

Employee Productivity in the Flexible Work Era: An Analysis of the Influence of Work-Life Balance on Individual Performance

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The increasing adoption of flexible work arrangements has highlighted the importance of maintaining a balance between employees' professional and personal lives to enhance organizational performance. This study aims to examine the effect of Work-Life Balance on Individual Performance, with Employee Productivity serving as a mediating variable. A quantitative explanatory research design was employed using a census sampling technique involving 60 employees. Data were collected through a structured questionnaire based on a five-point Likert scale and analyzed using Structural Equation Modeling–Partial Least Squares (SEM-PLS) with SmartPLS 4 software. The findings reveal that Work-Life Balance has a positive and significant effect on Employee Productivity ($\beta = 0.652$; $p < 0.001$), Employee Productivity has a positive and significant effect on Individual Performance ($\beta = 0.598$; $p < 0.001$), and Work-Life Balance also has a direct positive and significant effect on Individual Performance ($\beta = 0.417$; $p < 0.001$). Furthermore, Employee Productivity partially mediates the relationship between Work-Life Balance and Individual Performance ($\beta = 0.390$; $p < 0.001$). These findings indicate that improving employees' work-life balance can enhance both productivity and individual performance, directly and indirectly through increased productivity. Therefore, organizations should implement policies that promote work-life balance to improve employee performance and support sustainable organizational success.

Keywords: Employee Productivity, Individual Performance, Mediation, SEM-PLS, *Work-Life Balance*.

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1. Introduction

The development of information and communication technology has brought significant changes to the world of work [1]. Organizations are required to adapt to these changes, including increasingly flexible work patterns. The digital era allows employees to perform their work without being constrained by space and time, resulting in the emergence of various work arrangements that provide individuals with the flexibility to carry out professional duties while simultaneously meeting their personal life needs [2]. In this context, work-life balance has become an increasingly important issue in human resource management. The concept of work-life balance refers to an individual's ability to manage and balance roles and responsibilities in the work environment and personal life. This balance includes a proportional allocation of time, balanced involvement in various activities, and the level of satisfaction derived from both aspects of life. In practice, employees with a good work-life balance are better able to manage work pressures and maintain their physical and mental condition, enabling them to perform optimally [3].

Employee productivity is a key indicator used by organizations to assess the effectiveness of human resource utilization [4]. Productivity reflects not only the quantity of work completed but also the quality of

work output, the efficiency of time use, and the ability to achieve predetermined targets. High productivity is a crucial factor in increasing organizational competitiveness amidst increasingly fierce business competition [5]. Therefore, various factors that can influence productivity require serious attention from management. One factor suspected to be closely related to productivity is work-life balance. Employees who are able to manage their work-life balance tend to have better concentration levels, higher motivation, and a strong commitment to the organization. This allows them to work more effectively and produce optimal performance. Conversely, an imbalance in work-life can lead to physical and mental fatigue, which can lead to decreased productivity [6].

Several previous studies have shown that work-life balance influences individual productivity and performance. However, the results of these studies have yielded mixed results. Some studies [7] have found that work-life balance has a positive effect on increased productivity and performance, while others have shown that this effect is not always significant due to the influence of other factors such as organizational culture, work environment, and individual characteristics. Therefore, further research is needed to gain a more comprehensive understanding of the relationship between these variables. The objectives of this study are to analyze the influence of Work-Life Balance on employee productivity, analyze the influence of employee productivity on individual performance, analyze the influence of Work-Life Balance on individual performance and analyze the role of employee productivity as a mediating variable in the relationship between Work-Life Balance and individual performance.

In this study, employee productivity is positioned as a mediating variable that bridges the relationship between work-life balance and individual performance. The selection of productivity as a mediating variable is based on the assumption that a good work-life balance can increase employee productivity, which ultimately impacts individual performance. Therefore, this study not only examines the direct effect of work-life balance on individual performance but also examines its indirect effect through employee productivity.

Numerous studies have been conducted on work-life balance, employee productivity, and individual performance. However, previous research findings have been inconsistent, necessitating further research. The Study of Harjanti [8] indicate that work-life balance has a positive effect on employee productivity, as a balance between work and personal life can reduce stress levels, increase work motivation, and encourage effectiveness in completing work. However, other studies of Bagaskara [9] have found that this effect is not always significant because productivity is also influenced by other factors, such as organizational culture, compensation systems, work environment, and leadership style. Inconsistencies have also been found in the relationship between work-life balance and individual performance. The research of Indradewa [10] have shown that work-life balance has a positive effect on individual performance, while others show that this effect is insignificant and that performance is more influenced by other factors, such as competence, work experience, and human resource management practices. Furthermore, research examining employee productivity as a mediating variable in the relationship between work-life balance and individual performance is still relatively limited. Therefore, this study was conducted to examine the effect of work-life balance on individual performance through employee productivity as a mediating variable, thus hopefully providing a more comprehensive understanding of the relationship between these variables.

