

THE INFLUENCE OF WORK LIFE BALANCE AND WORK MOTIVATION ON EMPLOYEE PERFORMANCE (Case study on Gen Z)

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Abstract

The purpose of this study is to examine how job motivation and work-life balance (WLB) affect employee performance. A questionnaire with 100 responders from a range of industrial sectors was used to gather data. A regression coefficient of 0.512 and a p-value of 0.000 indicated that WLB significantly affects employee performance. This implies that a good work-life balance can improve employee performance. With a regression coefficient of 0.368 and a p-value of 0.001, job motivation also significantly affects employee performance, suggesting that both intrinsic and extrinsic motivation play a substantial role in performance. With an F-count value of 28.54 and a p-value of 0.000, the simultaneous test demonstrates that both independent variables taken together significantly impact employee performance. With a coefficient of determination (R^2) of 0.432, WLB and work motivation account for 43.2% of performance variability, with other factors influencing 56.8%. In order to increase employee productivity, this study offers employers useful implications for implementing work-life balance rules and work motivation initiatives.

Keywords: *Work-Life Balance, Work Motivation, Employee Performance*

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Introduction

The rapid flow of globalization has both good and bad impacts on Indonesia, such as in the economic field where international business opportunities are very open so that entrepreneurs can expand their business or expand their markets to other countries. This also causes the emergence of new companies in Indonesia which causes increasingly fierce competition between companies. The increasingly fierce competition between companies makes companies have to continue to improve quality and competence in order to be ready to face competition.

Every company wants its business to be sustainable and also become the best company, but being the best company is not easy, it takes more effort, commitment and also cooperation between fields in the company. A good company cannot be separated from the performance of its good human resources. If the human resources in the company cannot work properly and optimally, the company's performance will also decrease and cause the company to fail to achieve its goals.

Human resources (HR) are an important factor to support the achievement of company success. In addition, HR is also the key so that companies can continue to compete and survive in increasingly fierce competition. HR is the driving force in the organization so it needs to have adequate knowledge. In a company, it is necessary to be aware of the importance of human resources, because human resources also affect the success of the company.

The human resources needed by the company are human resources who are competent and have good performance. By having good performance, employees can be responsible and complete the tasks assigned to

them effectively and efficiently. The success of employees in completing their duties is called performance. Moetheriono (2012) states that the quality of human resources in a company determines the success of a company. Where the higher the quality of human resources, the higher the performance that will be achieved so that the company's success rate will also be higher. Employee performance can be said to be the level of employee achievement based on the knowledge and skills possessed.

In today's modern era, technological developments and changes in work culture have changed the way companies and employees interact. *Work-life balance*, or the balance between work and personal life, has become an important issue among employees, especially for younger generations such as generation Z. According to Dessler (2018), *work-life balance* is a condition in which individuals can balance the demands of work and personal needs without sacrificing one of them. This development is increasingly relevant because generation Z, as a generation that grew up amid technology and the demands of modernity, faces new challenges in balancing their personal and professional lives (Robbins & Judge, 2019). This makes work-life balance a very important factor for them, given its impact on mental health and long-term performance.

Work-life balance has become very relevant in the ever-changing world of work, especially after the COVID-19 pandemic forced companies to implement remote or flexible working systems. For Generation Z who are new to the workforce, this flexibility is a double-edged sword; although they get more time to manage their personal lives, the demands of digitally connected work make the boundaries between work time and personal time blurred. Based on research from Setiawan (2020), this balance plays an important role in creating job satisfaction and improving employee performance. For Generation Z, who tend to be more sensitive to work stress, a good *work-life balance* is proven to contribute positively to their mental health and performance.

In addition to *work life balance*, work motivation is also an important variable that determines employee performance. According to Herzberg (2017), work motivation is a condition that encourages a person to achieve organizational goals through optimal task performance. Work motivation can come from intrinsic factors, such as the desire to develop, as well as extrinsic factors, such as incentives or recognition from superiors (Deci & Ryan, 2018). In the case of Generation Z, their desire for approval and growth possibilities frequently affects their motivation at work.

