
THE INFLUENCE OF WORK LIFE BALANCE, WORKLOAD, AND WORK ENVIRONMENT ON ORGANIZATIONAL COMMITMENT TO EMPLOYMENT BPJS IN MOJOKERTO



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Abstract

This study aims to analyze the effect of work-life balance, workload, and work environment on organizational commitment at BPJS Ketenagakerjaan in Mojokerto. This type of research is associative quantitative with a population of all employees of BPJS Ketenagakerjaan Mojokerto, totaling 40 people. Data collection techniques using questionnaires and analysis techniques using multiple linear regression using SPSS 30 software. The results showed that work-life balance, workload, and work environment simultaneously had a significant effect on organizational commitment. Partially, work-life balance, workload, and work environment each have a significant positive effect on organizational commitment. These findings indicate the importance of managing workload, creating work-life balance, and a supportive work environment in increasing employee commitment to the organization.

Keywords: Work-Life Balance, Workload, Work Environment, Organizational Commitment

INTRODUCTION

Human resources (HR) is a strategic asset in supporting the sustainability and success of the organization. HR not only plays a role in carrying out operational functions, but also becomes a key factor in driving innovation, productivity, and organizational competitiveness amid the dynamics of an increasingly complex business environment. According to Ramli (2024), organizational sustainability is highly dependent on the quality of human resources that are able to carry out organizational functions effectively and efficiently. , maintaining and increasing employee commitment to the organization is an important aspect of HR management.

Organizational commitment reflects the extent to which employees feel emotionally attached, loyal, and have a desire to remain part of the organization. Luthans (2021) defines organizational commitment as an individual's strong desire to maintain membership in the organization, which is driven by an emotional attachment to the values and goals of the organization. This level of commitment is influenced by various factors, including work-life balance, workload, and work environment.

The phenomenon of employee dissatisfaction due to work-life imbalance, high workload, and unfavorable work environment has become a global concern. The Great Resignation that occurred in various countries, including Indonesia, shows that poor work-life balance contributes greatly to employees' decisions to leave their jobs (Hia & Ndraha, 2023). Data from Remote.com (2024) also shows that Indonesia is ranked 43rd in the Global Ranking of Best Work Life Balance, with an index score of 39.36 out of 100, signaling the need for serious efforts in improving work-life balance.

BPJS Ketenagakerjaan as a public institution that provides social protection to workers in Indonesia also faces similar challenges. Based on the BPJS Employment report (2023), the increase in the number of active participants has led to a surge in workload on employees, which if not balanced with good management. can cause stress and reduce the level of employee commitment to the organization. According to Nasution (2024), a good work-life balance not only increases individual satisfaction and happiness, but also has a positive impact on employee commitment and performance. addition, the work environment is an important factor that contributes to shaping organizational commitment. A supportive work environment, both physically and psychologically, will increase employee comfort and loyalty to the organization (Putri, 2020). Conversely, a poor work environment can increase stress levels and the desire to change jobs.

Based on this background, this study aims to analyze the effect of work-life balance, workload, and work environment on organizational commitment at BPJS Ketenagakerjaan in Mojokerto. This research is expected to contribute to the development of human resource management strategies, especially in increasing employee commitment through improving aspects of work life balance, managing workload, and improving the work environment.

REVIEW OF LITERATURE

Work-Life Balance

Work-life balance is a condition in which individuals are able to divide their time and energy proportionally between the demands of work and their personal lives. According to Greenhaus and Allen (2021), work-life balance includes a balance of time, involvement, and

satisfaction between the two main roles of work and personal life. Ramdhani (2021) also asserts that individuals who achieve this balance tend to have lower stress levels and higher loyalty to the organization.

Similarly, Nasution (2024) emphasized that work-life balance is not just about time, but also about the quality of social relationships, organizational support, and flexible policies such as adaptive working hours, remote work, or leave that support employees' personal needs. Thus, work-life balance is one of the important strategies in creating a sustainable work environment and increasing employee attachment to the organization.

In the context of public service organizations such as BPJS Ketenagakerjaan, where service demands are high and workloads are dense, the existence of work-life balance is crucial to maintain the psychological stability of employees and ensure optimal service quality.

