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**THE INFLUENCE OF WORK CULTURE AND INCENTIVES ON EMPLOYEE
PRODUCTIVITY PRIMEBIZ HOTEL SURABAYA WITH WORK LIFE BALANCE AS
A MODERATION VARIABLE**

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Abstract. *Indonesia is a maritime country that has a variety of beautiful natural attractions, so lodging places such as hotels, villas, and so on are growing rapidly because it can indeed be a business field in the tourism area. Not just a place to stop over but this lodging business can also provide jobs for people. Primebiz Hotel Surabaya (PBS) is one of several in the Prime Plaza Hotels and Resorts (PPHR) national network that operates more than 13 hotels throughout Indonesia. In the world of hospitality also has a variety of unique problems in it, including examples such as Human Resources (HR) who work on the hotel premises. So that as a company engaged in the service sector, this is a challenge for Primebiz Hotel Surabaya because the productivity of its employees must be monitored in order to create good service quality for hotel consumers. This study aims to determine the effect of work culture and incentives on employee productivity with work life balance as a moderating variable. Data collection was carried out by a survey in the form of a questionnaire to Primebiz Hotel Surabaya employees as many as 65 respondents.*

Abstrak. Indonesia ialah suatu negara maritim yang memiliki berbagai macam wisata alam yang indah, maka tempat penginapan seperti hotel, villa, dan lain sebagainya semakin bertumbuh dengan pesat karena memang itu dapat menjadi ladang bisnis di area pariwisata. Bukan hanya sekedar tempat untuk persinggahan saja tetapi bisnis penginapan ini juga dapat memberikan lapangan pekerjaan bagi manusia. Primebiz Hotel Surabaya (PBS) adalah salah satu dari beberapa dalam jaringan nasional Prime Plaza Hotels and Resorts (PPHR) yang mengoperasikan lebih dari 13 hotel di seluruh Indonesia. Pada dunia perhotelan ini juga memiliki berbagai macam permasalahan unik di dalamnya, antara lain contohnya seperti Sumber Daya Manusia (SDM) yang berkerja pada tempat hotel tersebut. Sehingga sebagai perusahaan yang bergerak dalam bidang pelayanan, maka hal ini menjadi tantangan tersendiri bagi Primebiz Hotel Surabaya karena produktivitas karyawannya harus dipantau guna menciptakan kualitas pelayanan yang bagus bagi konsumen hotel. Penelitian ini bertujuan untuk mengetahui pengaruh budaya kerja dan insentif terhadap produktivitas karyawan dengan work life balance sebagai variabel moderasi. Pengambilan data dilakukan dengan survey berupa kuesioner kepada karyawan Primebiz Hotel Surabaya sebanyak 65 responden. Penelitian ini adalah penelitian kuantitatif dengan menggunakan analisis deskriptif dan teknik analisis data SEMPLS dengan *software* SmartPLS untuk mengetahui hubungan antar variable.

INTRODUCTION

Primebiz Hotel Surabaya (PBS) is one of several in the Prime Plaza Hotels and Resorts (PPHR) national chain, which operates more than 13 hotels across Indonesia. which operates more than 13 hotels across Indonesia. PBS has the motto The signature of Indonesian Hospitality, which is to continuously improve the quality of its services through improving the quality of its human resources. Good Human Resources (HR) is essential for service businesses such as hotels to succeed, in the hotel business, HR is very important to provide services to guests. The quality of human resources greatly affects the quality of service (front of the house) and product quality (heart of the house) according to Salim in (Anshori, 2022). Meanwhile, whether the quality of a hotel's HR (service company) is good or not is determined by the leader's ability to manage the HR owned.

