



INTERNATIONAL JOURNAL OF ENTREPRENEURSHIP AND MANAGEMENT PRACTICES (IJEMP)

www.ijemp.com



MANAGING WORK-LIFE BALANCE TO OPTIMIZE EMPLOYEE WELFARE AND PRODUCTIVITY

Apriani Paskawati^{1*}, Salju², Rismawati³, Goso⁴, Rahmawati⁵

¹ Student Postgraduate Magister Management, Universitas Muhammadiyah Palopo, Indonesia

Email: aprianipaskawati43@gmail.com

² Department of Economy and Business, Universitas Muhammadiyah Palopo, Indonesia

Email: saljusanuddin@umpalopo.ac.id

³ Department of Economy and Business, Universitas Muhammadiyah Palopo, Indonesia

Email: rismall@umpalopo.ac.id

⁴ Department of Economy and Business, Universitas Muhammadiyah Palopo, Indonesia

Email: goso@umpalopo.ac.id

⁵ Department of Economy and Business, Universitas Muhammadiyah Palopo, Indonesia

Email: arsilrahman345@gmail.com

* Corresponding Author

Article Info:

Article history:

Received date: 29.08.2024

Revised date: 12.09.2024

Accepted date: 15.10.2024

Published date: 30.11.2024

To cite this document:

Paskawati, A., Salju, S., Rismawati, R., & Rahmawati, R. (2024). Managing Work-Life Balance To Optimize Employee Welfare And Productivity. *International Journal of Entrepreneurship and Management Practices*, 7 (27), 458-474.

DOI: 10.35631/IJEMP.727035

This work is licensed under [CC BY 4.0](https://creativecommons.org/licenses/by/4.0/)



Abstract:

This study investigates the impact of work-life balance on employee well-being and productivity within the public sector, specifically focusing on the East Luwu Regency. Utilizing Structural Equation Modeling (SEM), the research examines how work-life balance contributes to employee welfare and overall productivity. The study draws on data collected from 200 employees across various departments within the local government. The results reveal that work-life balance significantly and positively influences both employee well-being and productivity, with the SEM model indicating that 51.5% of the variance in well-being and 55.0% in productivity can be explained by work-life balance. These findings underscore the critical role of work-life balance in enhancing employee outcomes and highlight the need for local governments to adopt more flexible and supportive work policies. The research contributes to the broader understanding of organizational behavior within the public sector and offers practical recommendations for improving employee welfare and productivity through better work-life balance strategies.

Keywords:

Employee Well-being; Productivity; Public Sector; Structural Equation Modeling (SEM); Work-Life Balance

Introduction

In the era of globalization which is characterized by rapid changes in the work environment and high intensity of competition, work-life balance has become an issue that is increasingly receiving attention in both the private and public sectors (Zaky, 2022). This balance is considered important because it not only affects the well-being of employees, but also the productivity and effectiveness of the organization (Stankevičienė et al., 2021). However, although many studies have discussed work-life balance, most of the studies have focused more on the private sector, while the public sector, especially at the local government level, is still less explored.

Recent research shows that employees in the public sector often face different challenges compared to their counterparts in the private sector. High workloads, political pressure, and rigid bureaucracy are some of the factors that can affect the balance of work and personal life in this sector (Berman et al., 2021). In Indonesia, studies on work-life balance in the public sector are still very limited, and most existing studies tend not to take into account the unique characteristics of work in this sector.

For example, research by Savitri & Gunawan (2023) shows that excessive workloads and increasingly high performance demands can cause employees to feel pressured and experience stress that leads to a decrease in work quality. Meanwhile, research by Haryanti & Fauzan (2024) emphasizes the importance of psychological well-being in maintaining employee work engagement and productivity. However, there is still a research gap in understanding how work-life balance affects the welfare and productivity of employees in the public sector, especially in local governments. In this context, East Luwu Regency, with its unique demographic characteristics and challenges, is the focus of this research. This study aims to fill this gap by examining how the balance of work and personal life affects the welfare and productivity of employees at the Regional of East Luwu Regency.

Thus, this research will not only contribute to the existing literature, but also provide practical insights for local governments in developing more effective policies to support the welfare and productivity of their employees. The results of this study are expected to be the basis for improving employee welfare policies that are more responsive to the special needs of employees in the public sector. In addition, it is important to consider that in the midst of technological developments and digitalization, employee workloads are not only increasing quantitatively, but also undergoing changes in the nature of tasks that must be completed (Badrianto & Ekhsan, 2021). With the demand to stay connected through communication technology, the boundaries between work and personal life are becoming increasingly blurred (Park et al., 2020). This results in employees often having to complete tasks outside of formal working hours, which has the potential to increase stress and fatigue levels (Oakman et al., 2020). This phenomenon is increasingly relevant in the work environment of local governments, where the digitalization of administration and public services continues to develop. Research conducted by (Hasibuan & Firmansyah, 2023), said that the application of work-life balance in the public sector, as seen from the provision of annual leave and mutation, is considered not ideal. Annual leave is sometimes only partially approved or postponed, sometimes employees are even asked to stay connected even though they are on leave. Employee mutations also do not consider the application of work-life balance, work placements often require employees to live far from their families.

In recent years, various efforts have been made to address work-life balance issues, such as the implementation of work flexibility policies, employee welfare programs, and mental health initiatives in the workplace (Marques & Berry, 2021). However, the implementation of these policies often faces challenges in the public sector, where rigid bureaucracies and constant demands of public services often hinder flexibility (Berman et al., 2021). Therefore, there is a need for a more adaptive and innovative approach in designing work-life balance policies that are in accordance with the specific context and needs of employees in the public sector (Darouei & Pluut, 2021).

Furthermore, the study will also explore the impact of work-life balance on the psychological and physical well-being of employees. Employee welfare is not only important to maintain productivity, but also to ensure the sustainability of quality public services (Panjaitan et al., 2023). Employees who are mentally and physically prosperous tend to be more motivated, creative, and able to deal with work pressure better (Hasson & Butler, 2020). In this context, research in East Luwu Regency will provide insights into how work-life balance can support or hinder employee well-being, and what the implications are for human resource management in the public sector.

