

Work–Life Balance and Employee Engagement in Relation to Employee Productivity: The Role of Job Satisfaction

Fikrie Syafiul Huda^{1*)}, Yunus Handoko²⁾, Murtianingsih³⁾

^{1,2,3}Institut Teknologi dan Bisnis Asia Malang, Indonesia

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Correspondent:

fikriesyafiul@gmail.com

ABSTRACT

Purpose: Focusing on personnel at PT Sorini Towa Berlian Corporindo, this paper sets out to determine how much Work–Life Balance and Employee Engagement contribute to Employee Productivity, with attention paid to whether Job Satisfaction operates as a channel between them.

Design/Methodology/Approach: A quantitative survey design was employed using a structured questionnaire with a five-point Likert scale. The study population consisted of 143 employees, with respondents selected using probability sampling and a simple random sampling technique. Data were analyzed using Partial Least Squares–Structural Equation Modeling (PLS-SEM) with SmartPLS 4.

Findings: Work–Life Balance, Employee Engagement, and Job Satisfaction were positively and significantly associated with Employee Productivity. However, Work–Life Balance and Employee Engagement were not significantly associated with Job Satisfaction. Furthermore, Job Satisfaction did not significantly mediate the relationships between Work–Life Balance and Employee Productivity or between Employee Engagement and Employee Productivity. These findings indicate that, within the study context, Work–Life Balance and Employee Engagement were more directly associated with Employee Productivity than through Job Satisfaction.

Research Implications: The findings contribute to human resource management research by providing evidence on the relationships among Work–Life Balance, Employee Engagement, Job Satisfaction, and Employee Productivity in a manufacturing context. Practically, organizations may strengthen work–life balance and employee engagement initiatives while continuing to address factors that support job satisfaction. Future research should examine additional variables that may explain Employee Productivity and the conditions under which Job Satisfaction functions as a mediator.

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INTRODUCTION

Employee productivity is an important determinant of organizational competitiveness and sustainability, particularly in manufacturing industries where operational efficiency, product quality, and production performance depend substantially on employee performance. Increasing competition, technological development, and organizational transformation require organizations to strengthen employee productivity while maintaining employee well-being. Consequently, human resource management practices that address both employee well-being and organizational performance have received increasing attention (Marecki, 2024).

Among the factors associated with employee productivity, Work–Life Balance (WLB) and Employee Engagement (EE) have received considerable attention in human resource management research. WLB refers to an employee's ability to manage work-related responsibilities alongside personal and family demands, while EE reflects a positive psychological state characterized by vigor, dedication, and absorption in work. Previous studies have reported positive relationships between WLB, EE, and employee productivity, suggesting that employees who experience better balance and stronger engagement tend to demonstrate

better work performance (Marecki, 2024). Prior research has repeatedly found that employees enjoying stronger work–life balance and deeper engagement tend to post higher productivity and performance (Alamudi, 2025)

Yet despite the growing body of research on this topic, the relationships among Work–Life Balance, Employee Engagement, Job Satisfaction, and Employee Productivity remain insufficiently understood. Previous studies have examined these variables from different perspectives, including the direct relationship between WLB and employee productivity and the relationship between employee engagement and productivity (Darmiah et al., 2023). However, the role of Job Satisfaction within these relationships requires further empirical examination, particularly regarding whether it functions as a mediating mechanism between WLB, Employee Engagement, and Employee Productivity. This issue provides an important basis for further investigation (Alamudi, 2025). This tension in the evidence marks out a gap still needing empirical attention.

Studies looking jointly at Work–Life Balance, Employee Engagement, Job Satisfaction, and Employee Productivity specifically within Indonesian manufacturing remain scarce by comparison. Manufacturing firms operate under a distinctive set of conditions—output targets, rotating shifts, workplace hazards, quality benchmarks, and often taxing work conditions—that separate them from other sectors. Such conditions can color how employees perceive their balance, engagement, satisfaction, and productivity differently than would be true in service-oriented firms (Wibowo S A & Siregar, 2021). It follows that conclusions reached in other industries cannot simply be carried over wholesale to manufacturing settings.

