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The Effect of Work-Life Balance and Work Engagement on Employee Performance: A Literatur Review

Tishar Maghfiratika¹, Herni Pujiati²

¹ The Air Chief Marshal Suryadarma University, Jakarta, Indonesia, email. 241173009@students.unsurya.ac.id

² The Air Chief Marshal Suryadarma University, Jakarta, Indonesia, email. hernipujiati@unsurya.ac.id

Corresponding Author: 241173009@students.unsurya.ac.id¹

Abstract: Work-life balance and work engagement are key factors influencing employee performance in workplace settings. In the current highly competitive environment, companies need to enhance productivity and operational efficiency. Workers who effectively manage their work and personal lives often experience reduced stress and improved performance results. This equilibrium enhances job satisfaction while also bolstering employee loyalty, thereby boosting overall organizational efficiency. Moreover, individuals who are deeply involved in their work frequently attain remarkable outcomes as they tackle their responsibilities with heightened enthusiasm and responsibility. Still, numerous organizations struggle to establish an environment that fosters both work-life balance and employee involvement. The study titled "The Effect of Work-Life Balance and Work Engagement on Employee Performance" seeks to examine the connection among work-life balance, work engagement, and employee performance. This qualitative study employs library survey techniques and descriptive analytical methods to elucidate events that have happened recently or historically. The findings suggest that the connection between work-life balance and work engagement can significantly enhance employee performance. However, several studies indicate that while job engagement greatly affects performance, the effect of work-life balance might not be as clear.

Keyword: Work-Life Balance, Work Engagement, & Employee Performance.

INTRODUCTION

Work-life balance and work engagement are two critical viewpoints that influence employee performance in an association. Within the time of globalization and progressively furious competition, companies are required to extend work efficiency and productivity. Employees who are balanced between individual and work-life tend to have lower stress levels, which in turn can improve their performance at work.

A great balance between work-life and individual viewpoints can contribute to expanded work fulfillment and worker dependability. This comes about in improve overall organisational performance. Work engagement too plays an vital part, where employees who are effectively included in their work more often than not appear way better comes about. They are more committed and feel a sense of duty for their work.

On the other hand, numerous associations still confront challenges in making a work environment that underpins work-life balance and work engagement. Numerous employees feel burdened by tall work requests, which diminishes their motivation and performance. Subsequently, it is critical to conduct assist inquire about on the effect of work-life balance and work engagement on employee performance.

An organization brings together people (often called employees or staff) to carry out organizational activities. Employees represent a critical determinant of an organization's advancement. To fulfill organizational objectives, it is essential that employees align with the organization's requirements and effectively execute the designated tasks. Consequently, organizations consistently endeavor to enhance employee performance as a means to attain their goals. The competencies of employees are indicative of their performance, with optimal performance being synonymous with high-quality output. Employee performance constitutes a valuable asset for organizations in their pursuit of objectives; thus, it is imperative for organizational leaders to prioritize this aspect. Performance is generally defined as the extent to which a person fulfills their job-related requirements, reflecting the achievements or levels of success attained by individuals or organizations within a specified timeframe. (Novia Ruth Silaen et al., n.d., 2021).

The enhancement of employee performance is contingent upon a variety of factors, with work-life balance being a particularly significant element. Organizations must consider work-life balance when designing policy. This concept relates to the level of satisfaction that employees experience in the multiple roles they fulfill in their lives. Attaining work-life balance involves achieving a harmonious equilibrium between professional duties and personal commitments, thereby ensuring that neither dimension is disregarded or neglected. Furthermore, work-life balance serves as a means for employees to pursue a healthy and fulfilling lifestyle, so it can influence improving their performance (Anggraeni and Mulyana, 2021).

The decline in performance of a person in an organization is due to the lack of employees involved in a particular job. Therefore, organizations should involve employees more in any job so that the engaged employees are more engaged in the job and improve their performance. This indicates that the organization is successful. Sethi (in Manan et al., 2020) states that a person who is not involved in participating in his organization, will consider that work is not important for self-esteem and does not have an emotional connection to the organization may ultimately lead to a detrimental effect on performance decline.

The purpose of the study on "The Effect of Work-Life Balance and Work Engagement on Employee Experience" was to determine whether work-life balance and work engagement affect employee performance.

1. Does work-life balance affect employee performance?
2. Does work engagement affect employee performance?
3. Does work-life balance and work engagement affect employee performance?