Workload

Workload is a number of tasks or responsibilities that must be completed within a certain time limit using individual capacity and ability. Triwahyuni et al. (2022) stated that workload includes the number, complexity, and intensity of tasks carried out by employees. 2008, workload is the sum total of tasks that must be completed according to a certain volume of work and time norms. If workload exceeds individual capacity on an ongoing basis, this can lead to burnout and decreased commitment to the organization.

Furthermore, Saputra (2022) added that workload not only impacts physically, but also psychologically. When individuals face excessive workload continuously without adequate support or resources, they tend to experience chronic fatigue, decreased performance, and even disengagement from work. This condition can threaten organizational commitment because employees no longer feel they have enough energy and attachment to contribute optimally to the achievement of organizational goals.

Therefore, it is important for organizations to implement fair and rational workload management, take into account individual capacities, and provide adequate support and time off. In this way, workload can serve as a positive motivator, rather than a destructive source of stress.

Work Environment

The work environment is the overall condition around employees that can affect work performance and comfort. According to Putri (2020), the work environment includes physical factors such as lighting, cleanliness, security, as well as psychological factors such as relationships between coworkers and organizational culture. Nitisemito in Thalibana (2022) added that a comfortable work atmosphere, harmonious working relationships, and adequate work facilities will increase employee motivation and emotional attachment to the organization. This is in line with the opinion of Nasution (2020), who emphasizes that a supportive work environment will encourage more active employee involvement in achieving organizational goals.

Thus, it can be concluded that the work environment is an important variable in creating organizational commitment. When employees feel that their work environment is supportive, both physically and psychologically, they will be more likely to be loyal, stay in the organization, and show more optimal performance.

Organizational Commitment

Organizational commitment is the level of emotional and psychological attachment of individuals to the organization where they work. Meyer and Allen (in Ananta, 2020) classify organizational commitment into three forms, namely affective commitment (emotional ties), continuance commitment (decision to stay because of cost considerations), and normative commitment (moral obligation to remain in the organization).

According to Pranata (2020), these three dimensions form a unity that can describe the level of employee loyalty and involvement in the organization. The higher the organizational commitment, the greater the potential for employees to act.

consistent with the organization's values, maintaining long-term relationships, and improving overall performance. Therefore, an in-depth understanding of the concepts and factors that influence organizational commitment is very important, especially in the context of public service organizations such as BPJS Ketenagakerjaan, where service quality is strongly influenced by the loyalty and emotional attachment of its employees.

RESEARCH METHOD

This study uses a quantitative approach with an associative research type. The quantitative approach was chosen to test the relationship between variables systematically and measurably using statistical analysis techniques (Sugiyono, 2020). This study aims to determine the effect of work-life balance, workload, and work environment on organizational commitment.

Population and Sample

The population in this study were all employees of the Employment BPJS in Mojokerto, totaling 35 people. Because the population is relatively small, the sampling technique used is a saturated sampling technique, namely the entire population is used as a sample (Sugiyono, 2020).

Data Collection Technique

Primary data was obtained through distributing questionnaires to respondents. The questionnaire is compiled based on the indicators of each variable using a 5-point Likert scale, ranging from 1 (Strongly Disagree) to 5 (Strongly Agree).

Operational Definition of Variables

- Work-life balance (X1) is measured using indicators of time balance, engagement balance, and satisfaction balance (Greenhaus & Allen, 2021).
- Workload (X2) is measured through indicators of targets to be achieved, working conditions, use of working time, and work standards (Saputra, 2022).
- Work Environment (X3) is measured through indicators of work atmosphere, relationships between coworkers, and the availability of work facilities (Nitisemito in Thalibana, 2022).
- Organizational Commitment (Y) is measured using indicators of affective commitment, continuance commitment, and normative commitment (Meyer & Allen in Ananta, 2020).

Data Analysis Technique

The data obtained was tested for validity and reliability before further analysis was carried out. The classical assumption tests carried out include normality, multicollinearity, and heteroscedasticity tests to ensure the feasibility of data in the regression model. Data analysis uses multiple linear regression to test the simultaneous and partial effects between variables. The F test is used to test the effect simultaneously, while the t test is used to test the effect partially between the independent variables on the dependent variable.