Based on these considerations, this study addresses two related research gaps. First, the role of Job Satisfaction in the relationships between Work–Life Balance, Employee Engagement, and Employee Productivity requires further empirical examination. Second, empirical evidence examining these four constructs simultaneously within an Indonesian manufacturing context remains limited. Addressing these gaps may provide a more context-specific understanding of the relationships among work–life balance, employee engagement, job satisfaction, and employee productivity (Fardiansyah et al., 2025; Firdaus Ridwan Sutarta1, Asri Widiatsih2, 2021; Sari et al., 2024).

Accordingly, this study examines the relationships among Work–Life Balance, Employee Engagement, Job Satisfaction, and Employee Productivity among employees of PT Sorini Towa Berlian Corporindo. Specifically, this study investigates the relationships of Work–Life Balance and Employee Engagement with Employee Productivity and examines whether Job Satisfaction mediates these relationships. The study employs Partial Least Squares–Structural Equation Modeling (PLS-SEM) to examine the proposed relationships.

LITERATURE REVIEW

Social Exchange Theory

Social Exchange Theory (SET) explains that relationships between employees and organizations are based on reciprocal exchanges. Blau (1964) argues that when individuals receive positive treatment, support, and benefits from others, they tend to respond with positive attitudes and behaviors. In the workplace, employees who perceive that their organization provides a supportive and favorable work environment are more likely to develop positive attitudes toward their jobs and contribute positively to organizational goals. In the context of this study, work–life balance can be viewed as an organizational condition that reflects concern for employees' well-being. Employees who are able to balance work and personal responsibilities may perceive their employment relationship more positively, which can increase job satisfaction. Similarly, employee engagement reflects employees' positive involvement and psychological connection with their work. Employees who are highly engaged are likely to develop more positive perceptions of their work, which may contribute

to greater job satisfaction. Furthermore, employees who experience higher job satisfaction may reciprocate through positive work behaviors, including greater effort and employee productivity. Therefore, SET provides a theoretical explanation for the relationships among work–life balance, employee engagement, job satisfaction, and employee productivity. In particular, job satisfaction can function as a mediating mechanism through which work–life balance and employee engagement contribute to employee productivity.

Work–Life Balance and Employee Productivity

Work–Life Balance (WLB) refers to employees' ability to effectively manage work responsibilities alongside personal and family demands. A balanced work–life condition can help employees preserve the physical and psychological resources required to perform their work effectively. This relationship can be explained through the Conservation of Resources (COR) Theory, which proposes that individuals are motivated to acquire, retain, and protect resources that they value (Hobfoll, 1989). When employees experience excessive demands or resource loss, they may experience strain, whereas the preservation of valued resources can help them cope with work demands and maintain effective functioning.

In the context of WLB, employees who are able to manage work and personal responsibilities may have greater capacity to maintain their energy, concentration, and psychological well-being. These resources can subsequently support their ability to complete work tasks effectively and maintain productivity. Empirical evidence supports this theoretical argument. Wibowo and Siregar (2022) found that WLB has a positive and significant relationship with work productivity, while Marecki (2024) reported that effective WLB can contribute to employee productivity and well-being. Therefore, employees who experience a favorable balance between work and personal life are theoretically more capable of preserving the resources necessary for effective work performance. Based on COR Theory and previous empirical findings, Work–Life Balance is expected to have a positive effect on Employee Productivity.

Employee Engagement and Employee Productivity

Employee Engagement (EE) refers to a positive, fulfilling, work-related psychological state characterized by vigor, dedication, and absorption (Schaufeli et al., 2002). Engaged employees tend to invest greater physical, cognitive, and emotional energy in their work, demonstrate enthusiasm toward their tasks, and remain committed to achieving work-related goals. The Job Demands–Resources (JD-R) Theory provides a theoretical explanation for this relationship by proposing that employee motivation and engagement are influenced by the availability of job resources relative to job demands. Adequate job resources can stimulate motivation and engagement, which subsequently contribute to positive work outcomes.

From this perspective, highly engaged employees are more likely to devote greater effort and attention to their tasks, persist when facing difficulties, and actively contribute to organizational objectives. These behaviors can enhance the effectiveness and efficiency with which work is performed, thereby supporting Employee Productivity. Empirical studies have similarly reported a positive relationship between employee engagement and productivity, suggesting that engaged employees tend to demonstrate greater work effort and stronger commitment to organizational goals (Fadila et al., 2025; Syabrina, 2022). Accordingly, based on JD-R Theory and previous empirical evidence, Employee Engagement is expected to have a positive effect on Employee Productivity.

