

The Effect of *Work-Life Balance* and Work Flexibility on the Productivity of Female Employees in West Bogor Regency

Anisa Husnul Khotimah^{1*}, Amir Tengku Ramly², Idris Apandi³,

Gina Afiyatunnisa⁴, Asep Ahmad Subur⁵

^{1,4,5}*Department of Islamic Banking, Faculty of Islamic Economics and Business, Ummul Quro Al-Islami Institute Bogor, Indonesia.*

²*Master of Management, Postgraduate, Ibn Khaldun University Bogor, Indonesia.*

³*Department of Sharia Business Management, Faculty of Islamic Economics and Business, Ummul Quro Al-Islami Institute Bogor, Indonesia.*

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Abstract

This study examines the effect of *Work-Life Balance* and Work Flexibility on the Productivity of Women Employees in West Bogor Regency. The increased work pressure faced by female employees results in an imbalance between work and life. This study uses a quantitative approach with the type of explanatory research; this data is collected through a questionnaire with a simple random sampling technique. Primary data were collected using questionnaires and analyzed using multiple linear regression. These results show that partially, *Work-Life Balance* and Work Flexibility have a significant effect on the productivity of female employees in West Bogor Regency. *Work-Life Balance* and Work Flexibility have a positive influence on the productivity of female employees. These two variables complement each other in creating a healthy, adaptive, and productive work environment. The better the work-life balance and the more flexible the work system implemented, the higher the productivity level of female employees in West Bogor Regency.

Keywords: work flexibility, women, employee productivity, work-life balance

*) Corresponding Author: Anisa Husnul Khotimah

Email: anisahusnul_febi@iuqibogor.ac.id

Abstrak

Penelitian ini mengkaji pengaruh Work-Life Balance dan Fleksibilitas kerja terhadap Produktivitas karyawan Perempuan kabupaten bogor barat. Meningkatnya tekanan kerja yang di hadapi karyawan Perempuan yang mengakibatkan yang mengakibatkan ketidakseimbangan antara pekerjaan dan kehidupan. Penelitian ini menggunakan pendekatan kuantitatif dengan jenis penelitian eksplanasi, data ini dikumpulkan melalui kuisisioner dengan teknik simple random sampling. Data primer dikumpulkan menggunakan kuesioner dan dianalisis menggunakan regresi linear berganda. Hasil ini menunjukkan bahwa secara parsial, Work-Life Balance dan Fleksibilitas kerja berpengaruh secara signifikan terhadap prduktivitas karyawan Perempuan kabupaten bogor barat. Work-Life Balance dan Fleksibilitas Kerja memberikan pengaruh positif terhadap produktivitas karyawan perempuan. Kedua variabel ini saling melengkapi dalam menciptakan lingkungan kerja yang sehat, adaptif, dan produktif. Semakin baik keseimbangan kehidupan kerja (Work-Life Balance) dan semakin fleksibel sistem kerja yang diterapkan, maka semakin tinggi tingkat produktivitas karyawan perempuan di Kabupaten Bogor Barat.

Kata kunci: fleksibilitas kerja, perempuan, produktivitas karyawan, work-life balance

INTRODUCTION

In the current era, *American Association of Occupational and Organizational Psychology* has conducted a survey of employees, which revealed that 70% of them expressed dissatisfaction with their working hours, citing reduced time to interact with family. In the field of sales and marketing, the average working hours of employees are 10 to 12 hours per day. This phenomenon is influenced by a variety of factors, including the intensity of pressure and the workload of the organization. Similar conditions are observed in most companies, which shows the prevalence of low work-life balance (*work-life balance*). Given this phenomenon, labor regulations should regulate working hours by allowing private entities and governments to implement these provisions without sacrificing labor productivity. In addition, companies need to introspect through employee workload analysis, to ensure that labor productivity remains in line with labor laws (Pasaribu & Anshori, 2021).

