

THE EFFECT OF WORK-LIFE BALANCE ON EMPLOYEE WORK MOTIVATION WITH BURNOUT AS A MEDIATING: A SURVEY ON EMPLOYEES OF PT. CHAROEN POKPHAND JAYA FARM

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Abstract

This study explores how work-life balance (WLB) affects employee work motivation, with burnout considered as a mediating variable. The research was conducted at PT. Charoen Pokphand Jaya Farm, a company in the agribusiness sector. The background of this study lies in the observation that some employees experience difficulties in maintaining motivation due to stress from workload and imbalance between work and personal life. Using a quantitative approach, data were collected through questionnaires distributed to 133 employees and analyzed using the Statistical Package for the Social Sciences (SPSS) version 26. The results show that work-life balance has a significant positive effect on motivation, while burnout has a significant positive effect on motivation. Additionally, burnout partially mediates the relationship between work-life balance and motivation. This means that a good balance between personal life and work can reduce burnout, which in turn helps maintain or increase employee motivation. The findings contribute to understanding how HR management can create healthier work environments in the agribusiness sector, especially through supportive policies that promote work-life balance.

Keywords: work-life balance, employee work motivation, burnout, mediation

INTRODUCTION

Human resources are a strategic asset within organizations, significantly, influencing organizational success and sustainability, including in the agribusiness sector such as PT. Charoen Pokphand Jaya Farm. In this context, the effectiveness of workforce management is crucial due to challenges such as production pressure, efficiency demands, and limited availability of skilled labor. Work motivation is one of the key indicators of employee performance and loyalty. As stated by Hasibuan in (Permadi & Rasminingsih, 2023), motivation is the driving force behind employees' efforts to achieve organizational goals. A preliminary survey of 10 employees revealed that 40% felt undervalued for their contributions, indicating low motivation potentially caused by an imbalance between work

and personal life (work-life balance).

Work-life balance refers to an individual's ability to divide time and energy between work responsibilities and personal or social life. Poor work-life balance can lead to prolonged stress, which may result in burnout (Mardiani & Widiyanto, 2021). Burnout itself is defined as a state of emotional, mental, and physical exhaustion caused by prolonged exposure to job-related stress (Dinda et al., 2023), which can negatively impact work motivation (Parashakti & Ekhsan, 2022), furthermore, data from Gallup (2024) indicate that only 8% of Indonesian workers report high levels of engagement. This is supported by a study conducted by (Kencana & Tholok, F., 2022), which found that reward systems have a significant relationship with employee job satisfaction. In this context, job satisfaction often serves as an early indicator of an individual's level of work motivation. When employees do not receive appropriate recognition or rewards for their efforts, it can be led to a decline in morale and performance in the workplace. A similar view is expressed by (Sari et al., 2022), who emphasized that rewards are one of the main factors in fostering strong work motivation. Forms of rewards such as bonuses, incentives, or other types of appreciation can significantly enhance employees' drive to perform at their best. highlighting the urgency to further investigate these variables, particularly in the agribusiness context.

Based on the above issues, the research questions in this study are as follows: what are the conditions of work-life balance, burnout, and work motivation among employees of PT. Charoen Pokphand Jaya Farm; does work-life balance influence work motivation; to what extent does burnout affect work motivation; and does burnout mediate the relationship between work-life balance and work motivation. The aim of this study is to examine both direct and indirect effects among these three variables and to provide insight for improving human resource management strategies in agribusiness companies.

Theoretically, this study adopts the grand theory of human resource management, which emphasizes the critical role of employees in achieving organizational goals (Komalasari et al., 2020; Fajriani et al., 2022), and the middle-range theory of organizational behavior. Which examines how organizational structure and dynamics influence individual behavior (Kurnia et al., 2023). The concept of work-life balance includes three main dimensions: work interference with personal life, personal life interference with work, and personal life enhancement of work (Wicaksana & Asrunputri, 2020). Work motivation is based on Maslow's hierarchy of needs, including physiological needs, safety, social

belonging, esteem, and self-actualization (Widiyanti & Fitriani, 2017). Meanwhile, burnout comprises three dimensions: exhaustion, cynicism, and inefficacy (Nelma, 2019).

