



## WHEN SHIFTS MEET LIFE: Balancing Production Demands and Employee Well-Being in Indonesian Manufacturing

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### Abstract

Work-life balance and employee well-being represent critical imperatives in contemporary manufacturing human resource management, where intensive production demands and shift-based systems create inherent tensions between organizational productivity and worker welfare. This qualitative case study examines the implementation of work-life balance and its multidimensional impact on employee well-being at PT Knauf Plasterboard Indonesia Cilegon Plant a representative Indonesian manufacturing facility operating under high-pressure production conditions, through in-depth interviews with 15 purposively-selected employees (encompassing operational shift workers, administrative non-shift personnel, and HR management), direct workplace observations, and systematic document analysis, this research reveals nuanced dynamics between organizational policies and lived employee experiences. Findings demonstrate that while structured working hours, rotation shift systems, and welfare facilities provide foundational support for work-life balance, persistent high production targets pose significant challenges that undermine its effectiveness. The study establishes that enhanced work-life balance correlates positively with the physical, psychological, and social well-being dimensions, though variations in work intensity moderate these relationships. Research contributions include empirical evidence from underexplored Indonesian manufacturing contexts and actionable recommendations for reconciling productivity imperatives with sustainable employee well-being practices.

**Keywords:** Work-Life Balance, Employee Well-Being, Qualitative Case Study, Manufacturing Sector, Shift Work, Indonesia

### INTRODUCTION

Work-life balance (WLB) and employee well-being have emerged as defining human resource management challenges in contemporary manufacturing environments characterized by intensive production demands, shift-based operations, and relentless efficiency pressures. These interconnected phenomena assume particular salience in Indonesian manufacturing contexts where rapid industrialization intersects with evolving workforce expectations regarding quality of work life. The fundamental tension confronting manufacturing organizations involves reconciling productivity imperatives requiring workforce availability, operational consistency, and output maximization with employee welfare considerations encompassing physical health, psychological resilience, and social relationship maintenance.

PT. Knauf Plasterboard Indonesia Cilegon Plant exemplifies a manufacturing organization navigating these competing demands. As a leading construction materials manufacturer operating 24/7 production systems with rotating shift schedules, the facility faces distinctive work-life balance challenges: night-shift disruptions to circadian rhythms, compressed family time due to shift rotations, and elevated stress from continuous production targets. These operational characteristics create inherent risks of burnout, work-family conflict, deteriorating health outcomes, and ultimately diminished organizational performance consequences extensively documented in occupational health

and organizational behavior literatures.

Recent empirical research establishes robust connections between work-life balance and employee well-being. Asotie et al. (2025) demonstrated that work-life balance significantly predicts psychological well-being among frontline service employees, accounting for approximately 25% of the variance in well-being. This finding underscores WLB's substantive rather than marginal influence on mental health and job satisfaction. El-Qebaisi (2025) further revealed that organizational cultures supporting work-life balance generate cascading benefits: enhanced employee engagement, strengthened organizational loyalty, and improved adaptation to hybrid work arrangements. These benefits extend beyond individual welfare to encompass organizational outcomes, including reduced turnover, enhanced productivity, and sustainable competitive advantage.

However, significant knowledge gaps persist regarding work-life balance dynamics in Indonesian manufacturing specifically. Existing research predominantly examines service sectors or Western manufacturing contexts, with limited attention to Indonesian factories operating under distinct regulatory environments, cultural contexts, and labor market conditions. The manufacturing sector's work-life balance presents unique challenges compared to service industries: the physical demands of production work, rigid shift schedules that constrain flexibility, and workplace hazards that affect health. These distinctive characteristics necessitate context-specific investigation to develop actionable insights applicable to Indonesian manufacturing realities.

This case study addresses these gaps through an intensive examination of the implementation of work-life balance and the impacts on well-being at PT Knauf Plasterboard Indonesia Cilegon Plant. We pursue three research objectives: (1) to document work-life balance policies and practices implemented within this manufacturing facility; (2) to assess employee well-being conditions across physical, psychological, and social dimensions; and (3) to analyze empirical relationships between work-life balance experiences and multidimensional well-being outcomes. By generating rich qualitative data that capture lived employee experiences, this research contributes both theoretical insights into mechanisms of work-life balance in manufacturing contexts and practical recommendations for Indonesian manufacturing organizations pursuing sustainable approaches that balance productivity and worker welfare.