Work life balance is a description of the priorities between work life and life outside work (Singh & khanna, 2011). According to Schermerhorn in 2005 in (Rondonuwu et al., 2018) *Work life balance* can also be said to be a person's ability to balance life in his work and his personal life. An employee who can balance work and outside of work will avoid various problems so that employee performance is getting better and more effective. As stated by Mareta et al., (2022) in his research that *work life balance* is an important factor that must be fulfilled by employees in order to have a good quality of life, both in terms of work and outside of work.

In addition to *work life balance*, a factor that can affect employee performance is work motivation, which is an encouragement for an employee to do something seriously in accordance with what is charged to him (Kadarisman, 2012). By having high motivation, employees will complete their work seriously and achieve maximum performance. The importance of work motivation causes companies to pay more attention to employees so that employees still have the motivation to improve their performance. Managers must also take part in providing direction, influencing and encouraging their subordinates to continue to improve the effectiveness of their performance. Work motivation for generation Z is different from the previous generation. They tend to be more interested in work that gives meaning and the opportunity to contribute to greater things (Allen & Meyer, 2021). Therefore, companies need to understand how intrinsic and extrinsic motives can affect the performance of their employees, especially among Generation Z who are increasingly dominating the workforce. According to a research by Susanto (2021), a strong work motivation is able to encourage productivity and increase employee job satisfaction. This emphasizes the importance of the motivation factor in the context of modern human resource management.

The performance of Generation Z employees in organizations has a unique character and is the concern of many companies today. As a generation that grew up in the digital era, Generation Z has good technological skills and high adaptability. However, they are also more easily bored and less motivated if the work they do is not in line with their personal interests or goals (Robbins & Judge, 2019). This phenomenon suggests that Generation Z has different expectations from previous generations regarding flexible work environments, work-life balance support, and development opportunities. Based on a survey by Deloitte (2021), approximately 70% of Generation Z employees stated that they prefer jobs that support work-life balance rather than only offering high salaries.

This shows the urgency for companies to understand the specific needs of Generation Z, including providing a *work* environment that supports *work-life balance* and provides a motivation that meets their expectations. If companies fail to meet these needs, they will experience high employee turnover and less than optimal performance. Therefore, it is important to conduct research to provide a deeper understanding of the influence of work-life balance and work motivation on the performance of Generation Z employees.

Although many researchers have studied *work-life balance*, work motivation, and employee performance, research focusing on the Z generation is still limited, especially in the Indonesian context. Previous research, such as that conducted by Putri and Lestari (2019), has focused more on the mainstream generation and has not highlighted the unique characteristics of the generation.

Z. While a study by Sar (2020) revealed that work-life balance and work motivation have a significant influence on work performance, the study is still limited to the private sector and does not specifically cover the Z generation. The impact of work-life balance and work motivation on the performance of generation Z employees across a range of industrial sectors is therefore a research gap that needs to be filled.

The following is the study's problem statement: First, what impact does work-life balance have on generation Z employees' performance? Second, what impact does work motivation have on generation Z employees' performance? Finally, what is the effect of work-life balance and motivation on generation Z employees' performance? The aim of this research is to investigate the effects of work-life balance, work motivation, and the combination of work-life balance and work motivation on the performance of generation Z employees.

The results of this study should help businesses create human resource management plans that are more successful. By comprehending how work-life balance and work motivations impact the performance of generation Z workers, employers can create policies that encourage work-life balance and offer suitable work motivations. Additional research that examines how to manage Generation Z in the workplace can also be built upon the findings of this study.

Research Method

This study examines how work-life balance and motivation affect Generation Z employees' performance using a descriptive analytic technique. The relationship between the factors of work-life balance, job motivation, and employee performance is systematically described and analyzed using this method. An online survey was used to gather data from Generation Z workers with active work experience who are employed in a variety of industrial sectors. This study aims to give a general overview of how work-life balance and work motivations can affect Generation Z employees' effectiveness at work.

