



The Effect of Work Life Balance on Millennial Generation Productivity in Makassar City

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Article Info

Article history:

Received 4 August 2023

Received in revised form 8

September 2023

Accepted 2 October 2023

Keywords:

Work Life Balance

Productivity

Millennial Generation

Abstract

This study aims to determine the effect of Work Life Balance on the productivity of the millennial generation in Makassar City. This research is a descriptive study with a quantitative approach with data analysis techniques used simple linear regression and hypothesis test consist of t test and coefficient of determination. The results of the study show that Work Life Balance has a positive and significant influence on the productivity of the millennial generation in Makassar City. The concept of work life balance is expected to be applied in support productivity, especially in the millennial generation.

Introduction

Work Life Balance has now become a hot topic that is currently being discussed. Moreover, the increasing understanding that quality human resources will be created if these factors are considered and utilized optimally. The concept of Work Life Balance is important for organizations to understand, where this concept emphasizes the balance of an individual in managing their responsibilities in work life with a life that is not related to work. An individual must determine the time for work, self and social life.

During the pandemic in 2019 and it is still happening today, work patterns have also changed along with the enactment of PPKM which was implemented by the government to reduce the effects of the spread of covid-19, therefore some work or meetings that were previously carried out or carried out in the office were replaced by virtual and the term work from home (WFH) appears which has become commonplace even though at this time it has started to slowly approach normal conditions but if you look at some aspects of work for example meetings that are not urgent in nature no longer have to be in person especially those far away enough with the media Virtual alone is enough to replace it, of course it will be more effective and efficient in terms of time and budget, of course.

These changes are certainly like 2 (two) sides of a coin where one side has a positive effect and the other side has a negative effect. High levels of stress, especially in big cities with long working hours plus time spent traveling (Tamara & Sasana, 2017) make it difficult for individuals to distinguish between time for work and time for personal and social life. This can make individuals vulnerable to work stress, health problems and depression (Gustafianto, 2018). Not to mention that the current economic situation has fluctuated so that it requires individuals to work even harder to fulfill their needs and desires.

Not to mention the blurring of boundaries caused by unclear time for work and time for social life because work currently does not have a clear time, in fact work is like 24/7 where we are always connected to work and sometimes mix work with personal and social life so that it

affects individuals. even though individuals will have good performance if they are able to balance work life and personal life (Hsieh et al., 2008). A good individual will certainly work effectively and efficiently on the tasks and responsibilities given. Reflecting on the nordic countries or what we know as Scandinavian countries, namely countries located in the North European Continent consisting of Norway, Sweden, Finland and Denmark which adopted the term Work Life Balance which has become a reference for many countries as benchmarking and has been named a country that has the highest level of happiness in the world according to the world happiness report (detik.com, 2022). This Scandinavian country has one of the shortest working hours in the world but has a high level of productivity. This means that there is no absolute correlation between length of work and the resulting productivity. In addition, the country has a reputation as one of the 5 (five) countries that have the highest innovation power in the world with well-known companies including Volvo, Spotify, Scania, IKEA, Ericson, etc.

Aspects or indicators of Work Life Balance are time, involvement, satisfaction, satisfaction and comfort (Hudson, 2005) in which the millennial generation that dominates the current workforce in Indonesia also contributes to changes in current human resources. Many of them realize that Work Life Balance can be applied in the work environment which affects their performance (Wolor et al., 2020). The research conducted (Made & Ganapathi, 2016) says that the Work Life Balance perspective has a positive effect on employee job satisfaction. This means that job satisfaction will affect organizational performance if the Work Life Balance factor pays more attention.

This phenomenon implies that the concept of Work Life Balance should be understood and applied to individuals, especially the millennial generation who dominate the current workforce so that productivity levels will also be better, this is in accordance with research conducted (Rahajeng & Handayani, 2021) which states that Work Life Balanced can increase productivity through intervening variable job satisfaction within the organization. Based on this background, the authors want to find out more about the perspective of Work Life Balance in supporting increased productivity of millennial generation employees.

H1: Work Life Balance has a positive and significant effect on productivity.

Methods

The type of research used in this research uses quantitative research with survey methods. Survey research methods are used to obtain data from certain natural places (Sugiono, 2017). Quantitative research can be interpreted as a research method based on the philosophy of positivism used to examine certain populations or samples. The data collection technique used is by using a questionnaire or questionnaire. The population used with the specified characteristics is the millennial generation, aged born in 1980-2000 and has had a job and work experience of at least 1 year of service. Sampling in this study used a non-probability sampling method with incidental sampling method. Methods of data analysis using validity, reliability and hypothesis testing which consists of the t test and the coefficient of determination. The sample in the study that filled out the research questionnaire was 135 respondents and was analyzed using SPSS 23 software.