2. Literature Review

The Influence of Work-Life Balance on Employee Productivity

Work-Life Balance is a crucial factor in increasing employee productivity [11]. A balance between work and personal life allows employees to manage their time, energy, and responsibilities more effectively. When

individuals are able to meet work demands without neglecting their personal lives, stress and burnout levels are minimized, resulting in better physical and psychological well-being.

Employees with a good work-life balance tend to be more focused, highly motivated, and able to complete tasks effectively and efficiently. Conversely, an imbalance between work and personal life can lead to work-family conflict, which can lead to decreased concentration, motivation, and work enthusiasm [12]. This ultimately impacts employee productivity. Theoretically, work-life balance provides employees with the opportunity to get adequate rest, maintain physical and mental health, and increase job satisfaction. This will encourage improvements in the quality and quantity of work output, thus optimizing employee productivity. The better a person's work-life balance, the higher their productivity. Therefore, in this study it is assumed that Work-Life Balance has a positive and significant effect on employee productivity. Based on this description, the following hypothesis is formulated:

H1: work-life balance has a positive and significant effect on employee productivity.

The Influence of Employee Productivity on Individual Performance

Employee productivity is one of the factors that determines the level of individual performance within an organization. Productivity reflects an employee's ability to produce work effectively and efficiently, in accordance with established targets. Employees with high productivity are generally able to complete work with high quality, on time, and optimally utilize resources [13].

Increased productivity will have a direct impact on improved individual performance. This is because productivity is related to a person's ability to produce optimal work output. The more productive an employee is, the greater their chances of achieving work targets and meeting the performance standards set by the organization. Furthermore, high productivity indicates that employees have the ability to manage time, utilize technology, and optimize their competencies to complete their work. These conditions not only increase work effectiveness but also positively contribute to the achievement of organizational goals.

Previous studies of Riasnugrahani have [14] shown that employee productivity positively influences individual performance. Productive employees tend to produce better quality work, have a high level of discipline, and are able to complete work according to established targets. Based on this description, the research hypothesis is formulated as follows:

H2: Employee productivity has a positive and significant effect on individual performance.

The Influence of Work-Life Balance on Individual Performance

Individual performance is the work results achieved by an individual based on the quality, quantity, timeliness, and responsibility in carrying out tasks assigned by the organization [15]. One factor suspected of influencing individual performance is work-life balance. A balance between work and personal life enables employees to work with a better psychological state, thus enabling them to deliver optimal work performance. Employees who maintain work-life balance generally experience higher levels of job satisfaction, lower job stress, and greater motivation in carrying out their work. This condition will improve an individual's ability to complete tasks effectively, maintain work quality, and meet organizational targets.

Conversely, an imbalance between work and personal life can lead to physical and mental fatigue, increased work pressure, and decreased commitment to the organization. These impacts can ultimately reduce the quality and quantity of employee work output. Work-life balance contributes to improved psychological well-being (employee well-being), which is a crucial factor in improving individual performance. Therefore, organizations need to create policies that support work-life balance so that employees can perform optimally. The research of Ismail [16] also indicate that work-life balance has a positive effect on individual

performance. The better an employee's work-life balance, the higher the level of performance they can achieve. Based on this description, the following hypothesis is formulated:

H3: Work-Life Balance has a positive and significant effect on individual performance.

The Role of Employee Productivity as A Mediating Variable

In this study, employee productivity is positioned as a mediating variable explaining the relationship between work-life balance and individual performance [17]. Theoretically, work-life balance not only directly influences individual performance but can also increase employee productivity, which in turn improves performance. Employees who maintain a balance between work and personal life tend to be in better physical and mental condition, enabling them to work with greater focus, efficiency, and productivity. High productivity, in turn, improves the quality of work output, the timeliness of task completion, and the achievement of organizational targets, ultimately reflecting in improved individual performance. Thus, employee productivity acts as a mediating mechanism for the influence of work-life balance on individual performance. This relationship demonstrates that an organization's success in creating work-life balance not only impacts employee well-being but also increases productivity, which in turn leads to better individual performance.

The previous studies stated that productivity is a factor strengthening the relationship between work-life balance and employee performance [18]. However, research specifically examining the role of productivity as a mediating variable is relatively limited. Therefore, this study aims to fill this gap by examining whether employee productivity can mediate the effect of work-life balance on individual performance. Based on this description, the research hypothesis is formulated as follows:

H4: Employee productivity mediates the effect of Work-Life Balance on individual performance.



Fig. 1. Conceptual Framework

3. Method

Research Design

This study employed a quantitative approach with an explanatory research method. The quantitative approach was chosen because the study aimed to examine the relationships between variables and prove the formulated hypotheses through statistical analysis. Explanatory research was used to explain the effect of work-life balance on individual performance, with employee productivity as a mediating variable. Research data was obtained by distributing questionnaires to respondents who met the research criteria.

