



EFFECT OF WORK-LIFE BALANCE ON EMPLOYEES' PRODUCTIVITY AMONG FEMALE STAFF: MODERATING ROLE OF ORGANISATIONAL CULTURE

Frank, Mathias Mudu

Department of Business Administration and Entrepreneurship

Kaduna State University

mathias.mudu@kasu.edu.ng,

Abstract

This study examines the effect of work–life balance on employee productivity among female staff, with organisational culture serving as a moderating variable. Guided by the Job Demands–Resources (JD-R) Model, the study adopted a correlational survey design and analysed data using structural equation modelling (SEM) with SmartPLS version 4. The findings indicate that work–life balance and organisational culture each have a significant positive effect on employee productivity, while organisational culture also significantly moderates the relationship between work–life balance and productivity. The study concludes that employee productivity is enhanced when organisations promote supportive cultural practices alongside effective work–life balance initiatives.

Key words: Work–Life Balance, Employee Productivity, Organisational Culture, Motivation

Introduction

Human resource performance is a vital component of organizational effectiveness and reflects the efforts made by organizations to achieve their goals. Employee productivity is influenced by several factors, including individuals' ability to perform their duties efficiently and the motivation that drives them to fulfill organizational responsibilities (Daeli, Yokanan & Kaloeti, 2024). Motivation and enthusiasm that foster creativity and innovation can further enhance employee performance (Zhenjing et al., 2022). Employee performance also reflects skill development and

adherence to organizational policies and managerial directives, which are essential for effective workplace functioning (Qalati et al., 2022; Kasran & Dewi, 2025).

Work-life balance plays a crucial role in improving employee productivity by reducing stress and burnout while enhancing motivation, focus, and overall performance. Employees achieve work-life balance when they are able to manage work and personal responsibilities without significant role conflict, resulting in satisfaction across both domains (Ramadhan, 2024; Cahyanuzul, Handayani & Afriyani, 2025). This balance includes managing family-related responsibilities, flexible working hours, and reduced work pressure, all of which contribute to improved mental health and job performance (Foanto, 2020). Employees are therefore expected to balance work and family obligations without compromising either domain.

Organizational culture significantly influences how work-life balance initiatives are perceived and implemented. A supportive and flexible culture enhances employee participation and confidence, whereas rigid cultures may limit the effectiveness of such policies. Organizational culture consists of shared values, beliefs, assumptions, and practices that shape employee behavior and interactions within the workplace (Alvesson, 2012). According to Schein (2011), organizational culture can positively or negatively influence employee attitudes and behaviors, making leadership commitment essential in fostering a culture that promotes collaboration and productivity. A healthy organizational culture is characterized by shared norms, values, and practices that benefit both employees and the organization (Nzuva & Kimanzi, 2022).

Despite the growing acknowledgment of work-life balance as a catalyst for employee productivity, numerous organizations especially in developing regions persist in facing low productivity, elevated stress levels, and burnout among female employees due to ineffective or inadequately

executed work-life balance policies. Although previous research has explored the correlation between work-life balance and employee productivity, there is a paucity of empirical evidence about the impact of corporate culture on this link, particularly among female employees (Hasyim & Bakri, 2025; Naz, Nadeem & Kausar, 2025). The lack of a supportive workplace culture may diminish the efficacy of work-life balance programs, leading to ongoing role conflict and decreased productivity (Adamopoulos & Syrou, 2022; Boamah et al., 2022). The deficiency in empirical evidence obstructs firms from formulating culturally relevant strategies that successfully improve the productivity and wellbeing of female employees.

In practice, some organizations treat work-life balance as a secondary concern rather than a strategic tool for enhancing productivity. Consequently, policies are often poorly utilized due to excessive workloads or managerial resistance (Hasyim & Bakri, 2025; Harrington, 2025). In developing contexts such as Nigeria, additional challenges including socio-economic pressures, inadequate infrastructure, and rigid organizational cultures further hinder the successful adoption of work-life balance practices (Adekoya, 2022; Lesia, 2023).

Theoretically, there is debate regarding the direction of the relationship between work-life balance and productivity. Several studies suggest that improved work-life balance enhances employee productivity (Marecki, 2023; Raneses et al., 2022; Suryadi et al., 2022; Maharani & Tamara, 2024; Ahmed et al., 2024). Conversely, other scholars argue that higher productivity enables employees to better manage their work and personal responsibilities (Waworuntu, Kainde & Mandagi, 2022; Perreault & Power, 2023; Fadillah et al., 2025).

Although numerous studies have examined work-life balance and productivity (Adamopoulos et al., 2022; Raneses et al., 2022; Suryadi et al., 2022; Boamah et al., 2022; Marecki, 2023; Maharani

et al., 2024; Ahmed et al., 2024; Hasyim et al., 2025; Naz et al., 2025), there is limited evidence on the moderating role of organizational culture in this relationship. While organizational culture has been examined as a mediator, moderator, or independent variable in other studies (Onyeka, 2022; Yu, Lee & Na, 2022; Oladimeji et al., 2023; Daeli et al., 2024; Ahmed et al., 2024), its moderating effect on the work-life balance–productivity relationship remains underexplored.

This study examines the effect of work-life balance on employee productivity and wellbeing, providing empirical evidence on how work-life balance initiatives influence productivity and engagement. The findings aim to contribute to academic literature and assist organizations in designing effective work-life balance policies that promote sustainable performance.