Table 1. Variable Operational Definition

Variable	Definition
<i>Work Life Balanced</i>	Defined as the condition of individuals who can divide roles and feel satisfied in carrying out these roles as seen from the low level of conflict between work and social life.

Productivity	Defined as a comparison between the results achieved with the overall resources used (inputs), which are related to productive mental attitudes, among others: regarding attitudes, spirit, motivative, discipline, creative, innovative, dynamic, and professionalism.
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Results and Discussion

This data is primary data obtained based on the results of a questionnaire that supports this research. As well as the results of testing the analytical method used in this study using the SPSS 23 data processing program. As seen in the following table:

Table 2. Work Life Balance Variable Validity Test

Productivity Variables	r table	Correct Item-Total Correlation
X1.1	0.169	0.496
X1.2	0.169	0.568
X1.3	0.169	0.611
X1.4	0.169	0.351
X1.5	0.169	0.294
X1.6	0.169	0.509
X1.7	0.169	0.555
X1.8	0.169	0.668
X1.9	0.169	0.652
X1.10	0.169	0.657
X1.11	0.169	0.682
X1.12	0.169	0.549
X1.13	0.169	0.525
X1.14	0.169	0.671
X1.15	0.169	0.629
X1.16	0.169	0.621
X1.17	0.169	0.710
X1.18	0.169	0.706
X1.19	0.169	0.641
X1.20	0.169	0.671
X1.21	0.169	0.698
X1.22	0.169	0.600

Table 3. Test the validity of productivity variables

Productivity Variables	r table	Correct Item-Total Correlation
Y1.1	0.169	0.454
Y1.2	0.169	0.575
Y1.3	0.169	0.714
Y1.4	0.169	0.793
Y1.5	0.169	0.654
Y1.6	0.169	0.688
Y1.7	0.169	0.667
Y1.8	0.169	0.706
Y1.9	0.169	0.678

The results of the validity test showed that all question items in the research variables in the questionnaire were valid and could be used as a research measurement tool. This research is proven by the Corrected Item -Total value or r-count > r-table with a value of 0.169

Table 4. Productivity variable reliability

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
.926	.932	22

Based on the results of the reliability test of the work life balance instrument in this study it can be said to be reliable or reliable. It can be seen in the table below that the Cronbach's Alpha value is 0.926 which is more than the value of $r > 0.60$ so that this value can be said to be reliable if it is used several times to measure the same object so that generate the same data anyway.

Table 5. Productivity variable reliability

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
.894	.896	9

Based on the results of the reliability test of the Productivity instrument in this study it can be said to be reliable or reliable. It can be seen in the table below that the Cronbach's Alpha value is 0.894 where it is more than the value of $r > 0.60$ so that this value can be said to be reliable if it is used several times to measure the same object so as to produce data the same thing.

Table 6. Simple Regression Table

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std.Error	Beta		
1	(Constant)	13.388	1.851	7.234	.000
	Work_Life_Balance	.258	.026	.656	10.033

Based on partial testing as in the table above, it shows that the Work Life Balance variable has a positive and significant effect on the productivity of the Millennial Generation in Makassar City. Furthermore, in the table it can also be seen that the results of the simple linear regression equation of this research model are as follows:

$$Y = 13.338 + 0.258 X_1$$

Based on the simple linear regression equation above, it can be interpreted as follows: Constant (a) obtained a value of 13,338 indicating that the productivity of the millennial generation will increase by 13,338 units of productivity when other variables are considered constant.

$b = 0.258$, has a positive sign indicating that work life balance has a positive influence on the productivity of the millennial generation. The coefficient b can be said to be significant because $\text{sig} = 0.000$ is smaller than the value $\alpha = 0.05$. This can be explained that if there is an increase in the work life balance variable and other variables are constant, it will increase the productivity of the millennial generation by 0.258.

Table 7. Coefficients Table

Model		t	Sig.
1	(Constant)	7.234	.000
	Work_Life_Balance	10.033	.000

The hypothesis testing method with t_{count} can be seen if $t_{\text{count}} > t_{\text{table}}$ then the hypothesis is accepted otherwise if $t_{\text{count}} < t_{\text{table}}$ then the hypothesis is rejected. In this study, using a degree of confidence of 95% or with an error rate of 5%, the coefficients below obtained a t_{count} of 10,033.