Job Satisfaction as a Mediating Variable

Job Satisfaction refers to the positive emotional and evaluative response that employees develop toward their jobs and the conditions in which they work (Erwina et al., 2025; Putra et

al., 2024). From the perspective of Social Exchange Theory (SET), employees who perceive favorable treatment, support, and positive experiences within the organization are more likely to develop positive attitudes toward their jobs. These positive attitudes may subsequently encourage employees to reciprocate through greater effort, commitment, and productive work behaviors. Job Satisfaction may also serve as an important mechanism linking Work–Life Balance (WLB) and Employee Engagement (EE) to Employee Productivity. Employees who experience a satisfactory balance between work and personal life may develop more favorable evaluations of their jobs, while highly engaged employees may derive greater meaning and positive experiences from their work. These favorable job attitudes can encourage employees to invest greater effort and maintain productive behaviors. Previous studies have provided empirical support for the mediating role of job satisfaction in the relationships between work-related factors and employee outcomes (Gibran et al., 2024; Putra et al., 2024; Rimba et al., 2023).

However, empirical findings regarding the mediating role of Job Satisfaction are not entirely consistent across organizational contexts. Some studies have reported significant mediation, whereas others have found that job satisfaction does not consistently mediate relationships between work-related factors and employee outcomes (Munzir et al., 2025; Pham et al., 2024). These differences suggest that the mediating mechanism may depend on organizational and contextual conditions. Therefore, further empirical examination is warranted, particularly in manufacturing organizations where productivity is closely related to employees' work experiences, engagement, and satisfaction.

Based on the theoretical perspectives and empirical evidence discussed above, this study develops a conceptual framework integrating Work–Life Balance, Employee Engagement, Job Satisfaction, and Employee Productivity. The framework examines the direct relationships among these constructs and positions Job Satisfaction as a potential mediating mechanism through which Work–Life Balance and Employee Engagement influence Employee Productivity.

METHODS

This study employed a quantitative, cross-sectional survey design to examine the relationships among Work–Life Balance (WLB), Employee Engagement (EE), Job Satisfaction (JS), and Employee Productivity (EP) at PT. Sorini Towa Berlian Corporindo, a manufacturing company in Pasuruan Regency, Indonesia. The study population comprised 143 employees working in both operational and administrative positions. Questionnaires were distributed to all members of the population, and 85 completed questionnaires were returned and deemed usable for analysis, resulting in a response rate of 59.44%. A structured questionnaire was used to collect the data. All constructs were measured using a five-point Likert scale ranging from 1 (strongly disagree) to 5 (strongly agree). The measurement items were adapted from previously established instruments to support the content validity of the constructs. Work–Life Balance was measured using four dimensions proposed by Fisher et al. (2009): Work Interference with Personal Life (WIPL), Personal Life Interference with Work (PLIW), Personal Life Enhancement of Work (PLEW), and Work Enhancement of Personal Life (WEPL). Employee Engagement was measured using the three dimensions of vigor, dedication, and absorption, following the conceptualization of Schaufeli et al. (2002). Job Satisfaction was measured through employees' evaluations of key aspects of their work, including the nature of the work, compensation, promotion opportunities, supervision, and relationships with coworkers. Employee Productivity was assessed based on work output, work quality, timeliness, and teamwork. The data were analyzed using Partial Least Squares Structural Equation Modeling (PLS-SEM) with SmartPLS 4. PLS-SEM was selected because the study examines multiple relationships involving a mediating variable and requires

simultaneous assessment of the measurement and structural models. The measurement model was evaluated through indicator reliability, internal consistency using Composite Reliability (CR), convergent validity using Average Variance Extracted (AVE), and discriminant validity using the Fornell–Larcker criterion. The structural model was assessed using the coefficient of determination (R^2), path coefficients, bootstrapping, and hypothesis testing based on t-statistics, p-values, and confidence intervals. Statistical significance was assessed at the 5% level ($p < 0.05$).