Accordingly, the main objective of this study is to investigate the effect of work-life balance on employees' productivity among female staff: moderating role of organizational culture. The specific objectives are:

- i. To examine the effect of work-life balance on employees' productivity.
- ii. To determine the influence of organizational culture on employees' productivity.
- iii. To assess the moderating effect of organizational culture on the relationship between work-life balance and employees' productivity.

Theoretical Framework

The study is grounded in the Job Demands–Resources (JD-R) Model proposed by Bakker and Demerouti (2007), which explains how job demands and job resources interact to influence employees' well-being, motivation, and performance. The model posits that every occupation

contains specific stress-related risk factors, broadly classified into job demands and job resources. Job demands refer to physical, psychological, social, or organizational aspects of work that require sustained effort and are associated with physiological and psychological costs. In contrast, job resources are aspects of the job that help employees achieve work goals, reduce job demands and their associated strain, and foster learning, personal growth, and development (Bakker & Demerouti, 2007).

The JD-R model further proposes two underlying psychological processes. The first is a health impairment process, whereby excessive or prolonged job demands deplete employees' mental and physical energy, leading to stress, burnout, and reduced productivity (Hackman & Oldham, 1980; Hobfoll, 2001). The second is a motivational process, in which the availability of job resources enhances work engagement, reduces cynicism, and promotes high performance. Job resources may be extrinsic, by facilitating task accomplishment, or intrinsic, by fulfilling basic psychological needs such as autonomy, competence, and relatedness (Bakker, Demerouti, & Schaufeli, 2003).

Within this theoretical framework, the study positions work–life balance as a critical job resource, particularly for female staff, who often face higher combined work and non-work demands due to socially assigned caregiving and domestic roles. When work demands are high and work–life balance resources are inadequate, female employees are more vulnerable to stress and burnout, activating the health impairment process of the JD-R model. Conversely, supportive work–life balance practices help conserve personal resources, enhance motivation, and sustain productivity among female employees. Organizational culture is theorized as a moderating factor that shapes the effectiveness of this resource: a flexible and supportive culture strengthens the positive effect of work–life balance on productivity, while a rigid or unsupportive culture weakens it. Thus, the

JD-R model provides a strong theoretical foundation for explaining how job demands, job resources, and organizational context jointly influence the productivity of female staff.

Literature Review and Hypotheses Development

Work-life balance

Work–life balance (WLB) refers to the extent to which individuals are able to effectively balance work responsibilities with non-work activities and personal life demands (Cahyanuzul et al., 2025). It reflects an individual’s capacity to manage time and roles across work and personal domains in a manner that supports overall functioning and well-being (Kasran, 2023). From an organizational perspective, work–life balance is associated with improved employee productivity and retention, as employees who can adequately balance their professional and personal obligations are more likely to perform effectively and maintain adequate rest and recovery. Greenblatt (2002) conceptualizes work–life balance as an acceptable level of conflict between work and non-work roles, emphasizing the need to manage competing demands on limited personal resources. As workforce demographics evolve, particularly with increased participation of younger employees, work–life balance has become more salient. Moreover, flexible work practices tend to affect men and women differently, resulting in varying work–life balance experiences and well-being outcomes (Irawanto et al., 2021).

Employees Productivity

Employee productivity refers to the qualitative and quantitative level of output achieved by employees in the course of performing assigned duties. It reflects how effectively individual skills, effort, and available resources are utilized to achieve targeted work outcomes in terms of quality,

efficiency, and goal attainment (Cahyanuzul et al., 2025). Productivity also encompasses psychological factors, such as motivation and commitment, which influence the extent to which individuals apply their potential to accomplish work tasks efficiently (Hana, 2023). In organizational settings, productivity serves as a measure of how well human and material resources are managed to generate desired outputs. Employee performance, therefore, represents the degree to which assigned responsibilities are completed in line with predefined standards, making the establishment of clear, measurable, and agreed-upon performance criteria essential (Cahyanuzul et al., 2025).

Organisational Culture as a Moderator

Employee productivity and organizational culture play a critical role in shaping overall organizational performance. Organizational culture refers to the shared values, beliefs, assumptions, and patterns of interaction that develop over time and create a distinctive psychological and social environment within an organization. This environment significantly influences how employees behave, interact, and perform their work. While culture evolves organically, organizational leaders can deliberately shape it to support performance objectives. Schein (2011) emphasizes that organizational culture can influence employees' attitudes and behaviors either positively or negatively, underscoring the need for leadership to promote a culture that encourages collaboration, synergy, and shared purpose. Similarly, Alvesson (2012) describes organizational culture as a system of values, beliefs, assumptions, and lifestyles that guides behavior and interactions within the organization. Over time, these cultural elements influence employees' relationships, internal processes, and self-perceptions. A healthy organizational culture, therefore, is characterized by shared formal and informal norms, values, and practices that

support both individual well-being and organizational effectiveness (Schein, 2011). Hence hypothesis one, two and three are formulated:

H1: Work-life balance has a significant influence on Employees productivity.

H2: Organisational Cultural has a significant influence on Employees productivity.

H3: Organisational Cultural moderates the relationship between work-life balance and Employees productivity.

Conceptual Framework

The researchers developed a research model, which serves as the foundation for all of the postulated propositions regarding the study variables. Figure show the link between work-life balance and employees productivity with the moderating variable Organisational Culture was explained by the model.