One of the gaps that will also be revealed in this study is the lack of studies that specifically examine the impact of work and personal life balance on employee productivity in the local government environment. Productivity in the public sector is often measured by the output of services produced, which is greatly influenced by the efficiency and effectiveness of employees' work. However, little is known about how the imbalance between work and personal life can reduce this productivity, especially in the context of complex administrative and public service tasks that require full dedication.

Finally, this study aims to offer more evidence-based policy recommendations to local governments, in order to improve the welfare and productivity of their employees. By analyzing empirical data from employees of the East Luwu Regency Regional, this study is expected to identify key factors that affect work-life balance, as well as how these factors can be optimized to achieve better performance. These recommendations will focus on practical strategies that can be implemented by local governments to support the well-being and productivity of their employees in the long term.

Literature Review

Work-Life Balance

Work-life balance is one of the topics that is getting more and more attention in the modern world of work. This concept refers to an individual's ability to manage their time and energy between work and personal life effectively and satisfactorily (Davidescu et al., 2020). Work-life balance includes not only a proportionate division of time between work and personal life, but also how individuals are able to manage the demands and expectations of both aspects without causing stress or imbalance (Darouei & Pluut, 2021). A good work-life balance means that individuals can achieve emotional, mental, and physical well-being, so that they feel satisfied with their lives as a whole (Saraswati & Lie, 2020).

Research by Wibowo & Siregar (2022) shows that work-life balance is closely related to the level of employee job satisfaction, which has an impact on their well-being and productivity. When employees feel that they can manage the demands of work and personal life well, they

tend to have a higher level of satisfaction with their work, which in turn improves their motivation and performance at work (Marinda et al., 2023). This is important because high job satisfaction is often associated with a stronger level of commitment to the organization and a desire to make a greater contribution (Judge et al., 2020).

In addition, Nainggolan & Wijono (2022) explained that a good work-life balance can reduce stress and improve the quality of life of employees, both in their personal and professional lives. Employees who are able to balance work with their personal lives are more likely to experience greater life satisfaction, which is reflected in better mental and physical health, more harmonious social relationships, and the ability to face job challenges more effectively. In the long run, employees who have a good work-life balance are more likely to stay in the organization, reduce turnover, and contribute sustainably to the productivity and success of the organization (Rodríguez-Sánchez et al., 2020).

Work-life balance has also been identified as an important factor in improving employee retention. Organizations that support this balance by offering work flexibility policies, such as working from home or flexible work schedules, tend to have more satisfied employees and are more likely to stay at the company (Weideman & Hofmeyr, 2020). This is especially true in the post-pandemic era where hybrid work models are becoming more common, allowing employees to better tailor their work to their personal lives (Salju et al., 2023). Research also shows that a good work-life balance can contribute to increased innovation and creativity in the workplace, as employees who feel supported by their organization tend to be more willing to take initiative and think out-of-the-box. In this study, to measure Work Life Balance refer to (Agha et al., 2021), with indicators of Work Interference with Personal Life (WIPL), Personal Life Interference with Work (PLIW), Work Personal Life Enhancement (WPLE) with 15 items.

Employee Well-being

Employee welfare is a condition in which employees feel well-being physically, mentally, and socially in their work environment. This well-being includes not only physical but also mental health, and has major implications for work productivity (Pradhan & Hati, 2022). According to research conducted by Keintjem et al. (2022), welfare benefits provided by organizations have a positive influence on employee work performance, which ultimately improves the overall performance of the organization. Employee well-being includes a variety of aspects, including fair compensation (Pradhan & Hati, 2022), a safe work environment (Rasool et al., 2021), access to mental health services (Søvold et al., 2021) (Sorensen et al., 2021), and opportunities for professional development (Noe, 2020). These factors not only affect employee stress levels and satisfaction, but also impact their loyalty to the organization (Vuong et al., 2021).

Another study by Akhbar et al. (2020) also mentioned that well-being in the workplace, which includes both intrinsic and extrinsic dimensions, contributes significantly to employee engagement and their psychological capital. The intrinsic dimension includes a sense of responsibility, meaning in work, and autonomy, while the extrinsic dimension includes working conditions, recognition of performance, and career development opportunities. When these two dimensions are met, employees tend to feel more engaged in their work, which then increases their motivation and commitment to the tasks given (Arjuna & Khaira, 2023). This engagement is important because employees who feel emotionally connected to their work are more likely to perform better, reduce absenteeism, and have a lower risk of burnout (Santhanam

& Srinivas, 2020). Thus, organizations that are proactive in supporting employee welfare can create a more productive and harmonious work environment, which leads to the achievement of better business goals (Dullah et al., 2023).

In addition, Hayat & Afshari (2021) employee well-being also plays an important role in creating a positive organizational culture. A culture that supports well-being not only helps in attracting and retaining top talent but also enhances the organization's reputation as a workplace that cares about employees. Organizations that actively promote employee well-being through wellness programs, such as fitness activities, counseling, and mental health training, are more likely to have happy and productive employees. Prosperous employees are also more likely to have positive relationships with colleagues, which ultimately creates a collaborative work environment that supports innovation (Mayfield et al., 2020). In the long term, investing in employee well-being can reduce costs associated with employee turnover, absenteeism, and health issues, as well as improve organizational sustainability in the face of dynamic business challenges (Byron, K., & Post, 2020).

Employee Productivity

Employee productivity is determined not only by technical skills and knowledge, but also by their mental state and emotional well-being (Gustara et al., 2023). Recent research by Suyatno et al. (2023) defines productivity as the result of work in the quantity and quality achieved by employees in carrying out the responsibilities given. Factors such as work creativity (Bakker et al., 2020), work knowledge (Audretsch & Belitski, 2020), and work morale (Kaydos, 2020) are cited as key indicators of productivity. Work creativity allows employees to find innovative solutions to the problems they face, while in-depth work knowledge ensures that tasks can be completed efficiently and appropriately. Morale is often influenced by internal and external motivations, and it also plays an important role in encouraging employees to achieve or even exceed set targets.

