



The Effect Of Work Life Balance On Workplace Well-Being Of Employees Of PT. Perdana Inti Sawit Perkasa

Kartika Estevania C. Ginting¹, Freddy Butarbutar², Karina M.Brahmana³

Fakultas Psikologi, Universitas HKBP Nommensen, Medan, Indonesia

Email: tginting80@gmail.com

Article History:

Received: 2 February 2025

Revised: 6 June 2025

Published: 9 August 2025

Abstract

This study aims to analyze the effect of Work-Life Balance on Workplace Well-Being among employees of PT Perdana Inti Sawit Perkasa. Work-Life Balance refers to the balance between work and personal life that can affect employee well-being in the workplace. Workplace Well-Being reflects the level of satisfaction, mental health, and organizational support perceived by employees in the work environment. This study uses a quantitative method with a survey approach, involving 31 respondents consisting of permanent and contract employees at PT Perdana Inti Sawit Perkasa. Data were collected through online questionnaires and analyzed using a simple linear regression test. The results of the study indicate that there is a significant influence between Work-Life Balance on Workplace Well-Being. Employees who have a good balance between work and personal life tend to have a higher level of well-being in the workplace. This study explains the importance of companies in implementing work flexibility policies, organizational support, and a conducive work environment to improve employee well-being. That way, companies can increase employee productivity and loyalty in the long term. The results of this study indicate that organizations, especially in a Limited Liability Company (PT), show a significant relationship between work-life balance and well-being in the workplace. PT Perdana Inti Sawit Perkasa should prioritize initiatives in promoting a healthy balance between work and personal life responsibilities to increase employee satisfaction and productivity.

Keywords: Work-Life Balance, Workplace Well-Being, employee welfare, work productivity, PT Perdana Inti Sawit Perkasa

INTRODUCTION

As time goes by, the world increasingly supports various developments carried out by groups of individuals in various sectors. Companies are one industrial sector that requires the resources of a group of individuals (humans) to provide quality products according to market demand and thus achieve company targets (Waworuntu, Kainde, & Mandagi, 2022). This also occurs in Indonesia, where companies require quality human resources to achieve their vision and mission. To realize these human resources, every company needs to pay

attention to the needs of employees, particularly regarding employee well-being in the workplace.

Workplace Well-Being is closely related to workers because the work environment shapes the quality and productivity of individuals in a company. Workplace Well-Being is a common problem often found in several companies that have employees with diverse mental and emotional health. This statement is supported by research conducted by Jaffe and Smolensky (Ahmad, Saini, & Jawahar, 2023) that companies engaged in the manufacturing sector require more workers to achieve sales targets so that the company implements a shift work system. This work system certainly has an impact on the physical, psychological and life health of workers.

PT Perdana Inti Sawit Perkasa faces challenges in maintaining high employee productivity while their employees struggle to maintain a balance between work and personal life. A good work-life balance is considered essential for improving workplace well-being or Workplace Well-Being. This well-being involves mental health, job satisfaction, and positive interpersonal relationships in the work environment. Workplace Well-Being is one factor in improving human resource performance. Workplace Well-Being is defined as individual well-being in the work environment that has both positive and negative influences.

Workplace well-being is influenced by several factors, both internal and external. Previous research by Kyndt (Waworuntu et al., 2022) revealed that an individual's tendency to work longer in a company is dominated by workplace well-being, which is assessed by an individual's feelings of job satisfaction, commitment and perceived company support, career development opportunities, and other factors that meet an individual's psychological needs.

Essentially, companies need employees with quality work results. Employee performance is related to all aspects of work life, including environmental safety, and employee feelings within that environment. From these aspects, it can be said that a comfortable work environment (Workplace Well-Being) plays a crucial role in developing employee performance. A poor work environment can impact employee performance, particularly mental health. Stress, excessive work demands, violence, and interpersonal relationship disruptions can impact employee well-being in the workplace. Workplace Well-Being impacts mental health in the workplace. Mental health is a serious concern because it can enhance an individual's potential to cope with normal life pressures, work productively, and contribute to the company (Ahmad et al., 2023).

Work-life balance is crucial for improving workplace well-being. A good work-life balance allows employees to optimally manage their time, engagement, and satisfaction between work and personal life. Workplace well-being, meanwhile, refers to employees' perceptions of the well-being they receive from their work and work environment, encompassing aspects of mental health, job satisfaction, and positive interpersonal relationships within the workplace.