Phenomenon *Work-life balance (WLB)* is increasingly significant in the modern context, especially in the midst of the rapid transformation of the work environment due to the global COVID-19 pandemic. According to recent research, 80% of workers in Indonesia are stressed due to the challenges arising from activity restrictions, where many companies are shifting to flexible and flexible working models and *work from home (WFH)*. This creates additional pressure for employees to balance professional responsibilities with personal lives (Irawanto et al., 2021) (Nuryanti & Burhan, 2025). Female employees, in this case, often face additional challenges related to social

expectations and dual roles in the household and workplace (Bett et al., 2022)(Muthu Kumarasamy et al., 2015). Work is no longer limited to specific times and locations. With the advancement of technology and communication, employees can be accessed anytime and anywhere. The need to always be "affordable", both due to managerial pressure and personal motivation to maintain productivity, has blurred the boundaries between work time and personal life. This condition often leads to a loss of time for family, recreational activities, or even self-care, which ultimately results in physical and mental exhaustion. Work-life balance, otherwise known as "*Work-life balance*", refers to the conditions in which individuals can carry out professional duties efficiently while maintaining adequate time and energy for personal life. This balance facilitates opportunities to interact with family, socialize, maintain health, and pursue aspirations outside of work. With an optimal balance, one can experience increased happiness, health, and productivity in both the professional and personal domains. This condition directly and/or indirectly causes practitioners to neglect family, subcenter, recreational, or self-regulating interactions, which in turn leads to both physical and emotional exhaustion. Traditionally, the concept of "work-life balance" refers to a situation when people can carry out work tasks with red-light efficiency, providing two main sites of sufficient temporal and energy resources for each personal aspect. This provides an opportunity for a person to find happiness in family interactions, pursue hobbies, maintain physical condition, and achieve existential aspirations outside of work. As a result of harmonious equilibration, a person becomes happier, healthier, and more productive, regardless of the sphere of activity is professional or personal (Husnul Khotimah et al., 2022).

Deficiency in *Work-life balance* with adverse consequences. Some empirical studies estimate that disparity in professional demands and personal elements increases the risk of chronic stress and extreme burnout as well as leading to mental health disorders – anxiety and depression. Thus, interpersonal bonds are available for destruction – both with family members and social associates. If the work aspect is too often spilled over with the loss of the private domain, the bond with the social environment will suffer and be damaged. As a result, it will undermine long-term efficiency and feasibility. The application of technology in Indonesia is currently the main focus for the government. The need for good employability is also important for companies. When implementing a concept *Work-life balance* and flexible work schedules, this will inevitably affect employee productivity, with technology as an influencing factor. Work-life balance itself means the ability to balance work tasks with things outside of work (Lestari et al., 2025). Although many of the researchers' results regarding the relationship between *Work-life balance* (WLB) and productivity, but there is a large gap in the study into the specific application of WLB and work flexibility, especially for 69,678 female workers in the West of Bogor Regency (Pamijahan, Cibingbulang, and Leuwiliang). Much of the previous research has focused more on the dual field of health, so there is

less thought about where the context is and an in-depth detailed analysis of how it affects female employees in that area (Hyland et al., 2005). Existing research also sometimes does not take into account the role of companies in supporting WLB practices through helpful policies.

This research focuses on female employees in West Bogor Regency (Pamijahan, Cibingbulang, and Leuwiliang). Bogor Regency, as a buffer area of the capital city, has high socio-economic dynamics, with industries and services that continue to develop. Characteristics of these areas, such as transportation problems, infrastructure, and living pressures in urban-suburban areas, can influence how female employees manage WLB and use work flexibility to increase productivity. Given the importance of the role of female employees and the relevance of WLB and work flexibility in the modern work era, this in-place research is urgently needed to provide appropriate policy advice. The importance of this research is driven by the urgent need to understand the real impact of WLB and work flexibility on the productivity of female employees in West Bogor. In addition to increasing academic knowledge, the results can contribute to companies to make policies regarding employee welfare, which ultimately improve organizational performance. If companies can better understand the needs of female employees in implementing a good WLB, this can reduce turnover rates and help achieve higher productivity targets. Thus, this study is expected to shed light on how the combination of WLB and work flexibility affects the productivity of female employees, while meeting the practical needs of companies to implement more inclusive and responsive strategies to today's work changes (Nuraini & Suyasa, 2019)(Rohayu Ismail & Lendai Michael, 2023).

