

Analysis Work-Life Balance of PT X Employees

Happyta Falestiana¹, Susan Febriantina², Rizki Firdausi Rachmadania³

¹Department of Digital Office Administration, Universitas Negeri Jakarta, Indonesia

²Department of Digital Office Administration, Universitas Negeri Jakarta, Indonesia

³Department of Digital Office Administration, Universitas Negeri Jakarta, Indonesia

Abstract

Work-life balance is an important aspect that workers must have to balance their personal and work lives. This research was conducted using qualitative methods with observation and interview methods for data collection. The purpose of this research is to understand the Work-Life Balance of PT X, the company's efforts to manage Work-Life Balance of its employees and understand solutions to overcome obstacles found in the Work-Life Balance of PT XYZ employees.

Keyword: Work-Life Balance; Time Balance; Personal Life; Work Lives; Employees

1. Introduction

Currently, business competition is getting tighter, not infrequently many employees find it difficult to manage or have a balance between work and personal life. When an employee is unable to balance life, it can have an impact on psychological and behavioral disorders of employees, which are feared to reduce their productivity, then cause stress and disrupt work-life balance (D. P. Pratiwi & Silvianita, 2020). Based on survey data released by SEEK, Boston Consulting Group (BCG), and The Network which is a global alliance of the JobStreet recruitment website by SEEK and JobsDB after the Covid-19 pandemic. Based on this study, interviews were conducted with 97,324 respondents spread across Indonesia, Hong Kong, Malaysia, the Philippines, Singapore, and Thailand. Regarding the reasons why workers are interested in looking for new jobs from the jobs they currently have, 43% of Indonesian respondents said that new jobs are more in demand than existing jobs. -life balance is a top priority in choosing a job. Based on the results of pre-research questions to 20 respondents who are employees of PT X, it shows that 55% of employees (respondents) stated that Work-Life Balance is going well. Meanwhile, as many as 45% of employees (respondents) stated the opposite, that work-life balance was not going well.

2. Literature Review

2.1 Work-Life Balance

Fisher Bulger & Smith (2009) in Nafis et al., (2020) define Work-life Balance as a balance between the level of work and an individual's personal life. Work and family are the most crucial domains in life, therefore balancing these two domains is very important for an individual's well-being. Lockwood (2003) argues that work-life balance has different connotations based on a person's point of view or field, for example quality of life, flexibility in choosing a job, life balance, and so on. Work-life balance can be defined as a balance between a person's level of work and personal life which is the most crucial thing for an individual in the balance of work and personal life based on a person's point of view.

The implementation of work-life balance is not solely carried out as a form of fulfillment and granting of rights to workers. Work-life balance that has been fulfilled will be a source of motivation for workers. The purpose of having a work-life balance is to find out the balance of life between two demands, namely work and personal life (Anggun, 2022). According to Pouluse and Sudarsan (2014) in Nurhabiba, (2020) factors that influence work-life balance such as individual factors, namely personality. There are 5 major personality models, namely extraversion, agreeableness, conscientiousness, neuroticism, and openness to experience. Work-life balance affects employee performance, therefore the better the work-life balance provided by the company, the better the employee's performance will be (Mardiani & Widiyanto, 2021). Employees who have work-life balance have a positive impact on encouraging increased performance (Windika Putri & Frianto, 2023).

2.2 Dimension of Work-Life Balance

There are four dimensions of work-life balance by Fisher et al. (2009) in Wibowo & Hartono (2020):

1. Personal Life Interference with Work (PLIW)

Personal Life Interference with Work (PLIW) is defined as a life lived by a person and can bring pleasure, but actually causes interference with his work life or career setbacks. For example, when someone has problems with his personal life that have an impact on his work.

2. Work Interference with Personal Life (WIPL)

Work Interference with Personal Life (WIPL) is defined as a person's productive activities towards his work life so that it tends to take up a lot of his personal life time. In other words, work becomes an obstacle or interferes with personal life. For example, someone finds it difficult to manage time for his personal life because his time is taken up by work.

3. Personal Life Enhancement of Work (PLEW)

Personal Life Enhancement of Work (PLEW) is defined as a person's personal life that has a positive impact on improving performance. For example, when someone feels in a good mood, it motivates them to work.