RESULTS AND DISCUSSION

Validity Test

Validity testing is a process to evaluate the extent to which the measurement instrument is able to represent the intended construct. The purpose of this test is to assess the level of conformity between the empirical data obtained through the questionnaire and the conceptual data that has been designed by the researcher. In this study, validity was measured based on responses from 40 respondents. The following table shows the results of the validity test:

Table 1
Validity Test Results

Indicator	R Count	R table	Description
Work-life Balance (X1)			
X1.1	0,789	0,32	Valid
X1.2	0,910	0,32	Valid
X1.3	0,796	0,32	Valid
Workload (X2)			
X2.1	0,967	0,32	Valid
X2.2	0,960	0,32	Valid
X2.3	0,972	0,32	Valid
X2.4	0,979	0,32	Valid
Work Environment (X3)			
X3.1	0,939	0,32	Valid
X3.2	0,977	0,32	Valid
X3.3	0,970	0,32	Valid
Organizational Commitment (Y)			
Y1	0,802	0,32	Valid
Y2	0,946	0,32	Valid

Y3	0,553	0,32	Valid
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Source: Results of Data Analysis by Researchers, 2025.

The results of validity testing of all indicators on variables X and Y show that the Count value of each indicator is above the Table value. Thus, the validity test results provide a strong basis that all questions in the questionnaire are suitable for use in further analysis such as reliability tests, classical assumption tests, and multiple linear regression. This is important to ensure that the conclusions drawn in the research are based on valid and reliable instruments.

Reliability Test

The reliability test is carried out to assess the consistency of repeated instrument measurements, with analysis using the Cronbach's Alpha coefficient. A variable is considered reliable if the Alpha value exceeds 0.60. The following table presents the results of the reliability test:

Table 2
Reliability Test Results

No.	Variables	Cronbach Alpha	Standard Alpha	Description
1.	Work Life Balance (X1)	0,776	0,60	Reliable
2.	Workload (X2)	0,978	0,60	Reliable
3.	Environment Work (X3)	0,960	0,60	Reliable
4.	Commitment Organizational (Y)	0,683	0,60	Reliable

Source: Results of Data Analysis by Researchers, 2025.

The calculation results show that the Cronbach's Alpha value for the respondents' responses exceeds the minimum threshold of 0.60. This finding indicates that the instrument used has an adequate level of reliability, so that it can be trusted in producing data that is consistent with the construct being measured.

Classical Assumption Test

Normality Test

The normality test is carried out to ensure that the variables in the regression model spread close to the normal distribution. This study uses the Kolmogorov-Smirnov (1- Sample KS) method, with the criteria for normality being met if the significance value is > 0.05. Give the results of the normality test:

Table 3
Normality Test Results

One-Sample Kolmogorov-Smirnov Test	
	Unstandardized Residual
N	40

Normal Parameters ^{a,b}	Mean	,0000000
	Std. Deviation	1,04201409
Most Extreme Differences	Absolute	,127
	Positive	,094
	Negative	-,127
Test Statistic		,127
Asymp. Sig. (2-tailed) ^c		,101

Source: Results of Data Analysis by Researchers, 2025.

Based on the results of the normality test using the Kolmogorov-Smirnov method, a significance value of 0.101 was obtained ($p > 0.05$). This shows that the data distribution in this study fulfills the assumption of normality, so it is suitable for use in further statistical analysis.

Multicollinearity Test

The multicollinearity test is conducted to identify the potential for too high a relationship between independent variables in the regression model, which can interfere with the accuracy of the estimation. Detection of multicollinearity symptoms is done through analysis of tolerance values and Variance Inflation Factor (VIF) using SPSS software. The model is declared free from multicollinearity if the tolerance value is > 0.10 and the VIF value is < 10 . The following are the results of the multicollinearity test:

Table 4
Multicollinearity Test Results

Coefficients ^a			
Model		Collinearity Statistics	
		Tolerance	VIF
1	Work-Life Balance	,957	1,045
	Workload	,783	1,278
	Work Environment	,757	1,321

a. Dependent Variable: Organizational Commitment

Source: Results of Data Analysis by Researchers, 2025.