Leadership has a very important role in executing the business strategy planned by Primebiz Hotel Surabaya. Employees who work at Primebiz Hotel Surabaya are 75 people, which are divided into permanent employees (staff) 42 people and daily worker employees 33 people. In the period January 2020 to December 2023, there was a decrease in work productivity. The decline in work productivity is influenced by several factors, including the lack of employees and the increase in employee workload. The level of employee productivity from January 2020 to December 2023 can be seen in the following graph table:

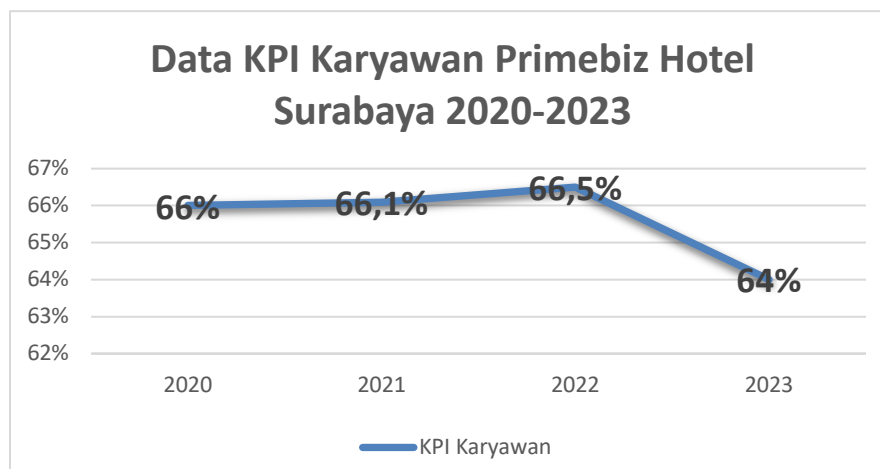


Figure 1. Primebiz Hotel Surabaya Employee Productivity Data from 2020 – 2023

In the KPI (Key Performance Indicator) table above is the result of employee productivity scores on a scale of 0-100%, where the number that has increased means that it shows better performance. Then there is a decrease in the productivity graph in 2022 to 2023. This shows that there are problems that need to be addressed to improve employee productivity and increase team productivity. A company in the world of work always makes improvements in the productivity of its performance to achieve the goals it wants to get. In order to make continuous improvements, organisations or companies can survive and gain profits. Employees always play an important role in every organisational activity, because of their role as planners, doers, and determinants of the realisation of organisational goals.

Factors that affect employee productivity are the Human Resources (HR) of employees who work for the company. Human Resources (HR) is an important component that cannot be separated in an organisation or company. Efforts to achieve the company's organisational goals, the development of the company depends on the human resources working in that place. In order to get

quality human resources, companies must implement effective resource management. It can be seen, when the company creates conditions in which workers and companies are involved in a relationship of mutual need or reciprocity, (Diana et al., 2022).

Research Hipotesis:

H1: Do work culture affects the productivity of Primebiz Hotel Surabaya employees?

H2: Do incentives affect employee productivity at Primebiz Hotel Surabaya?

H3: Do the effect of work life balance moderating variables on work culture on employee productivity?

H4: Do the effect of work life balance moderating variables on incentives on employee productivity?

LITERATURE REVIEW

Human Resource Management

Human resource management can be interpreted as a system of human or employee governance in the company and can also be interpreted as a strategy or policy. For example, according to (Hasibuan, 2014) "human resource management is the science and art of managing the relationship and role of the workforce to be effective and efficient and help the realisation of a company, employees, and society". This statement means that human resource management can manage the relationship and role of the workforce with the company, so that it can be effective and create success, and be able to contribute to the realisation of the company, employees and society.

Work Culture

Work culture also includes the technology, work systems, instruments, and languages used. Work culture is expected to improve company performance. Classify people based on their environmental habits using national, local, gender, generational, social, and organizational or corporate levels. The values of organizational culture are manifested in a person's work culture, either directly or indirectly, and influence their behavior in the workplace. Kotler in (Pramudya et al., 2023) said that "Culture is a fundamental factor in desires and behaviors". The culture starts from the habits that are lived. Culture evolves and differentiates a group of people and is passed down from generation to generation. Language, religious and political systems, customs, tools, clothing, buildings, and artwork are some of the complex components of culture. (Jayanti & Nazwirman, 2020) Work culture can be defined as a collection of values, attitudes, behaviors, intentions, and work outcomes applied in the workplace.