## **LITERATURE REVIEW**

### **Work-Life Balance: Conceptualization and Theoretical Framework**

Work-life balance represents individuals' capacity to effectively manage work role demands and personal life responsibilities without experiencing detrimental role conflict or exhaustion. Theoretically, WLB scholarship draws upon role theory and spillover theory. Role theory, originating from Kahn et al. (1964), posits that individuals simultaneously occupy multiple social roles (employee, parent, spouse, community member), creating potential for inter-role conflict when demands exceed available resources. Spillover theory extends this framework by proposing that

experiences within one life domain 'spill over' to influence other domains both positively (satisfaction spillover) and negatively (stress spillover).

Contemporary research conceptualizes work-life balance multidimensionally rather than simply as time allocation between domains. Kalliath and Brough (2008) emphasize that WLB encompasses temporal balance (time distribution across roles), psychological balance (mental presence and engagement), and satisfaction balance (fulfillment derived from multiple roles). Greenhaus and Allen (2011) further distinguish between work-family balance components: time balance, involvement balance, and satisfaction balance. In manufacturing contexts specifically, the temporal and boundary dimensions assume heightened importance given rigid shift schedules and physical workplace requirements that limit remote work flexibility. Kossek and Lautsch (2012) demonstrate that boundary management strategies how individuals create and maintain work-life boundaries significantly influence balance experiences and outcomes.

### **Employee Well-Being: Multidimensional Framework**

Employee well-being encompasses multifaceted aspects of workers' overall quality of life within and beyond workplace contexts. Following established frameworks by Ryan and Deci (2001) and Diener, Oishi, and Tay (2018), this research adopts a tripartite conceptualization of well-being comprising physical, psychological, and social dimensions. Physical well-being encompasses health status, energy levels, the absence of work-related injuries or illnesses, and physical stamina that enables work performance. Psychological well-being reflects mental health, emotional resilience, job satisfaction, perceived control over work circumstances, and absence of excessive stress or burnout symptoms as conceptualized by Maslach, Schaufeli, and Leiter (2001). Social well-being involves relationship quality with colleagues, supervisor support, work-family harmony, and the capacity to maintain meaningful personal relationships.

Recent scholarship emphasizes holistic well-being approaches that recognize interconnections across dimensions. Guest (2017) proposes an integrative framework linking HRM practices, employee well-being, and organizational outcomes, arguing that well-being should be a central rather than a peripheral concern in HR strategy. Manufacturing work environments present particular well-being challenges: physically demanding tasks that affect health, repetitive work that can reduce job satisfaction, shift schedules that disrupt family rhythms and circadian rhythms (Costa et al., 2014; Folkard & Tucker, 2003), and workplace hazards that raise safety concerns. Tucker and Folkard (2012) synthesize extensive evidence documenting adverse health effects of shift work, including cardiovascular disease, metabolic disorders, and psychological distress, highlighting the critical importance of work schedule design for employee well-being.

### **Work-Life Balance and Employee Well-Being: Empirical Linkages**

Accumulating evidence indicates that work-life balance is a significant determinant of well-

being across occupational contexts. Asotie et al. (2025) found work-life balance significantly predicts psychological well-being, with effects mediated through reduced stress and enhanced perceived control. Putri, Lazuardi, and Yeni (2025) demonstrated that work-life balance inversely relates to burnout while positively influencing well-being, suggesting that WLB functions both as a protective factor preventing distress and as a promotive factor enhancing positive functioning. Rostini, Asmar, and Muhammad (2025) found that organizational support for work-life balance enhances productivity, indicating that well-being benefits extend to performance outcomes. Systematic reviews by Nijp et al. (2012) and Sirgy and Lee (2018) demonstrate consistent positive associations between work-life balance and various health outcomes, job satisfaction, and organizational commitment across diverse samples and methodologies. Allen et al. (2013) found that flexible work arrangements a key mechanism for work-life balance reduce work-family conflict and improve job satisfaction. However, effects vary by flexibility type and individual preferences. These findings converge on the conclusion that work-life balance represents not merely a 'nice-to-have' benefit but a strategic organizational investment generating both humanitarian (employee welfare) and instrumental (organizational effectiveness) value. Bakker and Demerouti's (2017) Job Demands-Resources theory provides an integrative framework for explaining these relationships: work-life balance initiatives function as job resources, buffering demands and fostering engagement and well-being.