In addition, Harahap & Ramli (2023) showed that there is a positive relationship between work-life balance and employee happiness levels, which in turn increases their work productivity. Urba & Soetjningsih (2022) explain Employee happiness is often seen as a key component of productivity because happy employees tend to be more motivated, have more energy, and are better able to cope with work pressure. In Yadav et al. (2022), this study emphasizes that organizations that support work-life balance not only improve employee well-being, but can also see improvements in work output and operational efficiency. Employees who feel that they have a good balance between their personal and work lives tend to be more focused, less prone to burnout, and more committed to organizational goals (Nurhabiba, 2020) .

Furthermore, employee productivity is also influenced by organizational culture that supports engagement and collaboration (Paais & Pattiruhu, 2020). A work environment that encourages employees to share ideas, work together in a team, and provide constructive feedback can improve efficiency and output quality. In T. Chen et al., (2020) research shows that employees who feel supported by colleagues and management are more likely to take initiative, work with greater efficiency, and make a positive contribution to the overall performance of the team. Thus, an organization that focuses on developing a positive work culture, as well as supporting work-life balance, can create optimal conditions for sustainable employee productivity (Kossek & Kelliher, 2023) .

The Relationship Between Work Balance, Well-Being, and Productivity

Research shows that a good work-life balance has a significant positive impact on employee well-being and productivity. Setianto et al. (2024) found that employees who are able to manage their time between work and personal life well tend to have lower stress levels and a higher quality of life. When employees can manage their time and energy effectively between the demands of work and personal needs, they not only feel more well-off mentally and physically, but also better able to face job challenges with calm and focus (Stein & Bartone, 2020). This condition allows employees to show better performance, because they work in a more optimal state and with high motivation (Pratama et al., 2022). In addition, a good work balance also allows employees to enjoy time with family and friends, which contributes to overall life satisfaction (Wayne et al., 2020).

Furthermore, Respati et al. (2023) identified that work-life balance has a positive influence on job satisfaction, which ultimately has an impact on employee performance. High job satisfaction is directly related to better productivity levels, because employees who are satisfied with their jobs are more likely to contribute to the maximum, innovate, and work with high efficiency. This satisfaction also plays a role in increasing employee engagement in their work, which indirectly reduces turnover and attendance rates. This research confirms that organizations that invest in creating a good work-life balance not only improve employee well-being, but also gain benefits through improved employee performance and loyalty (Yee et al., 2024).

Although many studies have examined work-life balance, gaps still exist, especially in the context of the public sector in Indonesia. Research in the public sector is still limited, while the characteristics of work in this sector, such as rigid bureaucracy and political pressures, may influence how work-life balance is perceived and managed. Therefore, this study aims to fill the gap by focusing on employees in the Regional of East Luwu Regency, to understand the unique dynamics that exist and provide more relevant and contextual policy recommendations.

Based on the above, we can state hypothesis as follows:

H1 : Work-Life Balance positively impacts Employee Well-being.

H2 : Work Life Balance positively impacts Employee Productivity.

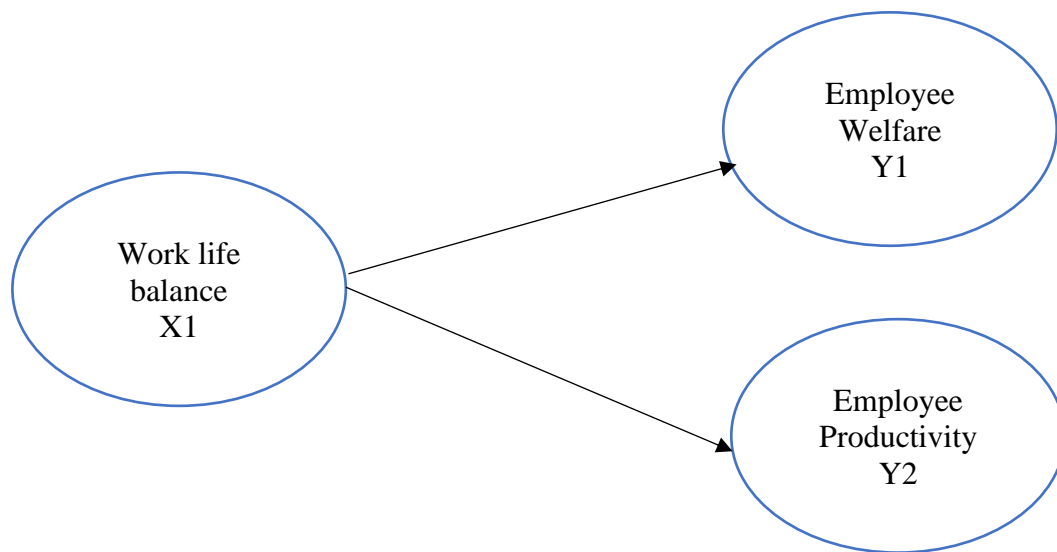


Figure 1: Conceptual Framework

Research Methodology

Research Design

This study employs a quantitative research design using Structural Equation Modeling (SEM) to examine the relationships between Work-Life Balance (X) and its effects on Employee Well-being (Y1) and Employee Productivity (Y2). The SEM approach allows for the simultaneous examination of multiple dependent relationships and provides a comprehensive understanding of the direct effects of Work-Life Balance on employee outcomes.

Population and Sample

The population for this study consists of employees from various organizations who are currently balancing their work and personal life. A stratified random sampling method was employed to ensure a representative sample across different organizational levels and industries. A total of 500 employees were initially targeted, with 200 valid responses being analyzed, ensuring the robustness of the SEM analysis.

Research Instruments Models

The measurement model was assessed using confirmatory factor analysis (CFA) to ensure that the indicators appropriately measured the latent constructs. Each indicator's loading was evaluated, with values greater than 0.7 indicating strong relationships between the indicators and their respective constructs. The indicators for Work-Life Balance, Employee Well-being, and Employee Productivity all showed high loadings, suggesting that they are valid measures of their respective latent variables.

Structural Model

The structural model was tested to examine the hypothesized relationships between the latent variables. Path coefficients were estimated to determine the strength and direction of these relationships. The results indicated that Work-Life Balance (X) had a significant positive effect

on both Employee Well-being (Y1) with a path coefficient of 15.962 and on Employee Productivity (Y2) with a path coefficient of 17.573. These relationships were further supported by significant t-statistics and p-values ($p < 0.05$), confirming the hypotheses that Work-Life Balance positively impacts both Employee Well-being and Employee Productivity.