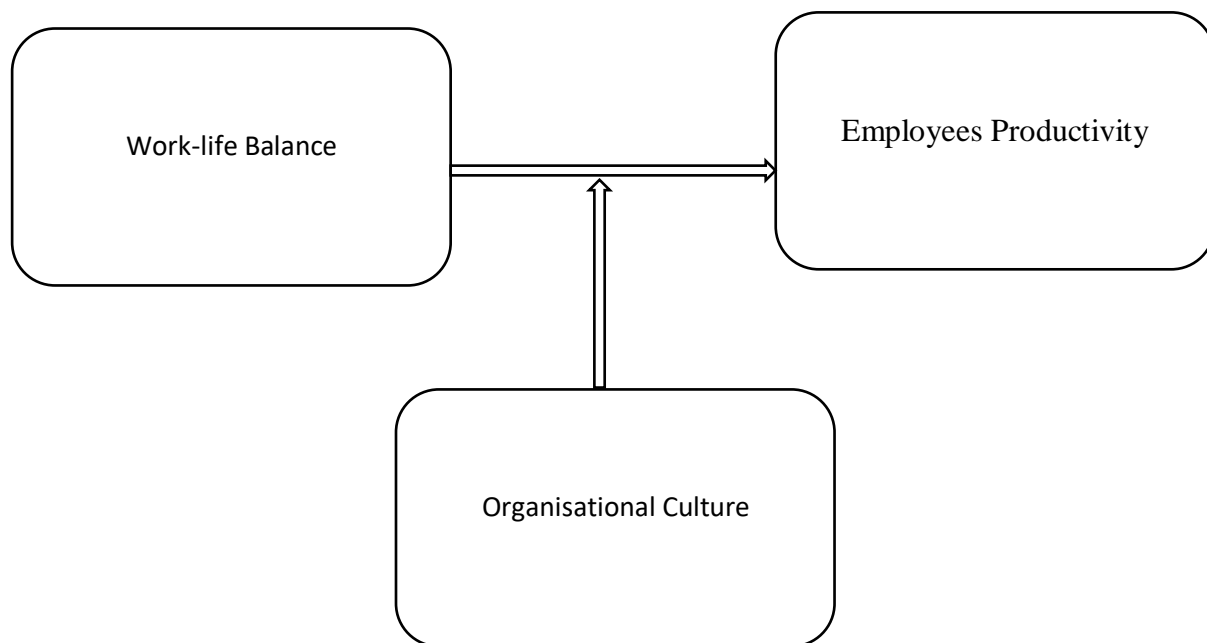


Figure 1. Conceptual framework of the study

METHODOLOGY

To ascertain the effect of work–life balance on employee productivity among female staff, with the moderating role of organizational culture, this study employed a correlational survey research design. The population of the study consist of all female staff (employees) of Kaduna State University. The total number of female staff of Kaduna State University was be ascertained. A convenience sampling technique was employed to reach the required number of study participants.

A standardized questionnaire served as the primary instrument for data collection. Data was obtained from respondents using a questionnaire titled effect of Work–Life Balance on Employee Productivity among Female Staff: The Moderating Role of Organizational Culture. The questionnaire consist of fifteen (15) opinion statements structured on a five-point Likert scale: Strongly Agree (SA), Agree (A), Neutral (N), Disagree (D), and Strongly Disagree (SD), weighted 5, 4, 3, 2, and 1, respectively.

The study variables include work–life balance, employee productivity, and organizational culture. Work–life balance was measured using five items adapted from Haar et al. (2014). Employee productivity was assessed using five self-rated performance and efficiency items adapted from Koopmans et al. (2011). Organizational culture was measured using five items adapted from Martínez-Caro et al. (2020).

Face and content validity of the instrument was examined. A pilot test was conducted on the questionnaire with a small number of female staff from Kaduna Polytechnic, who were not included in the main study sample. Feedback from the pilot test was incorporated into the final version of the questionnaire. The reliability of the instrument was evaluated using Cronbach's

alpha and composite reliability based on responses from 30 female staff of Kaduna Polytechnic. Data was analysis using Structural Equation Modelling (SEM) with SmartPLS version 4.

Data analysis and findings

Measurement model: Reliability & Convergent Validity Analysis

The adequacy of the measurement model was assessed through reliability and validity analyses. Following the recommendations of Bagozzi and Yi (1988) and Hair et al. (2011), internal consistency reliability was evaluated using Cronbach's alpha and composite reliability, with threshold values of 0.70 or higher considered acceptable. As reported in Table 1, the Cronbach's alpha and composite reliability values for all independent, dependent, and moderating constructs exceed the recommended threshold, thereby confirming the reliability and trustworthiness of the measurement scales.

Convergent validity was examined by assessing outer loadings and Average Variance Extracted (AVE). According to Hair et al. (2019), convergent validity is established when indicator loadings are generally above 0.70 and AVE values meet or exceed 0.50. The results indicate that all measurement items demonstrate satisfactory outer loadings, and the AVE values for each construct exceed the minimum acceptable level. Collectively, these findings provide strong evidence that the measurement model exhibits adequate reliability and convergent validity, supporting its suitability for subsequent structural model analysis.

Table 1: Item loadings, CA, CR and AVE values.