RESULT

Reliability and Convergent Validity

Table 1. Reliability and Convergent Validity

Variable	Cronbach's Alpha	Composite Reliability	AVE	Assessment
Job Satisfaction	0.779	0.851	0.588	Reliable & valid
Work–Life Balance	0.485	0.795	0.660	CR & AVE acceptable; α low
Employee Engagement	0.784	0.902	0.821	Reliable & valid
Employee Productivity	0.655	0.811	0.589	CR & AVE acceptable; α marginal

Source: Data processed with SmartPLS 4, 2026

The measurement model was assessed using Cronbach's Alpha, Composite Reliability (CR), and Average Variance Extracted (AVE). Job Satisfaction, Employee Engagement, and Employee Productivity demonstrated acceptable internal consistency based on their Composite Reliability values, while their AVE values exceeded the recommended threshold of 0.50, indicating satisfactory convergent validity. Work–Life Balance also achieved an acceptable Composite Reliability value of 0.795 and an AVE of 0.660, although its Cronbach's Alpha value was relatively low (0.485). This lower Alpha value should therefore be acknowledged when interpreting the reliability of the Work–Life Balance construct. Overall, the constructs demonstrated adequate composite reliability and convergent validity for further structural model assessment.

Coefficient of Determination (R^2)

Table 2. Coefficient of Determination (R^2)

Endogenous Variable	R^2	Adjusted R^2
Job Satisfaction	0.064	0.041
Employee Productivity	0.387	0.348

Source: Data processed with SmartPLS 4, 2026

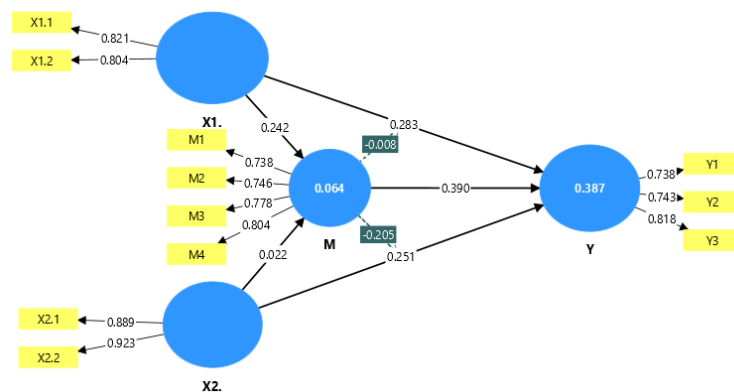
The coefficient of determination indicates the extent to which the exogenous variables explain the variance in the endogenous constructs. Job Satisfaction has an R^2 value of 0.064, indicating that Work–Life Balance and Employee Engagement jointly explain 6.4% of the variance in Job Satisfaction, while the remaining 93.6% is explained by other factors outside the model. The adjusted R^2 of 0.041 indicates that after accounting for the number of predictors in the model, approximately 4.1% of the variance in Job Satisfaction is explained by the predictors. For Employee Productivity, the R^2 value of 0.387 indicates that Work–Life Balance, Employee Engagement, and Job Satisfaction collectively explain 38.7% of the variance in Employee Productivity. The remaining 61.3% is attributable to factors not included in the model. The adjusted R^2 of 0.348 indicates that the model explains approximately 34.8% of the variance in Employee Productivity after adjustment for the number of predictors.

Overall, the model demonstrates a relatively limited explanatory power for Job Satisfaction and a moderate explanatory capacity for Employee Productivity. The substantially higher R^2 for Employee Productivity suggests that the proposed predictors provide greater explanatory contribution to productivity than to job satisfaction.

Hypotheses Testing

Hypothesis testing was conducted using the bootstrapping procedure in SmartPLS 4. The significance of each hypothesized relationship was assessed based on the path coefficient, t-statistic, p-value, and confidence interval. A hypothesis was considered supported when the p-value was below 0.05, and the confidence interval did not include zero. The analysis examined the direct effects of Work–Life Balance and Employee Engagement on Job Satisfaction and Employee Productivity, as well as the effect of Job Satisfaction on Employee Productivity. In addition, the indirect effects of Work–Life Balance and Employee Engagement on Employee Productivity through Job Satisfaction were assessed to determine the mediating role of Job Satisfaction.

Figure 1. Final Path Diagram



Source: Data processed with SmartPLS 4, 2026

Direct Effect

The hypothesis testing results show that Work–Life Balance has a positive and significant effect on Employee Productivity ($\beta = 0.565$, $t = 2.251$, $p = 0.025$), supporting H1. Employee Engagement also has a positive and significant effect on Employee Productivity ($\beta = 0.192$, $t = 1.973$, $p = 0.049$), supporting H2.