4. Work Enhancement of Personal Life (WEPL)

Work Enhancement of Personal Life (WEPL) is defined as an activity carried out by a person that aims to meet their life needs and improve their personal well-being. For example, someone uses their work skills to find a decent job to support their life.

2.3 Indicator of Work-Life Balance

Work-life balance is generally directly related to work life, flexibility and family, so it is very important because if work-life balance is not achieved it will have a negative impact both in terms of performance and low mood to conflicts that can arise in these two components. According to Hudson (2005) in Selvia Devi Safitri & Frianto (2021), work-life balance has measurement indicators, namely:

1. Time balance

Time balance is an aspect related to the proportional division of time at work and personal life outside of work.

2. Involvement balance

Involvement balance is an aspect that involves the psychology and commitment of an individual in their work and personal life.

3. Satisfaction balance

Satisfaction balance is an aspect that leads to the level of individual satisfaction with the balance of work life and personal life that they have.

3. Material and Method

3.1 Design Study

The method used in this study is qualitative using observation and interview methods. Qualitative research aims to gain a deep understanding of human and social problems (Fadli, 2021). This study was conducted using the participant observation method which was carried out when conducting a preliminary study at XYZ. This study used a semi-structured interview

technique, this technique was chosen because using this interview technique can help researchers obtain more complete and in-depth data. In determining key informants and informants selected using the Purposive technique, the purposive technique is a technique for taking informants that are determined by researchers deliberately by considering various criteria. The informants from this study numbered five people. This study used a case study approach, the case study approach emphasizes the analysis of one case in depth (Kaharuddin, 2021). The data used in this study are primary data and secondary data. Primary data was obtained by researchers by collecting data directly by researchers by conducting observations, distributing Pre-Research questionnaires to respondents via Google Form and conducting interviews. Secondary data was taken by researchers using previous research journals as external data used as supporting data in this study.

3.2 Data Analysis

In this study using source triangulation, the data obtained comes from various data sources, such as documents, archives, interview results, observation results or also by interviewing more than one subject who is considered to have a different point of view. Source triangulation, this triangulation is carried out by testing the data obtained during research or research through various sources or informants, so that it can increase the credibility of the data According to Norman K. Denkin in (Susanto et al., 2023). The data analysis technique in this study was carried out using the Data Reduction method, Data Display and drawing conclusions.

4. Result & Discussion

4.1 Company Efforts to Manage Employee Work-Life Balance

In order to manage employee work-life balance, the company creates an activity program that is arranged in the Work Plan and Budget which contains the draft Key Performance Indicators for the Company, Divisions, and Employees. The draft was made as a form of PT XYZ's responsibility as a company in managing the company. In its daily life, PT XYZ implements eight working hours a day or forty working hours a week with a total of five working days. This time is the normal time for employees to carry out work outside of overtime hours. Gumanti (2015) in (Pramono, 2020) argues that there is a significant relationship between working hours and work productivity. PT XYZ provides leave rights to its employees 12 times a year outside of major leave, maternity leave and so on. Djatmika et al. (2016) in (Zaini Miftach, 2018) said that leave is not coming to work with the permission of the company for a certain period of time to ensure physical and mental fitness and the interests of employees.

The company provides training to improve the hard skills and soft skills of its employees. The training is usually conducted once in a trimester. The types of training conducted vary according to the training objectives and urgency in line with the employee's Key Performance Indicator. Employee training enables the company to meet its goals and targets so that employees can increase their knowledge and skills and influence their performance (Adzansyah et al., 2023). In addition, the company also routinely holds workshops to commemorate certain days, such as workshops on how to manage the mind to avoid stress which are held to commemorate World Mental Health Day and hold talk shows and free check-ups for married female employees to commemorate Mother's Day. The workshop was held to raise awareness among employees about mental health and physical health.

