

Work-Life Balance, Employee Well-Being, and Organizational Performance in Digital Startups in Greater Jakarta

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ABSTRACT

The rapid expansion of digital startups in Greater Jakarta has intensified the need for effective human resource strategies that support both employee well-being and organizational performance. This study aims to examine the relationships between work-life balance, employee well-being, and organizational performance using a quantitative approach. Data were collected from 150 employees working in digital startup environments through a structured questionnaire measured on a five-point Likert scale. Statistical analysis was conducted using SPSS version 25, including descriptive statistics, reliability testing, classical assumption tests, and multiple regression analysis. The results indicate that work-life balance has a significant positive effect on employee well-being, while both work-life balance and employee well-being significantly influence organizational performance. Employee well-being also acts as an important mechanism that strengthens organizational outcomes by enhancing motivation, emotional stability, and engagement. The findings highlight the strategic role of flexible work practices and supportive organizational culture in sustaining productivity within fast-paced digital startup contexts. This study contributes to the organizational behavior literature by providing empirical evidence from emerging digital economies and offers practical insights for startup leaders in designing human-centered workplace policies that promote sustainable performance.

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1. INTRODUCTION

The rapid growth of digital startups has transformed contemporary work environments, particularly in urban innovation hubs such as Greater Jakarta. Characterized by high flexibility, fast-paced operations, and technology-driven workflows, digital startups often promote dynamic organizational cultures that prioritize innovation and agility [1]. While

these characteristics create opportunities for professional development and organizational growth, they also introduce challenges related to employee workload, psychological pressure, and blurred boundaries between professional and personal life [2], [3]. In this context, maintaining an effective work-life balance has become a critical issue for both employees and organizational leaders seeking sustainable performance outcomes.

Work–life balance refers to the ability of individuals to manage professional responsibilities alongside personal and social commitments without experiencing excessive stress or role conflict. Within digital startups, remote collaboration tools, flexible working arrangements, and project-based deadlines frequently reshape traditional working patterns [4], [5]. Although such flexibility may enhance autonomy and job satisfaction, it can simultaneously lead to extended working hours, digital fatigue, and decreased recovery time [4]. Consequently, organizations are increasingly required to design policies that support employee well-being while maintaining productivity in competitive digital markets.

Employee well-being has emerged as a central construct in organizational research due to its strong association with motivation, engagement, and overall job performance. Well-being encompasses psychological, emotional, and physical dimensions that influence how employees perceive their work environment and cope with occupational demands [6], [7]. Previous studies suggest that employees who experience positive well-being tend to demonstrate higher levels of creativity, collaboration, and resilience, all of which are essential for innovation-oriented startup ecosystems [8], [9]. However, empirical evidence examining how work–life balance contributes to well-being and subsequently affects organizational performance in digital startup contexts remains relatively limited, particularly within developing urban economies such as Indonesia.

Organizational performance in digital startups is not solely determined by financial outcomes or technological advancement but is also influenced by human capital dynamics. Startups rely heavily on skilled employees who must adapt quickly to change, manage complex tasks, and collaborate across digital platforms [10]. Poor work–life balance may lead to burnout, decreased job satisfaction,

and high employee turnover, which ultimately undermine organizational effectiveness. Therefore, understanding the interplay between work–life balance, employee well-being, and organizational performance is essential for developing evidence-based managerial strategies that foster long-term sustainability.

Despite the growing interest in workplace well-being and flexible working practices, research focusing specifically on digital startups in Greater Jakarta remains limited, as many existing studies primarily emphasize large corporations or traditional industries, leaving a contextual gap in understanding how startup culture shapes employee experiences and organizational outcomes. Addressing this gap, the present study provides a quantitative examination of the relationships among work–life balance, employee well-being, and organizational performance using survey data collected from startup employees in the region, applying Likert-scale measurements and statistical analysis through SPSS version 25 to generate empirical insights into how human-centered workplace practices influence performance in emerging digital organizations. Accordingly, the study aims to analyze the effect of work–life balance on employee well-being, examine the impact of employee well-being on organizational performance, and investigate the overall relationships among these variables within digital startups. The findings are expected to contribute theoretically by enriching organizational behavior literature within the digital economy context, while also offering practical guidance for startup leaders in designing policies that enhance employee welfare and sustain organizational competitiveness.