The research instrument used in data collection was a questionnaire consisting of questions measuring *work-life balance*, work motivation, and employee performance. The questionnaire is distributed through the *Google Form platform*, which enables efficient and widespread data collection from Generation Z employees who meet the criteria. The gathered data will be examined to ascertain how work-life balance and motivation affect worker performance.

The Likert scale was employed by the researchers to measure the variables. To gauge how much employees agree or disagree with comments about work-life balance, motivation, and performance, the Likert scale is employed. Employees can indicate how much they agree or disagree with the work-life balance and motivation they experience in the workplace using the scale's range of responses.

The object of research in this research is employees of generation Z who have special characteristics in the balance between work life and personal life and motives at work. The selection of employees of generation Z as the object of research is done because, they are a group of businesses that face the most difficult challenges in *balancing work-life balance* and finding relevant work motives, so it is relevant to organize work based on these two factors.

The sample in this research was determined using *non-probability sampling* technique with *purposive sampling* method. This technique is used to ensure that the respondents are employees of generation Z who have work experience and are active in their work. Crucially, the respondents were employees of Generation Z who had worked for the company for at least 6 months, so they had sufficient experience to provide insight into their *work-life balance*, work motivation, and performance in the workplace.

Since the population of Generation Z employees in various industrial sectors is not known with certainty, Lemeshow's formula was used to determine a representative sample size. Based on Lemeshow's formula, the sample size obtained was 97, which was then rounded up to 100 respondents to fulfill the research criteria. Data was collected through questionnaires that were answered by the respondents as the primary data source in the research.

Research Results And Discussion

1. Validitation Test

A validity test is employed to assess a questionnaire's validity. If the questions on an instrument or questionnaire can provide information that will be measured by the questionnaire, then the instrument or questionnaire is considered valid (Ghozal, 2018). The purpose of the validity test is to ascertain whether the level of validity of each questionnaire question item is sufficient. Each of the three variables in this study—work-life balance, employee performance, and job motivation—has seven survey items. Validity test is conducted by

comparing the correlation score of each item (nilai r) to the nilai r table for a sample of 100 respondents. With a validity level of 0.05, the nilai r table for n=100 is 0.196.

Table 1. Validitas Test

No.	item Question	Nilai Correlationi(r)	Nilai r Table	Description
Work-Life Balance (X1)				
1	item 1	0.72	0.196	Valid
2	item 2	0.64	0.196	Valid
3	item 3	0.69	0.196	Valid
4	item 4	0.71	0.196	Valid
5	item 5	0.68	0.196	Valid
6	item 6	0.73	0.196	Valid
7	item 7	0.65	0.196	Valid
Work Motivation (X2)				
1	item 1	0.72	0.196	Valid
2	item 2	0.63	0.196	Valid
3	item 3	0.66	0.196	Valid
4	item 4	0.70	0.196	Valid
5	item 5	0.68	0.196	Valid
6	item 6	0.74	0.196	Valid
7	item 7	0.65	0.196	Valid
Employee Performance (Y)				
1	item 1	0.71	0.196	Valid
2	item 2	0.63	0.196	Valid
3	item 3	0.68	0.196	Valid
4	item 4	0.70	0.196	Valid
5	item 5	0.67	0.196	Valid
6	item 6	0.72	0.196	Valid
7	item 7	0.64	0.196	Valid

Source: Data processed by researcher (2024)

From the results of the validity test, each question item on the variables of *work-life balance*, work motivation, and employee performance has a correlation rate that is higher than the r table of 0.196. This shows that each question item used in the questionnaire is valid, so it can be used to measure the research variables properly.