Several previous studies have shown mixed results regarding the relationship between Work-Life Balance and Workplace Well-Being:

Based on research conducted by Farida I and Andreas Wahyu Gunawan P (2023), it was found that Work-Life Balance has a positive effect on employee performance, work stress, and work commitment at the Directorate General of Taxes, West Jakarta.

Andrie Firmansyah (Al-Harthi & Yusof, 2022) stated that PT Wings Abadi Airlines employees who experience high workloads can overcome this by maintaining a healthy work-life balance.

Based on a preliminary study conducted by Endah Andriani Pratiwi and Sylvia Grieselfa Davina (Hendriana, Christoper, Adhitama Zain, & Pricilia, 2023), it was shown that workplace welfare did not affect the work performance of employees in the production division of PT Industri Garmen Unggulan Bandung.

Employee welfare in the workplace is also experienced by workers in various companies spread throughout Indonesia, one of which is the workers (employees) of PT Perdana Inti Sawit Perkasa who are required to maintain the quality of work in accordance with the company's demands, even though there are problems with work comfort felt by employees physically and mentally.

Increasing competition between companies has resulted in employees being forced to commit to relatively long work hours, neglecting personal and family time. If this continues, there's a significant risk of employees experiencing high work pressure, which can diminish their motivation. Therefore, a work-life balance needs to be implemented in some companies seeking to develop their employees' potential and ensure their well-being.

The balance of responsibility for family and work can be seen from the way individuals divide their time, enjoy time in social activities, and individual satisfaction with achievements at work (Ahmad Saufi et al., 2023). The imbalance felt by individuals at work and personal life conflicts can hinder the goals of a company so that Work Life Balance is a special concern for companies as employers, especially at PT Perdana Inti Sawit Perkasa who want to maintain the productivity of their employees' performance. Based on the description above, it is necessary to conduct research to determine the effect of Work Life Balance on employee well-being at work (workplace well-being) of PT Perdana Inti Sawit Perkasa employees so that research is conducted in the form of a thesis entitled: "The effect of work life balance on workplace well-being of PT Perdana Inti Sawit Perkasa employees".

Based on the description above, it is necessary to conduct research to determine the effect of work life balance on employee well-being at work (workplace well-being) of PT Perdana Inti Sawit Perkasa employees, so that research is conducted in the form of a thesis entitled: "The effect of work life balance on workplace well-being of PT Perdana Inti Sawit Perkasa employees".

METHOD

This study uses a quantitative method with a survey approach. Quantitative research was chosen to measure the relationship between work-life balance and workplace well-being variables by using a questionnaire instrument to collect data from respondents. Bryman (Tirta & Enrika, 2020) states that the survey approach in quantitative research allows researchers to collect data from large samples and analyze them to find patterns and statistical relationships. The variables used in this study are workplace well-being as the dependent variable (Y) and work-life balance as the independent variable (X).

Work-life balance is defined as an individual's ability to divide time and energy equally between the demands of work and personal life without significant conflict. According to Greenhaus, Collins, and Shaw (Lumban Tobing & Pranowo, 2021) work-life balance involves three main dimensions: balance of time, balance of involvement, and

balance of satisfaction. Balance of time refers to the fair distribution of time between work and personal life, balance of involvement indicates a balanced level of involvement in both aspects, and balance of satisfaction reflects the perceived satisfaction of roles in work and personal life. Clark (Kaden, 2020) also stated that work-life balance is the achievement of balance that allows individuals to feel satisfied and not burdened by their roles.

The population in this study is all employees of PT. Perdana Inti Sawit Perkasa, consisting of permanent and contract employees. A population is a collection of individuals who share certain characteristics that will be studied. According to Sugiyono (Newman, 2020) a population is a generalized area consisting of objects/subjects that have certain qualities and characteristics determined by the researcher to be studied and then conclusions drawn. In this context, all employees of PT. Perdana Inti Sawit Perkasa are relevant subjects to study the influence of work-life balance on well-being in the workplace.

A sample is a portion of a population selected through a specific technique to serve as the subject of a study. The sampling technique used in this study is purposive sampling, which involves selecting samples based on specific criteria that align with the research objectives. According to Arikunto (Hidayatulloh & Ashoumi, 2022) a sample is a portion or representative of the population being studied. In this study, samples were drawn from permanent and contract employees who were willing and met the established criteria, such as a minimum of one year of service at PT. Perdana Inti Sawit Perkasa. The population search for this study was conducted over 10 days using a Google Form questionnaire. When the researcher cut off the Google Form, 31 samples were obtained for study.