2. LITERATURE REVIEW

2.1 *Work–Life Balance*

Work–life balance refers to an individual's ability to manage work

responsibilities and personal life demands in a way that minimizes conflict and promotes overall satisfaction, and within organizational research it is commonly associated with flexible working arrangements, manageable workloads, and supportive cultures that sustain psychological and social well-being [1]. The rapid adoption of digital technologies has transformed traditional work structures, particularly in startup environments where remote collaboration, flexible scheduling, and project-based tasks are increasingly prevalent; although such flexibility can enhance autonomy, it may also blur the boundaries between professional and personal life, creating risks of role overload and emotional exhaustion [11], [12]. Scholars highlight that effective work–life balance practices contribute to positive employee outcomes such as reduced stress, higher job satisfaction, and stronger organizational commitment, making balance a strategic factor in digital startups characterized by high time pressure and demanding performance expectations. Organizations that actively promote balance through clear expectations, workload management, and supportive leadership are therefore more likely to foster healthier working environments, which ultimately support sustainable productivity and improved organizational performance.

2.2 Employee Well-Being

Employee well-being represents a multidimensional concept encompassing the psychological, emotional, and physical conditions experienced by

individuals within their work environment, reflecting how employees perceive job demands, organizational support, and their capacity to cope with stressors [6], [8]. Contemporary organizational behavior research positions well-being as a key determinant of engagement, creativity, and resilience, especially in knowledge-intensive sectors such as digital startups, where dynamic work patterns and innovation pressures are prevalent [13]. Well-being is commonly assessed through indicators such as job satisfaction, emotional stability, and perceived work stress, with positive well-being associated with improved collaboration, lower turnover intentions, and stronger intrinsic motivation. In contrast, prolonged imbalance between work and personal life can lead to burnout, fatigue, and declining performance; therefore, within digital startup ecosystems [14], [15], maintaining employee well-being extends beyond a human resource issue and becomes a strategic necessity that supports innovation capacity and long-term organizational sustainability.

2.3 Organizational Performance

Organizational performance refers to the extent to which an organization achieves its goals effectively and efficiently, and in the context of digital startups it is commonly assessed through both financial and non-financial indicators such as productivity, innovation capability, team effectiveness, and overall operational success [16], [17]. Unlike traditional organizations, startups operate within highly uncertain environments marked by

rapid change, technological disruption, and intense competition, making human capital a central driver of performance outcomes. Research indicates that employee-related factors including motivation, engagement, and well-being significantly shape organizational performance [16], [18], as individuals who feel supported within a healthy work environment are more likely to contribute innovative ideas and sustain consistent productivity. Consequently, understanding internal organizational practices, particularly work–life balance initiatives, becomes crucial for enhancing performance and ensuring sustainable growth within digital startup ecosystems.

2.4 Relationship Between Work–Life Balance and Employee Well-Being

The relationship between work–life balance and employee well-being has been widely examined in organizational and psychological literature, with work–life balance practices such as flexible working hours and supportive managerial policies considered essential in reducing role conflict and enhancing emotional stability [1], [6]. When employees perceive that their organization values personal needs alongside professional responsibilities, they tend to experience lower stress levels, stronger psychological health, and greater overall well-being. In digital work environments, constant connectivity enabled by technology creates both opportunities and challenges; although digital tools provide flexibility, they may also foster expectations of continuous availability that can strain employees

[1], [19]. Therefore, effective work–life balance mechanisms play a crucial role in mitigating these risks by establishing clear boundaries between work and personal life while promoting adequate recovery time, ultimately supporting sustainable employee well-being in dynamic digital contexts.

H1: Work–life balance has a positive effect on employee well-being.

2.5 Relationship Between Employee Well-Being and Organizational Performance

Employee well-being has been widely recognized as a critical driver of organizational performance, as individuals who experience positive psychological states tend to exhibit higher levels of engagement, creativity, and commitment toward organizational goals. Research in organizational psychology indicates that well-being supports cognitive functioning and effective collaboration, which in turn enhances team performance and fosters innovation outcomes [6], [9]. Within digital startup environments, where organizational success depends heavily on human creativity and adaptability, employee well-being becomes a central factor shaping key performance indicators [14], [20]. A supportive work environment that prioritizes employee health, satisfaction, and psychological safety therefore contributes not only to improved productivity but also to stronger organizational resilience and sustained long-term competitiveness.