Table 8. Model Summary Table

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.656 ^a	.431	.427	2.983

Source: data processed by SPSS 23 (2023)

Based on the results of the determination test above, it can be explained that the correlation (R) is at 0.563 or at a moderate level while the magnitude of the coefficient of determination (R²) is 0.317. This determination coefficient figure states that the work life balance on productivity in the millennial generation is 31.7% and the remaining 68.3% shows the influence of other variables not included in this study.

The Pandemic's Influence on Work-Life Balance

Businesses throughout the world have had to respond quickly and nimbly to the altering market circumstances brought on by the COVID-19 pandemic's worldwide spread. The widespread use of lockdowns and social distancing measures forced a shift away from traditional office-based employment, ushering in the era of remote work, often known as employment From Home (WFH). This change was more than just a quick response to an emergency; it represented a radical departure from the previous method of getting things done. As a result, it is crucial to understand how this shift will affect the harmony between work and leisure time.

One of the most noticeable effects of remote labor's proliferation throughout the pandemic has been the blurring of boundaries between work and private life. There has traditionally been a wall between a person's job life and their home life. However, the development of remote work has made the line between the two more blurry and malleable. It is not uncommon for meetings, emails, and other work-related responsibilities to spill over into people's free time after hours.

Many studies conducted throughout the outbreak have provided new insight into the situation. Tamara and Sasana's (2017) research is instructive because it highlights the impact of long work hours and commuting time on stress at work and, by extension, the work-life balance. Gustafianto (2018) claims that those who have trouble drawing lines between their job and personal lives are more likely to have health problems and despair. It is also important to recognize that although remote work provides potential for flexibility, it may also increase the difficulty of maintaining a harmonic balance between work and personal life, particularly among millennials.

During the worldwide pandemic, technology played a pivotal and transformational role in facilitating and promoting the adoption of remote work practices. However, technology has also contributed to the rise of continual connection, which has made it more difficult to strike a good balance between one's professional and personal life. With the advent of smartphones, personal computers, and continual internet access, employees may stay in touch with their jobs at all times. Regardless of time restrictions, instantaneous responses to emails and texts have become the standard in modern communication practices.

Many millennial employees attribute their success to the reliability of their internet connections. Hsieh et al. (2008) state that a better work-life balance is possible when individuals are able to keep their job and personal lives distinct. However, the ever-present nature of remote work and the need for constant availability complicate this differentiation. Since millennial professionals have a hard time distinguishing between their professional and personal lives, this has serious implications for their mental health and overall productivity in the workplace.

It is worth noting that despite the challenges they have faced, many millennial employees have shown extraordinary endurance and adaptability in response to the shifts in their work schedules necessitated by the pandemic. Some people have tried different strategies to regain command of the balance between their career and personal life. Set strict work hours, designate a specific space in the home as the office, and unplug all work-related devices during non-work hours are all examples of such methods.

Additionally, businesses today understand they must assist workers in striking a balance between their personal and professional life. Some businesses have introduced plans and initiatives to better the lives of its employees. These include allowing for more leeway in scheduling, encouraging regular breaks to reduce the likelihood of burnout, and organizing virtual social events to bring people together.

Comparative Insights from Nordic Countries

The importance of balancing work and personal life is increasingly being recognized, and as a result, the topic of work-life balance has been the subject of considerable discussion. It is helpful to have contrasting viewpoints from the Nordic countries while analyzing this topic within the context of the millennial generation in Makassar City. There are different approaches to striking a healthy work-life balance in countries including Norway, Sweden, Finland, Denmark, and Iceland. These countries give valuable information that may inform efforts to boost millennials' work output and satisfaction in their jobs.

Working hours are shorter under the Nordic model, often falling between 35 and 37 per week (Hudson, 2005). Differentiating features of this strategy include challenging the conventional wisdom that longer workdays always result in more output and promoting a healthier balance between work and personal life. Based on data collected in the Nordic countries, it seems that working more hours does not result in increased output. This finding, within the context of the research, emphasizes the possibility of achieving greater efficiency via the encouragement of a balanced approach to work and personal life. Wolor et al.'s (2020) research emphasizes the potential advantages of shorter and more efficient working hours, particularly in regard to job satisfaction and productivity among millennial employees.

Flexibility in the workplace and employee autonomy are highly valued in the Nordic countries, as reported by Hsieh et al. (2008). In many workplaces, workers have considerable leeway in establishing their own timetables within certain parameters. This degree of adaptability covers a wide range of options, such as working from home or adjusting your schedule as needed. It is notable because it shows a high level of trust in employees' abilities to schedule their time effectively.