Data collection techniques in this study were conducted online. A data collection method is a method researchers can use to collect data (Williams & McCombs, 2023). The methods used in this study were questionnaires, interviews, observations, tests, and documentation. This study used interview and questionnaire methods.

An interview is an activity to gather necessary information by asking questions to the informant so that the informant can share their experiences at work. The interview used in this study is an unstructured interview type that does not use systematic interview guidelines in data collection and only outlines the problems related to the theme being studied (Bourdeau, Ollier-Malaterre, & Houlfort, 2019). Data collection in this study used direct interviews with some employees of PT Perdana Inti Sawit Perkasa as an initial survey to determine employee opinions and experiences related to the influence of work-life balance and work-place well-being.

A questionnaire is a relatively simple, flexible, and easy-to-use data collection instrument. The type of questionnaire used in this study was a closed-ended questionnaire, requiring respondents to simply check each question or statement and the provided answers. Data collection used a questionnaire scale, which included employee demographic data such as name, gender, age, highest education, and length of service (Xiang, Wu, Tong, & He, 2024).

RESULTS AND DISCUSSION

Company Overview

The research was conducted at PT Perdana Inti Sawit Perkasa University and was carried out *online & Offline* from April 30, 2024 – May 3, 2024. The sampling technique used by the researcher was *Purposive sampling*. This technique was chosen because it allows researchers to determine samples based on certain criteria that are in accordance with the research objectives. Determination of the number of samples was carried out using the Isaac and Michael sample size table (Ramos et al., 2021). Based on this table, the number of respondents taken from a population of 35 people with a 10% error rate was 31 people. The selected samples were then used as subjects in the study to test the effect of *work-life balance* on *workplace well-being*.

The research sample consisted of permanent and contract employees working at PT. Perdana Inti Sawit Perkasa, with a minimum work period of one year . The criteria used were 31 respondents, namely PT Perdana Inti Sawit Perkasa employees. Through the scale that has been distributed by the researcher, a description of the research subjects has been obtained based on gender and age.

Respondent Description by Gender

Based on the data in this table, it can be seen that the majority of the sample were male (22 people) (70.97%) and female (9 people) (29.03%). A more detailed description can be seen in the table below.

Table 1. Distribution of Research Respondents by Gender

No.	Gender	Amount	Percentage
1	Man	22	70.97%
2	Woman	9	29.03%
		31	100%

Hypothesis Testing

The hypothesis testing in this study used simple linear regression. The results of the simple linear regression test can be seen in the following table.

Table 2. Hypothesis Testing

R Square	F	Sig.	Unstardized B	t
0.075	2,352	0,000	24,680 (constant) 0.206	2,654

Based on the results of a simple linear regression test between *the work-life balance* and *workplace well-being variables* , an R Square value of 0.075 was found, which means that there is an influence of *the work-life balance variable* on *workplace well-being* of PT. Perdana Inti Sawit Perkawa employees, which is 70.5%. Based on the significance value (Sig.) which is 0.000, which is smaller than 0.005, it can be concluded that there is an influence of *work-life balance* (X) on *workplace well-being* (Y).

constant number is 24.680, which means that if there is no *work life balance* (X), *the workplace well-being value* is 24.680. The regression coefficient value is 0.206, which means that every increase in *the work life balance variable* (X), *workplace well-being* (Y) will increase by 0.206, so it can be concluded that *work life balance* (X) has a positive effect on *workplace well-being* (Y),

which means that the higher *the work life balance* (X), the higher *the workplace well-being* (Y), so the regression equation obtained is $Y = 24.680 + 0.206 = 24.886$.

t-test

The t test is used to test the significance of the regression coefficient between variables X and Y. If $t \text{ count} > t \text{ table}$ then H_a is accepted and if $t \text{ count} < t \text{ table}$ then H_o is rejected. The t count is 2.654, and t table is 1.69913, so it finds the result that $2.654 > 1.69913$, then H_a is accepted and H_o is rejected or there is an influence of variable X (*work life balance*) on variable Y (*workplace well being*).

Discussion

This study aims to understand the effect of *work-life balance* on *workplace well-being* of PT Perdana Inti Sawit Perkasa employees. Based on the results of the hypothesis test, it was found that there was a positive and significant effect of *the work-life balance variable* on *workplace well-being* , namely with a significance value (Sig.) of $0.000 < 0.005$ and an R Square value of 0.705 or the contribution of *work-life balance* (X) and *workplace well-being* was 70.5%.