H2: Employee well-being has a positive effect on organizational performance.

2.6 Relationship Between Work-Life Balance and Organizational Performance

Beyond its indirect influence through employee well-being, work-life balance may also have a direct relationship with organizational performance, as organizations that promote balanced work practices often experience reduced absenteeism, improved morale, and higher levels of employee retention, all of which contribute to more stable operational outcomes and a stronger organizational culture [1], [2]. In the context of digital startups, balanced work practices support sustainable productivity despite high workloads and rapid growth demands, because employees who perceive fairness in workload distribution and adequate personal time tend to maintain greater focus, motivation, and commitment [21], [22]. Consequently, the presence of clear work-life balance initiatives not only enhances individual experiences but also strengthens overall performance outcomes by fostering consistency, engagement, and long-term organizational effectiveness.

H3: Work-life balance has a positive effect on organizational performance.

3. RESEARCH METHODS

3.1 Research Design

This study employs a quantitative research approach to examine the relationships between work-life balance, employee well-being, and organizational performance in digital startups located in Greater Jakarta. A quantitative design was selected to allow systematic measurement of variables and statistical testing of hypotheses derived from the conceptual framework. The study uses a cross-sectional survey method,

where data were collected at a single point in time from employees working in technology-based startup environments. This approach enables the identification of patterns and relationships among variables using numerical data and statistical analysis.

3.2 Population and Sample

The population of this study consists of employees working in digital startups operating in the Greater Jakarta area, including Jakarta, Bogor, Depok, Tangerang, and Bekasi, covering various digital sectors such as e-commerce, financial technology, digital marketing, software development, and online services; considering the dynamic and diverse nature of startup organizations, employees from different functional roles and experience levels were included to capture comprehensive perspectives. A total of 150 respondents participated in this research using a purposive sampling technique, in which participants were selected based on specific criteria, namely being currently employed in a digital startup, having at least six months of work experience within the organization, and being actively involved in daily operational or project activities. This sample size was considered sufficient for statistical analysis using SPSS and for representing employee perceptions within the targeted digital startup ecosystem.

3.3 Data Collection Technique

Primary data were collected through a structured questionnaire distributed online to respondents, designed to measure perceptions of work-life balance, employee well-being, and organizational performance, with each item assessed using a five-point Likert scale ranging from 1 (strongly disagree) to 5 (strongly agree); the use of this scale enables respondents to indicate varying levels of agreement while supporting quantitative analysis of attitudes and perceptions. Prior to distribution, all questionnaire items were reviewed to ensure clarity, relevance, and

alignment with the research objectives, and respondents were informed about the purpose of the study as well as assured that their responses would remain confidential and be used solely for academic research purposes.

3.4 Measurement of Variables

This study includes three main variables, namely work–life balance as the independent variable, employee well-being as the mediating variable, and organizational performance as the dependent variable; work–life balance was measured through indicators such as flexibility of work schedules, workload management, separation between work and personal life, and perceived organizational support for balance, while employee well-being was assessed using indicators including job satisfaction, emotional stability, stress management, and overall psychological comfort at work. Organizational performance was evaluated based on employee perceptions of productivity, teamwork effectiveness, innovation, and the achievement of organizational goals, and all measurement items were adapted to reflect the context of digital startups while maintaining conceptual alignment with established constructs in organizational behavior research.

3.5 Data Analysis Technique

Data analysis was conducted using the Statistical Package for the Social Sciences (SPSS) version 25 through several systematic stages, beginning with descriptive statistics to summarize respondent characteristics and provide an overview of variable distributions, followed by validity and reliability testing to ensure that the measurement instruments were accurate and consistent, where reliability was evaluated using Cronbach’s alpha coefficients and item validity was assessed through correlation analysis. After confirming the quality of the instruments, classical assumption tests including normality, multicollinearity, and heteroscedasticity were performed to verify the suitability of the data for regression analysis, and hypothesis testing was subsequently carried out using multiple linear regression to examine the influence of work–life balance on employee well-being and organizational performance as well as the effect of employee well-being on organizational performance, with a significance level set at 0.05.