Table 3. Direct Effect

Hypothesis	Relationship	β	t	p	Decision
H1	WLB → Productivity	0.565	2.251	0.025	Supported
H2	EE → Productivity	0.192	1.973	0.049	Supported
H3	WLB → Job Satisfaction	0.437	1.859	0.064	Not supported
H4	EE → Job Satisfaction	-0.142	0.603	0.547	Not supported
H5	Job Satisfaction → Productivity	0.273	3.070	0.002	Supported

Source: Data processed with SmartPLS 4, 2026

However, the effect of Work–Life Balance on Job Satisfaction is positive but not statistically significant ($\beta = 0.437$, $t = 1.859$, $p = 0.064$), and therefore H3 is not supported. Employee Engagement has a negative and statistically insignificant effect on Job Satisfaction ($\beta = -0.142$, $t = 0.603$, $p = 0.547$), leading to the rejection of H4. Meanwhile, Job Satisfaction has a positive and significant effect on Employee Productivity ($\beta = 0.273$, $t = 3.070$, $p = 0.002$), supporting H5. Overall, the findings indicate that Work–Life Balance and Employee Engagement directly contribute to Employee Productivity, while Job Satisfaction is significantly associated with productivity but is not significantly explained by either Work–Life Balance or Employee Engagement in this sample.

Indirect Effect

The mediation analysis indicates that Job Satisfaction does not significantly mediate the relationship between Work–Life Balance and Employee Productivity ($\beta = 0.119$, $t = 1.492$, $p = 0.136$). Therefore, H6 is not supported.

Table 4. Indirect Effect

Hypothesis	Indirect Relationship	β	t	p	Decision
H6	WLB $\rightarrow$ Job Satisfaction $\rightarrow$ Productivity	0.119	1.492	0.136	Not supported
H7	EE $\rightarrow$ Job Satisfaction $\rightarrow$ Productivity	-0.039	0.562	0.574	Not supported

Source: Data processed with SmartPLS 4, 2026

Similarly, Job Satisfaction does not significantly mediate the relationship between Employee Engagement and Employee Productivity ($\beta = -0.039$, $t = 0.562$, $p = 0.574$), resulting in the rejection of H7. These findings indicate that the effects of Work–Life Balance and Employee Engagement on Employee Productivity are not transmitted through Job Satisfaction in the current sample. Instead, the significant direct effects of Work–Life Balance and Employee Engagement on Productivity suggest that these factors contribute to productivity through mechanisms other than Job Satisfaction.

DISCUSSION

The findings indicate that Work–Life Balance (WLB) contributes positively to Employee Productivity. This finding is consistent with the Conservation of Resources (COR) Theory, which explains that individuals seek to acquire, maintain, and protect valuable physical and psychological resources (Hobfoll, 1989). Employees who are able to manage their work and personal responsibilities effectively may preserve their energy, time, and psychological resources, allowing them to concentrate more effectively on their work. A balanced relationship between work and personal life may also reduce fatigue and work-related strain, thereby supporting employees in completing their tasks more effectively. Previous studies have similarly shown that work–life balance can contribute to employee productivity and performance (Marecki, 2024; Pensar & Rousi, 2023; Aisyah et al., 2024). These findings reinforce the view that maintaining employees' resources across work and non-work domains can support productive work behavior.

Employee Engagement also contributes positively to Employee Productivity. This finding is consistent with the Job Demands–Resources (JD-R) Theory, which proposes that adequate job resources can stimulate employee motivation and engagement, subsequently supporting positive work outcomes (Bakker & Demerouti, 2007). Engaged employees tend to demonstrate greater energy, dedication, and psychological involvement in their work. Such employees are more likely to devote attention and effort to their tasks, persist when facing challenges, and actively contribute to organizational objectives. Previous research has also identified employee engagement as an important factor associated with employee productivity and performance (Sopian, 2024). The present finding therefore supports the motivational perspective of JD-R Theory, particularly the idea that employees who are psychologically engaged with their work are more likely to demonstrate productive behaviors.

Job Satisfaction also contributes positively to Employee Productivity. This finding suggests that employees who hold favorable evaluations of their jobs tend to demonstrate more productive work behavior. From the perspective of Social Exchange Theory (SET), positive experiences within the employment relationship can encourage favorable employee attitudes and reciprocal behaviors toward the organization (Blau, 1964). Employees who feel satisfied with their work may be more willing to invest effort, maintain commitment, and contribute to organizational objectives. Previous research has likewise reported a positive relationship between job satisfaction and employee performance (Telaumbanua et al., 2025). Thus, the finding supports the SET perspective that positive employee attitudes can be reflected in constructive and productive workplace behaviors.