Incentives

Incentives help employees perform better and improve their performance. Fair and appropriate incentive methods are motivators that can increase employee loyalty in a company. Incentives can also improve employee performance abilities so that their productivity results increase and can also cause a sense of recognition and attention by the company. This system is a type of incremental direct compensation in addition to salary and wages that provides fixed compensation, known as a performance-based compensation system or payment for a performance plan. According to (Hasibuan, 2014) Incentives are a form of additional compensation given to certain employees whose performance exceeds standards. It can be concluded that incentives are the drive to perform well and achieve higher levels of performance. This can increase employees' willingness to work and motivation to achieve company goals.

Employee Productivity

Employee work productivity is a measure of how effectively people or labor are used in a production process to achieve desired results. Therefore, companies need a professional or competitive workforce to achieve the goals that have been set. There are factors in a company that can affect employee productivity. High productivity is achieved when employees receive appropriate incentives and work in a positive work-life balance while still fulfilling their duties and responsibilities (Korang-Yeboah & Buobi, 2021). Employee productivity in an organization is affected by the working conditions in that organization. Organizations that implement good working conditions are indispensable for organizations to increase the productivity of their employees. The productivity of every organization is a reflection of its employees and therefore every organization must strive to provide good working conditions for its employees to increase productivity.

Work Life Balance

Work-life balance program actually existed in America before the second world war in 1930. The concept began to be widely used by American companies in 1986 to address the needs of American workers who often neglect their families, relationships, and leisure time to achieve company goals. In order to give employees more time to spend with their families, Work Life Balance uses a six-hour work hour system that is divided into four shifts. This new system results in higher morale for employees and a more positive outlook on other things they do in their workplace. They see things like organizational efficiency, pride in the organization, improved quality of service, and a sense of commitment and responsibility towards their work (Risna et al., 2017). Employees not only spend time doing their jobs, but they also have family and social lives outside of their jobs, so there needs to be a balance that will make them happy and satisfied with their jobs (Dua & Hyronimus, 2020).

Relationship between variables:

Work culture affects Employee Productivity of Primebiz Hotel Surabaya

Based on research (Rondonuwu et al., 2018) According to his research, Work Life Balance has an influence of 37.4% on employee job satisfaction at Hotel Sintesa Peninsula Manado. Then for the research (Prianggono, 2023) The results of the hypothesis test of the influence of Work Life Balance (X2) on job satisfaction (Y) through organizational culture (Z) with a t-statistics value of 3.458 with an influence of 0.614 and P values of $0.004 < 0.05$. This means that Work Life Balance (X2) has a significant positive effect on job satisfaction (Y) through organizational culture.

Based on this, the following hypothesis is proposed:

H1: Work culture affects the productivity of Primebiz Hotel Surabaya employees

Incentives affect Employee Productivity of Primebiz Hotel Surabaya

Based on research (Sutiara et al., 2023), it is shown that compensation has a positive and significant effect on the Work Life Balance of Civil Servants of the Regional Secretariat of Sidenreng Rappang Regency. Then for the study (Endeka et al., 2020) The effect of Work Life balance on Compensation was obtained with a coefficient of -0.278 with T-Statistic 1.581 and P-Values 0.114. Because P-Values > 0.114 identify the absence of a significant influence between Work Life Balance and Compensation.