Previous studies (Wijaya, 2020); (Megayani et al., 2021); (Rido et al., 2024) have demonstrated the influence of work-life balance on work motivation, and some have explored the link between burnout and motivation. However, research examining the mediating role of burnout in the relationship between work-life balance and motivation. Especially in the agribusiness sector is still limited. Therefore, this study seeks to address this research gap by testing the following hypotheses:

H1: work-life balance has a significant effect on work motivation;

H2: burnout has a significant effect on work motivation;

H3: burnout mediates the relationship between work-life balance and work motivation.

METHODOLOGY

This study adopts a Human Resource Management approach and focuses on examining the influence of work-life balance on work motivation with burnout as a mediating variable. The objects of the study are the variables work-life balance (X) as the independent variable, work motivation (Y) as the dependent variable, and burnout as the mediating variable (M). The research was conducted among employees of PT. Charoen Pokphand Jaya Farm. The research methodology employed a quantitative descriptive verificative approach aimed at explaining the relationships between variables and testing hypotheses. The research model is a representation of a casual relationship among variables, designed to highlight key elements and provide an understanding of the phenomena being studied (Adeba et al., 2022). The population in this study consisted of 200 employees, and the sample was determined using the Slovin formula with a 5% margin of error, resulting in a sample size of 133 respondents. Data were collected using structured questionnaires based on indicators from each variable, measured on a five point likert scale.

Instrument testing involved validity and reliability assessments. Validity was ensured by comparing the item correlation values to the critical r -table value, while reliability was tested using Cronbach's Alpha, with values above 0.60 indicating acceptable internal consistency (Mugni et al., 2022). Data were analyzed using multiple linear regression and path analysis to test both direct and indirect relationships between variables.

Classical assumption test were performed to validate the regression model, including the Kolmogorov-Smirnov test normality, and assessments of multicollinearity using variance inflation factor (VIF) and tolerance. Heteroscedasticity testing was also conducted to ensure homoscedasticity of residuals.

Additional statistical tools used included correlation coefficient analysis to measure the strength and direction of relationship, the coefficient of determination (R^2) to assess the explanatory power of the independent variable, and both F-test and T-test to evaluate the significance of the regression model (Maramis et al., 2021). The relationship model among is illustrated through a path analysis, showing the influence of work-life balance on work motivation, both directly and indirectly, through burnout as a mediating variable.

RESULT AND DISCUSSION

Respondent Characteristics Based on Gender

Tabel 1. Distribution of Respondent by Gender

Gender	Number of Respondent	Percentage%
Male	70	52,6%
Female	63	47,4%
Total	133	100%

Source Processed by the author (2025)

Based on table 1. The majority of respondent in this study were male, totaling 70 individuals or 52.6%, while female respondent amounted to 63 individuals or 47.4%. This composition indicates that the gender distribution of employees at PT. Charoen Pokphand is relatively balanced, although there is a slight dominance of male employees.

Table 2. Distribution of respondent by age

Age (Years)	Number of Respondent	Percentage%
19 – 20	13	9.8%
21 – 30	17	59.1%
30 – 40	41	31.1%
Total	133	100%

Source Processed by the author (2025)

Meanwhile, based on the data in table 2, the majority of respondent were in the 21-30 age group, totaling 79 individuals or 59.1%. Furthermore, 41 respondents (31.1%) were in the above-30 age group, and 13 respondents (9.8%) were in the 19-20 age range. These

findings indicate that most respondents are in their early productive age, a period generally characterized by high energy and strong work motivation. However, individuals in this age group also have the potential to experience stress or work-related pressure if workloads are not managed effectively.

Results of Validity and Reliability Test.