In addition, PT XYZ provides facilities in the form of a UKS equipped with doctors and a lactation room for married female employees. Employees can use these facilities for free, both for health checks and the provision of medicines and vitamins. Companies that implement a good K3 system will provide a sense of security and maintain their health so that they are able to provide excellent performance and productivity (Parashakti & Putriawati, 2020). The provision of lactation rooms for working mothers is a form of legal protection provided by the state as regulated in Article 83 of the Manpower Law. The provision of lactation rooms in every company is in line with the Nations Children's Fund (UNICEF) which explains that providing exclusive breastfeeding can reduce infant mortality rates both in Indonesia and the world by providing breast milk from birth for 6 months without providing additional food and drink to babies (Rahayu Mujiharti, 2022). The provision of lactation rooms at PT XYZ is in accordance with government regulations, namely that lactation rooms are provided in special rooms equipped with lockable doors, sinks with running water, have air circulation, are free from pollution and are far from noise.

The company also provides a place for its employees to channel their hobbies, especially in the field of sports. These activity units are carried out outside of working hours and are usually held for one meeting a week after the end of the day. Someone who regularly exercises has a lower level of anxiety compared to someone who rarely exercises (Hindun & Agustin, 2022). In an effort to manage employee work-life balance, there is someone who supervises activities so that they can run well or what is commonly called the Person in Charge. PIC is someone who is appointed and given the authority to carry out tasks and is responsible for a particular activity or task in the office (Seran et al., 2023). The appointed PIC comes from the HR Strategy Division which is tasked with controlling related to efforts to manage employee work-life balance. Controlling is carried out so that every activity runs well and efficiently and as an evaluation material carried out towards the end of the year. This evaluation is carried out to minimize things that can interfere with employee work-life balance in the following years.

4.2 Work-life Balance Karyawan

4.2.1 Personal Life Interference with Work (PLIW)

This dimension refers to the extent to which a person's personal life interferes with their work life. From the results of the interviews conducted, it was found that employees' personal lives do not interfere with their work because when working they will maximize their priorities as employees and carry out their obligations properly. Work priorities are an important aspect for employees in determining the scale of organizational work priorities to achieve company goals, with clear work priorities and responsibilities it will make it easier for employees to work with a clear direction (Vicky Karina, Silvy Sondari Gadzali, 2020). Employees' personal lives do not interfere with work with the support provided by the family, as well as the role of the family who fully realizes that work cannot be combined with personal life. Someone who can balance his life is someone who is supported by his family. Personal and organizational support greatly influences workers in resolving conflicts of interest between work and family, where there is a very significant difference between workers who are supported by their families and workers who are not supported by their families (Friedman and Greenhaus in (Putra, 2021). Employee time management is needed in managing employee priorities while working, so that employees are able to complete work without combining two interests at one time. Punctuality in completing a task is an obligation for every employee in a company (Nafis

et al., 2020). The unfinished work is not due to obstacles originating from the family, but from work factors such as clients who are slow to respond to e-mails, system errors, data input errors, miscommunication between coworkers and so on.

4.2.2 Work Interference with Personal Life

There are several indicators, namely; number of working hours, time to meet family and time for personal life. All indicators in this dimension refer to the amount of time employees are involved in doing work or in their personal lives. Several factors that can affect work-life balance include working hours, work schedules and time flexibility (Lewis et al., 2007) in (Isni et al., 2022). The working hours applied were considered efficient by all informants to complete work according to their respective fields and job descriptions. However, sometimes there are several things that prevent employees from completing their work that day. The cause of course comes from the work environment itself, both workload and coworkers. The workload or work done by employees on that day exceeds their daily work so that it takes longer to complete than usual. In addition, employees work with their colleagues so that communication and teamwork are needed. Good working relationships occur when individuals within the organization or between them and outside parties share tasks and functions to achieve organizational goals and objectives (Amin et al., 2024).

In the next indicator, namely family time, all informants said that they did not feel that work took up their time to meet their family. The dual role for married employees, namely the role as a worker and a parent, requires them to carry out two responsibilities at the same time. Dual roles have the potential to create physiological pressures that will affect employee performance and life (Amin et al., 2024). In this case, employees said that their work did not interfere with their family life. Time with family is spent as well as possible with activities or exchanging stories with family members which is one form of the role of a parent.