The results of this study indicate that *Work-Life Balance* has a significant influence on *Workplace Well-Being* among PT Perdana Inti Sawit Perkasa employees. This finding is in line with research conducted by Greenhaus, Collins, & Shaw (2003) which states that balance between work and personal life can improve job satisfaction and employee quality of life. Employees who are able to manage their time and responsibilities well will tend to experience higher levels of well-being in the workplace. In addition, research by Frone also confirms that a good *Work-Life Balance* can reduce role conflict between work and personal life, which ultimately improves employee mental health and overall well-being. One of the main factors influencing *Work-Life Balance* is work flexibility. A study conducted by Hill et al. (Rasool, Wang, Tang, Saeed, & Iqbal, 2021) showed that flexibility in setting working hours allows employees to more effectively manage the demands of their work and personal lives. In the context of this study, many PT Perdana Inti Sawit Perkasa employees reported that high workloads and company demands often interfere with their personal lives. This is reinforced by Banu's (Winurini, 2023) research, which found that employees with more flexible working hours have lower stress levels and better workplace well-being. Therefore, implementing more flexible work policies can be an effective solution for companies to improve employee well-being.

In addition to work flexibility, organizational support also plays a significant role in improving *workplace well-being* . According to research conducted by Eisenberger et al. (Audrin, Audrin, & Salamin, 2024) employees who feel supported by their organization tend to have higher levels of job satisfaction, stronger commitment, and greater loyalty to the company. In this study, several employees reported that a lack of appreciation and attention from superiors was a factor that reduced their well-being at work. This is in line with a study conducted by Singh & Khanna which stated that organizations that pay more attention to employee well-being, for example through awards, incentives, and work well-being programs, can increase employee motivation and productivity.

From a psychological perspective, *workplace well-being* is also influenced by employee mental health. Quick et al. explain that an unsupportive work environment, excessive work pressure, and a lack of social relationships in the workplace can cause stress and reduce

employee psychological well-being. In this study, it was found that several employees of PT Perdana Inti Sawit Perkasa experienced high work pressure due to excessive workloads and lack of support from superiors. This is in line with the findings of Ryff & Keyes (1995) who showed that psychological well-being is a key factor in creating a healthy and productive work environment. Therefore, companies need to pay attention to employee mental health by creating a more supportive work culture and reducing excessive workloads.

Overall, the results of this study reinforce the findings of various previous studies showing that *Work-Life Balance* has a close relationship with *Workplace Well-Being*. A study conducted by Popescu et al. (Rawal, 2023) found that work-life balance contributes to job satisfaction and reduces employee intentions to leave the company. This is also supported by research by Dousin et al. (2019) which shows that a good work-life balance contributes to increased employee performance and loyalty. Therefore, for PT Perdana Inti Sawit Perkasa, implementing policies that support work-life balance can be a strategic step in increasing productivity and employee retention in the long term.

Considering the findings of this study, companies are advised to implement more flexible policies, increase employee support, and create a more psychologically healthy work environment. This will help maintain a better work-life balance, ultimately improving employee well-being and productivity.

the work life balance categorization of PT Perdana Inti Sawit Perkasa employees found that the majority were in the medium category, namely 19 people (61.3%). The results of *the work life-balance variable categorization* based on aspects found that the majority of subjects were in the high category in the life purpose aspect, namely 13 people (41.9%) and the majority in the medium category were in the environmental mastery aspect, namely 16 people (51.6%). The results of *the workplace well-being categorization* of PT Perdana Inti Sawit Perkasa employees showed that in the salary aspect, as many as 6 people (19.4%) were in the high category, while the majority of employees, namely 20 people (64.5%) were in the medium category. Meanwhile, in the work environment aspect, as many as 19 people (61.3%) were included in the medium category and 6 people (19.4%) were in the high category (Purbobinuko, Prahesti, & Puspita Ningsih, 2021).