Based on this, the following hypothesis is proposed:

H2: Incentives affect employee productivity at Primebiz Hotel Surabaya

The Effect of Work Life Balance Moderation Variables on Work Culture on Employee Productivity

Based on research (Wulandari & Hadi, 2021), the results obtained show that the influence of Work-Life Balance on employee performance cannot occur through job satisfaction. This shows that job satisfaction plays a role directly proportional to the increase or decrease in employee performance and Work Life Balance, but the role of job satisfaction cannot have an effect as an intermediary for employee performance by Work Life Balance. The study (Kurnia DN & Wahyu Gunawan P, 2023) from the results of hypothesis testing, it is known that the significant value is $0.000 < 0.05$ with a coefficient value of -0.158 where this value shows that Organizational Support moderates the influence between Work Life Balance and Job burnout so that the second hypothesis in this study can be supported. The test results showed that there was no effect of Job burnout on Employee performance.

Based on this, the following hypothesis is proposed:

H3: The effect of work life balance Moderating variables on work culture on employee productivity

The Effect of Work-Life Balance Moderation Variables on Incentives on Employee Productivity

The study (Haliza, 2024) confirmed previous findings that work-life balance affects job satisfaction and loyalty levels. According to hypothesis testing, job satisfaction as a mediator affects loyalty. A significant t-value (2.56 is greater than 1.96) and a low p-value (0.006 is less than 0.05) support this. The study of (Alianto & Anindita, 2014) third hypothesis test (H3) show that the H3 hypothesis is not supported by the results of the analysis; The high level of compensation does not reduce the level of work stress by 0.57. This suggests that compensation does not affect work stress. A high compensation value cannot lower work stress, while a low compensation value cannot increase it.

Based on this, the following hypothesis is proposed:

H4: The effect of work life balance moderating variables on incentives on employee productivity

RESEARCH METHODOLOGY

The research data shows that this research is included in the category of quantitative research. (Sugiyono, 2023) describes quantitative research as a type of research based on positive philosophy, used to study a specific population or sample, collect data with research instruments, and then analyze the data quantitatively or statistically. In addition, the study investigated the causal relationship between independent (affecting) variables and dependent (affecting) variables. This study was conducted to determine the influence of independent variables to the dependent variable with the presence of a moderation variable. Variable Independent in this study is work culture and incentives and the dependent variable in this study is employee productivity. Meanwhile, the moderation variable in this study is work-life balance. In this study, the researcher used Probability Sampling with the Simple Random Sampling technique.

The Slovin formula can be used to calculate the size of the sample needed for result of calculation is 65 samples are needed for this study. All variables in the operation of these variables are measured by a measuring instrument in the form of a questionnaire that meets the Likert Scale 1-5. A descriptive approach was selected to explain how respondents' responses to the overall concept measured are spread out. In order to measure the relationship between variables and

constructs, this study uses the multivariate technique of Structural Equation Modelling (SEM)-PLS. This method can be used to examine the causal relationship between independent variables and dependent variables, as well as the validity and accuracy of indicators against their latent variables. In order to provide useful insights for decision-making and employee productivity improvement, a structural model evaluation is then carried out to examine the importance of correlations between variables.