Items	Items loading	VIF	CA	CR	AVE
WLB1	0.72	1.65	0.84	0.88	0.56

WLB2	0.75	1.79			
WLB3	0.78	1.72			
WLB4	0.74	1.70			
WLB5	0.76	1.71			
EP1	0.73	1.59	0.86	0.89	0.58
EP2	0.77	1.59			
EP3	0.79	1.44			
EP4	0.75	1.59			
EP5	0.76	1.44			
OC1	0.74	2.09	0.85	0.88	0.57
OC2	0.76	2.78			
OC3	0.78	2.04			
OC4	0.75	2.25			
OC5	0.77	2.78			

Source: Smart-PLS Output (2025)

Discriminant validity

Discriminant validity was assessed using both the Fornell–Larcker criterion and the Heterotrait–Monotrait (HTMT) ratio. The Fornell–Larcker criterion evaluates discriminant validity by comparing the square root of the Average Variance Extracted (AVE) of each construct with its correlations with other constructs (Fornell & Larcker, 1981). As presented in Table 2, the diagonal elements representing the square roots of AVE for each construct are greater than the corresponding inter-construct correlations, indicating that the Fornell–Larcker criterion is satisfied.

In addition, discriminant validity was further examined using the HTMT ratio. According to Henseler et al. (2016), discriminant validity is established when the HTMT values do not approach unity and when the confidence intervals do not include the value of 1. As shown in Table 3, all

HTMT values fall below the recommended threshold, thereby providing further evidence that the constructs are empirically distinct. Collectively, these results confirm that the measurement model demonstrates adequate discriminant validity.

Table 2. Fornell-Lacker criteria.

CONSTRUCTS	WLB	EP	OC
Work–Life Balance (WLB)	0.75		
Employee Productivity (EP)	0.56	0.76	
Organizational Culture (OC)	0.52	0.54	0.75

Source: Smart-PLS Output (2025)

Table 3. Heterotrait-Monotrait ratio (HTMT).

CONSTRUCTS	WLB	EP	OC
Work–Life Balance (WLB)	—		
Employee Productivity (EP)	0.71	—	
Organizational Culture (OC)	0.68	0.73	—

Source: Smart-PLS Output (2025)

Model fitness

Prior to evaluating the structural model, it is essential to assess the potential issue of multicollinearity among the exogenous constructs. Multicollinearity was examined using the variance inflation factor (VIF). According to Hair et al. (2019), VIF values of 5 or below indicate the absence of critical collinearity problems. The results show that all exogenous constructs in this study recorded VIF values below the recommended threshold of 5, suggesting that multicollinearity is not a concern. The VIF values for the constructs are presented in Table

Inner Model Test

R-Square Test

The coefficient of determination (R^2) is a statistical measure used to evaluate the proportion of variance in an endogenous variable that can be explained by one or more exogenous variables in a model. In other words, it indicates the strength of the predictive power of the independent variables on the dependent variable. A higher R^2 value signifies that a larger proportion of the variation in the endogenous variable is accounted for by the predictors, while a lower R^2 suggests that other factors not included in the model may be influencing the outcome.

The R^2 values for the constructs under study were obtained through data analysis using SmartPLS software, and the results are presented in Table 3 below. These values provide insights into the explanatory power of the model and help assess its overall goodness-of-fit.

Table 3: R-Square Test.

	R-square	Q-square
Employee Productivity	0.49	0.31

Source: Smart-PLS Output (2025)

An R^2 value of 0.49 indicates that 49% of the variance in employee productivity is explained by work–life balance, organizational culture, and their interaction. This reflects a moderate and acceptable explanatory power in behavioral and social science research. The model provides significant predictive relevance for employee productivity, as indicated by the Q^2 value of 0.31, which is more than zero. f^2 evaluates each exogenous construct's unique contribution to the endogenous variable's R^2 value.

Table 3: f-Square Result.

Relationship	f ²	Effect Size
WLB → EP	0.29	Medium to large
OC → EP	0.18	Medium
WLB × OC → EP	0.04	Small (moderation)

Source: Smart-PLS Output (2025)

According to Cohen (1988), f-square of 0.02 is Small, 0.15 is Medium and 0.35 is Large, table 3 shows the result of the f-square. It means that employee productivity is significantly affected by work-life balance. The effect of organizational culture is moderate. As is common with interaction effects, the moderating influence of organizational culture is strong and statistically significant while having a lesser magnitude.