In contrast, Work–Life Balance does not appear to be sufficient to explain differences in Job Satisfaction. Although employees may experience a reasonable balance between their work and personal lives, this condition does not necessarily mean that they will evaluate their jobs

more positively. Job satisfaction encompasses broader aspects of the employment experience, including compensation, supervision, promotion opportunities, work characteristics, and relationships with colleagues. Therefore, work–life balance may help employees manage their resources without necessarily becoming the primary basis for their overall evaluation of their jobs. This finding is consistent with Assyahidah et al. (2024), who found that work–life balance did not necessarily translate into greater job satisfaction in their research context.

Employee Engagement also does not appear to translate directly into Job Satisfaction. This finding highlights the conceptual distinction between the two constructs. Employee engagement describes employees' psychological involvement, energy, and dedication toward their work, whereas job satisfaction reflects their evaluation of the job and its surrounding conditions. An employee may therefore be highly engaged in performing their responsibilities while simultaneously having reservations about certain aspects of their employment, such as compensation, promotion opportunities, supervision, or working conditions. Engagement and satisfaction can consequently coexist at different levels because they represent different dimensions of the employee experience.

The findings further indicate that Job Satisfaction does not serve as the mechanism through which Work–Life Balance and Employee Engagement contribute to Employee Productivity. This suggests that employees may translate a favorable work–life balance and strong engagement into productive behavior without first developing greater job satisfaction. In the case of Work–Life Balance, employees may benefit directly from preserved energy, reduced strain, and better management of competing demands. Similarly, engaged employees may devote greater effort and attention directly to their work because of their psychological connection with their tasks. This interpretation is consistent with the resource-based and motivational mechanisms emphasized by COR and JD-R Theory.

The absence of a mediating role for Job Satisfaction also differs from studies that have identified satisfaction as an important pathway between work-related conditions and employee performance. Such differences suggest that the role of job satisfaction may depend on organizational context, workforce characteristics, and the nature of employees' work. In a manufacturing environment, for example, productivity may be closely connected to employees' ability to manage work demands, maintain energy, remain focused, and sustain engagement with their tasks. These mechanisms may operate more directly than an attitudinal pathway through job satisfaction.

Overall, the findings demonstrate that Work–Life Balance and Employee Engagement are important aspects of employee productivity, while Job Satisfaction also represents a relevant factor in productive work behavior. However, the results suggest that these relationships do not necessarily operate through a single psychological pathway. COR Theory helps explain how the preservation of employees' personal and psychological resources can support productivity, JD-R Theory explains the motivational role of employee engagement, and Social Exchange Theory provides a basis for understanding the relationship between job satisfaction and productive behavior. Future research may consider additional organizational and individual factors, such as organizational support, leadership, compensation, career development, and working conditions, to provide a broader understanding of the factors shaping employee satisfaction and productivity.

CONCLUSION

This study concludes that Work–Life Balance and Employee Engagement are important factors associated with Employee Productivity in the manufacturing context. Employees who are able to manage work and personal responsibilities effectively and those who demonstrate stronger engagement with their work tend to exhibit more productive work behavior. Job Satisfaction is also positively associated with Employee Productivity, indicating that favorable

evaluations of work can encourage productive attitudes and behaviors. However, Work–Life Balance and Employee Engagement do not appear to directly shape Job Satisfaction in the studied context. Furthermore, Job Satisfaction does not mediate the relationships between Work–Life Balance and Employee Productivity or between Employee Engagement and Employee Productivity. These findings suggest that productivity may be influenced more directly by employees' ability to manage their resources and maintain psychological engagement with their work rather than through job satisfaction as an intervening mechanism. The findings provide theoretical implications for COR Theory, JD-R Theory, and Social Exchange Theory by demonstrating that resource preservation, work engagement, and positive employee attitudes represent distinct pathways associated with employee productivity. From a practical perspective, organizations should support employees' work–life balance and engagement while maintaining favorable working conditions that foster job satisfaction. Future research should consider additional organizational and individual factors, such as organizational support, leadership, compensation, career development, and working conditions, to provide a more comprehensive explanation of employee satisfaction and productivity.

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