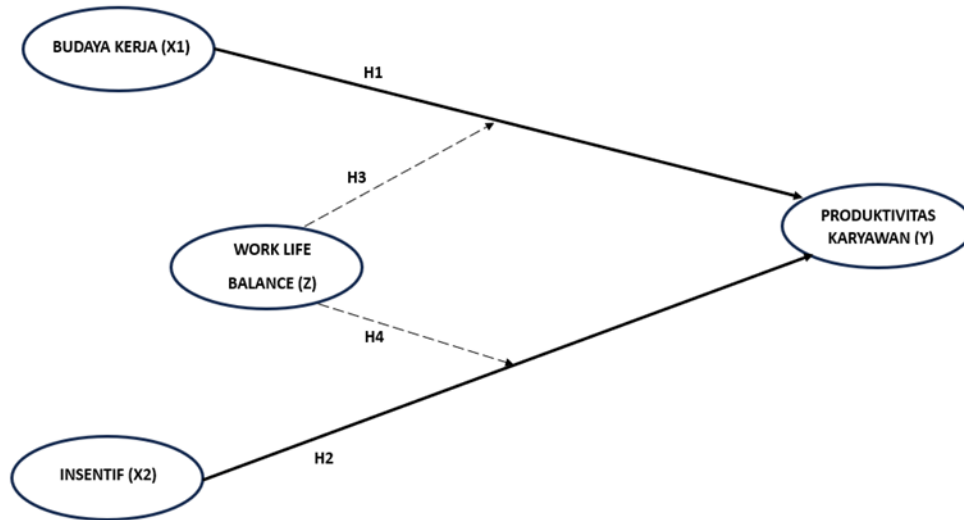


Figure 2. Research Design

RESULTS AND DISCUSSION

This study takes the title of the Influence of Work Culture, Incentives, and Employee Productivity of Primebiz Hotel Surabaya with Work Life Balance as a Moderation Variable. Respondents were obtained by distributing questionnaires to permanent employees and daily workers with a total of 65 employees. This calculation is adjusted to the results of the sample calculation taken using the Slovin formula. Employees who have participated in filling out the questionnaire will have their characteristics seen based on gender, age, education, and length of service.

Table 1.

Respondents by Gender

No.	Gender	Total	(%)
1.	Male	10	12,31%
2.	Female	55	84,62%
	Total	65	100%

Based on Table 1, it can be seen that in this study the number of female respondents is greater than the number of male respondents. There were 55 female respondents who filled out the questionnaire and 10 male respondents. Through these data, it can be seen that the users of Primebiz Hotel Surabaya Employees are dominated by women, according to research conducted by researchers through questionnaires distributed via Google Forms.

Table 2.

Respondents by Age

No.	Age	Total	(%)
1.	18 – 22	10	15,38%
2.	23 – 27	11	16,92%
3.	28 – 32	16	24,62%
4.	≥ 33	28	43,08%
Total		65	100%

Based on Table 2, it can be seen that all respondents in this study are classified as millennials in accordance with the opinion of The Millennial Generation Research Review NCF (2012) which states that the millennial generation is the population born between 1985 and 1999. It can be seen that most of the employees who are divided into four age groups with their respective percentages, in this survey are those aged 33 years and over, while the number of the youngest employees (18-22 years) is the smallest.

Table 3.

Respondents by Education

No.	Education	Total	(%)
1.	SMA	9	13,85%
2.	SMK	26	40%
3.	Diploma	12	18,46%
4.	S1	14	21,54%
5.	S2	4	6,15%
Total		65	100%

Based on Table 3, it can be seen that in this study, the majority of respondents of Primbebiz Hotel employees have a fairly high level of vocational high school education, with around 40% (26 respondents) having the highest level of education compared to other groups. In contrast, only 6.15% (4 respondents) of employees have a lower level of S2 education. This suggests that the hospitality industry may prioritize employees with higher formal education to provide more professional and quality services.

Table 4.

Respondents by Annual Work

No.	Annual Work	Total	(%)
1.	1 year	8	12,31%
2.	2 year	7	10,77%
3.	3 year	2	3,08%
4.	4 year	2	3,08%
5.	5 year	3	4,62%
6.	6 year	4	6,15%
7.	7 year	21	32,31%
8.	8 year	18	27,29%

Total 65 100%

Based on Table 4, it can be seen that in this study, the majority of respondents of Primbebiz Hotel employees have a work period of 7 years or 21 people with a percentage of 32.31% and the fewest respondents taken ranged from 3-4 years or 2 people with a percentage of 3.08%.