METHOD

This research is a qualitative research using library research methods and descriptive analysis techniques to describe existing phenomena that are happening now or in the past (Nur and Husen, 2022). This study uses a literature review analysis technique, where all previous research results are collected with criteria determined by the researcher, then evaluated and synthesized to strengthen the theoretical basis of the research, identify knowledge gaps in previous research, and assist researchers in developing a conceptual framework or research hypothesis (Aminudin et al., 2024). The limitations of this activity only lead to the production of articles, journals and library collections without the need for field research. This research comes from National Journals, International Journals, and previous Theses that are the same

theme as this research starting from the 2020 period (Munib and Wulandari, 2021). This article focuses on work-life balance, work engagement, and employee performance.

RESULTS AND DISCUSSION

The Effect of Work-Life Balance on Employee Performance

Previous research by Kembuan et al. (2021) found that the variable work-life balance has no substantial effect on employee performance. This conclusion may be important for corporations when developing policies to improve employee performance. In a similar line, Rahmawati et al. (2021) found that work-life balance has a negative and statistically negligible effect on employee performance suggesting that a decline in work-life balance correlates with a decrease in employee performance. This phenomenon may be attributed to employees' difficulties in effectively managing their time and balancing professional responsibilities with personal life.

The study by Ardiansyah and Surjanti (2020) also discovered that the work-life balance variable is unrelated to employee performance variables. Employees often work overtime, leaving little time for family, yet most employees can still perform well. This is because the orientation towards meeting family needs is more important than anything else, and by showing increasingly better performance, this can be achieved. Employees can fulfill their obligations to their families and surrounding environment, even though they feel overwhelmed in managing their time at work. This indicates that employees are still capable of fulfilling their responsibilities, namely the material fulfillment of family needs, even if they often have to come home late, which makes their partners feel that there is less time to spend together. Many employees also do not have time to pursue their hobbies or just want to meet friends outside the company. Nevertheless, employee performance in the company remains good and even tends to improve. Similarly, the study Irfan et al., (2023) work-life balance has a negative effect on employee performance.

Unlike the findings of Lukmiati et al. (2020), which suggest a positive and significant relationship between work-life balance and employee performance, the research conducted by Luh Putu Raka Surya Swasti et al. (2024) confirms this assertion, indicating that work-life balance positively and significantly influences employee performance. Specifically, it has been noticed that as employees achieve a higher level of work-life balance, their performance improves to improve. A robust work-life balance reflects employees' perception of equilibrium between their professional responsibilities and personal needs, thereby potentially enhancing their performance. This perspective aligns with the conclusions drawn by Badrianto and Ekhsan (2021) and Yusnandar (2022) both of which demonstrate a positive correlation between work-life balance and employee performance, suggesting that an improved work-life balance is associated with enhanced performance outcomes.

Work-life balance refers to the equilibrium of life inside work for each individual. This balance in work is an important component that can help to increase job performance. Work-life balance is the concept of balancing ambition or a profession with happiness, leisure time, family, and spiritual growth. job-life balance programs adopted in a company are believed to boost the job performance level of employees, thereby encouraging enthusiasm for employees in carrying out their obligations and responsibilities to the firm (Mardiani and Widiyanto, 2021).

Gunawan and Rohinsa (2021) explains that demographic factors at the job level influence work-life balance and employee performance, while income demographic factors affect work-life balance. From the review (Tamunomiebi and Oyibo, 2020), it is evident that employees with a balanced work and non-work role tend to have better performance, companies must therefore encourage policies and frameworks that improve employees' work-life balance inside their enterprises. Other barriers that directly hinder the successful implementation of work-life balance policies in organizations include excessive roles, long working cultures, less supportive

organizational cultures, reluctance to accept existing work-life balance policies, and a wide gap between work-life balance practices and employees' understanding of the implementation of these policies, etc.

The Effect of Work Engagement on Employee Performance

In the study by (Samud et al., 2021), (Abram et al., 2022), (Fahrizal et al., 2020), and (Jayusman, 2024), There was a positive relationship observed between work engagement and employee performance. This signifies that employees are comfortable and satisfied with their jobs and are always able to prioritize their work and responsibilities every day, which can enhance employee performance.

The study (Nugroho and Ratnawati, 2021) shows that employee work engagement has a significant and positive effect on employee performance. The better the company gives possibilities for its employees to actively engage in the company, the more significant the improvement in employee performance will be. Employees with good work engagement feel very motivated and enthusiastic about their work and have a high level of participation because they feel that their presence and abilities are highly needed by the company. Therefore, these employees will always do their best in their jobs, thereby driving performance in a better direction.