## **METHOD**

### **Research Design: Qualitative Case Study Approach**

This research employs a qualitative case study methodology to generate a rich, contextualized understanding of the implementation of work-life balance and the impacts on well-being within PT Knauf Plasterboard Indonesia Cilegon Plant. Following Yin's (2018) case study framework, this design is particularly appropriate for investigating complex organizational phenomena in which contextual factors substantially influence outcomes, as well as for understanding lived experiences that require in-depth inquiry beyond what survey instruments capture. Case studies enable intensive investigation of contemporary phenomena within real-world contexts, which is particularly valuable when boundaries between phenomenon and context are not clearly evident (Creswell & Poth, 2018). The single-case design enables intensive investigation, revealing implementation nuances, employee experiences, and contextual dynamics that broader comparative studies might overlook.

PT Knauf Plasterboard Indonesia Cilegon Plant was selected purposively as research site for several reasons: (1) the facility operates continuous production with rotating shift systems creating inherent work-life balance challenges; (2) as established manufacturer, the organization has implemented formal HR policies potentially including work-life balance initiatives; (3) the plant's location in Cilegon's industrial zone represents broader Indonesian manufacturing contexts; and (4) organizational access was secured enabling comprehensive data collection. These characteristics position this facility as an information-rich case that offers valuable insights into work-life balance

dynamics in Indonesian manufacturing.

### **Participant Selection and Sampling Strategy**

Research participants were selected through purposive sampling, targeting maximum variation in work arrangements and organizational roles to capture diverse work-life balance experiences. The sampling frame comprised three employee categories: (1) operational shift workers experiencing rotating schedules and physical production demands; (2) administrative non-shift employees with regular daytime schedules; and (3) human resource management personnel possessing institutional knowledge regarding WLB policies. A total of 15 participants were recruited and interviewed until theoretical saturation was achieved the point at which additional interviews yielded no substantively new insights.

Operational shift workers (n=8) were the largest participant group due to their distinctive work-life balance challenges. These participants included machine operators, quality control technicians, and production supervisors working morning, afternoon, and night shifts on rotating schedules. Administrative non-shift employees (n=5) included human resources staff, finance personnel, and administrative coordinators who maintained regular office hours. HR management representatives (n=2), including the HR manager and employee relations officer, provided organizational perspectives on WLB policy design and implementation. This sampling strategy ensured representation across work arrangement types while maintaining a manageable sample size, enabling intensive data analysis.

### **Data Collection Methods**

Data collection employed three complementary methods in-depth interviews, direct observation, and document analysis to triangulate findings and enhance research credibility. In-depth semi-structured interviews constituted the primary data source. Interview protocols addressed: work schedule characteristics and experiences; work-life balance perceptions and challenges; organizational WLB policies and their perceived effectiveness; physical health and safety experiences; psychological well-being, including stress levels, job satisfaction, and work-life conflict; and social relationships within workplace and family contexts. Interviews lasted 45-90 minutes, were audio-recorded with participant consent, and subsequently transcribed verbatim for analysis. The semi-structured format balanced standardization (ensuring consistent coverage of key topics) with flexibility (allowing exploration of participant-specific experiences and emergent themes).

Direct workplace observations complemented interview data by providing firsthand insights into work environments, shift transitions, break facilities, and social interactions. Researchers conducted site visits across different shifts (morning, afternoon, night) to observe operational rhythms, employee activities during breaks, and workplace conditions that may affect well-being. Observational field notes documented physical workspace characteristics, employee interactions, and

observable indicators of work intensity or stress.

Document analysis examined organizational materials, including employee handbooks, shift schedules, occupational health and safety policies, welfare program descriptions, and HR policy documents. These materials provided contextual information regarding formal WLB policies, documented procedures, and official organizational statements about employee welfare commitments. Document analysis enabled comparison between formal policies and actual implementation as experienced by employees.