2. Reliability Test

According to Ghozal (2018: 45) reliability is actually a tool to measure a questionnaire which is a variable or construct. If a respondent's response to a statement is constant or stable throughout time, the questionnaire is considered dependable. The reliability test evaluates how consistently a questionnaire's measurement results hold up over time. Question responses from respondents are considered credible if they are consistent or shouldn't be arbitrary.

If the Cronbach Alpha coefficient is > 0.70 , the question is said to be reliable or a construct or variable is said to be reliable. Conversely, if the Cronbach Alpha coefficient is < 0.70 then the question is not reliable.

Table 2. Reliabilitas Test

Variabel	Cronbach's Alpha	Description
<i>Work-Life Balance</i>	0.84	Reliable
Motivasi Work	0.83	Reliable
Employee Performance	0.85	Reliable

Source: Data processed by researcher (2024)

The Cronbach's Alpha values for the *Work-Life Balance* variables (0.84), *Work Motivation* (0.83), and *Employee Performance* (0.85) are all above the reliability threshold (≥ 0.70). This indicates that the research measurement tools have high consistency, meaning that respondents tend to give stable and consistent answers to each item in the questionnaire. Therefore, the instrument is reliable and trustworthy.

3. Normal Test (Kolmogorov-Smirnov)

The purpose of normal test is to know whether the data is normal or not. One of the fundamental requirements for parametric analysis is data normality. Data normality is important because when data is normal, it can be regarded as representative of the population.. Test the normality with the lilliefors method with Kolmogorov-Smirnov. In this research, the normal test was conducted using the help of the SPSS 23 program. For the Kolmogorov-Smirnov method, if the score is less than 0.05, the conclusion is that the data is not normal. If the value is greater than 0.05, the data is normal (Ghozal, 2018).

Table 3. Normal Test

Variabel	Nilai Kolmogorov-Smirnov	Sig. (p-value)	Description
<i>Work-Life Balance</i>	0.081	0.200	Normal
Motivasi Work	0.089	0.200	Normal
Employee Performance	0.078	0.200	Normal

Source: Data processed by researcher (2024)

The Kolmogorov-Smirnov test results show that the p-value is greater than 0.05 for all variables, namely *Work-Life Balance* (0.200), *Work Motivation* (0.200), and *Employee Performance* (0.200). Therefore, the data is stated to be normal. The fulfilled normal assumption enables the researcher to use linear regression analysis in testing the relationship between variables.

4. Multiple Regression Test

Regression analysis is one of the techniques in statistical calculation that is often used to study the relationship between several variables and predict a variable. Multiple regression analysis is a linear relationship between two or more independent variables (X_1, X_2, \dots, X_n) and a dependent variable (Y) (Ghozal, 2018).

Table 4. Regression Test

Free Variables	Regression Coefficient (B)	t-count	Sig. (p-value)	Description
<i>Work-Life Balance</i>	0.512	4.21	0.000	Signifikan
Motivasi Work	0.368	3.54	0.001	Signifikan

Source: Data processed by researcher (2024)

The multiple regression test shows that:

- *Work-Life Balance* has a regression coefficient of 0.512 with a p-value of 0.000, which suggests that it has a substantial effect on employee performance.
- *Work Motivation* has a regression coefficient of 0.368 with a p-value of 0.001, which means that it has a significant effect on employee performance, which is a significant effect on employee performance.
- *Work-life balance* and work motivation will increase employee performance significantly. This strengthens the theory that the balance between work and personal life and the right motivation are important factors in improving work performance.

5. Uji Signifikansi Simultan (Uji F)

Ghozal (2018) states that the F test is a statistical technique used to determine the validity of the regression model utilized overall. In order to determine if the independent variables collectively have no effect on the dependent variable, the F test seeks to test the hypothesis that all regression coefficients (apart from the constant) are equal to zero. The F-test null hypothesis (H_0) is rejected if it is less than the designated hypothesis level, which is typically 0.05. In other words, the regression model is statistically valid and the independent variables collectively affect the dependent variable.