4. RESULTS AND DISCUSSION

4.1 Respondent Characteristics

A total of 150 respondents participated in this study, representing employees from various digital startups in Greater Jakarta.

Table 1. Respondent Demographics (n = 150)

Characteristic	Category	Frequency	Percentage
Gender	Male	84	56%
	Female	66	44%
Age	20–24 years	28	18.7%
	25–30 years	64	42.7%
	31–35 years	36	24.0%
	>35 years	22	14.6%
Work Experience	<1 year	30	20%
	1–3 years	72	48%
	>3 years	48	32%

The demographic profile of respondents indicates that the majority of participants were male (56%), although female representation remained substantial at 44%, suggesting a relatively balanced gender composition within digital startup environments. In terms of age distribution, most respondents were within the 25–30 years category (42.7%), followed by those aged 31–35 years (24.0%), highlighting that the workforce is largely dominated by young professionals who are typically associated with dynamic and adaptive work cultures. The presence of employees aged 20–24 years (18.7%) and above 35 years (14.6%) further reflects generational diversity within the sample. Regarding work experience, nearly

half of the respondents had 1–3 years of experience (48%), while 32% had more than three years and 20% had less than one year, indicating that the digital startup ecosystem is characterized by a mix of early-career and moderately experienced employees, which may influence perceptions related to work–life balance, well-being, and organizational performance.

4.2 Descriptive Statistics

Descriptive analysis was conducted to understand respondents' perceptions of work–life balance, employee well-being, and organizational performance. The mean scores indicate generally positive perceptions across variables.

Table 2. Descriptive Statistics

Variable	Mean	Std. Deviation	Interpretation
Work–Life Balance	3.87	0.61	High
Employee Well-Being	3.92	0.58	High
Organizational Performance	4.01	0.55	High

The descriptive statistics indicate that respondents generally perceived work–life balance, employee well-being, and organizational performance at relatively high levels, as reflected by mean scores above 3.80 for all variables. Organizational performance recorded the highest mean value (4.01), suggesting that employees tend to view their organizations as productive, innovative, and effective in achieving goals, while employee well-being (3.92) and work–life balance (3.87) also demonstrated strong positive perceptions. The relatively low standard deviation values, ranging from 0.55 to 0.61, imply that responses were fairly consistent

across participants, indicating a shared perception of positive workplace conditions within digital startups. These findings suggest that supportive work environments and balanced work practices may already be present to a considerable extent, potentially contributing to the overall positive assessment of organizational outcomes among respondents.

4.3 Validity and Reliability Test

Reliability testing using Cronbach's Alpha indicates that all variables exceed the recommended threshold of 0.70, demonstrating acceptable internal consistency.

Table 3. Reliability Test Results

Variable	Cronbach's Alpha	Interpretation
Work–Life Balance	0.861	Reliable
Employee Well-Being	0.884	Reliable
Organizational Performance	0.892	Reliable

The reliability test results demonstrate that all research variables achieved strong internal consistency, as indicated by Cronbach's alpha values exceeding the commonly accepted threshold of 0.70. Organizational performance recorded the highest reliability coefficient (0.892), followed by employee well-being (0.884) and work-life balance (0.861), suggesting that the measurement items used for each construct were consistent in capturing respondents'

perceptions. These findings confirm that the questionnaire instruments were reliable and suitable for further statistical analysis, thereby strengthening the credibility of subsequent regression and hypothesis testing results within the study.

4.4 Classical Assumption Tests

Prior to regression analysis, classical assumption tests were conducted.

Table 4. Classical Assumption Test Summary

Test	Result	Conclusion
Normality (Kolmogorov-Smirnov)	Sig. = 0.087	Normal distribution
Multicollinearity (VIF)	1.455-1.732	No multicollinearity
Heteroscedasticity (Glejser)	Sig. > 0.05	No heteroscedasticity

The results of the classical assumption tests indicate that the regression model used in this study meets the required statistical criteria, confirming the suitability of the data for further analysis. The normality test using Kolmogorov-Smirnov produced a significance value of 0.087, which exceeds the 0.05 threshold and suggests that the data are normally distributed. The multicollinearity test shows VIF values ranging from 1.455 to 1.732, indicating that the independent variables do not exhibit problematic

correlations and therefore do not distort the regression estimates. Additionally, the heteroscedasticity test using the Glejser method resulted in significance values greater than 0.05, confirming the absence of heteroscedasticity.