Based on the data in the table, all independent variables have tolerance values > 0.10 and $VIF < 10$. These findings indicate that the regression model is free from indications of multicollinearity, so it can be concluded that there is no excessive linear relationship between the independent variables in the model.

Heteroscedasticity Test

The heteroscedasticity test is conducted to identify whether there are irregularities in the distribution of residual variances in the regression model, namely to determine whether the residual variance between observations is constant (homoscedasticity) or varies (heteroscedasticity). Detection of this symptom is done through visual scatterplot analysis between the SRESID and ZPRED values. The appearance of certain patterns in the graph can be an indication of heteroscedasticity. The test visualization results are shown in the following figure:

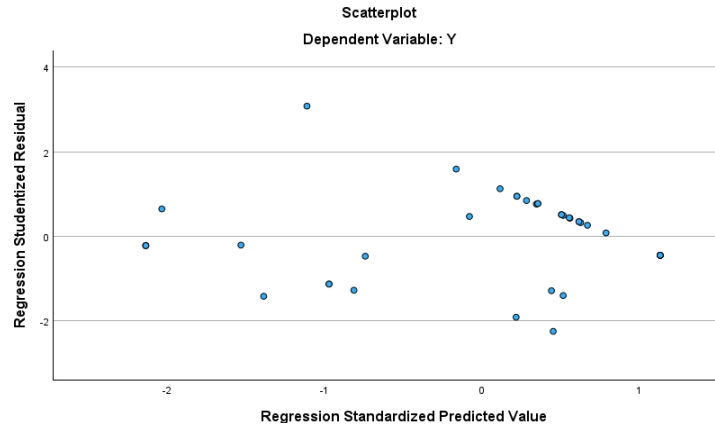


Figure 1
Heteroscedasticity Test Results using Scatterplot
 Source: Results of Data Analysis by Researchers, 2025.

Based on the results of the scatterplot analysis, the distribution of data points shows a random distribution pattern and does not form a certain structure. This condition indicates that the regression model does not experience heteroscedasticity problems, so the residual variance can be considered homogeneous.

Multiple Linear Regression Test

This study applies the multiple linear regression analysis method to evaluate the influence of the independent variables, which include work-life balance (X1), workload (X2), and work environment (X3), on the dependent variable, organizational commitment (Y).

Table 5
Multiple Linear Regression Test Results

Coefficients ^a					
Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
		Error			
1	(Constant)	4,933	1,105		4,465 <,001
	Work-Life Balance	,178	,069	,240	2,584 ,014

Workload	,186	,044	,429	4,189	<,001
Work Environment	,276	,060	,483	4,635	<,001
a. Dependent Variable: Organizational Commitment					

Source: Results of Data Analysis by Researchers, 2025.

The regression equation that represents the relationship between the variables in this study can be formulated as follows:

$$Y = a + b_1.X_1 + b_2.X_2 + b_3.X_3 + e$$

Description:

Y : Organizational Commitment

a : Constant intercept value

b : Regression

e : Standart erorr

$$Y = 4.933 + 0.178 X_1 + 0.186 X_2 + 0.276 X_3 + 1.105$$

Then the equation can be written as follows:

- a. The intercept constant (a) of 4.933 describes the predicted value of organizational commitment (Y) when all the independent variables of work- life balance X_1 , workload (X_2), and work environment (X_3) are at zero value, or in other words, has no effect. This means that when the three independent variables do not contribute, the baseline value of organizational commitment is estimated at 4,933.
- b. The regression coefficient for the work-life balance variable (X_1) is recorded at 0.178, which shows a positive influence on organizational commitment. This means that every one unit increase in the X_1 variable is expected to cause an increase in organizational commitment by 0.178 units, assuming that the X_1 variable remains constant.
- c. The regression coefficient for the workload variable (X_2) is recorded at 0.186, which shows a positive influence on organizational commitment. This means that each one-unit increase in the X_2 variable is expected to cause an increase in organizational commitment by 0.186 units, assuming that the X_2 variable remains constant.
- d. The regression coefficient for the work environment variable (X_3) is recorded at 0.276, which shows a positive influence on organizational commitment. This means that every one unit increase in the X_3 variable is expected to cause an increase in organizational commitment by 0.276 units, assuming that the X_3 variable remains constant.
- e. The standard error value of 1.105 illustrates the level of deviation between the actual data and the regression model prediction, which is within the range of 1.105. This indicates that the model has a prediction error of 1.105 units in projecting the value of the dependent variable.