Hypothesis Test

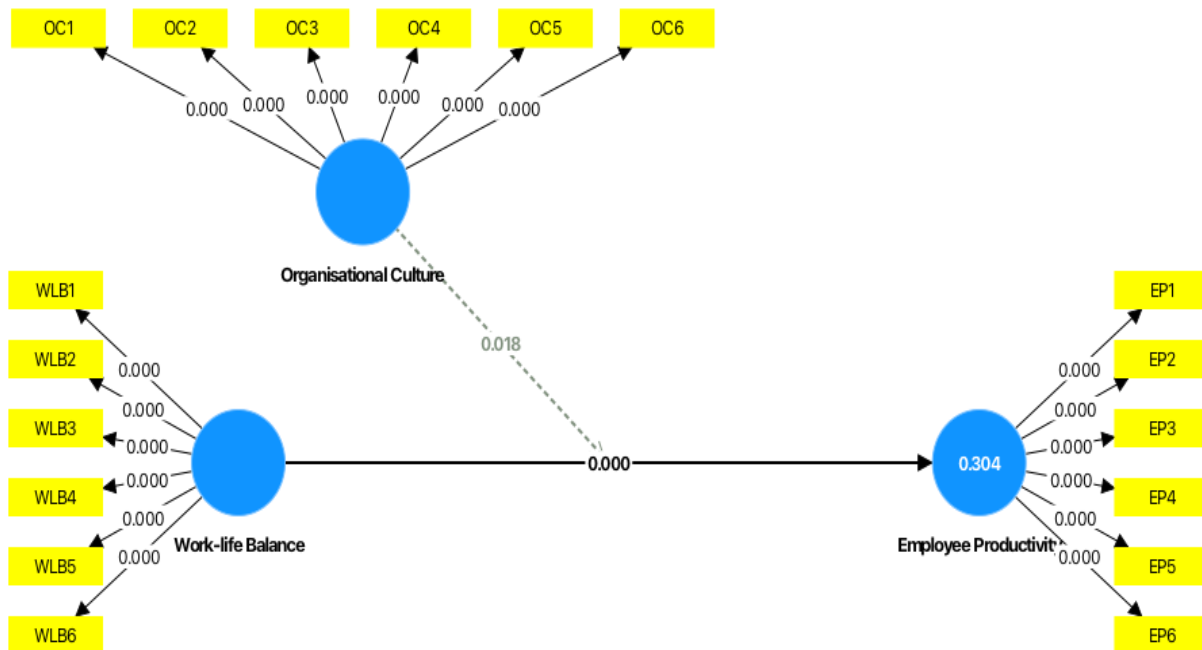


Fig. 3. Structural model.

Table 4: Path coefficient and hypothesis results.

Paths	Original sample (O)	T Statistics	P values	Decision
WLB → EP	0.421	6.37	0.000	Significant
OC → EP	0.298	4.89	0.000	Significant
WLB × OC → EP	0.018	2.11	0.035	Significant

Source: Smart-PLS Output (2025)

Work-life Balance -> Employee Productivity

The structural model results reveal that work–life balance (WLB) has a positive and statistically significant effect on employee productivity (EP) ($\beta = 0.421$, $t = 6.37$, $p < 0.001$). This implies that workers' productivity levels are significantly increased when they are better able to manage their personal and professional lives. The findings of this study are consistent with those of Nugraha and Rukhviyanti (2024), Sawitri (2024), Wicaksono, Hendri, Daud, and Rosnani (2024), Parman, Shafar, and Putri (2025), as well as Vitaharsa and Wasino (2025), all of whom reported a significant effect. However, the results contradict the findings of Gunawan, Sudarmiatin, and Churiyah (2024), who found an insignificant relationship.

The observed relationship is further supported by the Job Demands–Resources (JD-R) Model, which posits that work–life balance policies function as important personal and organizational resources. These resources enable employees to manage job demands more effectively, reduce emotional exhaustion, and conserve energy, thereby sustaining high levels of performance and productivity.

Organisational Culture -> Employee Productivity

Similarly, organisational culture (OC) shows a positive and significant influence on employee productivity ($\beta = 0.298$, $t = 4.89$, $p < 0.001$), indicating that improved employee performance results are significantly influenced by an organization's supportive and enabling culture. The findings of this study are consistent with those of Oladimeji, Abdulkareem and Ishola (2023), Ashley and Brijball Parumasur (2024), Rojak, Sanaji, Witjaksono and Kistyanto (2024) and Egwu and Nwosu (2025), all of whom reported a significant effect. This result aligns with the Job Demands–Resources (JD-R) Model, which views organizational culture as an essential job resource that improves worker wellbeing and motivation. Employee psychological safety, social support, and clear role expectations are all provided by a positive and encouraging company culture, which lessens the stress brought on by job responsibilities. Organizational culture helps workers maintain effort, stay motivated, and eventually reach better levels of production by encouraging involvement and making it easier for them to access necessary resources.

Organisational Culture x Work-life Balance -> Employee Productivity

Furthermore, the interaction effect between work–life balance and organisational culture on employee productivity is also positive and statistically significant ($\beta = 0.018$, $t = 2.11$, $p = 0.035$). This finding highlights the significance of organizational culture as a contextual resource that enhances the effectiveness of work-life balance initiatives for female employees, who frequently face disproportionate caregiving and household demands. It suggests that a supportive organizational culture strengthens the positive effect of work-life balance on employee productivity, particularly among female staff. In work contexts where organizational norms promote flexibility, inclusiveness, and managerial support, female employees are better able to leverage work-life balance practices to manage conflicting work and family obligations.

From the perspective of the Job Demands–Resources (JD-R) Model, the significant interaction between work–life balance and organisational culture shows that organizational culture serves as a vital employment resource that enhances the positive benefits of work-life balance on employee productivity, especially for female employees. Due to different role expectations, female employees frequently face increased job and non-work obligations within the JD-R framework. The availability and efficacy of work-life balance resources are improved by a supportive organizational culture, which is defined by adaptability, empathy, and social support. This lessens stress and keeps resources from running out. In line with the motivational and health-impairment processes suggested by the JD-R model, this synergy allows female employees to preserve motivation, conserve energy, and transform work-life balancing practices into better productivity outcomes.

Conclusion

The study concludes that both work–life balance and organisational culture have significant positive effects on employee productivity. However, the moderating role of organisational culture indicates that, when misaligned, certain cultural attributes may weaken the benefits derived from work–life balance initiatives. Grounded in the Job Demands–Resources (JD-R) Model, these findings highlight the complex interplay between organisational and individual resources in shaping employee productivity outcomes. Ultimately, sustainable improvements in productivity are most effectively achieved within an organisational culture that balances performance expectations with employee well-being.