THEORETICAL FRAMEWORK AND HYPOTHESIS DEVELOPMENT

Work Life Balance

Work Life Balance is often raised in corporate psychology research, with measurements of welfare levels. WLB deals with situations where one can find harmony of their professional responsibilities and privacy. This definition includes how individuals can meet expectations in their careers (Siska Ayudia Adiyanti, 2024). *Work Life Balance* is the main part of an organization to determine a policy so that the quality of employees remains in a balanced condition so that employee productivity increases. If WLB can be implemented with quality, it will increase the productivity of employees, especially female employees, where female employees have other demands besides work, namely family, social and personal. Therefore, WLB means that an individual can balance duties and responsibilities. *Work Life Balance* is a person's ability to manage time and control time between work and personal life so that they can achieve a harmonious and balanced level of correlation. In doing time management, it requires the involvement of a psychologist to show that a person will feel the maximum level of satisfaction involved in his role in life, either in the field of work or in terms of his personal life.

Work Flexibility

Klindžić & Marić (2019) Explain the flexibility of work from the operational aspect and its impact. According to them, Flexible Work Arrangement (FWA) is the practice of adjusting work schedules carried out autonomously by workers to support the effectiveness of their activities. This practice is applied to achieve the company's macro goals: strengthening the flexibility of organizational movements, improving work-life balance, and boosting company performance. Flexible work arrangements are a multidimensional concept that involves individual adaptation capacity, organizational strategic policies, and autonomy in determining work time and location (Klindžić & Marić, 2019). Altindag & Siller (2014) Highlighting from the point of view of personal capacity, where work flexibility is defined as the ability or capacity possessed by an individual to adapt effectively to various dynamics and changes that occur in the environment around which he works (Erturk & Onacan, 2017). Carlson et al. (2010) See this concept as a management instrument. They define work flexibility as a system that is deliberately designed by the organization, either through formal mechanisms (written regulations) or informal. The system is set up under the human resource management department with a view to providing a control space for employees in selecting locations (*square*) and time (*Time*) their work (Hendrix, Abernethy, Sloane, Misuraca et al., 2011).

Work Productivity

Labor productivity serves as one of the key metrics for companies in realizing their objectives. Human resources are identified as the most strategic component in an organization, which must be recognized and accepted by management. An increase in work productivity can only be achieved through human contribution (Siagian, 2002: 2). Thus, labor is a vital element in productivity evaluation. This condition is driven by two main factors: first, the significant cost invested in labor as the largest proportion of the cost of acquiring a product or service; Second, the influence of labor on other inputs, such as capital (Karim, 2014).

Hypothesis Development

Work Life Balance to Work Productivity

Andriyana and Supriansyah (2021) stated the goal to identify whether there is an influence of WLB on productivity levels. The findings of the study show that the concept *WLB*, through the application of time flexibility, the creation of a conducive work environment, the maintenance of harmonious family relationships, as well as the increase of work morale, productivity of working at home (*Work From Home*). Thus, the concept *Work Life Balance* can be considered successful if employee work productivity increases, by integrating the factors contained in the concept (Damayanti & Atmaja, 2022).

H1: *Work Life Balance* has a positive effect on the Work Productivity of Women Employees in West Bogor Regency.

Work Flexibility to Work Productivity

Granting autonomy through policies *Flexible Work Arrangements* (FWA) provides freedom for employees to determine their best time and location of work. Based on Theory *Border-Crossing* (Clark, 2000), high flexibility makes it easy for employees to cross the boundaries between the work and family domains adaptively. This condition cuts commuter stress, suppresses boredom, and encourages intrinsic motivation that is empirically proven to optimize output and work efficiency (Foroughi & Larson, 2021).

H2: Work Flexibility has a positive effect on the Work Productivity of female employees in West Bogor Regency.

Work-Life Balance and Work Flexibility to Employee Productivity

Simultaneously, Work Flexibility acts as a supporting instrument (enabler) main that facilitates its creation Work-Life Balance. When an organization provides flexible work regulations (FWAs), employees have complete control to balance their domestic and professional affairs. The synergy of the flexibility of the workplace/time and the balanced psychological condition of employees (WLB) will create a work environment that is minimally stressful and highly autonomous. The end result is a massive and sustainable strengthening of workforce productivity for the organization (Damayanti & Atmaja, 2022).

H3: *Work Life Balance* and Work Flexibility together have a positive effect on the Work Productivity of female employees in West Bogor Regency.