Hypothesis Test

F test

The F test was conducted to assess the simultaneous significance of the regression coefficients of all independent variables on the dependent variable. The purpose of this test is to determine whether work-life balance (X_1), workload (X_2), and work environment (X_3) collectively affect organizational commitment (Y) significantly. The decision is made based

on the $F_{count} > F_{table}$ value or the significance value (Sig) < 0.05 , which indicates acceptance of the alternative hypothesis (H_1) and rejection of the null hypothesis (H_0). The results of the F test can be seen in the following table:

Table 6
F Test Results

ANOVA ^a						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	100,754	3	33,585	28,552	<,001 ^b
	Residuals	42,346	36	1,176		
	Total	143,100	39			
a. Dependent Variable: Organizational Commitment						
b. Predictors: (Constant), Balance, Work, Work Environment						

Source: Results of Data Analysis by Researchers, 2025.

Based on the simultaneous test results (F test) presented, a significance value of $0.001 < 0.05$ is obtained, and the F_{count} value is $28.552 > F_{table} 2.87$. These results indicate that the null hypothesis (H_0) is rejected and the alternative hypothesis (H_1) is accepted. Therefore, it can be concluded that the variables of work-life balance (X_1), workload (X_2), and work environment (X_3) simultaneously have a significant positive influence on organizational commitment (Y).

T test

The t test was conducted to partially assess the significance of the influence of each independent variable Work-Life Balance (X_1), Workload (X_2), and Work Environment (X_3) on the dependent variable, Organizational Commitment (Y). The effect is considered significant if the T value $> T$ table and the significance value < 0.05 . In this study, the T table value used is 1.68830 or rounded up to 1.689. The complete results of the t test are presented in the following table:

Table 7
T Test Results

Coefficients ^a						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	4,933	1,105		4,465	<,001
	Work-Life Balance	,178	,069	,240	2,584	,014

Workload	,186	,044	,429	4,189	<,001
Work Environment	,276	,060	,483	4,635	<,001
a. Dependent Variable: Organizational Commitment					

Source: Results of Data Analysis by Researchers, 2025.

Based on the results of the t test in Table 7, it is known that all independent variables, namely work-life balance (X_1), workload (X_2), and work environment (X_3) partially affect organizational commitment (Y). The work-life balance variable has a significance value of 0.014 (<0.05) and a calculated t value of 2.584 (> 1.689), so it can be concluded that work-life balance has a positive and significant effect on organizational commitment. The workload variable shows a significance value of < 0.001 and a calculated t value of 4.189 (> 1.689), which means that workload also has a positive and significant effect on organizational commitment. Similarly, the work environment variable has a significance value < 0.001 and a calculated t value of 4.635 (> 1.689), indicating that the work environment has a positive and significant effect on organizational commitment.

Simultaneous Effect of Work-Life Balance, Workload, and Work Environment on Organizational Commitment

Based on the F test, the results of the analysis show that the variables of work-life balance (X_1), workload (X_2), and work environment (X_3) jointly provides a significant influence on organizational commitment (Y). This is evidenced by the calculated F value of 28.552 which is greater than the F table of 2.87, and a significance value of 0.001 <0.05 . Thus, the three independent variables simultaneously contribute to increasing employee commitment at BPJS Ketenagakerjaan Mojokerto.

This finding is in line with Greenhaus' opinion in Ramdhani (2021), which states that work-life balance includes a balance of time, involvement, and satisfaction between work and personal life. When employees are able to balance these two aspects, they will be more motivated and tend to show higher commitment to the organization.