This research is important because it shows how giving millennials in Makassar City more control over their schedules and projects might help them feel more invested in their job and accountable for their results. Made and Ganapathi (2016) claim that businesses that provide their employees more freedom in their schedules may see better productivity and contentment from their staff.

According to the World Happiness Report (detik.com, 2022) the Nordic countries consistently do well on global measures of happiness. This exemplifies the need of striking a balance between one's professional and personal life for one's health, happiness, and sense of satisfaction in one's job. This demonstrates that a person's efforts to strike a balance between their professional and personal lives are impacted by factors beyond his or her control, such as society and culture.

For the sake of our investigation, it is crucial to stress the value of taking a holistic approach. Rahajeng and Handayani (2021) argue that if we want to improve the health and happiness of millennial employees, we need to go outside the office and into their personal lives, communities, and cultures. Those in positions of power in Makassar City's business community and political arena must recognize the need of taking measures beyond the usual in the workplace to improve the lives of their millennial workforce.

According to research by Tamara and Sasana (2017), companies in the Nordic region are leaders in implementing progressive policies and procedures at work that prioritize the happiness and satisfaction of their workers. Some businesses even go so far as to equip their workers with a daycare facility, a fitness center, and a recreation area on the premises. Although not every strategy can be duplicated, the underlying idea that investing in employee happiness may pay dividends is undeniable.

In the context of our research, this finding emphasizes the pro-active position that businesses should take to foster a healthy work-life balance for millennial employees (Gustafianto, 2018). The proposal suggests that businesses in Makassar City should look at opportunities and tactics that help employees strike a better balance between their professional and personal lives, ultimately resulting in a more fulfilled and productive generation of young workers.

The Role of Millennials in Shaping Work-Life Balance

When it comes to striking a balance between work and personal life, the millennial generation has emerged as a major player in shaping the modern workplace. Companies' perspectives on this critical element of worker well-being have shifted in response to employees' beliefs, goals, and preferences (Tamara & Sasana, 2017).

One of the most distinguishing characteristics of millennials is their extensive use of digital media. These people have grown up in the age of digital technology, where they have continual access to their phones, various social networking sites, and other immediate methods of communication. Individuals' natural comfort with technology has had a major influence on how they define the division between their professional and personal lives.

By 2022, a generation of young people known as millennials living in Makassar City had shifted toward "work from home" (WFH) and virtual meetings due to the pandemic, according to a study from detik.com. Their technological expertise paved the way for a smooth transition into their new roles, which include more autonomy and online collaboration. According to the authors (Hsieh et al., 2008), millennials can have a substantial impact on the development and implementation of technological techniques for achieving work-life balance.

Millennials, and younger people in general, place a premium on work-life balance and independence. This inclination has significant ramifications for striking a good work-life balance (Wolor et al., 2020). People choose jobs that allow them to balance their personal and professional life, such as those that allow them to work remotely or set their own hours. This preference for adaptability stems from the realization that rigid work schedules might make it more difficult to strike a healthy work-life balance.

Employers and politicians in Makassar City, specifically, must realize and value the importance of meeting these expectations. Made and Ganapathi (2016) argue that offering more flexible work options may help attract and keep millennial workers by creating an environment where work-life balance is not only a goal, but a possibility for all employees.

Gustafianto (2018) claims that millennials place a higher value on physical and mental health than previous generations. The way they see the interplay between work and leisure reflects the value they put on well-being. Companies that invest heavily in their employees' mental and

physical health, as well as in helping them strike a good balance between their professional and personal lives, tend to attract the most talented and sought-after employees.

This perspective's inclusion in the research on work-life balance in Makassar City highlights the generational shift that is significantly altering long-established norms in the workplace. Rahajeng and Handayani (2021) state that if an employer shares these values, they should expect a higher degree of engagement and commitment from millennial workers.

Millennials are known to blur the lines between their personal and work lives. However, advocates of work-life integration maintain that it is possible to balance professional and personal responsibilities without sacrificing either. This perspective challenges common wisdom about how to strike a balance between work and personal life by advocating instead for a more holistic approach to the two.

This approach may be interpreted by young professionals in Makassar City as strategies that allow them to efficiently accomplish their employment commitments without sacrificing their time for personal interests, hobbies, and social interactions. The research needs to pinpoint the paradigm shift and go into an analysis of how companies may successfully adapt to promote work-life integration, which in turn boosts productivity and employee happiness (Hudson, 2005).