Recommendations

Based on the findings, the study recommends that management should deliberately foster a supportive and collaborative organisational culture that emphasizes teamwork, employee well-being, and shared goals, as such a culture significantly enhances employee productivity. In addition, organisations are encouraged to implement comprehensive well-being initiatives, including flexible work arrangements, remote work options, and health-related programmes, to enable employees to effectively manage work and personal responsibilities. Finally, the observed moderation effect indicates that certain cultural practices may undermine work–life balance. Therefore, organisations should promote a culture in which balance is institutionalized as a norm, rather than one that implicitly rewards excessive work demands.

Suggested Areas for Further Study

Although this study provides valuable insights into the effect of work–life balance on employee productivity among female staff, with organisational culture as a moderating variable, certain limitations should be acknowledged. First, the study focused exclusively on female employees, which limits the generalisability of the findings to male employees or mixed-gender workforces. Future studies may adopt a comparative or inclusive approach to examine potential gender-based differences in these relationships. Second, the use of a cross-sectional research design restricts the ability to draw causal inferences. Longitudinal studies are therefore recommended to capture changes in work–life balance, organisational culture, and employees productivity over time. Third, the reliance on self-reported data may introduce common method bias, suggesting the need for future research to incorporate multiple data sources or objective measures of productivity.

Building on these limitations, future research could explore additional moderating variables such as leadership style, job autonomy, and emotional intelligence to better understand the boundary conditions under which work–life balance influences employee productivity. Moreover, employee well-being may be examined as a mediating variable to explain the underlying mechanism through which work–life balance and organisational culture jointly affect productivity. Expanding the scope to different sectors, organisational sizes, or cultural contexts would also enhance the robustness and external validity of future findings.

Reference

- Abdelwahed, N. A. A., Al Doghan, M. A., Saraih, U. N., & Soomro, B. A. (2025). Unleashing potential: Islamic leadership's influence on employee performance via Islamic organizational values, organizational culture and work motivation. *International Journal of Law and Management*, 67(2), 165-190.
- Adamopoulos, I. P., & Syrou, N. F. (2022). Associations and correlations of job stress, job satisfaction and burn out in public health sector. *European Journal of Environment and Public Health*, 6(2), em0113.
- Adekoya, O. (2022). *Responsible management: Promoting work-life balance through social sustainability and Green HRM* (Doctoral dissertation, University of East London).
- Ahmed, S., Ashrafi, D. M., Ahmed, R., Ahmed, E., & Azim, M. (2024). How employee engagement mediates the training and development and work–life balance towards job performance of the private banks?. *The TQM Journal*.
- Aggarwal, S. (2024). Impact of dimensions of organisational culture on employee satisfaction and performance level in select organisations. *IIMB Management Review*, 36(3), 230-238.
- Alvesson, M. (2012). *Understanding organisational culture*. Sage.
- Ashley, N., & Brijball Parumasur, S. (2024). The relationship between organisational culture and employee engagement in private hospitals. *Corporate Governance and Organizational Behavior Review*, 8(1), 68–82. <https://doi.org/10.22495/cgobrv8i1p6>

- Bakker, A.B. (2010). Engagement and job crafting: Engaged employees create their own great place to work. In S. Albrecht (Ed.), *Handbook on employee engagement* (pp. 229–244).
- Bakker, A.B., & Bal, P.M. (2010). Weekly work engagement and performance: A study among starting teachers. *Journal of Occupational and Organisational Psychology*, 83, 189–206. [doi:10.1348/096317909X402596](https://doi.org/10.1348/096317909X402596)
- Bakker, A.B., & Demerouti, E. (2007). The Job Demands-Resources model: State of the art. *Journal of Managerial Psychology*, 22, 309–328.
- Bakker, A.B., Demerouti, E., & Euwema, M.C. (2005). Job resources buffer the impact of job demands on burnout. *Journal of Occupational Health Psychology*, 10, 170–180. [doi:10.1037/1076-8998.10.2.170](https://doi.org/10.1037/1076-8998.10.2.170), PMID:15826226
- Bakker, A.B., Demerouti, E., De Boer, E., & Schaufeli, W.B. (2003a). Job demands and job resources as predictors of absence duration and frequency. *Journal of Vocational Behavior*, 62, 341–356. [doi:10.1016/S0001-8791\(02\)00030-1](https://doi.org/10.1016/S0001-8791(02)00030-1)
- Bakker, A.B., Demerouti, E., & Schaufeli, W.B. (2003). Dual processes at work in a call centre: An application of the Job Demands – Resources model. *European Journal of Work and Organizational Psychology*, 12, 393–417. [doi:10.1080/13594320344000165](https://doi.org/10.1080/13594320344000165)
- Bakker, A.B., Demerouti, E., Taris, T., Schaufeli, W.B., & Schreurs, P. (2003). A multigroup analysis of the Job Demands – Resources model in four home care organisations. *International Journal of Stress Management*, 10, 16–38. [doi:10.1037/1072-5245.10.1.16](https://doi.org/10.1037/1072-5245.10.1.16)
- Bakker, A.B., Van Emmerik, H., & Van Riet, P. (2008). How job demands, resources, and burnout predict objective performance: A constructive replication. *Anxiety, Stress, and Coping*, 21, 309–324. [doi:10.1080/10615800801958637](https://doi.org/10.1080/10615800801958637)
- Bakker, A.B., Van Emmerik, H., Demerouti, E., & Geurts, S. (2010). Recovery turns job demands into challenges: A diary study on work engagement and performance. Unpublished manuscript.