The following are the results of the validity and reliability tests using SPSS 26, with the results presented as follows:

Table 3. Validity Test Results

Variable	Variable indicator	r table	r count	Decision
Work-life Balance	X1	0.169	0.656	Valid
	X2	0.169	0.513	Valid
	X3	0.169	0.598	Valid
	X4	0.169	0.513	Valid
	X5	0.169	0.581	Valid
	X6	0.169	0.573	Valid
	X7	0.169	0.437	Valid
	X8	0.169	0.442	Valid
	X9	0.169	0.460	Valid
	X10	0.169	0.656	Valid
	X11	0.169	0.477	Valid
	X12	0.169	0.488	Valid
Work motivation	Y1	0.169	0.598	Valid
	Y2	0.169	0.448	Valid
	Y3	0.169	0.630	Valid
	Y4	0.169	0.426	Valid
	Y5	0.169	0.433	Valid
	Y6	0.169	0.578	Valid
	Y7	0.169	0.546	Valid
	Y8	0.169	0.509	Valid
	Y9	0.169	0.584	Valid
	Y10	0.169	0.446	Valid
	Y11	0.169	0.481	Valid
	Y12	0.169	0.417	Valid
	Y13	0.169	0.463	Valid
	Y14	0.169	0.509	Valid
	Y15	0.169	0.624	Valid
Burnout	M1	0.169	0.542	Valid
	M2	0.169	0.459	Valid
	M3	0.169	0.614	Valid
	M4	0.169	0.573	Valid
	M5	0.169	0.516	Valid
	M6	0.169	0.468	Valid
	M7	0.169	0.479	Valid
	M8	0.169	0.588	Valid

Source Processed by the author (2025)

Table 4. Reliability test results

Cronbach's alpha	N of Item	Decision
0.770	12	Reliabel
0.801	15	Reliabel
0.635	8	Reliabel

Source Processed by the author (2025)

Based on the results of the instrument testing, all items for each variable obtained an r-value greater than the r-table value (0.169), indicating that all questionnaire items met the validity criteria and could thus be considered appropriate instruments for this study. Furthermore, the reliability test results showed that all variables had Cronbach's Alpha values above 0.60, which confirms that the instruments used have a high level of internal consistency and are reliable for collecting data in this research.

Here is the results of the classical assumption tests, which include the normality test, multicollinearity test, and heteroscedasticity test, conducted using SPSS 26 with the following results:

Table 5. Classical assumption test results

No	Type of test	Result	Criteria	Description
1.	Normality test	0,200	>0.05	Normal
2.	Multicollienarity test	VIF 1.403	<10	
		VIF 1.403		
		Tolerance 0.713	>0.1.	No multicollinearity was detected
		Tolerance 0.713		
1.	Heteroscedasticity test	0.077	>0.05	No heteroscedasticity was detected
		0.359		

Source Processed by the author (2025)

Normality test

Based on the test results, a significance value of 0.200 was obtained for all variances, which is greater than the threshold of 0.05. therefore, it can be concluded that the data used in this study meet the assumption of normality and are normally distributed.

Multicollinearity test

The analysis results showed a VIF value of 1.403 and a tolerance value of 0.713. these values indicate that there is no indication of multicollinearity among the independent variables. Therefore, it can be concluded that the regression model meets the assumption

of multicollinearity and is suitable for further analysis.

Heteroscedasticity test

Based on the results, a significance value of 0.077 was obtained for the independent variable and 0.359 for the mediating variable. Since both values are greater than 0.05, it can be concluded that the regression model does not suffer from heteroscedasticity, and thus the assumption of homoscedasticity has been fulfilled.

Data analysis results

The following are the results of the data analysis test, which include the correlation coefficient test, determination coefficient test, simultaneous F-test, partial T-test, regression analysis and path analysis. With the results presented as follows:

Table 6. Data analysis results

No	Type of test	Result	Criteria	Explanation
1.	Correlation coefficient test	0.543	0.40-0599	Moderate category
2.	Determinatin coefficient test	0.289	-	100%-28,9% 71,1%
3.	Partial T-test	$T_{count} = 7.396$ $T_{table} = 1.978$ $T_{count} = 16.335$ $T_{table} = 1.978$	$T_{count} > T_{table}$	H1 is accepted and the result is significant H2 is accepted and the result is significant
4.	Simultaneous F-test	$F_{count} = 141.881$ $F_{table} = 3.91$	$F_{hitung} > F_{table}$	The result is significant or H0 is rejected and H1 is accepted
5.	Path Analys			
	Direct effect WLB – work motivation	Beta coefficient 0.663 sig 0.000	$p < 0.05$	Significant
	Direct effect <i>Burnout</i> – work motivation	beta coefficient 1.525 sig 0.000	$p < 0.05$	Significant
	Indirect effect	bete coefficient 0.178 sig 0.014	$p < 0.05$	Significant
	Total effect (after mediation)	1.380 0.000	$p < 0.05$	significant

Source Processed by the author (2025)

Correlation coefficient test

The analysis results showed that the correlation coefficient between work-life balance and work motivation was 0.543. this value indicates a positive relationship with a moderate level of strenght. In other words, when employees have a good work-life balance, their tendency to exhibit high work motivation also increases.