The data were then analyzed using statistical methods to determine the relationships and influences between the research variables.

Location and Time

This research was conducted at PT Sinar Jaya Abadi, Binjai, North Sumatera, a service company that has implemented a flexible work system for its employees. The research location was selected based on the company's characteristics, which align with the research objectives, namely the implementation of policies that support work-life balance and efforts to improve employee productivity and performance. The reasons for selecting the research location were as follows:

1. The company has a sufficient number of employees to serve as research respondents.
2. Availability of data access to support the research.
3. Existence of company policies related to employee work-life balance.
4. Relevance of the research object to the variables studied.

The research was conducted over four months, from January to April 2026.

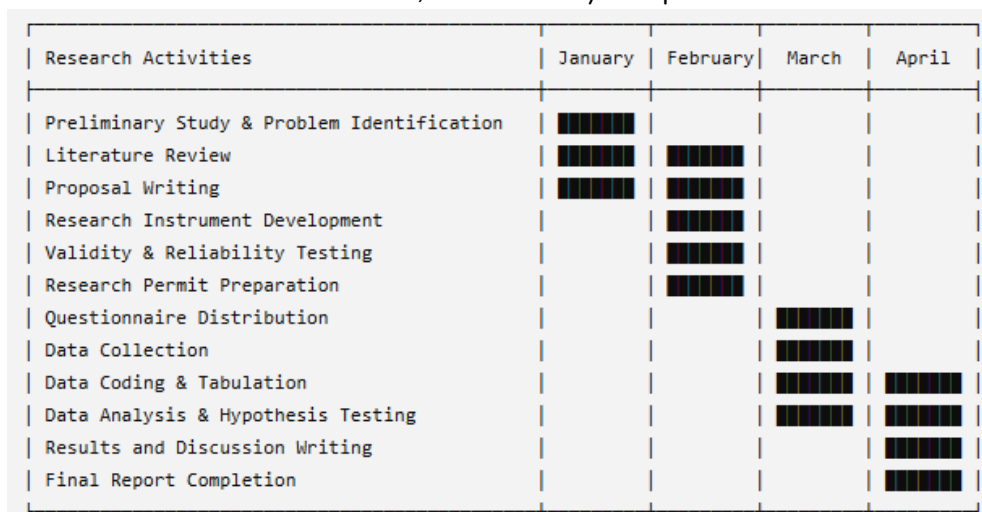


Fig. 2. Research Schedule

Population dan Sample

Population is a generalized area consisting of objects or subjects with certain characteristics determined by the researcher to be studied and conclusions drawn. The population in this study was all 60 employees of PT Sinar Jaya Abadi. Because the population size is only 60 people, this study used a saturated sampling technique, or census. Saturated sampling is a sampling technique where all members of the population are used as research samples.

Operational Definition of Variables

Table 1. Operational Definition of Variables

Variable	Operational Definition	Indicator	Scale
Work-Life Balance (X)	An individual's ability to balance work life and personal life	Time Balance, Involvement Balance, Satisfaction Balance	Likert
Employee Productivity (Y)	The ability to produce work effectively and efficiently.	Work efficiency, work quality, work quantity, punctuality, target achievement.	Likert
Individual Performance (Z)	Level of achievement of work results according to responsibilities.	Quality of work, quantity of work, punctuality, work discipline, responsibility.	Likert

Research Instruments

A research instrument is a tool used to collect data from respondents based on the variables being studied. In this study, the instrument used was a closed-ended questionnaire compiled based on indicators for each research variable: Work-Life Balance, Employee Productivity, and Individual Performance. The questionnaire was chosen because it can systematically, objectively, and efficiently obtain data from all respondents.

Table 2. Research Instrument

Variable	Indicator	Code	Statement
Work-Life Balance (X)	Time Balance	X1	I am able to divide my time in a balanced way between work and personal life.
	Time Balance	X2	I have enough time for family after work.
	Involvement Balance	X3	I can carry out work and family responsibilities well.
	Involvement Balance	X4	I feel equally engaged in work and personal life.
	Satisfaction Balance	X5	I am satisfied with the balance between work and personal life.
	Satisfaction Balance	X6	I feel like my personal life is not disturbed by work.
Employee Productivity (Y)	Work Efficiency	Y1	I can complete work efficiently.
	Work Quality	Y2	I produce good quality work.
	Work Quantity	Y3	I am able to complete the work according to the target.
	Timeliness	Y4	I finished the work on time.
	Target Achievement	Y5	I am able to achieve the targets set by the company.
Individual Performance (Z)	Work Quality	Z1	My work results meet company standards.
	Work Quantity	Z2	I am able to complete the given volume of work.
	Timeliness	Z3	I completed the assignment on schedule.
	Work Discipline	Z4	I comply with work rules and procedures.
	Responsibility	Z5	I am responsible for the work given.