The Effect of Work-Life Balance and Work Engagement on Employee Performance

According to the research findings (Safitri and Soleh, 2022), work-life balance and work engagement have a positive effect on employee performance. Efforts to improve performance include paying attention to issues regarding employees' work-life balance, the number of tasks that need to be completed, and the pressures that are applied, which can lead to an imbalance between physical and mental (psychological) health. Work-life balance is not an easy concept to implement. Many people are successful in their work-life but fail in managing family life. Companies, as workplaces, should be able to foster work-life balance among their employees to help them balance their roles at work with their personal lives. Additionally, work engagement also receives attention in enhancing employee performance. Work engagement is the relationship between employees and the company. Good management of work engagement can boost work enthusiasm through supportive facilities and a comfortable work environment. This way, companies can retain employees with quality performance and help realize the company's vision and mission.

Research findings (Vadila Putri and Purnamasari, 2021) with simultaneous testing of Employee Engagement and Work-life Balance variables positively and significantly affects performance, suggesting that both employee engagement and work-life balance serve as strong motivators for employees to enhance their performance. Employee engagement results in a notable enhancement in employee performance. Workers are more involved when they maintain a healthy work-life balance and find satisfaction in their roles. Employee engagement connects work-life balance, job satisfaction, and performance (Kurniawati and Mulyanto, 2024).

Unlike studies performed by (Rachman Affandi and Sutianingsih, 2023) and (Dharmayanti et al., 2024). These studies discovered that work-life balance do not affect employee performance. However, employee performance is influenced by work engagement. A study (Pratiwi and Fatoni, 2023) found that employee engagement and work-life balance positively and significantly impact employee performance and job satisfaction; however, job satisfaction does not significantly influence employee performance, and employee engagement does not indirectly impact employee performance through job satisfaction, while work-life balance similarly has no indirect effect on employee performance through job satisfaction.

Table 1. Previous Research

No.	Title	Author and Year	Method	Research Results
1	The Impact of work-life balance on Employee Performance at PT Bhinneka Life Indonesia Surabaya Branch Employees	Ardiansyah, Surjanti - 2020	Quantitative	This research examines the connection between work-life balance and employee performance and finds that there is no direct link between these two elements. Nevertheless, it finds that work-life balance enhances employee dedication, which subsequently influences performance results. Furthermore, traits associated with commitment might act as intermediaries in the connection between work-life balance and employee performance. The results indicate that the connection between work-life balance and employee performance is mostly indirect, ultimately impacting the quality of work performed by employees.
2	The Impact of work-life balance on Employee Performance Mediated by Organizational Commitment	Yuan B - 2021	Quantitative	The findings of the study show that work-life balance has a positive and significant effect on employee performance. It also plays a crucial role in boosting organizational commitment. Moreover, it has been found that organizational commitment significantly boosts employee performance. Thus, it can be inferred that organizational commitment serves as a moderating factor in the relationship between work-life balance and employee performance.
3	The Impact of work-life balance on Employee Performance via Subjective Well-being: A Study of PT. Biofarma (Persero)	Gianti G, Meilani R – 2021	Quantitative	The results suggest that the equilibrium between work responsibilities and personal life affects employee performance, with subjective well-being acting as a mediator in this connection.
4	Impact of work-life balance Alongside Organizational Support and Job Burnout on Project Performance	M. Irfan, Raja A.K, Syied S.U.H.K., Ahsen M, Imran K.S - 2021	Quantitative	The research results show that work-life balance negatively impacts stress performance, with organizational support being a key factor in this relationship. Moreover, the results show a beneficial connection between job fatigue and project outcomes. The bootstrapping analysis uncovered a significant mediating influence of work-life balance on project outcomes.
5	The Impact of work-life balance and Work Setting on Employee Performance at PT. Bank Sulutgo Headquarters in Manado	Daylen K, Rosalina A M K, Imelda O - 2021	Quantitative	The studies and evaluations, which utilized different linear regression models and traditional hypothesis testing, revealed that both work-life balance and the workplace environment have a substantial effect on employee performance at PT. Bank Sulutgo Main Branch, Manado.