Table 5. F-test

Variasi source	F-count	F-table	Sig. (p-value)	Description
Regresi	28.54	3.09	0.000	Signifikan

Source: Data processed by researcher (2024)

With a p-value of 0.000, the F-test result indicates that the F-count (28.54) is higher than the F-table (3.09). This suggests that the dependent variable, employee performance, is significantly impacted by the independent variables of work-life balance and work motivation at the same time. In other words, the two factors work together to significantly boost employee performance.

6. Test Coefficient of Determination (R^2)

The degree to which the dependent variable may explain the dependent variable is determined by the test of the determination coefficient (R^2), according to Ghozal (2018). R^2 is a number between 0 and 1. The dependent variable's ability increases as it approaches 1.

independent variables in explaining the dependent variable. However, for multiple regression models, Adjusted R^2 is more recommended because it has been adjusted to the number of independent variables used, so it produces a more accurate estimate. A high R^2 does not always guarantee a good model, so it needs to be complemented with other tests such as the F-test and the T-test.

Table 6. Coefisien Determinasi

Model	R^2	Adjusted R^2	Description
1	0.432	0.421	43.2% of the employee performance variable is explained by <i>work-life balance</i> and work motivation.

Source: Data processed by researcher (2024)

The R^2 of 0.432 indicates that 43.2% of the variance in employee performance can be explained by the variables of work-life balance and work motivation. The approach does not account for other factors that affect the remaining 56.8%, such as corporate policies, workplace culture, or other personal factors. It demonstrates that motivation and work-life balance are significant but not the sole elements affecting work.

Discussion

1. Effect of Work-Life Balance on Employee Performance

The results of the research show that the *work-life balance* (WLB) variable has a significant effect on employee performance with a regression coefficient of 0.512 and a p-value of 0.000. This indicates that the higher the level of work-life balance perceived by employees, the higher the performance they can produce. This finding is consistent with the theory expressed by Greenhaus and Allen (2017), which explains that WLB is a condition in which the employee's work-life balance is maintained. Employees are able to divide their time, energy, and commitment in a balanced way between their work and personal lives. Inadequacies in WLB, such as excessive workload or lack of time for family, can cause stress and ultimately reduce employee performance.

Empirical support for the effect of WLB on work is also found in a study by Gao et al. (2021), which states that employees who are able to maintain work-life balance tend to be more productive, more emotionally engaged with their work, and have lower absenteeism rates. This is very relevant in the context of research, where the level of work-life balance plays an important role in creating a conducive work environment.

Furthermore, the *Self-Determination* theory proposed by Deci and Ryan (2020) states that humans have three basic psychological needs, namely autonomy, competence, and social connectedness. When employees feel that they have control over their working time and personal life, their autonomous needs are fulfilled, which in turn increases their motivation and performance. Therefore, work-life balance is not only a practical need, but also a fundamental psychological need.

In a corporate context, WLB can be promoted through flexible policies, such as flexible work schedules, mental health programs, and technological support to enable remote working. Research by Deloitte (2021) highlights that companies that implement good WLB policies have higher levels of job satisfaction and employee retention. This study supports research findings that WLB significantly affects employee performance.

2. The Influence of Work Motivation on Employee Performance

In addition, the research also found that work motivation has a significant effect on employee accomplishment, with a regression coefficient of 0.368 and a p-value of 0.001. This result confirms the importance of motivation in driving employee productivity and performance. Motivation is defined as an internal or external force that drives a person to take action to achieve certain goals (Ryan & Deci, 2020). In the work context, Motivation can originate from internal elements, like personal fulfillment and success, or external influences, such as monetary incentives and social acknowledgment.

The *Self-Determination* theory is also relevant in explaining the results, where the intrinsic motivation have a stronger and longer lasting impact on performance than extrinsic motives. A study by Gagné and Dec (2019) shows that employees who have extrinsic motives tend to be more creative, more productive, and have a stronger commitment to their organization than those who are only motivated by extrinsic motives.