Determination coefficient test

The analysis results showed that the adjusted R-squared value was 0.289, which means that 28.9% of the variance in work motivation can be explained by work-life balance. The remaining 71.1% is influenced by other variables outside the scope of this research model.

Partial T-test

Based on the results of the partial t-test, the t-value for the effect of work-life balance on work motivation was 7.369, while the t-table value was 1.978. since the t-value exceeds the t-table value ($7.369 > 1.978$), it can be concluded that the null hypothesis (H_0) is rejected and the alternative hypothesis (H_1) is accepted. This indicates that work-life balance has a significant influence on work motivation. The result implies that the more balanced an employee's work and personal life is, the higher their level of work motivation tends to be.

The t-test results for te effect of burnout on work motivation showed a t-value of 16.335, with the same t-table value of 1.978. since $16.335 > 1.978$, the null hypothesis (H_0) is rejected and the alternative hypothesis (H_1) is accepted. This means that burnout signifantcly affect work motivation. In other words, the level of occupational exhaustion experienced by employees contributes to decrease in their work motivation the higher the level of burnout, the lower the motivation felt by employees.

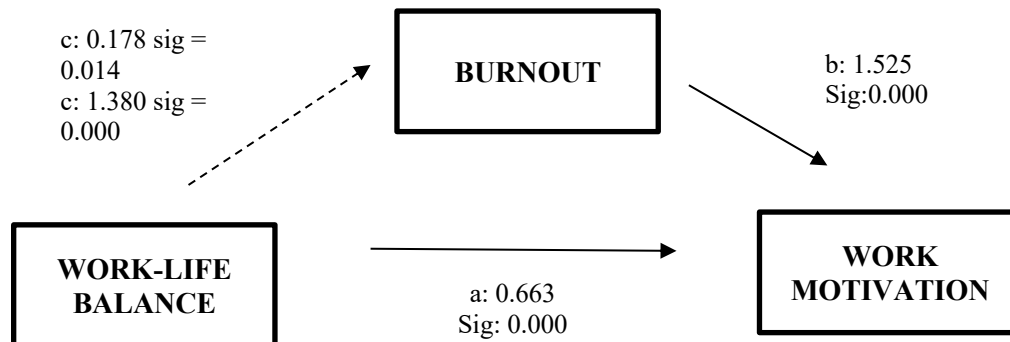
Simultaneous F-test

Based on the results of the f-test, the calculated f-value was 141.881, while the f-table value was 3.91. since the f-value is greater than the f-table value ($141.881 > 3.91$). it can be concluded that the null hypothesis (H_0) is rejected and the alternative hypothesis (H_1) is accepted.

Path Analys

The indirect effect (axb) was calculated as $0.178 \times 1.525 = 0.272$, while the total effect (direct effect + indirect effect) was $0.663 + 0.272 = 0.935$. based on these

calculations, the indirect effect of work-life balance on work motivation was 0.663 with a significance level of 0.000, indicating a strong and significant relationship. Additionally, the indirect effect through burnout yielded a value of 0.272, which was also significant. Therefore, the total effect of work-life balance on work motivation is 0.935, suggesting that burnout acts as a mediating variable that strengthens the overall relationship between work-life balance and work motivation.



Description of The Work-life Balance Variable

Based on the figure above, the accumulated respondent score for the work-life balance variable was 6.019, which falls within the high category range of 1.596 to 7.980. This indicates that employees generally maintain a good balance between their professional and personal lives. Most respondents appear capable of managing both roles proportionally. Nevertheless, continuous improvement is needed in time management, stress control, and workplace support to sustain and further enhance work-life balance. This would enable employees to optimize their performance without compromising their personal well-being.