4.5 Hypothesis Testing

Regression analysis shows that work-life balance significantly affects employee well-being.

Table 5. Regression Result: Work-Life Balance → Employee Well-Being

Variable	Beta (β)	t-value	Sig.
Work-Life Balance	0.643	9.812	0.000

The regression results indicate that work-life balance has a strong and statistically significant positive effect on employee well-being, as reflected by a beta coefficient of 0.643, a high t-value of 9.812, and a significance level of 0.000, which is well below the 0.05 threshold. This finding suggests that improvements in work-life balance practices, such as flexible scheduling and supportive organizational policies, are associated with higher levels of psychological comfort, job satisfaction, and emotional stability among

employees. The relatively large beta value also implies that work-life balance is a key predictor of well-being within digital startup environments, highlighting the importance of organizational initiatives that help employees manage professional and personal responsibilities effectively.

4.5.1 Effect of Work-Life Balance and Employee Well-Being on Organizational Performance

Table 6. Multiple Regression Result

Variable	Beta (β)	t-value	Sig.
Work–Life Balance	0.312	4.102	0.000
Employee Well-Being	0.451	5.876	0.000
R ²	0.587		

The multiple regression results demonstrate that both work–life balance and employee well-being have significant positive effects on organizational performance, as indicated by beta coefficients of 0.312 and 0.451 respectively, with t-values above 4.000 and significance levels of 0.000. These findings suggest that while balanced work practices directly contribute to improved performance outcomes, employee well-being plays an even stronger role in shaping organizational effectiveness within digital startups. The R² value of 0.587 indicates that approximately 58.7% of the variance in organizational performance can be explained by the combined influence of work–life balance and employee well-being, reflecting a substantial explanatory power of the model.

4.6 Discussion

The findings of this study reveal that work–life balance plays a significant role in enhancing employee well-being among digital startup employees, as reflected by the strong regression coefficient. Flexible working arrangements, manageable workloads, and supportive organizational cultures contribute to improved psychological and emotional conditions, reducing stress while increasing job satisfaction in dynamic digital environments characterized by high demands [23], [24]. In addition, employee well-being demonstrates a significant positive effect on organizational performance, highlighting that mental health, emotional stability, and workplace satisfaction function not only as individual outcomes but also as strategic organizational assets that drive productivity, creativity, and sustainable innovation within startup ecosystems.

The results further indicate that work–life balance has a direct positive influence on organizational performance, suggesting that balanced working practices contribute to productivity beyond their indirect impact through well-being. Employees who perceive fairness in workload distribution and experience flexible scheduling tend to maintain higher engagement levels, reduced burnout, and more consistent performance outcomes. This is particularly relevant within the Greater Jakarta digital startup landscape, where rapid technological change and intense competition demand high adaptability and sustained focus from employees [25], [26], making balanced work practices an important foundation for maintaining organizational effectiveness.

The overall explanatory power of the model confirms that work–life balance and employee well-being collectively explain a substantial portion of organizational performance, although other factors such as leadership style, organizational culture, and digital capability may also contribute to performance variations. These findings emphasize the importance of human-centered organizational practices in supporting long-term competitiveness, suggesting that startups that prioritize employee welfare and balanced work environments are more likely to build resilient workforces capable of sustaining innovation and performance in rapidly evolving digital economies.

5. CONCLUSION

This study demonstrates that work–life balance plays a significant role in improving employee well-being and

organizational performance within digital startups in Greater Jakarta. Employees who experience balanced work arrangements tend to report higher psychological comfort and job satisfaction, which ultimately enhances productivity and organizational effectiveness. The findings also reveal that employee well-being serves as a key factor linking balanced work environments with improved performance outcomes, emphasizing the importance of supportive leadership, flexible

policies, and healthy workplace culture. Overall, the results suggest that sustainable organizational performance in digital startups cannot be separated from human-centered management practices. Future research is encouraged to explore additional variables such as leadership style, digital competence, and organizational culture to further understand performance dynamics in evolving digital work environments.

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