- Bakker, A.B., Van Veldhoven, M.J.P.M., & Xanthopoulou, D. (2010). Beyond the Demand-Control model: Thriving on high job demands and resources. *Journal of Personnel Psychology*, 9, 3–16. [doi:10.1027/1866-5888/a000006](https://doi.org/10.1027/1866-5888/a000006)
- Boamah, S. A., Hamadi, H. Y., Havaei, F., Smith, H., & Webb, F. (2022). Striking a balance between work and play: The effects of work–life interference and burnout on faculty turnover intentions and career satisfaction. *International journal of environmental research and public health*, 19(2), 809.
- Cahyanuzul, P. A., Handayani, S., & Afriyani, F. (2025). The Impact of Work-Life Balance and Job Satisfaction on Employee Productivity. *Golden Ratio of Human Resource Management*, 5(2), 350-359.
- Daeli, I. P., Yokanan, R. T., & Kaloeti, A. K. (2024). The Influence of Work Life Balance, Job Embeddedness, and Organizational Culture on Performance with Work Productivity as An Intervening Variable of Employees at Andi Publisher in Yogyakarta. *SEIKO: Journal of Management & Business*, 7(2.1), 410-424.
- Demerouti, E., Bakker, A.B., Nachreiner, F., & Schaufeli, W.B. (2000). A model of burnout and life satisfaction among nurses. *Journal of Advanced Nursing*, 32, 454–464.
- Demerouti, E., & Cropanzano, R. (2010). From thought to action: Employee work engagement and job performance. In A.B. Bakker & M.P. Leiter (Eds.), *Work engagement: A handbook of essential theory and research* (pp. 147–163). New York: Psychology Press.
- Demerouti, E., Bakker, A.B., Nachreiner, F., & Schaufeli, W.B. (2001). The job demands–resources model of burnout. *Journal of Applied Psychology*, 86, 499–512. [doi:10.1037/0021-9010.86.3.499](https://doi.org/10.1037/0021-9010.86.3.499), [PMid:11419809](https://pubmed.ncbi.nlm.nih.gov/11419809/)
- Egwu, K. U., & Nwosu, I. A. (2025). Influence of Organisational Culture on Employee Behaviour and Productivity: A Narrative Review. *International Journal of Sub-Saharan African Research*, 3(1), 291-302.

- Fadillah, F., Deffa, A., Endang, R., & Susilo, W. H. (2025). Achieving a Harmonious Equilibrium Between Professional Responsibilities And Personal Life Plays A Crucial Role In Enhancing Performance In The Context of Higher Education. *strategies*, 5(1), 167-183.
- Foanto, E. F., Tunarso, E. B., & Kartika, E. W. (2020). Peran work-life balance terhadap kinerja karyawan melalui komitmen afektif sebagai variabel mediasi pada karyawan hotel berbintang tiga di Makassar, Sulawesi Selatan. *Jurnal Manajemen Perhotelan*, 6(1), 37–45. <https://doi.org/10.9744/jmp.6.1.37-45>
- Greenblatt, E. (2002). Work/life balance: Wisdom or whining? *Organizational Dynamics*, 31(2), 177–193. [https://doi.org/10.1016/S0090-2616\(02\)00100-6](https://doi.org/10.1016/S0090-2616(02)00100-6)
- Gunawan, E. F., Sudarmiati, S., & Churiyah, M. (2024). The effect of work-life balance and compensation on employee performance through job satisfaction as an intervening variable. *International Journal of Business, Law, and Education*, 5(1), 749-764.
- Hackman, J. R., & Oldham, G.R. (1980). *Work redesign*. Reading, MA: Addison–Wesley.
- Haar, J. M., Russo, M., Suñe, A., & Ollier-Malaterre, A. (2014). Outcomes of work–life balance on job satisfaction, life satisfaction and mental health: A study across seven cultures. *Journal of vocational behavior*, 85(3), 361-373. <https://doi.org/10.1016/j.jvb.2014.08.010>.
- Hair Jr, J. F. (2021). Next-generation prediction metrics for composite-based PLS-SEM. *Industrial Management & Data Systems*, 121(1), 5-11.
- Harrington, B. (2025). *Work Life Balance*. Publifye AS.
- Hasyim, H., & Bakri, M. (2025). Work-Life Imbalance: Its Impact on Employee Motivation and Well-Being. *Economics and Digital Business Review*, 6(1).
- Hobfoll, S.E. (2001). The influence of culture, community, and the nested-self in the stress process: Advancing conservation of resources theory. *Applied Psychology: An International Review*, 50, 337–370. [doi:10.1111/1464-0597.00062](https://doi.org/10.1111/1464-0597.00062)
- Hockey, G.R.J. (1993). Cognitive–energetical control mechanisms in the management of work demands and psychological health. In A. Baddely & L. Weiskrantz (Eds.), *Attention: Selection, awareness, and control* (pp. 328–345). Oxford: Clarendon Press.