SR	R	S	T	ST
1.596	2.872	4.149	5.426	6.703

Description of The Work Motivation Variable

Referring to the figure above, the total score obtained from respondents' answer regarding work motivation was 7.642, within the value range of 1.995 to 9.975, indicating a high category. This suggests that employees' work motivation is generally at a good level. The findings reflect that most individuals possess a strong internal drive to complete their

tasks and achieve organizational goals. Nevertheless, efforts to further enhance motivation are still necessary for example, through fair reward systems, opportunities for self development, and the creation of a supportive work environment. These factors can help sustain and increase motivation, thereby improving overall performance and job satisfaction.

SR	R	S	T	ST
1.995	3.590	5.186	6.782	8.378

Description of The Burnout Variable

Based on the figure above, the accumulated score from respondents answers regarding burnout reached 4.124 within the range of 1.064 to 5.320. indicating a high category. This suggests that the level of occupational exhaustion among employees is relatively significant. It reflects that many individuals are experiencing physical, emotional, and mental fatigue due to their workload. This condition should be a concern for organization to implement preventive and corrective measures, such as adjusting workloads, strengthening workplace support, and providing stress management training. Through such efforts, burnout levels can be reduced, and employees work-life balance and well being can be maintained.

SR	R	S	T	ST
1.064	1.915	2.766	3.617	4.468

The Influence of Work-life Balance on Work Motivation

The analysis results indicate that work-life balance has a significant effect on work motivation, with a beta coefficient value of 0.663. and a significant level of 0.000. since this significant value is below the accepted threshold of 0.05, it can be concluded that the independent variable (X) significantly influences the dependent variable (Y). This finding reinforces the notion that employees who are able to balance their work responsibilities with their personal lives tend to exhibit higher levels of motivation. A good work-life balance reflects a condition in which individuals can fulfill their professional duties without neglecting important aspects of their personal life. In an organizational context, work-life

balance is a critical factor that encourages employees to work with greater enthusiasm and optimal effort.

These results are in line with Maslow's hierarchy of needs, which posits that individuals must have their basic and psychological needs met including rest, social connection, and personal well being before achieving higher levels of motivation and self actualization ((Widiyanti & Fitriani, 2017), moreover, this supports the view of (Wicaksana & Asrunputri, 2020), who identify work-life balance as an important contributor to employee satisfaction and performance. Therefore, organizations are strongly encouraged to implement supportive policies that promote work-life balance, such as flexible working hours, adequate and humane leave policies, mental wellnes programs, and a workplace culture that respects rest and personal time. Such policies can foster a healthier and more productive work environment, ultimately enhancing long-term employee motivation and organizational performance.

The Influence of Burnout on Work Motivation

The analysis results indicate that burnout has a significant effect on work motivation, with a beta coefficient of 1.525 and significance value of 0.000. since the significance value is below the accepted threshold of 0.05, it can be concluded that the mediating variable (M) significantly influence the dependent variable (Y). Burnout reflects as a state of physical, emotional, and mental exhaustion caused by prolonged and excessive work-related stress. When employees experience burnout, they often feel drained, unmotivated, and tend to withdraw from their work responsibilities. This condition directly undermines work motivation, as individuals lose the energy and psychological drive necessary to remain productive and engaged.

These findings align with three dimensional model of burnout proposed by Maslach, which includes emotional exhaustion, depersonalization (or cynicism), and reduced personal accomplishment (Nelma, 2019). When theses symptoms are present, an employee's internal motivation naturally declines. Moreover, based on Maslow's Hierarchy of Needs (Widiyanti & Fitriani, 2017), the inability to fulfill basic psychological and emotional needs such as safety, belonging, and esteem due to burnout inhibits the potential to achieve higher levels of motivation and self-actualization. In light of these findings, organizations must become more responsive to signs of burnout among employees. Preventive measures may include providing adequate rest periods, fostering a supportive and open work environment, offering stress management training, and ensuring that

workloads remain reasonable and humane. By implementing such strategies, companies can reduce the risk of burnout while maintaining high and stable levels of employee motivation. In turn, this will positively impact overall organizational performance, productivity, and employee well-being.