The Effect of Work-Life Balance on Organizational Commitment

Partially, work-life balance has a positive and significant influence on organizational commitment. The t test results show the t value of $2.584 > t$ table 1.687 with a significance level of $0.014 < 0.05$. The regression coefficient obtained is 0.178 indicating a unidirectional relationship. This means that the better the work-life balance, the higher the employee's commitment to the organization. This balance creates a sense of value and loyalty, which strengthens employees' emotional attachment to their workplace.

This shows that individuals who feel their lives are balanced between work and personal activities will be more comfortable and satisfied at work. Astuti and Respati (2021) in their research also stated that a good work-life balance can increase employee loyalty and productivity, because they feel more valued and have control over their time.

The results of this study indicate that work-life balance plays an important role in increasing employee commitment. Employees who are able to manage their personal and professional lives in a balanced manner tend to have a higher level of emotional attachment to the organization, as supported by the theory of Greenhaus and Allen (2021) which states that good work-life balance is positively related to loyalty and job satisfaction.

Effect of Workload on Organizational Commitment

The t test results show that workload also has a positive and significant effect on organizational commitment. With a calculated t value of $4.189 > t_{table} 1.687$ and a significance of $0.001 < 0.05$, and a regression coefficient of 0.186, it can be concluded that a well-managed increase in workload can encourage increased commitment. A challenging but realistic workload can increase a sense of responsibility and achievement, as long as it is within the limits of ability and has organizational support.

This also supports the findings of Mei Le et al. (2021), which states that high workload, if not balanced with good management, will cause stress and reduce commitment. However, in the context of this study, reasonable workloads actually provide positive challenges and increase employees' sense of for achieving organizational goals. As stated by Saputra (2022), workloads that match individual abilities can encourage productivity and work commitment.

Workload in accordance with employee capacity is also proven to increase commitment to the organization. This finding is in line with the opinion of Triwahyuni et al. (2022), which states that employees who feel their workload challenges are realistic will be more motivated and contribute optimally. However, it should be noted that workload must remain within reasonable limits so as not to turn into stress that can reduce loyalty.

Effect of Work Environment on Organizational Commitment

The work environment shows a positive and significant influence on organizational commitment. The calculated t value of $4.635 > t_{table} 1.687$ with a significance of $0.001 < 0.05$ and a regression coefficient of 0.276 strengthens these findings. A comfortable, communicative, and supportive work environment can foster a sense of security, engagement, and a desire to survive and thrive in the organization.

A work environment that is comfortable, safe, and supported by harmonious relationships between coworkers creates a positive atmosphere that encourages employee loyalty to the organization. This is in line with Nitisemito's opinion in Thalibana (2022), which states that the work atmosphere, relationships between coworkers, and the availability of work facilities are important aspects in creating an effective work environment and supporting employee commitment. This finding is also reinforced by the results of research by Dipomatmodjo et al. (2023), which shows that a positive work environment significantly increases the level of employee attachment to their organization. Furthermore, a conducive work environment is proven to have a significant influence on organizational commitment. A work environment that is comfortable, safe, and full of social support can increase employees' sense of belonging to the organization. This is consistent with the opinion of Putri

(2020) which states that a good working atmosphere strengthens employee loyalty to the organization.

Overall, the results of this study reinforce the understanding that organizational efforts to improve employee commitment do not depend just one factor, but require integrated attention to work-life balance, workload management, and the creation of a supportive work environment.

CONCLUSION

Based on the results of research conducted at BPJS Ketenagakerjaan Mojokerto, it can be concluded that work-life balance, workload, and work environment have a significant influence simultaneously on employee organizational commitment. The three variables support each other in creating a conducive work environment and encourage employee loyalty and dedication to the organization.

Partially, work-life balance showed a positive and significant effect, which means that the better the ability of employees to balance personal and work life, the higher their level of commitment to the organization. Workload is also shown to have a significant effect on organizational commitment, where a well-managed workload can increase the sense of commitment to the organization. Responsibility and employee motivation to make the best contribution. In addition, the work environment is the most dominant variable in influencing organizational commitment. A work environment that is comfortable, safe, and supported by harmonious co-worker relationships can create a sense of belonging and strengthen employees' emotional attachment to the organization. Therefore, managing these three aspects is very important in an effort to increase organizational commitment, especially in public service institutions such as BPJS Ketenagakerjaan.

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