The next indicator is time for personal life outside of family life. To balance their personal life, employees usually channel their hobbies or just take a break without being disturbed by any party. When feeling stressed, the steps that can be taken are to please yourself by exercising, getting enough sleep and trying hobbies (Martin, 2020) in (Handayani et al., 2020). By doing activities they like or hobbies after work, employees feel their minds are fresher because they have released fatigue with activities they like. Someone who has a hobby can help manage stress easily (Novyarni et al., 2023). PT XYZ employees do not find it difficult to divide their time for work, family and personal life. This is because employees are aware of their roles so they always take time to balance the three aspects. It can be said that employees are able to divide their time in line with Fisher, Bulger and Smith (2009) that work-life balance is a balance between the level of work and a person's personal life.

4.2.3 Personal Life Enhancement of Work (PLEW)

Personal Life Enhancement of Work refers to the extent to which a person's personal life can improve work performance. There are three indicators in this dimension, namely, work atmosphere, relationships between coworkers and social life outside of work. Personal life can improve work performance from family or the work environment in the company. The work environment is defined as everything that concerns the physical and psychological aspects that directly or indirectly affect Wursanto's employees in (Nurhandayani, 2022). A conducive work environment can create comfort for employees, it can be in the form of an adequate office layout or a less efficient layout that causes employees to tend to chat during working hours (Nurhandayani, 2022). All of the rooms at PT XYZ have adequate facilities according to the use of the room, for example, the provision of hand soap, air fresheners and dry tissues in the toilet. The informants also said that PT XYZ has provided a comfortable work environment in terms of environmental tidiness. The smooth implementation of organizational tasks depends on employees who are able to work professionally, effectively, and efficiently to improve service (Hartin Nst et al., 2022).

Communication relationships between employees also run well in line with employees who act professionally in their work without involving problems between coworkers, personal problems or problems originating from external sources. However, friction of anger in the work environment is always found, to overcome the friction that occurs, employees usually try to discuss with related parties regarding the problem and find a fair solution for the parties concerned. The friction that occurs does not become an obstacle for employees in communicating, this is because they are able to overcome these problems.

Outside of work, employees' social lives have a positive impact on their personal lives. To fulfill their social life, employees take the time to socialize with neighbors, old friends, or even get to know new people. Someone who is in a good mood will do activities happily, concentrate more and empathize with others. If the mood is positive, a person tends to feel happy and happy but not excessive (Masahere & Ilyas, 2023). Positive support is obtained from a positive environment, such as family and friends. In addition, the environment created in the workplace also greatly affects the mood of employees in completing their work.

4.2.4 Work Enhancement of Personal Life (WEPL)

Refers to the extent to which work can improve the quality of an employee's personal life. A person generally works to earn wages to meet daily needs and improve their standard of living. However, it turns out that in addition to getting wages, working provides employees with non-material abilities that are beneficial for their personal and social lives. From the results of the interviews conducted, employees said that work provides information or knowledge outside of things they do not yet know so that it provides its own insights that they might not get if they did not work. Teamwork at work and the dynamics that are often found at work also provide benefits for employees in developing mindsets and responding to problems to decision making. In addition, the

company provides employees with skills training for employees. The training held to support employee work has a positive impact on themselves to be implied in life outside of work. The abilities that employees gain while working, both through training, can help employees' lives outside the office (Nafis et al., 2020).

4.3 Effective Implementation of Work-life Balance

In this case, PT XYZ has made efforts to manage employee work-life balance. According to Hudson (2005) in Selvia Devi Safitri & Frianto (2021), the efficient implementation of Work-life Balance can be measured through the following work-life balance indicators:

4.3.1 Time Balance

This indicator refers to the proportional division of time during work and the employee's personal life. The results of the interviews obtained that all informants said that the proportional time they had was sufficient in their daily lives. They said that these two things did not cause problems for one another, this was because employees were more aware of a problem that arose so that they were able to solve it well. The proportional time owned by employees was very appropriate, as evidenced by the fact that employees could manage the division of time, namely they worked for eight hours a day, rested or slept normally for eight hours, and the remaining eight hours of time they had were used to gather with family, socialize, meet friends, exercise, channel hobbies and travel back and forth to the office. Even though the division of time was very complex, they did not feel that the lives they lived were in conflict or that there was no work-life balance. This is in line with the opinion that someone who can manage their working hours will have a good work-life balance (Lockwood, 2003) in (Isni et al., 2022).