This research aligns with research conducted by Darmawan (Rosyid, Nurani, Risdiyanto, Subandi, & Hadiati, 2024) on 218 special needs teachers (SLB), which found that 62% of special needs teachers had a high *work-life balance* and 69% of special needs teachers had a high *employee well-being*. Simultaneously, *work-life balance* had a 27.4% effect on *employee well-being*. Partially, two dimensions of *work-life balance* – *personal life with work interference* and *personal life enhancement of work* – had a significant effect on *employee well-being*. Meanwhile, the other two dimensions – *work interference with personal life* and *work enhancement of personal life* – did not significantly influence *employee well-being*.

work-life balance levels by gender, it was found that of the 22 male employees, 4 (18.2%) were in the low category, 13 (59.1%) were in the medium category, and 5 (22.7%) were in the high category. Meanwhile, of the 9 female employees, 2 (22.2%) were in the low category, 6 (66.7%) were in the medium category, and 1 (11.1%) was in the high category.

work-life balance levels by age, it was found that from the 22–25 age group, 1 person (11.8%) was in the low category, 14 people (82.4%) were in the medium category, and 2 people (5.9%) were in the high category. Meanwhile, in the 26–38 age group, there were 5

people (35.7%) who were in the low category, 5 people (35.7%) in the medium category, and 4 people (28.6%) in the high category.

workplace well-being levels by gender, it was found that of the 22 male employees, 6 (27.3%) were in the low category, 14 (63.6%) were in the medium category, and 2 (9.1%) were in the high category. Meanwhile, of the 9 female employees, 2 (22.2%) were in the low category, 6 (66.7%) were in the medium category, and 1 (11.1%) was in the high category.

workplace well-being levels by age, it is known that in the 22–25 age group, there are 5 people (29.4%) who are in the low category, 11 people (64.7%) in the medium category, and 1 person (5.9%) in the high category. Meanwhile, in the 26–38 age group, as many as 3 people (21.4%) are in the low category, 9 people (64.3%) in the medium category, and 2 people (14.3%) in the high category.

CONCLUSION

Based on the results that have been found, it can be concluded that:

1. There is a positive and significant influence between *the work-life balance variable* and *workplace well-being* of PT Perdana Inti Sawit Perkasa employees of 70.5%.
2. Based on the categorization of *the work life balance variable subjects*, it was found that the majority were in the moderate category, namely 19 people (61.3%).
3. *the work-life balance variable subjects* based on gender, it was found that the majority of the high category was in male subjects.
4. *the work-life balance variable subjects* based on age, it was found that the majority of the high category was in subjects aged 26–38 years.
5. Based on the categorization of *the work life balance variable subjects* based on aspects, it was found that the majority were in the high category in the aspect of life goals, namely 13 people (41.9%) and the majority in the medium category were in the aspect of environmental mastery, namely 16 people (51.6%).
6. *the workplace well-being variable subjects*, it was found that the majority were in the moderate category, namely 20 people (64.5%).
7. Based on the categorization of the subject of *workplace well-being variables* based on aspects, it was found that the salary aspect was mostly high for 6 people (19.4%) and the medium category was 20 people (64.5%).
8. *workplace well-being variable subjects* based on gender, the majority were found in male subjects.
9. *the workplace well-being variable subjects* based on age, the majority were found in subjects aged 26–38 years.

REFERENCES

Ahamad, F., Saini, G. K., & Jawahar, I. M. (2023). Interactive Influence Of Work–Life Balance Benefits, Employee Recommendation, And Job Attributes On Employer Attractiveness And Job Pursuit Intentions: Two Experiments. *Asian Business & Management*, 22(4), 1215–1242. <https://doi.org/10.1057/S41291-022-00184-4>