Source: Compiled by researchers (2026).

Each statement item is structured based on indicators derived from theory and previous research to accurately measure the research variables. The Work-Life Balance variable is measured using three main indicators: Time Balance, Involvement Balance, and Satisfaction Balance. The Employee Productivity variable is measured using five indicators: Work Efficiency, Work Quality, Work Quantity, Timeliness, and Target Achievement. Meanwhile, the Individual Performance variable is measured using five indicators: Work Quality, Work Quantity, Timeliness, Work Discipline, and Responsibility.

All items in the questionnaire use a five-point Likert scale to measure respondents' level of agreement with each statement. The scale consists of Strongly Disagree (STS) with a score of 1, Disagree (TS) with a score of 2, Neutral (N) with a score of 3, Agree (S) with a score of 4, and Strongly Agree (SS) with a score of 5. The use of the Likert scale aims to make it easier for respondents to provide assessments while producing quantitative data that can be analyzed using the Structural Equation Modeling–Partial Least Squares (SEM-PLS) method.

Mesurement Model

A measurement model is used to describe the relationship between each latent variable and the indicators used as measuring tools in the study. This model shows that each construct is measured through several indicators that represent the theoretical concepts of each variable. In this study, Work-Life Balance is measured using the indicators Time Balance, Involvement Balance, and Satisfaction Balance; Employee Productivity is measured using the indicators Work Efficiency, Work Quality, Work Quantity, Timeliness, and Target Achievement; while Individual Performance is measured using the indicators Work Quality, Work Quantity, Timeliness, Work Discipline, and Responsibility. The measurement model for this study is presented in Figure 3.

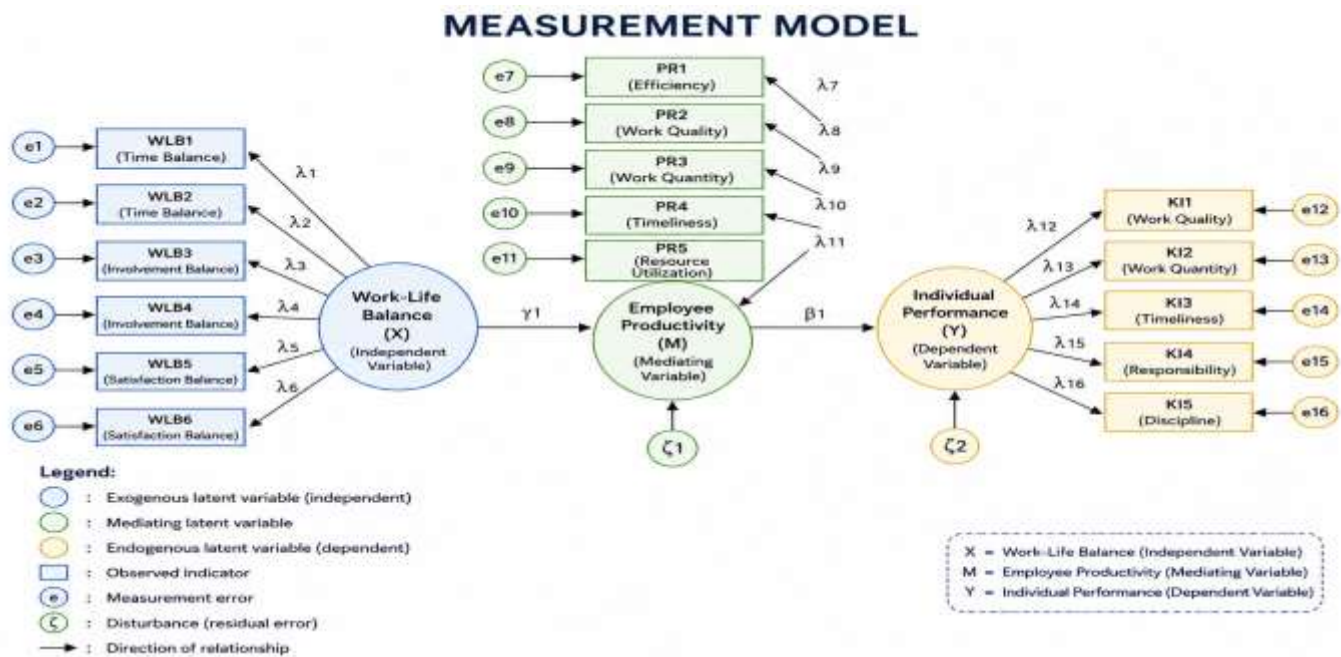


Figure 3. Measurement Model

Data Collection Technique

Data collection techniques are a crucial stage in research to obtain information that aligns with the research objectives. In this study, data were collected using a questionnaire distributed to all respondents in the study sample. The questionnaire was chosen because it can effectively, efficiently, and systematically collect data regarding respondents' perceptions of Work-Life Balance, Employee Productivity, and Individual Performance. The questionnaire used was closed-ended, requiring respondents to select one of the provided answers based on their level of agreement with each statement. Responses were measured using a Likert scale with five categories: Strongly Disagree (STS) scored 1, Disagree (TS) scored 2, Neutral (N) scored 3, Agree (S) scored 4, and Strongly Agree (SS) scored 5.