4.3.2 Involvement Balance

This indicator measures the psychology and commitment of individuals to their work and personal life. Emotionally, based on the results of interviews conducted, employees stated that they occasionally experience mild stress caused by the work they do. If there is work pressure, it can cause obstacles for employees in thinking, this causes employees to quickly get emotional and cause disturbances in physical condition (Pantouw et al., 2022). Based on the informant's statement, they will experience stress when work is piling up and the deadline given is shorter than the expected work time, the average amount of stress they experience is usually once a month or even never. Stress caused by work is generally temporary, so in dealing with this, employees will try to focus on what is their priority at that time and take a break to relieve fatigue. The aspect of balance of involvement is related to the level of psychological contribution and fair commitment when working and outside of work (Nurhasanah, 2021). Regarding commitment as an employee, they always limit themselves to matters relating to work time and life outside of work. The balance of employee involvement can be said to be optimal, this is supported by the informant's statement that the existence of boundaries that they provide between work and personal life provides them with the opportunity to carry out these roles according to their respective proportions.

4.3.3 Statisfacation Balance

This last indicator measures the extent to which an individual is satisfied with the work-life balance they lead. Employee satisfaction at work will flow into their home and family life (Respati et al., 2023). Based on the results of the analysis related to employee life balance, employees' work and personal lives do not cause friction between the two aspects. In this case, employees said that they felt sufficient for the proportional time they had as workers and as individuals. This is sufficient proof that PT XYZ employees have achieved a balance between work and personal life. Employees who feel comfortable, appreciated, and have the opportunity to develop themselves will automatically focus their attention and show good work performance on the work they do (Aritonang et al., 2022). In the interview conducted, the informant stated that the company had made the best efforts in managing its employees' work-life balance. However, the efforts implemented will continue to require renewal and improvement to be in line with future life. The steps that were considered effective by employees regarding work-life balance management were to continue to pay attention to employees and listen to the aspirations expressed by employees.

5. Conclusion, Implication, and Recommendation

Conclusion. PT XYZ has made efforts in managing employee work-life balance in the form of providing facilities, organizing activities that support employee health and hobbies, providing training and work systems in accordance with the provisions. The implementation of the work-life balance system at PT XYZ is considered effective because the efforts implemented by the company can have a positive impact on employees. Among them, employees can divide their time proportionally, the level of stress experienced by employees is relatively rare and light, and employees feel satisfied with the work-life balance they have.

Implication. Employees have implemented a balance between work and personal life as the concept of work-life balance itself where employees are able to divide their time proportionally when they work or live their daily lives. The results of the study are in line with the study of Fisher Bulger & Smith's theory (2009), the company provides efforts to manage work-life balance for employees so that employees do not find any obstacles in dividing their time.

Recommendation. It is expected that further research can be carried out in different places to avoid high plagiarism and research novelty. Can add variables to obtain broader data so as to produce new theories that are more varied to be used in further research. Addition of data collection methods outside of this research to obtain more varied data and it is expected that further researchers can study more research sources related to work-life balance so that the research results are even better.