- Irawanto, D. W., Novianti, K. R., & Roz, K. (2021). Work from home: Measuring satisfaction between work–life balance and work stress during the COVID- 19 pandemic in Indonesia. *Economies*, 9(3), 96.
- Kasran, M., & Dewi, S. R. (2025). The Effect of Work Stress And Work Environment on Employee Performance at PT PLN (Persero) Up3 Palopo. *Al-Kharaj: Journal of Islamic Economic and Business*, 7(2).
- Koopmans, L., Bernaards, C. M., Hildebrandt, V. H., Schaufeli, W. B., de Vet Henrica, C. W., & Van Der Beek, A. J. (2011). Conceptual frameworks of individual work performance: A systematic review. *Journal of occupational and environmental medicine*, 53(8), 856-866. <https://doi.org/10.1097/JOM.0b013e318226a763>.
- Lesia, K. (2023). *The impact of information communication technology on the work-life balance of accountants: A gender perspective*. University of Johannesburg (South Africa).
- Maharani, A., & Tamara, D. (2024). The occupational stress and work-life balance on turnover intentions with job satisfaction as mediating. *SA Journal of Human Resource Management*, 22, 2369.
- Martínez-Caro, E., Cegarra-Navarro, J. G., and Alfonso-Ruiz, F. J. (2020). Digital technologies and firm performance: the role of digital organisational culture. *Technol. Forecast. Soc. Change* 154, 119962. doi: 10.1016/j.techfore.2020.119962
- Marecki, Ł. (2023). Impact of work-life balance on employee productivity and well-being. *Journal of Management and Financial Sciences*, (50), 165-178.
- Naz, I., Nadeem, H., & Kausar, N. (2025). Women and Work-Life Balance: Investigate the Challenges and Strategies Employed by Women in Balancing Professional and Personal Responsibilities. *Review Journal of Social Psychology & Social Works*, 3(3), 1-15.
- Nugraha, B. W., & Rukhviyanti, N. (2024). The Effect of Work Engagement, Work-Life Balance, and Work Overload on Employee Productivity: The Role of Job Satisfaction as A Mediating Variable at BRI Employees in Bandung City. *Indonesian Interdisciplinary Journal of Sharia Economics (IIJSE)*, 7(2), 3808-3833.
- Oladimeji, K. A., Abdulkareem, A. K., & Ishola, A. A. (2023). Talent Management, Organizational Culture and Employee Productivity: The Moderating Effect of Employee Involvement. *Journal of HRM*, 26(1).
- Onyeka, N. F. (2022). *Exploring Female Perspectives of Work-Life Balance and the Role of Organizational Culture* (Doctoral dissertation, Capella University).

- Parman, P., Shafar, M. U., & Putri, D. S. A. A. (2025). Balancing the scales: The role of work-life balance and technological support in enhancing gig worker productivity in Indonesia. *The South East Asian Journal of Management*, 19(1), 4.
- Perreault, M., & Power, N. (2023). Work-life balance as a personal responsibility: The impact on strategies for coping with interrole conflict. *Journal of Occupational Science*, 30(2), 160-174.
- Qalati, S. A., Zafar, Z., Fan, M., Sánchez Limón, M. L., & Khaskheli, M. B. (2022). Employee performance under transformational leadership and organizational citizenship behavior: A mediated model. *Heliyon*, 8(11). <https://doi.org/10.1016/j.heliyon.2022.e11374>
- Ramadhan, R., Jamaludin, A., & Nandang, N. (2024). Dampak work-life balance dan konflik kerja terhadap kinerja pegawai Puskesmas Cikampek. *Journal of Economic, Business and Accounting (COSTING)*, 7(5), 1566–1577. <https://doi.org/10.31539/costing.v7i5.11928>
- Raneses, M. S., Bacason, E. S., & Martir, S. (2022). Investigating the Impact of Remote Working on Employee Productivity and Work-life Balance: A Study on the Business Consultancy Industry in Dubai, UAE. *International Journal of Business & Administrative Studies*, 8(2).
- Rojak, J. A., Sanaji, S., Witjaksono, A. D., & Kistyanto, A. (2024). The influence of transformational leadership and organizational culture on employee performance. *EDUKASIA Jurnal Pendidikan dan Pembelajaran*, 5(1), 977-990.
- Saebah, N., & Merthayasa, A. (2024). The influence of organizational culture on employee performance with organizational commitment as an intervening variable. *International Journal of Social Service and Research*, 4(03), 744-751.
- Sawitri, N. N. (2024). The effect of work-life balance, employee engagement and training on job satisfaction and employee performance. *Greenation International Journal of Tourism and Management*, 2(1), 53-68.
- Schein, E. H. (2011). *Organisational culture and leadership*(Vol. 2). John Wiley & Sons.
- Suryadi, Y., FoEh, J. E., & Manafe, H. (2022). Employee Productivity Determination: In Work Life Balance (WLB), Work From Home (WFH), Information Technology (IT) and Work Flexibility. *Indonesian Interdisciplinary Journal of Sharia Economics (IIJSE)*, 5(2), 730-750.
- Vitaharsa, L. I., & Wasino, H. (2025). The Influence of Work-Life Balance on Employee Productivity: A Literature Review in the Context of Modern Companies. *International Journal of Humanity Advance, Business & Sciences (IJHABS)*, 2(4), 385-396.

- Waworuntu, E. C., Kainde, S. J., & 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.
- Wicaksono, A. S., Hendri, M. I., Daud, I., & Rosnani, T. (2024). The effect of communication, work discipline and work life balance on employee performance.
- Yu, H. S., Lee, E. J., & Na, T. K. (2022). The mediating effects of work–life balance (WLB) and ease of using WLB programs in the relationship between WLB organizational culture and turnover intention. *International Journal of Environmental Research and Public Health*, *19*(6), 3482.
- Zhenjing, G., Chupradit, S., Ku, K. Y., Nassani, A. A., & Haffar, M. (2022). Impact of Employees' Workplace Environment on Employees' Performance: A Multi-Mediation Model. *Frontiers in Public Health*, *10*. <https://doi.org/10.3389/fpubh.2022.890400>