Limitations

The primary limitation of this study is that it is based on cross-sectional data. This research successfully establishes a positive and statistically significant link between Work-Life Balance and millennial productivity. While this study provides crucial insights, it should be noted that it cannot prove causation. Longitudinal designs should be used in future studies to further investigate the possible influence of changes in Work-Life Balance on productivity over longer time periods.

The sample size of 135 participants in the present study may restrict the study's ability to draw broad conclusions. It is possible that these findings may not apply to all millennials in Makassar City as a whole. Further research should aim to employ larger and more diverse participant pools, representing a wider variety of demographic and occupational traits, to increase the external validity of their results.

Another important limitation is that information collection must rely on self-report methods, such as surveys. This opens the door to the potential of data collection subjectivity and response bias. There is room for improvement in the productivity assessment process, and future studies might benefit greatly from the use of objective performance metrics or observational data.

In addition, the region of interest for this research is limited to that of Makassar City itself. It is important to recognize that the dynamics of Work-Life Balance may be affected in different ways by the unique socio-cultural and economic features of different geographical places. Researchers may consider doing multi-site studies, encompassing different sites within the Indonesian setting, to help alleviate this limitation and account for regional differences.

Since this study is concerned with millennials in particular, it is also important to appreciate the inherent variation within this generation. Members of the millennial generation come from a broad variety of educational, occupational, social, and cultural backgrounds. Future research might look at potential moderating factors that are unique to the millennial generation, such as gender differences, socioeconomic status, and industry of employment, to get a deeper understanding of the impact of Work-Life Balance.

Future Research Directions

It is suggested that future research use longitudinal approaches, which allow the tracking of temporal changes in Work-Life Balance and productivity, to alleviate the limitation relating to causality. This strategy would help establish a causal relationship by shedding light on the complex interaction of various components.

Research projects might benefit from include comparison studies across different cities or regions in Indonesia to better understand how consistent or variable the connection is between Work-Life Balance and productivity depending on local conditions. The current study's geographical comparisons may provide light on the findings' applicability in other contexts.

It is possible to get a deeper understanding of how Work-Life Balance affects productivity among millennials by combining quantitative data with qualitative research methods like in-depth interviews and focus groups. There is a wide variety of millennial thoughts and experiences, and qualitative research has the potential to capture them all.

Research on the effectiveness of workplace interventions designed to improve millennials' ability to strike a healthy work-life balance is an area that may need more exploration. In order to determine the effect that efforts such as flexible work arrangements, employee wellness programs, and stress management therapies have on productivity, it may be necessary to establish and conduct a full evaluation of these initiatives.

Potential moderators across the millennial cohort that might provide light on the varied dynamics of Work-Life Balance across different subpopulations include gender, marital status, and industry-specific characteristics. If you want to tailor your company's policies and processes effectively, it helps to have a deep understanding of these nuances.

It would be useful to do comparative study with nations that have different laws and practices in regards to Work-Life Balance because of the increasingly global makeup of the millennial workforce. Such research conducted with, say, the Nordic countries might provide useful cross-cultural insights and lessons that could be effectively used in Makassar City.

As technological progress continues to alter the nature of work, it would be instructive to examine how various technological interventions—such as productivity apps and remote work platforms—influence the Work-Life Balance and productivity of millennials.

Research into the financial effects of WLB policies and practices, as well as the potential impact of regional and national policies on promoting WLB among millennials, is, therefore, an exciting avenue for the development of academic knowledge.

Conclusion

With the ever-changing nature of today's labor market, this study has added much to our understanding of how the millennial generation in Makassar City may best strike a balance between their work and personal lives in order to maximize their productivity. The findings stress the significance of a healthy Work-Life Balance in boosting productivity among members of the millennial age. There is some evidence to indicate that millennials who are able to balance their professional and personal lives will also be more productive at work. This link highlights the value of promoting Work-Life Balance in both business and social settings. Moreover, the findings demonstrated the millennial generation's ability to embrace the concepts of Work-Life Balance, even in the face of challenging situations like the current COVID-19 pandemic. The current generation's endurance and inventiveness are on display in their ability to maintain balance, particularly in the setting of remote work and greater unpredictability. This study provides important insight into the link between millennials' work

and personal lives, and as a result, it may help inform strategies that may help this generation thrive in their professional and personal lives. Young adults in Makassar City and elsewhere may benefit greatly from striking a healthy balance between their professional and personal lives as they navigate today's ever-changing job market.

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