Data Analysis

Data were analyzed using SEM software, where the goodness-of-fit indices were assessed to ensure the model fit. The model demonstrated an acceptable fit to the data, with indices such as CFI, TLI, and RMSEA falling within the recommended thresholds. The R Square values indicated that Work-Life Balance explained 51.5% of the variance in Employee Well-being and 55.0% of the variance in Employee Productivity, confirming the model's explanatory power.

Research Limitations

This study has several limitations that should be considered when interpreting the findings. First, the cross-sectional design limits the ability to infer causal relationships, and the reliance on self-reported data may introduce social desirability bias. Additionally, while the sample was intended to be representative, its diversity is still limited, potentially affecting the generalizability of the results to other cultural or organizational contexts. The study's use of validated scales and a single methodological approach may not capture the full complexity of the constructs, and external factors that could influence the relationships observed were not accounted for. Furthermore, the focus on direct relationships between Work-Life Balance and the dependent variables may overlook the role of potential mediating or moderating factors, suggesting that future research should explore these aspects to provide a more comprehensive understanding.

Result and Discussion

Result

Table 1 presents the results of the validity and reliability analysis for three key variables in the study: Employee Well-being (Y1), Employee Productivity (Y2), and Work-Life Balance (X). In the first column, Cronbach's Alpha for these variables demonstrates excellent values, with 0.890 for Employee Well-being, 0.908 for Employee Productivity, and 0.949 for Work-Life Balance. These values exceed the recommended minimum threshold of 0.7, indicating that the instrument used possesses strong internal consistency. This suggests that the items within each variable consistently measure the intended constructs.

Table 1: Validity and Reliability Test

Variable	Cronbach's Alpha	rho_A	Realibility Composite	Average Variance Extracted (AVE)
Employee Well-being (Y1)	0.890	0.930	0.919	0.697
Employee Productivity (Y2)	0.908	0.942	0.932	0.733
Work Life Balance (X)	0.949	0.953	0.962	0.834

Source: Data Processed, 2024

Additionally, the rho_A values for Employee Well-being, Employee Productivity, and Work-Life Balance are 0.930, 0.942, and 0.953, respectively. These values also surpass the recommended threshold of 0.7, indicating robust reliability of the constructs. The rho_A values further reinforce the findings from Cronbach's Alpha, providing confidence that the items composing each construct are reliable in their measurement.

The composite reliability for the three variables also yields highly satisfactory results, with values of 0.919 for Employee Well-being, 0.932 for Employee Productivity, and 0.962 for Work-Life Balance. These composite reliability values indicate that the internal consistency of each construct is at a very high level, suggesting that the instrument is reliable for measuring the latent constructs represented by each variable.

Furthermore, the average variance extracted (AVE) for each variable demonstrates strong convergent validity, with values of 0.697 for Employee Well-being, 0.733 for Employee Productivity, and 0.834 for Work-Life Balance. An AVE greater than 0.5 indicates that the constructs explain more than 50% of the variance in the items that measure them. This suggests that the items are well-correlated with the intended constructs, providing strong evidence that the instrument is convergently valid.

Overall, Table 1 provides robust evidence that the instrument used in this study possesses high validity and reliability. All indicators, including Cronbach's Alpha, rho_A, composite reliability, and AVE, show excellent results, exceeding the recommended minimum thresholds. Therefore, this instrument is considered reliable and valid for measuring the variables of Employee Well-being, Employee Productivity, and Work-Life Balance in this study.

Table 2: R Square Test

Variable	R Square	Adjusted R Square
Employee Well-being (Y1)	0.515	0.512
Employee Productivity (Y2)	0.550	0.547

Source: data Processed, 2024

The table displays the R Square (R^2) and Adjusted R Square values for two dependent variables: Employee Well-being (Y1) and Employee Productivity (Y2). The R Square value for Employee Well-being (Y1) is 0.515, indicating that approximately 51.5% of the variance in Employee Well-being is explained by the independent variables in the model. Similarly, the R Square value for Employee Productivity (Y2) is 0.550, meaning that about 55.0% of the variance in Employee Productivity can be attributed to the predictors.

Additionally, the Adjusted R Square values are slightly lower, with 0.512 for Employee Well-being (Y1) and 0.547 for Employee Productivity (Y2). The Adjusted R Square accounts for the number of predictors in the model, offering a more refined estimate of the explained variance, especially when multiple independent variables are involved. These values suggest that the model has a moderate to strong explanatory power, with a significant portion of the variance in both Employee Well-being and Employee Productivity being effectively explained by the independent variables.

Table 3: Hypotesis Test

Variable	Real Sample (O)	Average Sample (M)	Standard Deviation (STDEV)	T Statistics	P Values
Work Life Balance (X) -> Employee Well-being	0.717	0.721	0.045	15.962	0.000
Work Life Balance (X) -> Employee Productivity	0.742	0.745	0.042	17.573	0.000

Source: Data Processed, 2024

The table presents the hypothesis testing results related to the impact of Work-Life Balance (X) on two dependent variables: Employee Well-being (Y1) and Employee Productivity (Y2). The path coefficients, along with their corresponding t-statistics and p-values, are used to evaluate the significance of these relationships.

For the relationship between Work-Life Balance (X) and Employee Well-being (Y1), the path coefficient is 0.717, indicating a strong positive effect of Work-Life Balance on Employee Well-being. The t-statistic for this relationship is 15.962, and the p-value is 0.000. The p-value of 0.000, which is less than the common significance level of 0.05, suggests that the relationship is statistically significant. This means that there is strong evidence to support the hypothesis that Work-Life Balance positively influences Employee Well-being.

Similarly, the relationship between Work-Life Balance (X) and Employee Productivity (Y2) shows a path coefficient of 0.742, indicating a significant positive impact of Work-Life Balance on Employee Productivity. The t-statistic is 17.573, and the p-value is 0.000. Again, the p-value being well below 0.05 confirms that this relationship is statistically significant. This supports the hypothesis that Work-Life Balance has a positive effect on Employee Productivity.