Conceptual Framework

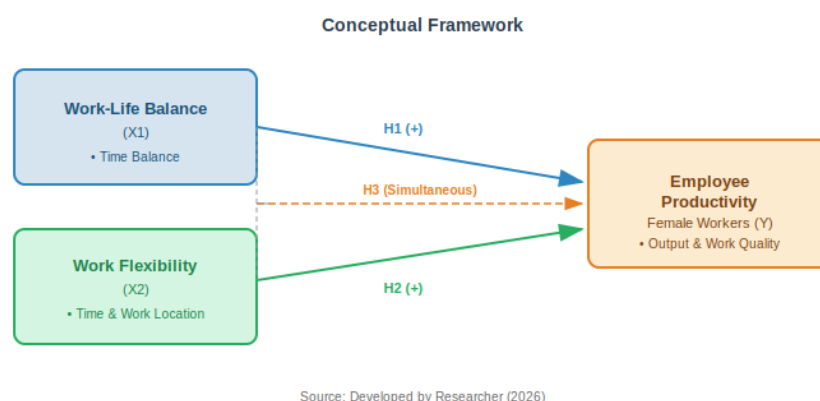


Figure 1. Research Conceptual Framework

RESEARCH METHODS

This study uses quantitative approaches with the type of explanatory research this data is collected through a questionnaire with a simple random sampling technique with a total of 135 respondents. Primary data were collected using questionnaires and analyzed using multiple linear regression. Data was collected through a structured questionnaire with a five-point Likert scale. Validity was assessed using Pearson's correlation, and reliability was evaluated with Cronbach's alpha (>0.7). Data analysis involves descriptive statistics, classical assumption tests (normality, multicollinearity, heteroskedasticity), and multiple linear regression using SPSS.

RESULTS AND DISCUSSION

This study uses the population of women of productive age in the West Bogor Region. With the number of samples taken amounting to 100 respondents as described in the previous chapter, the profile of the number of respondents to be discussed the table 1.

In the process of this study, there are characteristics of respondents including 100 female respondents in the West Bogor regency area (Paamijahan, Leuwiliang & Cibungbulang), Majoruitas with Age 17-25 Years (59%), Age 26-35 Years (18%), Age 26-45 Years (17%), Age 45-55 Years (5%), and Age Over 56 Years (1%). Marital Status (54%) Married, (45%) Unmarried, and (1%) Divorced. Education (63%) undergraduate, (23%) postgraduate, and (14%) high school. Employment Status (69%) Permanent Employees, (22%) Part-Time Workers, and (9%) Contract Employees. 1-5 Years of Service (59%), 6-10 Years of Service (20%), 11-15 Years of Service (12%), 16-20 Years of Service (8%), and Service Period of More than 21 Years (1%). And for the distribution of respondents in the Bogor Regency area, 3 sub-districts were chosen, namely (40%) Cibungbulang, (32%) Leuwiliang, and (28%) Pamijahan.

Table 1. Respondent Characteristics

No	Informants	Information
1	Gender	100 % Female
2	Age	59%(17-25Th), 18%(26-35Th), 17%(26-45Th), 5% (46-55), 1% (\geq 56 Th)
3	Marital Status	54% Married, 45% Unmarried, 1% Divorced
4	Education	63% undergraduate, 23% postgraduate, 14% high school
5	Employment Status	69% Permanent Employees, 22% Part-Time Workers, 9% Contract Employees
6	Tenure	59%(1-5Th), 20%(6-10Th), 12%(11-15Th), 8% (16-20), 1% (\geq 21 Th)
7	Districts	40% Cibungbulang, 32% Leuwiliang, 28% Spawning

Source: Primary data processed (2026)

Table 2. Reliability Test Results

Variable	Cronbach's Alpha	Remarks
X1 (<i>Work Life Balance</i>)	0.917	Highly Reliable
X2 (Flexibility)	0.872	Highly Reliable
Y (Work Productivity)	0.919	Highly Reliable

Source: SPSS Version 27 processed data

Data Analysis

Validity and Reliability Tests

- Validity Test:** All question items for variables X1 (*Work Life Balance*), X2 (Flexibility), and Y (Work Productivity) have a table > calculation r value and a significance value of < 0.01. This indicates that all question items are valid and can be used to measure the variables being studied.
- Reliability Test:** All variables (X1, X2 and Y) have a *Cronbach's Alpha* value > 0.7. This shows that all research instruments are reliable and consistent in measuring the variables studied.