The Influence of Work-life Balance on Work Motivation with Burnout as a Mediating Variable

The analysis reveals that work-life balance has an indirect effect on work motivation through burnout as a mediating variable. The first path, from work-life balance to burnout, shows a coefficient of 0.178 with a significance value of 0.014, indicating a significant positive relationship. The second path, from burnout to work motivation, yields a coefficient of 1.525 with a significance value of 0.000, also confirming a significant and positive effect. The indirect effect is calculated as $0.178 \times 1.525 = 0.272$, suggesting that burnout mediates the relationship between work-life balance and work motivation. Interestingly, although burnout is commonly considered a negative psychological condition that inhibits motivation, this study finds a positive mediation effect. This implies that under certain organizational conditions, burnout may act as motivating pressure that drives employees to continue performing, driven by professional expectations, external demands, or personal commitment.

This findings aligns with the organizational behavior perspective proposed by (Kurnia et al., 2023), which emphasizes that individual behavior in the workplace is shaped by dynamic interactions between organizational structures and psychological responses. It also supports the human resource management approach outlined by (Komalasari et al., 2020), which views employees not merely as resources to be managed, but as individuals whose well-being and motivation are influenced by internal and external organizational contexts. Therefore, this study highlights the complex nature of employee behavior, where burnout does not always reduce motivation but may, in certain environments, stimulate adaptive coping or performance resilience. For this reason, management must take a proactive role in recognizing the psychological states of employees, while also ensuring that workplace demands are balanced with adequate support systems. Such an approach can help maintain a motivated workforce while minimizing long-term psychological strain.

CONCLUSION AND RECOMMENDATION

Conclusion

Based on the results of data analysis and discussion, this study concludes that work-life balance, burnout, and work motivation are closely interconnected among employees of PT. Charoen Pokphand Jaya Farm. Overall, the employees demonstrated a good level of work-life balance, which reflects their ability to manage job responsibilities alongside personal life effectively. Their level of work motivation was also found to be high, as shown by their enthusiasm, involvement, and commitment in performing their tasks. Meanwhile, burnout levels remained relatively low, indicating that most employees were still able to cope with existing job demands.

The findings indicate that work-life balance has a significant positive effect on work motivation. Employees who are able to maintain balance between their professional duties and personal lives tend to be more motivated, goal-oriented, and perform better. Furthermore, burnout was also found to have a significant and unexpectedly positive impact on motivation. This suggests that even in the presence of emotional, physical, and mental exhaustion, employees may still maintain their motivation, possibly driven by external pressures, professional responsibility, or strong personal commitment to performance targets.

Additionally, burnout plays a significant mediating role in the relationship between work-life balance and work motivation. A well-managed work-life balance not only directly enhances motivation but also does so indirectly by reducing burnout. Employees who are able to maintain this balance tend to avoid emotional exhaustion and can sustain high levels of motivation. These findings confirm the complex relationship between these variables and highlight the importance of maintaining employee well-being to ensure long-term productivity and organizational performance.

Recommendation

In light of the study's findings, several recommendations are proposed for various stakeholders. Companies should prioritize the work-life balance of their employees by introducing flexible work arrangements, adequate leave policies, and comprehensive employee well-being programs. Creating a mentally healthy and supportive work environment can help reduce burnout and simultaneously boost employee motivation, which in turn contributes positively to overall productivity.

Human resource departments are encouraged to play a more proactive role in identifying and addressing early signs of burnout. Providing HR personnel with specific training on emotional support, workload management, and stress prevention is essential in

fostering a positive and sustainable work culture. Future researchers are advised to expand the scope of similar studies by involving multiple organizations or industrial sectors, and by including other potential influencing variables such as leadership style, job satisfaction, or physical workplace conditions, in order to gain a more comprehensive understanding of the factors that drive employee motivation.

Employees themselves are also encouraged to take personal responsibility in maintaining a healthy balance between work and life. Managing time effectively, using leave days wisely, and prioritizing mental health are crucial in preventing burnout and maintaining a high level of motivation in everyday work activities.

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