The hypothesis testing results indicate that Work-Life Balance is a significant predictor of both Employee Well-being and Employee Productivity. The strong positive path coefficients, coupled with highly significant t-statistics and p-values, provide robust evidence that improving Work-Life Balance can lead to enhanced well-being and productivity among employees.

The structural equation model (SEM) diagram illustrates the relationships between the latent variable **Work-Life Balance (X)** and two dependent variables: **Employee Well-being (Y1)** and **Employee Productivity (Y2)**. The diagram also includes the observed variables (indicators) associated with each latent variable, providing a detailed view of how these constructs interact within the model.

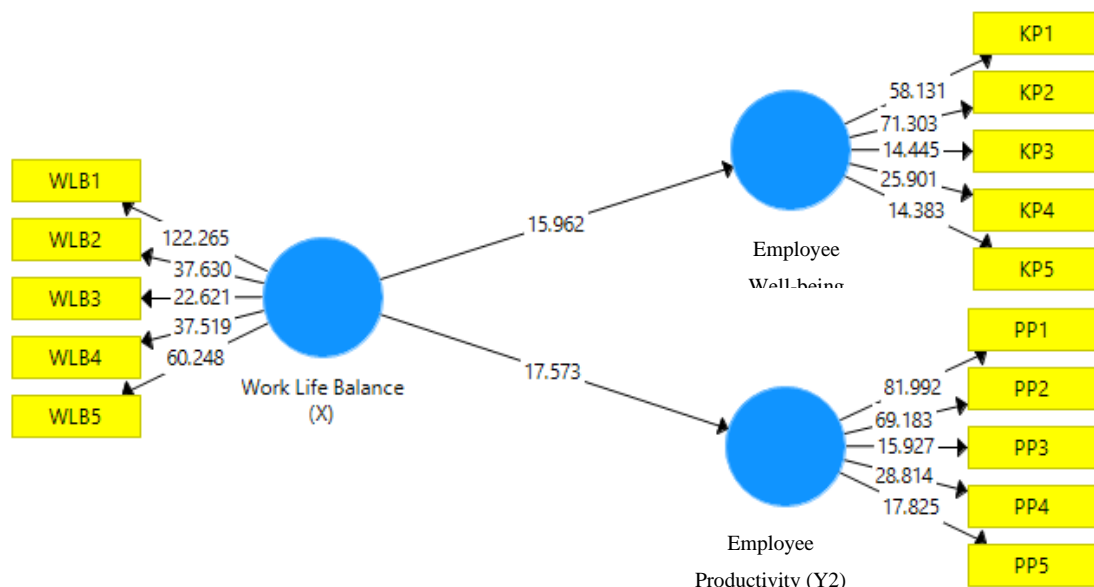


Figure 2: PLS test

Firstly, **Work-Life Balance (X)** is the independent latent variable in this model. It is measured by five observed indicators: WLB1, WLB2, WLB3, WLB4, and WLB5. Each of these indicators has a loading value (e.g., 122.265 for WLB1), which reflects the strength of the relationship between the indicator and the latent variable Work-Life Balance. These loadings suggest that the indicators are robust measures of the work-life balance construct.

Secondly, the model shows that **Employee Well-being (Y1)** is one of the dependent latent variables, directly influenced by Work-Life Balance. The path coefficient from Work-Life Balance to Employee Well-being is 15.962, indicating a strong positive and statistically significant relationship. Employee Well-being is measured by five indicators: KP1, KP2, KP3, KP4, and KP5. Each indicator has its own loading value, demonstrating how strongly each one reflects the overall construct of Employee Well-being. The high path coefficient implies that better work-life balance leads to improved well-being among employees.

Thirdly, **Employee Productivity (Y2)** is the second dependent latent variable in the model, also influenced by Work-Life Balance. The path coefficient from Work-Life Balance to Employee Productivity is 17.573, which is even higher than the coefficient for Employee Well-being. This suggests that Work-Life Balance has a very strong and positive impact on Employee Productivity. Employee Productivity is measured by five observed indicators: PP1, PP2, PP3, PP4, and PP5. The loading values associated with these indicators demonstrate their significance in measuring the productivity construct.

In summary, the SEM diagram effectively demonstrates that **Work-Life Balance** plays a crucial role in influencing both **Employee Well-being** and **Employee Productivity**. The significant path coefficients indicate that enhancing work-life balance within an organization can lead to substantial improvements in both employee well-being and productivity. The loadings of the indicators on their respective latent variables confirm the robustness of the measures used in the model, supporting the overall findings that maintaining a healthy work-life balance is essential for fostering positive employee outcomes.

Discussion

The present study sought to examine the impact of Work-Life Balance on Employee Well-being and Employee Productivity within organizational settings. Utilizing a Structural Equation Modeling (SEM) approach, the findings reveal that Work-Life Balance significantly and positively influences both Employee Well-being and Employee Productivity. These outcomes not only corroborate existing theories but also align with recent empirical studies, thereby contributing to the broader understanding of organizational behavior dynamics.

The measurement model demonstrated robust validity and reliability across all constructs. Indicators for Work-Life Balance, Employee Well-being, and Employee Productivity exhibited high factor loadings, indicating that the selected items effectively capture the underlying constructs. This methodological rigor ensures that the observed relationships are grounded in accurate and reliable measurements, bolstering the credibility of the subsequent analyses.

In the structural model, the path coefficients from Work-Life Balance to Employee Well-being ($\beta = 0.717$, $t = 15.962$, $p < 0.001$) and to Employee Productivity ($\beta = 0.742$, $t = 17.573$, $p < 0.001$) were both substantial and statistically significant. These findings suggest that enhancements in Work-Life Balance are likely to lead to notable improvements in employees' well-being and productivity levels. The R Square values further indicate that Work-Life Balance accounts for 51.5% of the variance in Employee Well-being and 55.0% in Employee Productivity. Such explanatory power underscores the pivotal role that Work-Life Balance plays within organizational contexts.