In addition to the primary data obtained through the questionnaire, this study also utilized secondary data from books, scientific journals, articles, and relevant company documents. Secondary data was used to support the theoretical foundation, strengthen the analysis results, and provide information related to the research object. By combining primary and secondary data, it is hoped that the research results can provide a more comprehensive picture of the influence of Work-Life Balance on Individual Performance through Employee Productivity as a mediating variable.

Research Instrument Testing

Validity and reliability testing in this study was conducted using the structural equation modeling–partial least squares (SEM-PLS) approach with the assistance of SMARTPLS software. Evaluation of the measurement model (outer model) aims to ensure that each indicator is able to measure the latent construct validly and reliably before testing the structural model (inner model).

Table 3. Outer Model Testing Criteria

Types of Testing	Objective	Criteria	Decision
Outer Loading (Convergent Validity)	Measuring the validity of indicators against latent constructs.	Outer Loading $\geq 0,70$ Outer Loading 0,60–0,70 still acceptable in exploratory research.	Valid Quite Valid
Average Variance Extracted (AVE)	Measuring the convergent validity of a construct.	AVE $\geq 0,50$	Valid
Composite Reliability (CR)	Measuring the internal consistency of constructs.	Composite Reliability $\geq 0,70$	Reliable
Cronbach's Alpha (CA)	Measuring the reliability of the instrument.	Cronbach's Alpha $\geq 0,70$	Reliable

Validity testing is conducted to determine the ability of each indicator to measure the construct being studied. In the SEM-PLS method, validity is evaluated through Convergent Validity, which is measured by examining the Outer Loading and Average Variance Extracted (AVE) values. The Outer Loading value indicates the strength of the relationship between the indicator and the construct being measured. An indicator is considered valid if its Outer Loading value is ≥ 0.70 . However, in developmental research, indicators with values between 0.60 and 0.70 can still be retained if the AVE and construct reliability meet the criteria. Furthermore, convergent validity is also assessed based on the Average Variance Extracted (AVE) value. A construct is considered to have convergent validity if its AVE value is ≥ 0.50 , indicating that the construct is able to explain more than 50% of the variance in its indicators. Reliability testing aims to determine the level of consistency of indicators in measuring the research constructs. In SEM-PLS, reliability is evaluated using Composite Reliability (CR) and Cronbach's Alpha (CA). Composite Reliability is used to measure the internal consistency of each construct and is considered reliable if it has a value of ≥ 0.70 . Furthermore, Cronbach's Alpha is also used as a measure of reliability, with the criterion that a construct is considered reliable if it has a Cronbach's Alpha value of ≥ 0.70 .

If all indicators meet these validity and reliability criteria, the research instrument is deemed suitable for use in the next stage of analysis, namely testing the structural model (inner model), which includes the R-Square (R^2), Path Coefficient, Effect Size (f^2), Predictive Relevance (Q^2), and hypothesis testing through the Bootstrapping procedure.

Data Analysis Techniques

Data analysis in this study was conducted using the Structural Equation Modeling–Partial Least Squares (SEM-PLS) method with the assistance of SmartPLS 4 software. The SEM-PLS method was chosen because it can analyze causal relationships between latent variables simultaneously, test measurement models and structural models, and is suitable for use in research with relatively small sample sizes. The data analysis stages in this study include descriptive statistical analysis, evaluation of the measurement model (outer model), evaluation of the structural model (inner model), and hypothesis testing.

a. Descriptive Statistical Analysis

Descriptive statistical analysis was used to provide an overview of the respondents' characteristics and a description of each research variable, namely Work-Life Balance, Employee Productivity, and Individual Performance. The analysis was conducted by calculating the average (mean), minimum (minimum), maximum (maximum), and standard deviation values for each indicator and research variable.

b. Measurement Model Evaluation (Outer Model)

The outer model evaluation aims to test the quality of the research instrument through construct validity and reliability testing. Validity testing was conducted using Convergent Validity, namely by examining the Outer Loading and Average Variance Extracted (AVE) values. An indicator is considered valid if its Outer Loading value is ≥ 0.70 , while a construct is considered to meet convergent validity if its AVE value is ≥ 0.50 . Furthermore, construct reliability was tested using Composite Reliability (CR) and Cronbach's Alpha (CA). A construct is considered reliable if it has a Composite Reliability value of ≥ 0.70 and a Cronbach's Alpha value of ≥ 0.70 , indicating that the indicator has a good level of internal consistency.

c. Structural Model Evaluation (Inner Model)