### **Data Analysis Procedures**

Qualitative data analysis followed systematic thematic analysis procedures. The analytical process proceeded through multiple stages: (1) Data immersion and familiarization through repeated reading of interview transcripts and field notes; (2) Initial open coding identifying discrete concepts, experiences, and patterns within data; (3) Focused coding organizing initial codes into broader thematic categories (e.g., 'shift schedule impacts,' 'family time constraints,' 'organizational support mechanisms'); (4) Thematic development refining categories into coherent themes addressing research questions; and (5) Constant comparison systematically comparing data within and across cases to identify patterns, variations, and disconfirming evidence. Throughout the analysis, researchers maintained reflexive journals documenting analytical decisions and interpretive reasoning, enhancing transparency and methodological rigor. Data triangulation comparing findings across interviews, observations, and documents strengthened confidence in conclusions while revealing tensions between formal policies and lived experiences.

## **RESEARCH RESULTS AND DISCUSSION**

### **Work-Life Balance Policies and Implementation**

PT Knauf Plasterboard Indonesia has implemented several organizational policies and practices to support employee work-life balance. Analysis of HR documentation and management interviews revealed structured approaches to work time management, welfare provisions, and employee support systems. The facility operates three 8-hour rotating shifts (6 am-2 pm, 2 pm-10 pm, 10 pm-6 am) with weekly rotation patterns designed to distribute night-shift burdens equitably. Employees receive mandatory rest days following shift cycles, annual leave entitlements (12 days plus public holidays), and clearly defined overtime compensation structures. These policies establish foundational temporal boundaries intended to prevent excessive work hours while providing predictability, enabling personal life planning.

The organization has invested in welfare infrastructure supporting employee well-being during work hours. Facilities include: dedicated rest areas with comfortable seating separate from production floors; a subsidized canteen providing nutritious meals across all shifts; prayer rooms for religious observance; basic recreational facilities (table tennis, television) for break-time activities; and an

occupational health clinic with nursing staff and periodic physician visits. Additionally, the company conducts annual health screenings, provides personal protective equipment, and maintains active occupational health and safety committees monitoring workplace conditions.

However, significant implementation challenges emerged from employee interviews. While formal policies establish work-life balance frameworks, actual experiences vary substantially based on production pressures. During high-demand periods, voluntary (though implicitly expected) overtime becomes common, shift rotations occasionally accelerate to cover staffing gaps, and break times may be shortened when production targets fall behind schedule. Several operational employees described experiencing 'policy-practice gaps' situations in which formal protections exist but production imperatives create informal expectations that undermine those protections.

### **Employee Work-Life Balance Experiences: Shift vs. Non-Shift Workers**

Work-life balance experiences differed markedly between shift and non-shift employees, revealing how work arrangement structures fundamentally shape the possibilities for work-life integration. Operational shift workers consistently reported significant work-life balance challenges stemming from rotating schedules. Night shifts particularly disrupted circadian rhythms, leading to persistent fatigue even on off days. As one machine operator explained: 'After night shift week, I need 2-3 days just to feel normal again. My family says I am always tired, even on days off.' Shift rotations complicated family routines and social participation attending children's school events, maintaining consistent meal times, coordinating with spouses on different schedules.

The weekly rotation pattern while distributing night shift burdens generated continuous adjustment demands. Just as bodies and families adapted to one schedule, rotations required readjustment. Some employees expressed a preference for longer rotation cycles (e.g., monthly), enabling fuller adaptation, though this would concentrate the hardships of night shifts. Production pressure intensified challenges: target shortfalls triggered implicit overtime expectations, reducing recovery time between shifts, and compressing family time.

Administrative non-shift employees reported markedly better work-life balance experiences. Regular daytime schedules (8 am-5 pm Monday-Friday) enabled consistent family routines, reliable social commitments, and predictable personal time. However, these employees faced different pressures: extended work hours during month-end closing periods, occasional weekend work on special projects, and difficulty 'switching off' due to work-from-home capabilities. One HR staff member noted: 'My schedule is regular, but I answer work messages at night because urgent issues do not wait.' It suggests that technology-enabled work intensification creates new work-life balance challenges, even in the absence of shift work demands.