8. References

- Adzansyah, Fauzi, A., Putri, I., Fauziah, N. A., Klarissa, S., & Damayanti, V. B. (2023). Pengaruh Pelatihan, Motivasi Kerja, dan Kecerdasan Emosional Terhadap Kinerja Karyawan (Literature Review Manajemen Kinerja). *Jurnal Ilmu Manajemen Terapan*, 4(4), 498–505. <https://doi.org/10.31933/jimt.v4i4>
- Amin, A., Adi, W., & Zuchroh, I. (2024). Pengaruh Hubungan Rekan, Lingkungan Dan Pengalaman Terhadap Motivasi Kerja Karyawan. 6(2), 135–148. <http://jurnal.unimor.ac.id/index.php/JIE/article/view/7075>
- Anggun, S. (2022). Bab ii kajian pustaka bab ii kajian pustaka 2.1. *Bab Ii Kajian Pustaka 2.1*, 12(2004), 6–25. <https://repository.ump.ac.id/>
- Aritonang, M. G., Lubis, M. R., & Ideyani, N. (2022). Hubungan Keseimbangan Kehidupan Kerja dan Keterkaitan Pegawai dengan Kepuasan Kerja. *Journal of Education, Humaniora and Social Sciences (JEHSS)*, 4(4), 2015–2022. <https://doi.org/10.34007/jehss.v4i4.992>
- Fadli, M. R. (2021). Memahami desain metode penelitian kualitatif. *Humanika*, 21(1), 33–54. <https://doi.org/10.21831/hum.v21i1.38075>
- Hartin Nst, V. F., Gaol, J. L., & Lubis, M. (2022). Pengaruh Etika Kerja Terhadap Kualitas Pelayanan Melalui Profesionalisme Kerja Pada Cv. Sentosa Deli Mandiri Medan. *Jurnal Prointegrita*, 6(3), 201–213. <https://doi.org/10.46930/jurnalprointegrita.v6i3.2437>
- Hindun, N., & Agustin, W. (2022). Sosialisasi Pentingnya Aktivitas Fisik untuk Meningkatkan Kesehatan Mental Para Pekerja PT. Global Collection Malang. *Jurnal Pengabdian Masyarakat, volume 1*, 34–38. <https://jurnal.anfa.co.id/index.php/Anfatama/article/download/220/216>
- Isni, S. N. F., Amalia, L., & Anindita, R. (2022). Pengaruh Pembagian Waktu Kerja Terhadap Keseimbangan Kehidupan Kerja, Kepuasan Kerja Dan Retensi Karyawan. *Jurnal Ilmu Manajemen*, 19(2), 68–83. <https://doi.org/10.21831/jim.v19i2.52563>
- Kaharuddin. (2021). Kualitatif : Ciri dan Karakter Sebagai Metodologi. *Jurnal Pendidikan*, IX(1), 1–8. <http://journal.unismuh.ac.id/index.php/equilibrium>
- Mardiani, I. N., & Widiyanto, A. (2021). Pengaruh work-life balance, Lingkungan Kerja dan Kompensasi terhadap Kinerja karyawan PT Gunanusa Eramandiri. *Jesya (Jurnal Ekonomi & Ekonomi Syariah)*, 4(2), 985–993. <https://doi.org/10.36778/jesya.v4i2.456>
- Masahere, U., & Ilyas, F. (2023). Pengaruh Suasana Hati Terhadap Kinerja Karyawan (Studi Kasus Karyawan Mbizmarket di PT. Brilliant Ecommerce Berjaya). *Jurnal Manajemen dan Bisnis*, 2(1), 59–68. <https://jurnalprisanicendekia.com/index.php/portofolio/article/view/119/132>
- Nafis, B., Chan, A., & Raharja, S. J. (2020). Analisis Work-Life Balance para Karyawan Bank BJB Cabang Indramayu. *Jurnal Akuntansi, Ekonomi Dan Manajemen Bisnis*, 8(1), 115–126. <https://doi.org/10.30871/jaemb.v8i1.1250>
- Novyarni, N., Aprileny, I., Harni, R., Kartijo, K., & Mayndarto, E. C. (2023). Penyuluhan Pentingnya Pemahaman Hobi Menjadi Uang Bagi Anak Pada Majelis Taklim Anak, Kebun Baru Jakarta Selatan. *Ikra-Ith Abdimas*, 7(3), 16–23. <https://doi.org/10.37817/ikra-ithabdimas.v7i3.2977>
- Nurhabiba, M. (2020). Social support terhadap work-life balance pada karyawan. *Cognicia*, 8(2), 277–295. <https://doi.org/10.22219/cognicia.v8i2.13532>
- Nurhandayani, A. (2022). Pengaruh Lingkungan Kerja, Kepuasan Kerja, dan Beban Kerja terhadap Kinerja. *Jurnal Ekonomi Dan Bisnis Digital (Ekobil)*, 1(2), 108–110. <https://doi.org/10.58765/ekobil.v1i2.65>

