stress. However, these pressures were not found to significantly diminish overall job satisfaction levels. Consequently, the satisfaction balance indicator can be classified as excellent.

D. Employee Productivity Conditions at Legok Health Center

Table 2. Employee Productivity Indicators

Indicator	Ideal Condition	Actual Condition at Legok Health Center
Capability	Employees possess competency, expertise, and a sound professional attitude in performing service and administrative duties.	Certain challenges exist, including limited access to enclosed residential areas, multi-tasking by field officers, and community resistance to medical referrals.
Improving Outcomes	Employees consistently achieve and enhance work results in line with established targets.	A tendency to procrastinate and technical issues with information systems are present, both of which may hinder target achievement.
Work Morale	Employees demonstrate strong commitment, enthusiasm, and a robust work ethic.	Generally positive, though morale may decline when simultaneously managing high-burden cases, such as infant mortality incidents or disaster situations.
Self-Development	Employees actively engage in training and competency development activities.	Excellent. The health center and local government provide full support through diverse training programs, including ultrasound, APN, service excellence, and others.

Indicator	Ideal Condition	Actual Condition at Legok Health Center
Quality	Employees deliver work outputs and services in accordance with operational standards.	Adequate. Despite high workloads, employees strive to maintain quality per standard operating procedures, relying on team coordination.
Efficiency	Employees manage time and resources effectively to achieve optimal performance.	Not yet optimal. Primary barriers include suboptimal time management practices and insufficient inter-staff coordination.

Source: Observation and FGD Interview Results at Legok Health Center, 2026

E. Analysis of Work-Life Balance in Improving Employee Productivity

Based on the FGD findings, work-life balance contributes meaningfully to improving employee productivity at Legok Health Center, Tangerang Regency. The overall work-life balance level among employees is considered fairly good, evidenced by their ability to manage the competing demands of professional obligations and personal life, supported by a conducive work environment and harmonious working relationships.

Regarding the time balance dimension, the research indicates that time management has a significant influence on employee productivity. Employees who manage their time effectively tend to complete tasks in line with set targets. Conversely, poor time management can lead to task accumulation and subsequently reduced work efficiency.

Regarding the involvement balance dimension, the majority of informants indicated that they do not experience notable physical or psychological disruptions in the course of their daily duties. However, work pressure intensifies during specific periods, such as program reporting deadlines, periods of intensive field activities, and high-frequency community communication outside of regular hours.

Regarding the satisfaction balance dimension, the majority of employees expressed comfort in their working environment at Legok Health Center. A familial organizational atmosphere, colleague support, and positive relationships with management were cited as the principal drivers of high job satisfaction, which in turn generates a positive impact on employee motivation and work commitment.

These findings align with Rostini et al. (2025), who demonstrated that scheduling flexibility, organizational support, and workload management capability are among the primary determinants of work-life balance. Similarly, Evanea Setiadewi Hartono et al. (2021) found that employees navigate two distinct spheres, work and personal life, and that successfully managing both has a significant bearing on performance. Riyus Siti (2025) also reported that role conflict arises from dual demands, ineffective time management, and occupational or academic pressures.

In sum, work-life balance exerts a positive influence on employee productivity at Legok Health Center, Tangerang Regency. The stronger the work-life balance maintained by employees, the higher the resulting level of productivity spanning effectiveness, efficiency, and quality of service to the community.

4. Conclusion

Based on the findings of this study examining work-life balance and employee productivity at Legok Health Center, Tangerang Regency, several conclusions can be drawn. First, the work-life balance experienced by employees can generally be classified as satisfactory. Regarding the time balance dimension, employees are largely able to fulfill their professional obligations effectively. Nevertheless, the shift system implemented for midwifery personnel and the necessity to respond to service-related matters beyond regular working hours often create challenges in maintaining clear boundaries between work and personal life. In terms of involvement balance, employees demonstrate an adequate level of psychological engagement in both work and personal domains. However, increased pressure is commonly observed during periods of intensive reporting and administrative deadlines. With respect to satisfaction balance, most employees express positive feelings toward their work, which are supported by a supportive organizational climate and harmonious relationships among colleagues. Second, employee productivity at Legok Health Center can be considered relatively high. Employees consistently perform their duties in accordance with established responsibilities and organizational objectives. The self-development aspect has been strengthened through various training programs and capacity-building initiatives facilitated by both the health center and local government authorities. Despite these positive outcomes, several challenges remain, including difficulties in workload management, coordination across different sectors, and technical obstacles associated with the implementation of information systems. Third, the findings indicate that work-life