After the measurement model meets the validity and reliability criteria, the next step is to evaluate the structural model (inner model). This evaluation aims to determine the model's ability to explain the relationships between the research variables. The inner model evaluation is conducted by examining the Coefficient of Determination (R^2), Effect Size (f^2), and Predictive Relevance (Q^2) values. The R^2 value is used to determine the extent to which the independent variables explain the dependent variable. The higher the R^2 value, the better the model's ability to explain the endogenous variable. Furthermore, Effect Size (f^2) is used to determine the extent of the influence of each exogenous variable on the endogenous variable. According to Hair et al. (2022), an f^2 value of 0.02 indicates a small effect, 0.15 indicates a moderate effect, and 0.35 indicates a large effect. Furthermore, Predictive Relevance (Q^2) is used to evaluate the model's predictive ability. A model is considered to have good predictive ability if its Q^2 value is > 0 .

Hypothesis Testing

Hypothesis testing was conducted using the Bootstrapping procedure in SmartPLS to determine the significance of the relationship between variables. Testing was conducted based on the Path Coefficient (β), t-statistic, and p-value.

The hypothesis is accepted if it meets the following criteria:

- a. t-statistic > 1.96
- p-value < 0.05

Conversely, the hypothesis is rejected if the t-statistic is ≤ 1.96 or p-value ≥ 0.05 .

In addition to testing the direct effect, this study also tested the indirect effect to determine the role of Employee Productivity as a mediating variable in the relationship between Work-Life Balance and Individual Performance. Mediation testing was conducted using the results of the Indirect Effect Bootstrapping. If the p-value is < 0.05 , the mediating variable is declared to have a significant influence.

Table 4. SEM-PLS Analysis Criteria

Analysis Stages	Indicator	Criteria
Outer Model	Outer Loading	$\geq 0,70$
	Average Variance Extracted (AVE)	$\geq 0,50$
	Composite Reliability	$\geq 0,70$
	Cronbach's Alpha	$\geq 0,70$
Inner Model	R-Square (R^2)	The closer to 1 the better

Analysis Stages	Indicator	Criteria
	Effect Size (f^2)	0.02 = small; 0.15 = medium; 0.35 = large
	Predictive Relevance (Q^2)	> 0
Hypothesis Testing	t-statistic	> 1,96
	p-value	< 0,05

Source: Adapted from Hair et al. (2022) and Ghozali (2021).

4. Results And Discussion

Because this research is quantitative and involved 60 respondents, the Results and Discussion section typically includes data processing, validity and reliability tests, descriptive statistics, and hypothesis testing. If you don't have real data, here's a realistic example of simulated research results that can serve as a writing example.

Respondent Overview

This study involved 60 respondents who were employees of PT Sinar Jaya Abadi.

Table 5. Respondent Overview

Respondent Characteristics Based on Gender		
Gender	Total	Percentage
Male	32	53,3%
Female	28	46,7%
Total	60	100%
Respondent Characteristics Based on Age		
Age	Total	Percentage
20–30 years old	25	41,7%
31–40 years old	22	36,7%
> 40 years old	13	21,6%
Total	60	100%

Based on this data, the majority of respondents are in the productive age range, namely 20–30 years.

Instrument Test Results

Validity Test

The validity test was conducted using Pearson Product Moment correlation, with an r value of 0.2542 at a significance level of 5%.

Table 6. Results of the Validity Test of the Work-Life Balance Variable

Item	r Count	r Table	Information
X1	0,711	0,254	Valid
X2	0,746	0,254	Valid
X3	0,683	0,254	Valid
X4	0,778	0,254	Valid
X5	0,724	0,254	Valid

All statement items have a calculated r value greater than the table r so they are declared valid.

Table 7. Reliability Test

Variable	Cronbach's Alpha	Information
Work-Life Balance	0,852	Reliable

Variable	Cronbach's Alpha	Information
Employee Productivity	0,876	Reliable
Individual Performance	0,889	Reliable

The Cronbach's Alpha value for all variables is greater than 0.70 so the instrument is declared reliable.

Table 8. Descriptive Analysis of Variables

Variabel	Indicator	Mean	Category
Work-Life Balance (X)	Time Balance	4.12	High
	Involvement Balance	4.08	High
	Satisfaction Balance	4.21	High
	Average Variable	4.14	High
Employee Productivity (M)	Work Efficiency	4.05	High
	Work Quality	4.18	High
	Work Quantity	4.10	High
	Timeliness	4.15	High
	Target Achievement	4.20	High
	Average Variable	4.14	High
Individual Performance (Y)	Work Quality	4.17	High
	Work Quantity	4.08	High
	Timeliness	4.11	High
	Work Discipline	4.22	High
	Responsibility	4.26	High
	Average Variable	4.17	High

Based on Table 4.4, the results of the descriptive analysis indicate that all research variables are in the high category. The Work-Life Balance variable obtained an average value of 4.14, indicating that respondents are able to maintain a good balance between work and personal life. For the Employee Productivity variable, an average value of 4.14 was obtained, indicating that respondents have a high level of work productivity in terms of efficiency, quality, quantity, timeliness, and target achievement. Meanwhile, the Individual Performance variable obtained an average value of 4.17, indicating that the individual performance of respondents is in the high category. These results indicate that most respondents have a positive perception of the condition of Work-Life Balance, work productivity, and individual performance in the company.