Classic Assumption Test

- Normality Test:** The Normal Graph of the P-P Plot shows the dots spread around the diagonal line, indicating normal distributed data. The Kolmogorov-Smirnov test showed a significance value of 0.100 > 0.01, reinforcing the conclusion that the data is normally distributed.
- Multicollinearity Test:** All independent variables had a Tolerance value of > 0.1 and VIF < 10, indicating that there was no multicollinearity between independent variables.
- Heteroscedasticity Test:** Scatterplot Method: Dots are randomly spread above and below the number 0 on the Y axis, indicating no heteroscedasticity. And the Glejser Test: All independent variables had a significance value of > 0.01, reinforcing the conclusion that heteroscedasticity did not occur.
- Autocorrelation test:** the result of the Durbin Watson (DW) value is 1.865. dU value = 1.7364. The value of DW = 1.865 > from the upper limit of dU is 1.7364 and less than (4-dU) = 4 – 1.7364 = 2.2636 so that it can be concluded that **there is no autocorrelation.**

Table 3. Multicollinearity Test

Models	Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
	B	Std. Error	Beta			Tolerance	VIVID
(Constant)	1.763	2.677		0.659	0.512		
1 Total_Work Life Balance	0.305	0.098	0.301	3.104	0.003	0.319	3.130
Total Fleksibilitas	0.639	0.108	0.576	5.939	0.000	0.319	3.130

Source: SPSS Version 27 processed data

Table 4. Auto Correlation Test

<i>Model Summary</i>						
<i>Models</i>	<i>R</i>	<i>R Square</i>	<i>Adjusted R Square</i>	<i>Std. Error of the Estimate</i>	<i>Durbin-Watson</i>	
1	.842a	0.708	0.702	1.96	1.865	

a. Predictors: (Constant), Total_Fleksibilitas, Total_WorkLifeBalance

b. Variable Dependent: Total_Produktivitas

Table 5. Auto Correlation Test

<i>Coefficient</i>					
<i>Models</i>	<i>Unstandardized Coefficients</i>		<i>Standardized Coefficients</i>	<i>t</i>	<i>Sig.</i>
	<i>B</i>	<i>Std. Error</i>	<i>Beta</i>		
(Constant)	1.763	2.677		0.659	0.512
1 Total Work Life Balance	0.305	0.098	0.301	3.104	0.003
Total Flexibility	0.639	0.108	0.576	5.939	0.000

Source: SPSS Version 27 processed data

Multiple Linear Regression Test

If the value of $\text{sigg.} < 0.01$ means that the independent variable (X) partially affects the independent variable (Y). This can be proven by:

$$Y = 1.763 + 0.003 X1 + 0.000 X2 + e$$

In the calculation of the equation, the independent value (X) has a $\text{Sign} < \text{value of } 0.01$ which means that the dependent variable (X) has an influence on the independent variable (Y).

Hypothesis Test

- T Test (Partial):** From the results of the calculation, it was obtained that all independent variables X1 (*Work Life Balance*), X2 (*Flexibility*), had a significance value of < 0.01 , indicating that partially each of these variables had a significant effect on (Y) *Work Productivity*.

Table 6. T Test Results

<i>Coefficient</i>					
<i>Models</i>	<i>Unstandardized Coefficients</i>		<i>Standardized Coefficients</i>	<i>t</i>	<i>Sig.</i>
	<i>B</i>	<i>Std. Error</i>	<i>Beta</i>		
(Constant)	1.763	2.677		0.659	0.512
1 Total Work Life Balance	0.305	0.098	0.301	3.104	0.003
Total Flexibility	0.639	0.108	0.576	5.939	0.000

Source: SPSS Version 27 processed data

Table 7. F Test Results

<i>NEW ERA</i>					
<i>Models</i>	<i>Sum of Squares</i>	<i>df</i>	<i>Mean Square</i>	<i>F</i>	<i>Sig.</i>
<i>Regression</i>	905.245	2	452.622	117.859	.000b
1 <i>Residual</i>	372.515	97	3.84		
<i>Total</i>	1277.76	99			

a. Dependent Variable: Total_Produktivitas

b. Predictors: (Constant), Total_Fleksibilitas, Total_WorkLifeBalance

Table 8. Test Coefficient of Determination (R Square)