### **Multidimensional Well-Being Outcomes**

Analysis revealed that work-life balance experiences substantially influenced employee well-

being across physical, psychological, and social dimensions, though relationships varied by employee group and contextual factors. Physical well-being among shift workers showed concerning patterns. Many reported chronic fatigue, disrupted sleep quality, and elevated health concerns conditions linked in occupational health literature to shift work exposure. Several employees described gaining weight, experiencing digestive problems, and feeling physically 'run down' despite their relatively young age. The organization's health screening program detected elevated rates of hypertension and metabolic issues among long-term shift workers, corroborating self-reported concerns. Conversely, administrative staff generally reported better physical health, attributed to regular sleep patterns and predictable routines that enable health-promoting behaviors such as regular exercise.

Psychological well-being patterns were nuanced. Job satisfaction varied more by perceived fairness and supervisor support than by shift status alone. Employees reporting positive work-life balance whether on shift or off reported higher job satisfaction, organizational commitment, and career optimism. Those experiencing work-life conflict reported elevated stress, increased emotional exhaustion, and reduced job engagement. Crucially, perceived organizational support for work-life balance (e.g., supervisor flexibility during family emergencies, meaningful application of leave policies) powerfully influenced psychological well-being independent of objective schedule characteristics.

Social well-being dimensions revealed the relational consequences of work-life balance. Shift workers described relationship strain with spouses and children resulting from irregular presence and fatigue-driven irritability. Family members struggled to adapt to rotating schedules, and employees missed important family events that fell during work shifts. Workplace social relationships showed interesting patterns: strong bonds developed among shift teams working together under challenging conditions, creating solidarity and mutual support. However, administrative and operational divides limited cross-group relationships, potentially reducing organizational cohesion. These findings highlight how work arrangements shape not only individual experiences but also the relationship networks that support (or undermine) overall well-being.

### **Factors Moderating Work-Life Balance Effectiveness**

Several contextual and individual factors emerged as moderators of the effectiveness of work-life balance policies and of well-being outcomes. Production intensity cycles substantially influenced experiences: during high-demand periods, informal pressures overrode formal protections, generating work-life conflict despite the existence of policies. Supervisor attitudes and behaviors critically shaped implementation: supportive supervisors flexibly accommodated employee needs (e.g., schedule swaps for family emergencies), while rigid supervisors enforced policies without consideration of individual circumstances. Individual factors also mattered: employees with strong family support systems and effective coping strategies managed shift demands more successfully than those lacking such resources. These moderating effects suggest that policy design alone proves

insufficient implementation quality, leadership support, and individual resources substantially determine actual work-life balance and well-being outcomes. This finding aligns with Rostini et al. (2025), who emphasize that organizational culture and management practices amplify or diminish the benefits of formal work-life balance policies.

## CONCLUSIONS

This case study establishes several important conclusions regarding work-life balance and employee well-being in Indonesian manufacturing contexts. First, while PT Knauf Plasterboard Indonesia has implemented formal work-life balance policies, including structured schedules, welfare facilities, and leave entitlements, significant implementation gaps persist between policy intentions and employees' lived experiences. Production pressures and informal workplace norms often undermine formal protections, creating policy-practice gaps that reduce the actual support for work-life balance.

Second, work-life balance experiences differ substantially across employee groups based on work arrangements. Rotating shift workers face distinctive challenges circadian disruption, disruptions to family routines, and constraints on social participation that increase physical health risks and work-family conflict. Administrative non-shift employees experience greater temporal predictability but face different pressures, including technology-enabled work intensification and difficulty establishing psychological boundaries.

Third, work-life balance significantly influences multidimensional employee well-being. Better work-life balance is associated with improved physical health, enhanced psychological well-being (reduced stress, higher satisfaction), and stronger social relationships. However, these relationships are moderated by production intensity, supervisor support quality, and individual coping resources. This suggests that work-life balance operates not as a simple cause-and-effect relationship but rather through complex interactions among organizational factors, implementation quality, and individual circumstances.

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