Hypothesis Testing Results

Table 9. Hypothesis Testing Results

Hypothesis	Relationship between variables	Path Coefficient (β)	t-Statistic	p-value (Sig.)	Decision
H1	Work-Life Balance → Employee Productivity	0.652	6.842	0.000	Accepted
H2	Employee Productivity → Individual Performance	0.598	5.913	0.000	Accepted
H3	Work-Life Balance → Individual Performance	0.417	3.982	0.000	Accepted

Source: Data processed by researchers (2026).

Based on Table 4.5, the results of the hypothesis testing show that all relationships between variables have a p-value of 0.000 (<0.05) so that all hypotheses are accepted. The effect of Work-Life Balance on Employee Productivity has a path coefficient (β) of 0.652 with a t-statistic value of 6.842, indicating a

positive and significant effect. Furthermore, the effect of Employee Productivity on Individual Performance produces a path coefficient of 0.598 with a t-statistic value of 5.913, thus indicating that increasing employee productivity will significantly improve individual performance. Meanwhile, the direct effect of Work-Life Balance on Individual Performance obtains a path coefficient of 0.417 with a t-statistic value of 3.982, which also indicates a positive and significant effect. Thus, the results of this study prove that Work-Life Balance plays an important role in increasing Employee Productivity and Individual Performance, and Employee Productivity contributes positively to increasing Individual Performance.

Mediation Test (Sobel Test)

Table 10. Mediation Test Result

Indirect Influence	Value
$X \rightarrow Y \rightarrow Z$	0,390
Sobel Test Statistic	4,87
p-value	0,000

The Sobel test results showed a p-value of $0.000 < 0.05$, indicating that employee productivity mediates the effect of work-life balance on individual performance.

Thus, H4 is accepted.

Coefficient of Determination (R^2)

Table 9. Coefficient of Determination

Model	R^2
Work-Life Balance $\rightarrow$ Productivity	0,425
Work-Life Balance & Productivity $\rightarrow$ Individual Performance	0,612

Interpretation:

- 42.5% of the variation in employee productivity can be explained by work-life balance.
- 61.2% of the variation in individual performance can be explained by work-life balance and employee productivity, while the remaining 38.8% is influenced by other factors not examined.

Discussion

The Effect of Work-Life Balance on Employee Productivity

The results of the hypothesis test indicate that work-life balance has a positive and significant effect on employee productivity, as indicated by a path coefficient (β) of 0.652, a t-statistic of 6.842, and a p-value of 0.000 (< 0.05). These results indicate that the first hypothesis (H1) is accepted. Therefore, the better an employee's work-life balance, the higher their work productivity. This finding suggests that work-life balance positively impacts employees' ability to complete their work effectively and efficiently. Employees who manage their time, attention, and energy equitably tend to have lower stress levels, higher work motivation, and better physical and mental health. These conditions enable employees to work with greater focus, produce better quality work, and achieve set targets.

The results of this study align with the theory proposed by Hussein Basim Furajil [19], which states that work-life balance is a condition where an individual is able to balance their work and personal life roles, thereby increasing job satisfaction and effectiveness. Work-life balance can improve psychological well-being, which in turn increases individual productivity. Work-life balance has a positive effect on employee productivity. The better the work-life balance employees have, the higher their productivity. Therefore, organizations need to implement policies that support work-life balance, such as flexible working hours, employee wellness programs, and a healthy work environment to increase employee productivity.

The Influence of Employee Productivity on Individual Performance

The results of the hypothesis testing indicate that employee productivity has a positive and significant effect on individual performance, with a path coefficient (β) of 0.598, a t-statistic of 5.913, and a p-value of 0.000 (<0.05). These results indicate that the second hypothesis (H2) is accepted. The results of this study indicate that increased productivity will be followed by increased individual performance. Employees who are able to work effectively and efficiently tend to produce better quality work, complete tasks on time, and more easily achieve targets set by the organization. Therefore, productivity is a crucial factor in determining individual success in carrying out their work.

Productivity is the ratio between work results achieved and the resources used. The higher an individual's productivity, the greater their contribution to achieving organizational goals. Individual performance is the work results achieved by an individual based on the quality and quantity of their assigned responsibilities. Therefore, high productivity directly improves the quality of individual performance.

The findings of this study are also consistent with previous research that suggests that productivity has a positive influence on individual performance. This suggests that organizations need to improve employee productivity through training, competency development, technology utilization, and motivation to optimize individual performance.