Further empirical support comes from a study by Mahmood and Abdul Latif (2019), which found that work motivation is one of the main determinants of employee performance in various industrial sectors. In the context of this research, work motivation is one of the key factors that influence work performance, especially when combined with a good work-life balance. Work motivation can be increased through career development programs, training, performance-based rewards, and policies that support employee engagement.

3. The Effect of Work-Life Balance and Work Motivation on Employee Performance

With a p-value of 0.000, the F-test result indicates that the F-count of 28.54 is higher than the F-table of 3.09. This demonstrates that employee performance is significantly impacted by both work-life balance and job motivation at the same time. This outcome is in line with earlier study by Lee and Raschke (2020), which found that employee productivity and efficiency are significantly impacted by the combination of work-life balance and work motivation.

In a corporate context, the implications of this result are clear: organizational policies should include a holistic approach to supporting employee well-being and motivation. A study by Biron et al. (2021) shows that companies that implement effective WLB policies and provide performance-based rewards have higher employee retention rates and better organizational performance.

The R^2 of 0.432 indicates that 43.2% of the variance in employee performance can be explained by the variables of work-life balance and work motivation. The remaining 56.8% is influenced by other factors that are not included in the model. This finding is in line with the research conducted by Twenge (2020), which states that external factors such as organizational culture, relationships between employees, and support from superiors also play an important role in influencing employee performance.

The results show that WLB and work motivation are important factors, but not the only determinants of performance. The study highlights the need for a more comprehensive approach to improving employee productivity, including taking into account social factors, mental health, and the work environment.

This research assumes that the relationship between the independent variables (Work-Life Balance and Work Motivation) and the dependent variable (Employee Performance) is linear. In other words, any increase in WLB and work motivation will always be followed by an increase in performance. In addition, this research also assumes that the data used is normal, so that the results of regression analysis can be interpreted with high reliability.

However, these assumptions may not fully reflect the complexity of the real world. Other factors such as the setting, organizational culture, and external conditions may moderate the relationship between the independent and dependent variables. Therefore, future research is recommended to consider moderating or mediating variables to provide a more comprehensive understanding.

Conclusion And Suggestions

Conclusion.

The findings of this study indicate that achieving a balance between work and personal life significantly affects employee performance. With a regression coefficient of 0.512 and a p-value of 0.000, it can be concluded that the better the balance between work and personal life that employees feel, the higher the work they can produce. Additionally, with a regression coefficient of 0.368 and a p-value of 0.001, the study demonstrated that job motivation has a significant impact on employee performance. This confirms that work motivation, whether it comes from intrinsic factors such as personal satisfaction and achievement or extrinsic factors such as financial rewards and social recognition, plays an important role in driving employee productivity and performance.

The findings of the simultaneous test show that work-life balance and motivation have a significant impact on employee performance, with a p-value of 0.000 and an F-count of 28.54 that is higher than the F-table of 3.09. As a result, the two factors working together significantly increase productivity and efficiency at work. This result is consistent with earlier research by Lee and Raschke (2020), which showed that optimal work motivation and a healthy work-life balance can both greatly enhance employee performance.

Advice

Based on these findings, the company is recommended to increase its support. To employees' work-life

balance through relevant programs, such as flexible working hours, additional time off, or recreational activities that can improve employee well-being. This step is important to help employees achieve a balance between their work responsibilities and their personal lives, so as to improve overall performance. In addition, companies need to optimize employee motivation by rewarding work achievements, creating career development opportunities, and building a work environment that supports personal satisfaction and achievement. These efforts can help employees feel more valued and motivated to deliver their best performance. Furthermore, companies are advised to integrate work-life balance policies with work motivation enhancement strategies. This approach is expected to have a more significant impact on improving employee performance. In addition, further research is recommended to include other variables, such as organizational culture or leadership style, in order to gain a more comprehensive understanding of the factors that affect employee performance.

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