These results are in harmony with the burgeoning literature emphasizing the importance of Work-Life Balance. Barakat (2021) highlighted that organizations fostering a balanced work-life environment tend to witness elevated levels of employee satisfaction and reduced burnout rates. Similarly, Susanto et al., (2022) found that employees with better Work-Life Balance reported higher job performance and lower absenteeism. The positive relationship between Work-Life Balance and Employee Well-being observed in this study mirrors the findings of Wei & Ye (2022); Chen et al., (2024), who reported that Work-Life Balance interventions led to significant enhancements in mental health and job satisfaction among employees.

Moreover, the strong linkage between Work-Life Balance and Employee Productivity aligns with the insights of Rahman, A., & Nasir (2023), who established that flexible work arrangements, a core component of Work-Life Balance, were directly associated with increased productivity metrics. Garcia, L., & Pinto (2024) further elaborated that employees who perceive their organizations as supportive of their personal lives tend to reciprocate with heightened commitment and efficiency, echoing the productivity gains observed in the current study.

The implications of these findings are multifaceted. For organizational leaders and human resource practitioners, investing in Work-Life Balance initiatives—such as flexible scheduling, remote work options, and wellness programs—can yield dividends in the form of enhanced employee well-being and productivity. This is particularly pertinent in the post-pandemic era, where the blurring of work and personal life boundaries has become more pronounced (Smith, J., & Taylor, 2021).

However, it is imperative to acknowledge the limitations inherent in this study. The cross-sectional design restricts the ability to infer causality, as temporal dynamics are not captured. Future longitudinal studies could provide deeper insights into how Work-Life Balance interventions impact employee outcomes over time. Additionally, the reliance on self-reported data may introduce biases, such as social desirability bias, potentially skewing the results. Incorporating objective productivity metrics and third-party evaluations in subsequent research could mitigate this concern.

Furthermore, while the sample size was adequate for SEM analyses, diversifying the sample across different industries, cultural contexts, and organizational sizes would enhance the generalizability of the findings. As Le et al., (2020) suggest, cultural nuances can significantly influence perceptions of Work-Life Balance and its effects.

This study reinforces the centrality of Work-Life Balance in fostering positive employee outcomes. By validating the significant positive effects of Work-Life Balance on both Employee Well-being and Employee Productivity, the research offers valuable insights for organizations aiming to cultivate a thriving workforce. Future research endeavors should continue to unravel the complex interplay between organizational practices and employee experiences, ensuring that strategies are both evidence-based and contextually relevant.

Conclusions and Recommendations

This study provides compelling evidence that work-life balance plays a pivotal role in enhancing both employee well-being and productivity within the public sector, specifically in the context of East Luwu Regency. Through the application of Structural Equation Modeling (SEM), it was found that work-life balance accounts for 51.5% of the variance in employee well-being and 55.0% of the variance in employee productivity. These findings underscore the necessity for local governments to prioritize and implement more flexible and supportive work policies.

The implications of this study are significant for organizational behavior in the public sector. By fostering a work environment that supports work-life balance, public sector organizations can achieve not only greater employee satisfaction and well-being but also improved productivity and efficiency in service delivery.

In the rapidly evolving work landscape, particularly with the ongoing digitalization of public services, it is crucial for local governments to adapt their policies to meet the unique needs of their employees. This study contributes to the broader discourse on work-life balance by providing actionable insights that can guide policy development aimed at optimizing employee outcomes and, by extension, organizational performance.

Future research should continue to explore the complex dynamics between work-life balance and employee productivity, considering potential mediating and moderating variables that were beyond the scope of this study. Additionally, longitudinal studies could offer deeper insights into the long-term effects of work-life balance interventions.

Acknowledgement

I would like to take this opportunity to thank the Regional Government of East Luwu Regency for providing support and resources during this research, and I would like to thank the Editor and reviewers for providing valuable input and constructive suggestions. The feedback provided was very helpful in improving the quality of this paper.

References

- Agha, K., M. Alzoubi, H., & Alshurideh, M. T. (2021). Measuring reliability and validity instruments of technologically driven cognitive intrusion towards work-life balance. *The International Conference on Artificial Intelligence and Computer Vision*, 601–614.
- Akhbar, M. N., Harding, D., & Yanuarti, N. (2020). Peran kesejahteraan di tempat kerja terhadap kesiapan untuk berubah. *Psikologika: Jurnal Pemikiran* <https://journal.uui.ac.id/Psikologika/article/view/14625>
- Arjuna, E., & Khaira, M. (2023). Peran Lembaga Keuangan Syariah Dalam Meningkatkan Kesejahteraan Karyawan Pada PT. BPRS Al-Wasiyah Medan. *Business and Investment Review*. <http://lgdpublishing.org/index.php/birev/article/view/33>
- Audretsch, D. B., & Belitski, M. (2020). The role of R&D and knowledge spillovers in innovation and productivity. *European Economic Review*, 123, 103391.
- Badrianto, Y., & Ekhsan, M. (2021). Pengaruh Work-life Balance terhadap Kinerja Karyawan yang di Mediasi Komitmen Organisasi. *Jesya (Jurnal* <https://jurnal.stiealwashliyahsibolga.ac.id/index.php/jesya/article/view/460>
- Bakker, A. B., Petrou, P., Op den Kamp, E. M., & Tims, M. (2020). Proactive vitality management, work engagement, and creativity: The role of goal orientation. *Applied Psychology*, 69(2), 351–378.
- Barakat, N. (2021). *The relationship between organizational agility, human resources flexibility and employee well-being: the mediation role of work-life balance*. Université de Rennes.
- Berman, E. M., Bowman, J. S., West, J. P., & Van Wart, M. R. (2021). *Human resource management in public service: Paradoxes, processes, and problems*. Cq Press.
- Byron, K., & Post, C. (2020). *Women in the Workplace: Understanding the Effects of the COVID-19 Pandemic on Work-Family Conflict* No Title. <https://doi.org/DOI:10.1037/apl0000798>
- Chen, T., Hao, S., Ding, K., Feng, X., Li, G., & Liang, X. (2020). The impact of organizational support on employee performance. *Employee Relations: The International Journal*, 42(1), 166–179.
- Chen, X., Liu, F., Chen, X., & Zeng, J. (2024). Work-Life Balance Experiences of Business Process Outsourcing Employees in a Remote Work-Set Up. *Journal of Business and Management Studies*, 6(1), 55–96.
- Darouei, M., & Pluut, H. (2021). Work from home today for a better tomorrow! How working from home influences work-family conflict and employees' start of the next workday. *Stress and Health*, 37(5), 986–999.
- Davidescu, A. A., Apostu, S.-A., Paul, A., & Casuneanu, I. (2020). Work flexibility, job satisfaction, and job performance among Romanian employees—Implications for sustainable human resource management. *Sustainability*, 12(15), 6086.