No.	Title	Author and Year	Method	Research Results
				However, it is important to understand that work-life balance does not significantly affect employee performance in this organization.
6	Impact of Physical Work Setting, Organizational Loyalty, and work-life balance on Employee Performance	Ni Luh P.R.S.S, Putu S.H, I Wayan S - 2024	Quantitative	The study's findings indicate that the physical work environment, dedication to the organization, and work-life balance all play a crucial role in improving employee performance at PT. Dharma Bhakti Statue.
7	The Impact of work-life balance on the Performance of Production Staff at PT Muara Tunggal Cibadak - Sukabumi	Rianti L, Acep S, Dicky J – 2020	Quantitative	The results of this research indicate that work-life balance positively impacts employee performance significantly, explaining 61.6% of the observed variance. The remaining 38.4% is ascribed to elements not investigated in this research.
8	The Impact of work-life balance, Workplace Atmosphere and Remuneration on Employee Performance at PT. Gunanusa Eramandiri	Inna N.M – 2021	Quantitative	Studies show that maintaining a balance between work duties and personal life significantly affects employee performance. Furthermore, the environment at work significantly influences employee performance. Remuneration plays an important part in evaluating employee performance.
9	The Impact of work-life balance and External Motivation on the Performance of Female Employees	Ghita R, Dyah O, M. Miftahuddin, Syafiq R, Ratih P - 2021	Quantitative	The research results suggest that workload negatively and only slightly impacts employee performance, while external motivation positively and significantly enhances it.
10	The Impact of Workload and work-life balance on Female Employee Performance During the Covid-19 Period at PT. Telekomunikasi Indonesia Witel Medan	Willy Y - 2022	Quantitative	The findings of the research suggest that during the COVID-19 pandemic, workload and work-life balance at PT. Telekomunikasi Indonesia, Witel Medan, exerted a considerable and direct impact on the performance of its female employees.
11	The Impact of work-life balance, Work Engagement and Islamic Work Environment on Employee Performance with Job Satisfaction Serving as an Intervening Variable among Employees of Kopontren Baitul Muamalat Al Hikmah Blora.	Niken A.S, M.Soleh - 2022	Quantitative	The results of this research show that achieving work-life balance is a crucial factor in enhancing employee performance. Furthermore, work engagement has demonstrated a significant positive impact on employee performance. The Islamic work environment is recognized as a vital element in enhancing employee performance. Although work-life balance and work engagement enhance employee performance, their impacts are considered not substantial. Conversely, the Islamic work environment is recognized for significantly enhancing employee productivity. Moreover, job

No.	Title	Author and Year	Method	Research Results
				satisfaction acts as a mediator in the relationships between work-life balance and performance, work engagement and performance, and the Islamic work environment and performance.
12	Work-Life Balance and Employee Performance: A Literatur Review	Miebaka D.T, Constance O	Qualitative	Workers who effectively manage their work and personal life frequently achieve higher performance. Consequently, managers need to establish strategies and frameworks that encourage work-life balance within their organizations. Nonetheless, in Nigeria, structural obstacles hinder the effective enforcement of work-life balance regulations. These difficulties primarily stem from leadership shortcomings, leading to political, economic and social problems that worsen the conflict between work and personal life. Corruption, insufficient regulatory frameworks that fail to adequately oversee and enforce business operations, elevated unemployment, poverty, inflation and numerous other related issues are significant obstacles.
13	The Impact of Employee Engagement on Performance with Voice Behavior as a Mediating Variable (Research at PT. Pelabuhan Indonesia III Persero Central Java	Satrio E.N, Intan R - 2021	Quantitative	The findings of this study show that employee performance is improved by work engagement. Additionally, it has been noted that engagement in one's job promotes voice behavior, leading to improved employee performance. This study emphasizes the importance of voice behavior as a mediating element in the relationship between employee engagement and performance.
14	The Impact of Work Engagement on Employee Performance CV. Menara Pangkalan Bun	Hendra J - 2024	Quantitative	The results and analysis of the study suggest that work engagement plays a significant role in influencing employee performance at CV. Menara Pangkalan Bun.
15	The Influence of Work Engagement and Job Satisfaction on Employee Performance	Vandy F, I Wayan B, Gede A.J.S - 2020	Quantitative	The findings demonstrate a favorable connection between various factors at Banyualit Resort and Spa Lovina Inn, including (1) workplace inclusion and job satisfaction as they relate to employee performance, (2) work engagement and its effect on employee performance, (3) the relationship between job satisfaction and employee performance, (4) the correlation between work inclusion and job satisfaction.