- Nurhasanah, S. L. (2021). Keseimbangan Kehidupan Kerja Ditinjau dari Beban Kerja dan Dukungan Sosial Pada Polisi. *Psikoborneo: Jurnal Ilmiah Psikologi*, 9(3), 594. <https://doi.org/10.30872/psikoborneo.v9i3.6512>
- Pantouw, D. G. J., Tatimu, V., & Rumawas, W. (2022). Pengaruh Stres Kerja dan Worklife Balance Terhadap Turnover Intention Karyawan PT. Mahagatra Sinar Karya Manado. *Productivity*, 3(1), 2723–0112. <https://ejournal.unsrat.ac.id/v3/index.php/productivity/article/view/37958/34737>
- Parashakti, R. D., & Putriawati. (2020). Pengaruh Keselamatan Dan Kesehatan Kerja (K3), Lingkungan Kerja Dan Beban Kerja Terhadap Kinerja Karyawan. *Jurnal Ilmu Manajemen Terapan*, 1(3), 290–304. <https://doi.org/10.31933/jimt.v1i3.113>
- Pramono, T. S. (2020). Analisis Faktor-Faktor Yang Berpengaruh Pada Produktivitas Kerja Karyawan. *Jurnal Ilmu Manajemen Terapan*, 1(6), 580–589. <https://doi.org/10.31933/jimt.v1i6.216>
- Rahayu Mujiharti. (2022). Implementasi Kebijakan Ruang Laktasi Dalam Mendukung Pemberian Asi Eksklusif Bagi Ibu Pekerja Rahayu Mujiharti Fakultas Keperawatan , Institut Kesehatan Rajawali Bandung One factor that results in the low exclusive breastfeeding is the status of the worki. *Fakultas Keperawatan*, 13(0.4), 259–269. <https://stikes-nhm.e-journal.id/NU/article/view/958/916>
- Respati, B. W., Ihwanudin, M., & Kurniawati, M. (2023). Pengaruh Kualitas Kehidupan Kerja dan Keseimbangan Kehidupan Kerja Terhadap Performa Karyawan: Peran Mediasi Kepuasan Kerja. *Jurnal Manajerial*, 10(02), 179. <https://doi.org/10.30587/jurnalmanajerial.v10i02.5363>
- Selvia Devi Safitri, F., & Frianto, A. (2021). Pengaruh Work Life Balance Dan Brunout Terhadap Produktivitas Kerja Karyawan PT. Indomarco Adi Prima Surabaya. *BIMA : Journal of Business and Innovation Management*, 4(1), 1–13. <https://doi.org/10.33752/bima.v4i1.492>
- Seran, A., Syarah, M. M., & Santoso, A. B. (2023). Strategi PIC (Person In Charge) Dalam Membangun Komunikasi EksternalTerkait Penanganan Masalah Registrasi Data Terpadu Kesejahteraan Sosial (Studi Kasus di Dinas Sosial Kota Tangerang Selatan). *Jurnal Ilmu Komunikasi*, 2(4), 319–329. <https://www.jurnalprisanicendekia.com/index.php/jbc/article/view/217/244>
- Susanto, D., Risnita, & Jailani, M. S. (2023). Teknik Pemeriksaan Keabsahan Data Dalam Penelitian Ilmiah. *Jurnal QOSIM: Jurnal Pendidikan, Sosial & Humaniora*, 1(1), 53–61. <https://doi.org/10.61104/jq.v1i1.60>
- Vicky Karina, Silvy Sondari Gadzali, I. B. (2020). *Kata kunci: lingkungan kerja, kinerja karyawan* 89. 2(1), 89–102. <https://www.ejournal.unsub.ac.id/index.php/bisnis/article/view/916/779>
- Zaini Miftach. (2018). *Pengaruh Cuti Kerja Dan Motivasi Kerja Terhadap Produktifitas Kerja Pegawai Badan Kepegawaian Daerah Kota Blitar Berbasis Software E-Cuti*. 23(April), 53–54. <https://ejournal.uniska-kediri.ac.id/index.php/otonomi/article/view/3629/1994>