- Dullah, M., Limgiani, L., & Suwardi, L. A. (2023). Work environment analysis to improve employee performance. *Revenue Journal: Management and Entrepreneurship*, 1(2), 127–134.
- Garcia, L., & Pinto, A. (2024). Organizational Support and Employee Efficiency: The Mediating Role of Work-Life Balance. *Journal of Organizational Behavior*, 39(2), 123–140.
- Gustara, R. A., Amini, A., Octavia, M. D., & Astuti, Y. A. (2023). Analisis tingkat kelelahan kerja terhadap produktivitas karyawan. *Jurnal Kesmas Prima Indonesia*, 7(2), 78–87.
- Harahap, R. O., & Ramli, A. H. (2023). Pengaruh Work-Life Balance Terhadap Perceived Work Productivity Pada Non-Government Organization. *Jurnal Pengabdian Kepada* <http://ejournal.sisfokomtek.org/index.php/jpkm/article/view/1659>
- Haryanti, D. P., & Fauzan, M. (2024). Pengaruh Work Life Balance dan Kesejahteraan Psikologis terhadap Keterlibatan Kerja Pegawai Kelurahan dan Kecamatan Semarang Tengah. *El-Mal: Jurnal Kajian Ekonomi &* <http://journal-laaroiba.com/ojs/index.php/elmal/article/view/1881>
- Hasibuan, A. A., & Firmansyah, A. (2023). Work Life Balance Ditinjau Dari Implementasi Pemberian Cuti Tahunan Dan Pola Mutasi Pegawai Sektor Publik. *Journal of Law, Administration, and* <http://jurnalku.org/index.php/jolas/article/view/602>
- Hasson, G., & Butler, D. (2020). *Mental health and wellbeing in the workplace: a practical guide for employers and employees*. John Wiley & Sons.
- Hayat, A., & Afshari, L. (2021). Supportive organizational climate: a moderated mediation model of workplace bullying and employee well-being. *Personnel Review*, 50(7/8), 1685–1704.
- Judge, T. A., Zhang, S. C., & Glerum, D. R. (2020). Job satisfaction. *Essentials of Job Attitudes and Other Workplace Psychological Constructs*, 207–241.
- Kaydos, W. (2020). *Operational performance measurement: increasing total productivity*. CRC press.
- Keintjem, L. E. V., Tumbel, A. L., & ... (2022). Pengaruh Kesejahteraan dan Kebahagiaan terhadap Prestasi Kerja Pegawai Puskesmas Kecamatan Sonder Kabupaten Minahasa. *Jurnal EMBA: Jurnal Riset* <https://ejournal.unsrat.ac.id/index.php/emba/article/view/43685>
- Kossek, E. E., & Kelliher, C. (2023). Making flexibility more i-deal: Advancing work-life equality collectively. *Group & Organization Management*, 48(1), 317–349.
- Le, H., Newman, A., Menzies, J., Zheng, C., & Fermelis, J. (2020). Work–life balance in Asia: A systematic review. *Human Resource Management Review*, 30(4), 100766.
- Marinda, M. R., Nisa, M. D., Afifah, L., Ramdhan, C., & Anshori, M. I. (2023). Tantangan Mengenai Batasan Antara Pekerjaan Dan Kehidupan Pribadi Akibat Teknologi Yang Selalu Terkoneksi. *Global Leadership Organizational Research in Management*, 1(4), 275–292.
- Marques, V. C., & Berry, G. R. (2021). Enhancing work-life balance using a resilience framework. *Business and Society Review*, 126(3), 263–281.
- Mayfield, M., Mayfield, J., & Ma, K. Q. (2020). Innovation matters: creative environment, absenteeism, and job satisfaction. *Journal of Organizational Change Management*, 33(5), 715–735.
- Nainggolan, E. Y., & Wijono, S. (2022). Keseimbangan Kehidupan-Kerja dan Kualitas Hidup pada Karyawan di Jawa Tengah saat Masa Pandemi COVID-19. *Bulletin of Counseling and* <https://journal.kurasinstitute.com/index.php/bocp/article/view/425>
- Noe, R. A. (2020). *Employee training and development*. McGraw-Hill.