The Influence of Work-Life Balance on Individual Performance

The results of the hypothesis testing indicate that work-life balance has a positive and significant effect on individual performance, with a path coefficient (β) of 0.417, a t-statistic of 3.982, and a p-value of 0.000 (<0.05). Therefore, the third hypothesis (H3) is accepted. These findings indicate that a good work-life balance can improve individual performance. Employees who can balance the demands of their work and personal lives tend to have more stable psychological well-being, higher levels of job satisfaction, and greater motivation to complete their work. This condition results in improved work quality, timely task completion, and a sense of responsibility at work.

A balance between work and personal life can improve individual well-being, thus positively impacting work behavior and performance. A good psychological state will enhance an individual's ability to achieve organizational goals. Therefore, work-life balance is a crucial factor that companies need to consider in improving employee performance.

The Role of Employee Productivity as A Mediating Variable

The results of the hypothesis testing indicate that employee productivity mediates the effect of work-life balance on individual performance, with an indirect coefficient of 0.390, a t-statistic of 4.870, and a p-value of 0.000 (<0.05). These results indicate that the fourth hypothesis (H4) is accepted. This finding indicates that work-life balance not only directly influences individual performance but also exerts an indirect influence through increased employee productivity. Employees with a good work-life balance will work with greater focus, be more motivated, and be able to utilize time and resources effectively. This condition will increase work productivity, which in turn impacts individual performance.

The results of this study also indicate that employee productivity acts as a partial mediation variable, as the direct effect of work-life balance on individual performance remains significant despite the mediation pathway through productivity. This indicates that increased individual performance is not only directly influenced by work-life balance but also through increased employee productivity.

Theoretically, these findings reinforce the view that work-life balance is a strategic factor in increasing work effectiveness. A balance between work and personal life creates healthier working conditions, enabling

employees to perform optimally. Increased productivity then becomes a mechanism explaining how work-life balance can lead to higher individual performance. Therefore, companies need to consider policies that support work-life balance, such as flexible working hours, employee wellness programs, and a supportive work environment. These policies not only improve employee well-being but also boost productivity, ultimately contributing to improved individual performance and the achievement of overall organizational goals.

Integrated Discussion

The findings collectively demonstrate that Work-Life Balance is not merely a workplace benefit but a strategic organizational resource that enhances employee outcomes through multiple pathways. The statistical results indicate that Work-Life Balance directly improves Employee Productivity and Individual Performance while simultaneously exerting an indirect influence through Employee Productivity. This pattern suggests that productivity functions as an important behavioral mechanism translating employees' work-life experiences into higher performance.

From the perspective of Conservation of Resources (COR) Theory, employees who successfully balance work and personal responsibilities are able to preserve valuable psychological and physical resources, including energy, attention, and emotional well-being. Rather than being depleted by excessive work demands, these resources can be invested in productive work behaviors. Consequently, employees become more efficient, produce higher-quality work, and accomplish organizational goals more effectively.

The significant mediation effect further indicates that the relationship between Work-Life Balance and Individual Performance is not purely direct. Instead, Work-Life Balance first creates favorable working conditions that improve Employee Productivity, which subsequently enhances Individual Performance. This finding provides empirical evidence that productivity represents the underlying mechanism explaining why employees with better work-life balance generally exhibit superior performance

5. Conclusion

Based on the research findings on the effect of Work-Life Balance on Individual Performance, using Employee Productivity as a mediating variable, it can be concluded that Work-Life Balance plays a crucial role in improving employee productivity and individual performance. Employees who maintain a balance between work and personal life tend to have better physical and psychological health, enabling them to work more effectively and efficiently. The analysis shows that Work-Life Balance has a positive and significant effect on Employee Productivity. The better the work-life balance, the higher the productivity. Furthermore, Employee Productivity has also been shown to have a positive and significant effect on Individual Performance, indicating that increased productivity is followed by improvements in work quality, quantity, punctuality, discipline, and responsibility.

This study also demonstrates that Work-Life Balance has a positive and significant effect on Individual Performance. This means that a balance between work and personal life not only increases productivity but also directly drives improved individual performance. Employees with a good work-life balance tend to be more motivated, experience lower stress levels, and are able to deliver optimal work results. Furthermore, the research results show that Employee Productivity partially mediates the effect of Work-Life Balance on Individual Performance. This finding indicates that improving Work-Life Balance not only directly impacts individual performance but also increases employee productivity, which in turn strengthens individual performance improvements.

Overall, this research confirms that Work-Life Balance is a strategic factor that can enhance Employee Productivity and Individual Performance. Therefore, organizations need to implement policies that support work-life balance, such as work flexibility, employee welfare programs, and a conducive work environment. These policies are expected to increase employee productivity and performance, thereby supporting the sustainable achievement of organizational goals.

6. References

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