balance contributes significantly to employee productivity. Employees who are able to effectively allocate their time between occupational and personal responsibilities tend to demonstrate better work organization, greater focus, and improved task completion. Furthermore, higher levels of satisfaction with both work and personal life encourage stronger motivation, commitment, and dedication to providing quality healthcare services. These results suggest that maintaining a healthy balance between work and personal life is an important factor in supporting sustainable employee productivity within healthcare organizations. The findings of this study highlight the importance of adopting a human-centered approach to human resource management within healthcare organizations. While technical competencies and professional expertise remain essential, employee well-being should also be regarded as a strategic organizational asset. A supportive work environment that enables employees to balance their professional responsibilities with personal and family commitments can contribute to sustainable performance and improved service outcomes. Therefore, work-life balance should be integrated into organizational policies aimed at strengthening workforce effectiveness and resilience. Furthermore, the results reinforce the growing body of literature suggesting that employee productivity is influenced not only by organizational systems and operational resources but also by psychosocial factors. Employees who experience greater balance between work and personal life are more likely to maintain positive attitudes toward their jobs, demonstrate higher levels of engagement, and sustain consistent performance over time. This indicates that efforts to improve productivity should extend beyond performance monitoring and include initiatives that support employees' overall quality of life. From a broader perspective, this study contributes to the understanding of human resource management practices in primary healthcare institutions, particularly Community Health Centers in Indonesia. Given the increasingly complex demands placed on healthcare workers, organizational leaders must recognize the long-term value of fostering a healthy work-life balance. By creating policies and work arrangements that support employee well-being, healthcare institutions can not only enhance productivity but also improve service quality, employee retention, and organizational sustainability in the long run. **Recommendations:** Based on the conclusions of this study, several recommendations are proposed for practical implementation and future research. Legok Health Center is encouraged to develop clearer guidelines regarding work-related communication outside regular working hours. Such policies are particularly important for healthcare personnel, including village midwives, who frequently receive service-related messages and requests during evenings or non-working periods. Establishing appropriate communication boundaries may help employees achieve better recovery time and maintain a healthier balance between professional and personal responsibilities. In addition, the health center should continue to improve workload management and strengthen internal coordination mechanisms. Regular coordination meetings, improved task allocation procedures, and more effective scheduling systems may contribute to a fairer distribution of responsibilities among employees. These efforts can reduce unnecessary work pressure while enhancing overall organizational efficiency. For future studies, researchers are encouraged to expand the scope of investigation by involving different healthcare institutions and larger participant groups. Further research may also examine additional variables that potentially influence employee productivity, such as organizational culture, leadership practices, job satisfaction, work motivation, employee engagement, and compensation systems. Such studies would provide a broader understanding of the factors that contribute to workforce effectiveness within healthcare organizations.

References

1. Abdussamad, Z. (2021). *Qualitative Research Methods*. Makassar: CV. Syakir Media Press.
2. Adamy, M. (2016). *Human Resource Management: Theory, Practice and Research*. Aceh: Unimal Press.
3. Afdhal et al. (2023). *Introduction to Management Science*. Padang: CV. Gita Lentera.
4. Anggi Firmanjaya S. & Erni M. (2025). *Work-Life Balance in the World of Work*. Padang: PACE.
5. Andri H. et al. *Managing Work-Life Balance in Everyday Life*. Yogyakarta: Jejak Pustaka.
6. Arikunto, S. (2019). *Research Procedures: A Practical Approach*. Jakarta: Rineka Cipta.
7. Arif Yusuf Hamali. (2018). *Understanding Human Resources*. Yogyakarta: PT. Buku Seru.
8. Candra W. (2020). *Work Productivity*. Jakarta: Kencana.
9. Djoko, S. (2023). *Monograph: Environmental Media and the Spirit of Employee Performance*. Sidoarjo: Nizamia Learning Center.
10. Eni M. et al. (2021). *Workload Analysis and Work Productivity*. Yayasan Kita Menulis.
11. Evanea Setiadewi Hartono et al. (2021). *Work-Life Balance Among Bank Employees: A Phenomenological Study at Bank Setia in Yogyakarta*. Diponegoro Journal of Economics, 10(2), 1–16. ISSN: 2549-5003.
12. Hasibuan, M. S. (2017). *Human Resource Management*. Revised Edition. Jakarta: Bumi Aksara.
13. Hardani et al. (2020). *Qualitative and Quantitative Research Methods*. Yogyakarta: CV. Pustaka Ilmu Group.
14. Mukhlis, S. (2022). *Social Research Methodology*. Purbalingga: Eureka Media Aksara.
15. Nilawati, F. et al. (2024). *Human Resource Management*. Malang: PT. Literasi Nusantara Abadi Grup.
16. Noble, H. & Heale, R. (2019). *Triangulation in research, with examples*. Evidence-Based Nursing. <https://doi.org/10.1136/EBNURS-2019-103145>.
17. Noe, Raymond A. (2017). *Employee Training and Development*. New York: McGraw-Hill Education.
18. Novia R. S. et al. (2022). *Human Resource Management*. Bandung: Widina Bhakti Persada Bandung.

19. Nurfitriani. (2023). *Human Resource Development in Improving Employee Productivity*. Parepare: IAIN Parepare Nusantara Press.
20. Riyus Siti Jam'iatus Sholrha & Nabila Alifia. (2025). *Analysis of Work-Life Balance and Efforts to Address Role Conflicts Among Part-Time Working Students*. Jurnal Penelitian Nusantara, 1(6), 705–713. ISSN: 3088-988X.
21. Robby Andika, K. (2021). *Fundamentals of Management*. Semarang: Yayasan Prima Agus Teknik.
22. Rostini et al. (2025). *Implementation of Work-Life Balance to Enhance Employee Productivity*. Jurnal Ilmiah Manajemen, 13(3), 1693–1704. ISSN: 2337-7860.
23. Siswanto. (2017). *Introduction to Management*. Jakarta: Bumi Aksara.
24. Sugiyono. (2019). *Qualitative and Quantitative Research Methods and R&D*. Bandung: Alfabeta.
25. Sugiyono. (2023). *Qualitative and Quantitative Research Methods and R&D*. Bandung: Alfabeta Bandung.
26. Wenno, M. W. (2018). *The Relationship Between Work-Life Balance and Job Satisfaction Among Employees at PT. PLN Persero Ambon Area*. Jurnal Maneksi, 7(1), 47–51. ISSN: 2597-4599.
27. Wulansari, O. D. (2023). *Narrative Literature Review: Factors Influencing Work-Life Balance*. Psychopreneur Journal, 7(1), 15–28. ISSN 2598-6503.
28. Yin, R. K. (2019). *Case Study: Design and Method*. Jakarta: Rajawali Pers.