No.	Title	Author and Year	Method	Research Results
16	The Impact of Positioning and Job Engagement on Employee Performance at Bank Rakyat Indonesia Siau Unit	Chindri T.A, Ventje T, Wehelmina R – 2022	Quantitative	Situational elements have a helpful, but limited, effect on employee performance. On the other hand, work engagement greatly and positively affects employee performance. Additionally, situational factors play a significant and positive role in enhancing employee engagement in the workplace.
17	The Influence of Employee Participation on Job Satisfaction and Worker Performance	Melisa S.S, Riane J.P, Ventje T - 2021	Quantitative	Empirical studies show that employee participation significantly influences job satisfaction. Additionally, it has been demonstrated that job satisfaction affects employee performance. Thus, it is fair to say that employee engagement plays a crucial role in enhancing both job satisfaction and overall employee performance.
18	The Impact of Employee Involvement and work-life balance on Staff Performance at PT. Busan Automobile Financing (BAF)	Nur V.P, Indah P – 2021	Quantitative	The results of this research indicate that employee engagement significantly enhances performance. Moreover, a concentrated examination of work-life balance shows that it also has a similarly beneficial and noteworthy impact on performance. Additionally, the joint analysis shows that both employee engagement and work-life balance positively affect performance results.
19	Execution of Employee Engagement in Mediating Job Satisfaction and work-life balance on Employee Performance	Marendra K, Heru M - 2024	Quantitative	Empirical studies indicate that job satisfaction and a balanced work-life are essential elements that impact performance results. Employee engagement has been demonstrated to enhance performance by positively influencing both job satisfaction and work-life balance.
20	The Impact of Self Efficacy on Enhancing work-life balance, Work Engagement, and Employee Performance	Abdul R.A, Sutianingsih – 2023	Quantitative	The findings of the research indicate that self-efficacy is significantly affected by work-life balance and work engagement. work-life balance appears to not directly affect employee performance. In contrast, both job engagement and self-efficacy have shown the capacity to improve employee performance. Moreover, self-efficacy serves as a moderator in the relationships among work-life balance, job engagement, and employee performance.
21	Examination of the Impact of work-life balance Workplace Environment, Professional Skills and Work Engagement on the Performance of	Fauziyah R.D.D, Noni S, M. Fadjar - 2024	Quantitative	work-life balance, workplace atmosphere, professional competencies, and job involvement are all crucial factors to take into account when assessing educator effectiveness. Work-life balance, notably, has a significant impact on

No.	Title	Author and Year	Method	Research Results
	Primary School Teachers in Mlonggo District.			teacher effectiveness, and the workplace setting is also crucial for educator efficiency. Moreover, professional expertise contributes to educator achievement, and job involvement considerably influences teacher effectiveness.
22	The Impact of Employee Involvement and work-life balance on Employee Performance via Job Fulfillment	Jihan A.P, Fandi F – 2023	Quantitative	The findings of the research show that employee involvement greatly improves employee performance. Moreover, work-life balance is acknowledged for its significant and beneficial effect on performance. On the other hand, job satisfaction does not seem to have a considerable impact on employee performance. Additionally, job satisfaction does not act as a connection between employee engagement and performance, nor does it mediate the link between work-life balance and employee performance.

CONCLUSION

As mentioned in the article, the findings and discussions examined here reveal diverse results from the various studies conducted. The findings indicated that work-life balance has little impact on employee performance, suggesting that a decline in work-life balance leads to diminished employee performance due to the difficulty in managing time between work and personal responsibilities. Numerous employees commit extra hours and have limited time for their families. Nonetheless, they continue to demonstrate remarkable performance by focusing on fulfilling the family's requirements.

Studies indicate that maintaining a work-life balance positively influences performance. A more balanced work-life situation leads to improved employee performance. Factors like income influence employees' work-life balance and their productivity. Workers who maintain a balanced relationship between their professional and personal lives frequently excel in their performance.

Several obstacles to implementing work-life balance policies include a lasting work culture, numerous responsibilities, and the disparity between grasping and achieving work-life balance.

Many research efforts indicate that employee engagement positively influences job performance. Workers who feel involved usually achieve better results.

Multiple studies indicate that the relationship between work-life balance and work engagement can greatly enhance employee performance. Nonetheless, certain research has indicated that work-life balance does not impact employee performance, whereas work engagement plays a crucial role in it.

Overall, findings from the research suggest variations in work-life balance and consequences associated with work engagement. Certain studies highlight the significance of work-life balance, whereas other research indicates that work engagement has a greater impact on employee performance. Organizations are anticipated to establish work-life balance initiatives and enhance employee engagement to foster improved performance.

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