- Ahmad Saufi, R., Aidara, S., Che Naw, N. B., Permarupan, P. Y., Zainol, N. R. B., & Kakar, A. S. (2023). Turnover Intention And Its Antecedents: The Mediating Role Of Work-Life Balance And The Moderating Role Of Job Opportunity. *Frontiers In Psychology*, 14, 1137945. <https://doi.org/10.3389/fpsyg.2023.1137945>
- Al-Harthy, B., & Yusof, R. (2022). A Conceptual Paper On Compensation And Benefits, Job Security, Work-Life Balance, Employee Retention And Localization In Oman. *Global Business & Management Research*, 14.
- Audrin, B., Audrin, C., & Salamin, X. (2024). Digital Skills At Work – Conceptual Development And Empirical Validation Of A Measurement Scale. *Technological Forecasting And Social Change*, 202(February), 123279. <https://doi.org/10.1016/j.techfore.2024.123279>
- Bourdeau, S., Ollier-Malaterre, A., & Houllfort, N. (2019). Not All Work-Life Policies Are Created Equal: Career Consequences Of Using Enabling Versus Enclosing Work-Life Policies. *Academy Of Management Review*, 44(1), 172–193. <https://doi.org/10.5465/amr.2016.0429>
- Hendriana, E., Christoper, A., Adhitama Zain, H. O., & Pricilia, N. (2023). The Role Of Employer Branding In Work-Life Balance And Employee Retention Relationship Among Generation Z Workers: Mediation Or Moderation? *Jurnal Manajemen Teori Dan Terapan*, 16(1).
- Hidayatulloh, M. K. Y., & Ashoumi, H. (2022). The Perspective Of Work Readiness In Vocational School Students With 21st Century Communication And Collaboration Skills. *Cypriot Journal Of Educational Sciences*, 17(7), 2199–2206. <https://doi.org/10.18844/cjes.v17i7.7588>
- Kaden, U. (2020). Covid-19 School Closure-Related Changes To The Professional Life Of A K-12 Teacher. *Education Sciences*, 10(6), 165. <https://doi.org/10.3390/educsci10060165>
- Lumban Tobing, R., & Pranowo, D. D. (2021). The Metaphor Of Solidarity And Hard Work In Batak Tobanese Tribe Of North Sumatera. *Humanus*, 20(1), 58. <https://doi.org/10.24036/Humanus.V20i1.113449>
- Newman, T. J. (2020). Life Skill Development And Transfer: “They’re Not Just Meant For Playing Sports”. *Research On Social Work Practice*, 30(6), 643–657. <https://doi.org/10.1177/1049731520903427>
- Purbobinuko, Z. K., Prahesti, R., & Puspita Ningsih, K. (2021). Upaya Meningkatkan Kepatuhan Profesional Pemberi Asuhan Pasien Dalam Dokumentasi Rekam Medis. *Jurnal Ilmiah Perekam Dan Informasi Kesehatan Imelda (Jipiki)*, 6(2), 205–212. <https://doi.org/10.52943/jipiki.V6i2.607>
- Ramos, A. K., Carvajal-Suarez, M., Trinidad, N., Quintero, S. A., Molina, D., Johnson-Beller, R., & Rowland, S. A. (2021). Health And Well-Being Of Hispanic/Latino Meatpacking Workers In Nebraska: An Application Of The Health Belief Model. *Workplace Health & Safety*, 69(12), 564–572. <https://doi.org/10.1177/21650799211016907>
- Rasool, S. F., Wang, M., Tang, M., Saeed, A., & Iqbal, J. (2021). How Toxic Workplace

Environment Effects The Employee Engagement: The Mediating Role Of Organizational Support And Employee Wellbeing. *International Journal Of Environmental Research And Public Health*, 18(5), 2294. <https://doi.org/10.3390/ijerph18052294>

Rawal, D. M. (2023). Work Life Balance Among Female School Teachers [K-12] Delivering Online Curriculum In Noida [India] During Covid: Empirical Study. *Management In Education*, 37(1), 37–45. <https://doi.org/10.1177/0892020621994303>

Rosyid, M., Nurani, Risdiyanto, H., Subandi, & Hadiati, E. (2024). Konsep Kompensasi Dalam Manajemen Sumber Daya Manusia. *Pendas: Jurnal Ilmiah Pendidikan Dasar*, 09(02), 7033–7042.

Tirta, A. H., & Enrika, A. (2020). Understanding The Impact Of Reward And Recognition, Work Life Balance, On Employee Retention With Job Satisfaction As Mediating Variable On Millennials In Indonesia. *Journal Of Business And Retail Management Research*, 14(03), 88–98.

Waworuntu, E. C., Kainde, S. J. R., & Mandagi, D. W. (2022). Work-Life Balance, Job Satisfaction And Performance Among Millennial And Gen Z Employees: A Systematic Review. *Society*, 10(2), 384–398. <https://doi.org/10.33019/Society.V10i2.464>

Williams, E. A., & McCombs, K. M. (2023). Understanding Employee Work-Life Conflict Experiences: Self-Leadership Responses Involving Resource Management For Balancing Work, Family, And Professional Development. *Journal Of Occupational And Organizational Psychology*.

Winurini, S. (2023). Workplace Well-Being Pada Pegawai Negeri Sipil Setelah Reformasi Birokrasi (Studi Kasus: Pemerintah Kota Yogyakarta). *Kajian*, 24(4), 237–252.

Xiang, K., Wu, M.-Y., Tong, Y., & He, C. (2024). Imprinting And Workplace Well-Being Among Generation Z Hotel Employees. *Journal Of Travel Research*, 00472875241249396. <https://doi.org/10.1177/00472875241249396>