<i>Model Summaryb</i>						
<i>Models</i>	<i>R</i>	<i>R Square</i>	<i>Adjusted R Square</i>	<i>Std. Error of the Estimate</i>	<i>Durbin-Watson</i>	
1	.842a	0.708	0.702	1.96	1.865	

a. Predictors: (Constant), Total_Fleksibilitas Total_WorkLifeBalance

b. Variable Dependent: Total_Produktivitas

- F Test (Simultaneous):** From the results of the calculation, an F value of 111,859 was obtained with a significance of $0.000 < 0.01$ indicating that simultaneously, all variables, namely X1 (*Work Life Balance*), and X2 (Flexibility), had a significant effect on Y (Work Productivity).
- Determination Coefficient Test:** The determination coefficient test or R Square obtained an R Square value of 0.708. The value of 0.708 is the squaring of the value of the correlation coefficient or R, which is 0.842 (0.842×0.842). The magnitude of the determination coefficient (R Square) is $0.708 = 70.8\%$. This shows that the percentage of independent variables X1 (*Work Life Balance*), and X2 (Flexibility) has an effect on the dependent variable Y (Work Productivity) of 70.8%. While the rest ($100 - 70.8\% = 29.2\%$) were influenced by other variables outside this regression model.

CONCLUSION

The results of the analysis show that the regression model meets classical assumptions. Some of the variables, namely X1 (*Work Life Balance*), and X2 (Flexibility), show that they partially have a significant effect on Y (Work Productivity). However, in the simultaneous hypothesis test and multiple linear regression test, all variables X1 (*Work Life Balance*), and X2 (Flexibility) had a significant positive effect on Women's Work Productivity in West Bogor Regency covering Pamijahan, Cibungbulang and Leuwiliang sub-districts. The regression model and the determination coefficient on all variables were able to explain 70.8% variation in student decisions, shows that 70.8% and Flexibility have a very important role in influencing Women's Work Productivity in West

Bogor Regency. The implication is that there needs to be a work policy that has flexible hours such as *flexible working hours*, a hybrid work system or work adjustments for female employees who have dual roles.

ADVICE

Based on research findings that indicate the positive and significant influence of *work-life balance* and work flexibility on the productivity of female employees in West Bogor Regency, the following are practical recommendations that can be implemented by companies, local governments, and related stakeholders:

1. Recommendations for Companies

Implementation of *Work-life balance* Program: Companies in West Bogor Regency are encouraged to provide flexible leave (such as childcare leave or personal holidays), adjustable work schedules, and supporting facilities such as childcare at the job site. This step is expected to increase the concentration, accuracy, and consistency of the quality of work output of female employees.

Increased Work Flexibility: Adopt a hybrid work model (work from home/work in the office) with adaptive shift schedules, supported by online collaboration technologies (e.g., Zoom or Google Workspace). This will facilitate increased job satisfaction, productivity stability, and retention of female employees.

Periodic Evaluation: Conduct a regular survey every six months to measure *work-life balance* and flexibility, followed by policy adjustments based on employee feedback.

2. Recommendations for Regional Governments (West Bogor Regency Government)

Supportive Local Policies: Encourage local regulations that require private companies and regionally owned enterprises (BUMDs) to provide work flexibility of at least 20% of weekly working hours for female employees, along with fiscal incentives for companies that effectively implement *work-life balance* programs.

Training and Information Dissemination: Organized a free workshop for local companies on the benefits of *work-life balance* and work flexibility, in collaboration with the West Bogor Regency Manpower Office, with the target of increasing productivity in aggregate in the business sector involving women.

Collaboration with the Community: Establish a discussion forum involving housewives and women workers to identify specific constraints in West Bogor, such as transportation accessibility or children's education.

3. Recommendations for Future Research

Sample Expansion: Examine additional variables, such as the influence of local cultural norms

(e.g., Sundanese family values) or external factors (pandemic or inflation), on the productivity of female employees in other regions of West Java.

Longitudinal Approach: Conduct a long-term study (1-2 years) to evaluate the persistent impact of work-life balance and work flexibility interventions.

Gender Comparison Analysis: Comparing findings with male employees to understand the disparity in productivity dynamics by gender.

The implementation of this recommendation is anticipated to create a more inclusive work environment, thereby supporting sustainable productivity increases for female employees in West Bogor Regency. If additional supporting data is needed, this research can be used as a foundation for policy proposals.

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