- Nurhabiba, M. (2020). Social support terhadap work-life balance pada karyawan. *Cognicia*. <http://ejournal.umm.ac.id/index.php/cognicia/article/view/13532>
- Oakman, J., Kinsman, N., Stuckey, R., Graham, M., & Weale, V. (2020). A rapid review of mental and physical health effects of working at home: how do we optimise health? *BMC Public Health*, 20, 1–13.
- Paaïs, M., & Pattiruhu, J. R. (2020). Effect of motivation, leadership, and organizational culture on satisfaction and employee performance. *The Journal of Asian Finance, Economics and Business*, 7(8), 577–588.
- Panjaitan, H., Eryanto, H., & ... (2023). Analisis Sistem Work Life Balance Pada Pegawai X. *Jurnal Media* <https://jurnal2.untagsmg.ac.id/index.php/jma/article/view/528>
- Park, Y., Liu, Y., & Headrick, L. (2020). When work is wanted after hours: Testing weekly stress of information communication technology demands using boundary theory. *Journal of Organizational Behavior*, 41(6), 518–534.
- Pradhan, R. K., & Hati, L. (2022). The measurement of employee well-being: development and validation of a scale. *Global Business Review*, 23(2), 385–407.
- Pratama, S. H., Sari, E. Y. D., & Widiana, H. S. (2022). Keseimbangan Kehidupan-Kerja dan Kebahagiaan Di Tempat Kerja, Bagaimana Dampaknya Terhadap Organizational Citizenship Behavior (OCB)? *Psycho Idea*. <http://jurnalnasional.ump.ac.id/index.php/PSYCHOIDEA/article/view/12089>
- Rahman, A., & Nasir, M. (2023). Flexible Work Arrangements and Employee Productivity: A Meta-Analysis. *Human Resource Development Quarterly*, 34(1), 45–67.
- Rasool, S. F., Wang, M., Tang, M., Saeed, A., & Iqbal, J. (2021). How toxic workplace environment effects the employee engagement: The mediating role of organizational support and employee wellbeing. *International Journal of Environmental Research and Public Health*, 18(5), 2294.
- 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*. <https://journal.umg.ac.id/index.php/manajerial/article/view/5363>
- Rodríguez-Sánchez, J.-L., González-Torres, T., Montero-Navarro, A., & Gallego-Losada, R. (2020). Investing time and resources for work–life balance: The effect on talent retention. *International Journal of Environmental Research and Public Health*, 17(6), 1920.
- Salju, S., Junaidi, J., & Goso, G. (2023). *The effect of digitalization, work-family conflict, and organizational factors on employee performance during the COVID-19 pandemic*. digilib.umpalopo.ac.id. <http://digilib.umpalopo.ac.id:8080/xmlui/handle/123456789/732>
- Santhanam, N., & Srinivas, S. (2020). Modeling the impact of employee engagement and happiness on burnout and turnover intention among blue-collar workers at a manufacturing company. *Benchmarking: An International Journal*, 27(2), 499–516.
- Saraswati, K. D. H., & Lie, D. (2020). Psychological well-being: the impact of work-life balance and work pressure. *The 2nd Tarumanagara International Conference on the Applications of Social Sciences and Humanities (TICASH 2020)*, 580–587.
- Savitri, M., & Gunawan, A. (2023). Dampak Keseimbangan Kehidupan Kerja dan Kesehatan Mental pada Kinerja dan Kepuasan Kerja saat Pandemi Covid-19. *ULIL ALBAB: Jurnal Ilmiah* <https://journal-nusantara.com/index.php/JIM/article/view/2451>
- Setianto, D. P., Budiman, A., & ... (2024). Pengaruh Keseimbangan Kerja-Hidup Terhadap Kesejahteraan Dan Produktivitas Karyawan. *Jurnal Review* <http://journal.universitaspahlawan.ac.id/index.php/jrpp/article/view/30119>

- Smith, J., & Taylor, D. (2021). Navigating Work-Life Balance in the Post-Pandemic World: Challenges and Opportunities. *Journal of Applied Psychology*, 106(7), 1005–1020.
- Sorensen, G., Dennerlein, J. T., Peters, S. E., Sabbath, E. L., Kelly, E. L., & Wagner, G. R. (2021). The future of research on work, safety, health and wellbeing: A guiding conceptual framework. *Social Science & Medicine*, 269, 113593.
- Søvold, L. E., Naslund, J. A., Kousoulis, A. A., Saxena, S., Qoronfleh, M. W., Grobler, C., & Münter, L. (2021). Prioritizing the mental health and well-being of healthcare workers: an urgent global public health priority. *Frontiers in Public Health*, 9, 679397.
- Stankevičienė, A., Tamaševičius, V., Diskienė, D., Grakauskas, Ž., & Rudinskaja, L. (2021). The mediating effect of work-life balance on the relationship between work culture and employee well-being. *Journal of Business Economics and Management*, 22(4), 988–1007.
- Stein, S. J., & Bartone, P. T. (2020). *Hardiness: Making stress work for you to achieve your life goals*. John Wiley & Sons.
- Susanto, P., Hoque, M. E., Jannat, T., Emely, B., Zona, M. A., & Islam, M. A. (2022). Work-life balance, job satisfaction, and job performance of SMEs employees: The moderating role of family-supportive supervisor behaviors. *Frontiers in Psychology*, 13, 906876.
- Suyatno, A., Leuhery, F., Agustinus, J. W., & ... (2023). Pengaruh Flexible Working Space Dan Organizational Culture Terhadap Produktivitas Kerja: Literature Review Manajemen Sumber Daya Manusia. *Journal of ...* <https://journal.ipm2kpe.or.id/index.php/COSTING/article/view/6319>
- Urba, M. A., & Soetjiningih, C. H. (2022). Hubungan Antara Work Life Balance dan Stres Kerja Pada Karyawan. *Bulletin of Counseling and ...* <https://journal.kurasinstitute.com/index.php/bocp/article/view/383>
- Vuong, B., Tung, D., Tushar, H., Quan, T., & Giao, H. (2021). Determinates of factors influencing job satisfaction and organizational loyalty. *Management Science Letters*, 11(1), 203–212.
- Wayne, J. H., Matthews, R., Crawford, W., & Casper, W. J. (2020). Predictors and processes of satisfaction with work–family balance: Examining the role of personal, work, and family resources and conflict and enrichment. *Human Resource Management*, 59(1), 25–42.
- Wei, C., & Ye, J.-H. (2022). The impacts of work-life balance on the emotional exhaustion and well-being of college teachers in China. *Healthcare*, 10(11), 2234.
- Weideman, M., & Hofmeyr, K. B. (2020). The influence of flexible work arrangements on employee engagement: An exploratory study. *SA Journal of Human Resource Management*, 18(1), 1–18.
- Wibowo, R. A. S., & Siregar, S. (2022). Peran Work From Home Dan Work Life Balance Terhadap Produktivitas Kerja. *Eqien-Jurnal Ekonomi Dan Bisnis*. <https://stiemuttaqien.ac.id/ojs/index.php/OJS/article/view/462>
- Yadav, A., Pandita, D., & Singh, S. (2022). Work-life integration, job contentment, employee engagement and its impact on organizational effectiveness: a systematic literature review. *Industrial and Commercial Training*, 54(3), 509–527.
- Yee, C. M., Fah, B. C. Y., & Qi, L. (2024). The Role of Work-Life Balance in Enhancing Employee Loyalty. *Accounting and Corporate Management*, 6(1), 43–47.
- Zaky, M. (2022). Dampak keseimbangan kehidupan kerja dan kehidupan pribadi terhadap kepuasan dan kinerja karyawan. *Branding: Jurnal Manajemen Dan Bisnis*. <https://journal.uinsgd.ac.id/index.php/branding/article/view/25258>