Testing Outer Model With SmartPLS 4.0

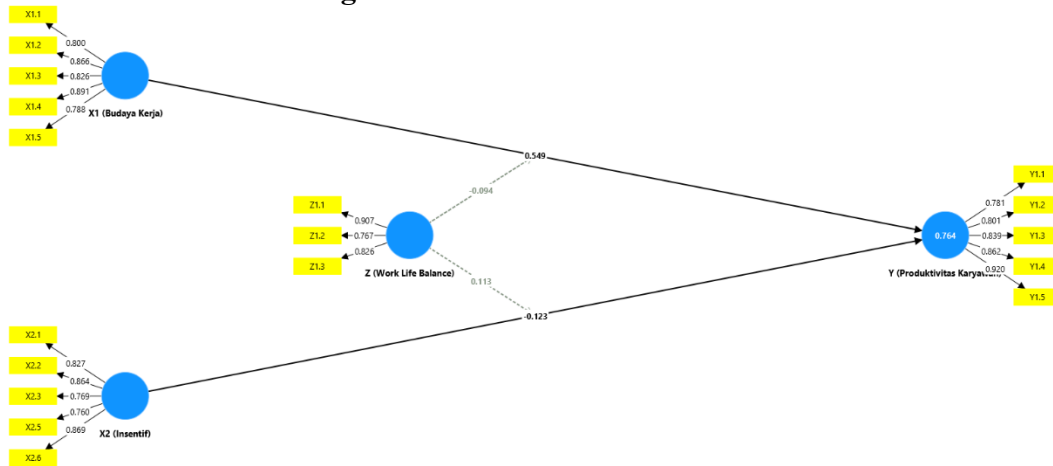


Figure 3. Research Measurement Model

The results of the second stage test on this moderation variable show that it has a factor loading value ≥ 0.7 . Thus, the indicator is declared valid to measure its variables. Convergent validity can be seen not only through factor loading, but also through Average Variance Extracted (AVE). The results of the convergent validity test are presented in the following table:

Table 5.
Variable Average Variance Extracted (AVE)

Variable	AVE
Work Culture (X1)	0.697
Incentives (X2)	0.671
Employee Productivity (Y)	0.709
Work Life Balance (Z)	0.698

Source: SmartPLS 4.0 Program Output (2024)

Based on the table 5 above, it can be seen that the variables Work Culture (X1), Incentives (X2), Employee Productivity (Y), Work Life Balance (Z) produce an Average Variance Extracted (AVE) value above 0.5, thus the variable indicators are declared valid for measuring the variables.

Table 6.
Cronbach's Alpha and Composite Reliability for each variable

Variable	Cronbaach's Alpha	Composite Reliability	Conclusion

X1 (WC)	0,891	0,920	Reliable
X2 (INTV)	0,877	0,910	Reliable
Y (EP)	0,896	0,924	Reliable
Z (WLB)	0,784	0,873	Reliable

Source: SmartPLS 4.0 Program Output (2024)

Based on table 6 above, it can be seen that the Cronbach's Alpha and Composite Reliability values for the variables Work Culture (X1), Incentives (X2), Employee Productivity (Y), Work Life Balance (Z) are greater than 0.7. Therefore, based on the above, all indicators that measure these variables are declared **reliable**.

Testing Inner Model With SmartPLS 4.0

Table 7.
R-Square Value

Variable	R-Square	R-Adjusted Square
EP	0,764	0,744

Source: SmartPLS 4.0 Program Output (2024)

Based on table 7 above, it can be concluded that the adjusted R-squared value of the Employee Productivity variable is 0.744 or 74.4%, which is considered **strong**.

Table 8.
Path Coefficient Test Results
The Value of Indirect Influence

The Relationship	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics (O/STDEV)	P Values	Hypothesis Test Results
X1 → Y	0,549	0,542	0,094	5,821	0,000	H1 Significant
X2 → Y	-0,123	-0,093	0,099	1,238	0,216	H2 Not Significant
Z → X1 → Y	-0,094	-0,080	0,101	0,932	0,351	H3 Not Significant
Z → X2 → Y	0,113	0,093	0,101	1,115	0,265	H4 Not Significant

Source: SmartPLS 4.0 Program Output (2024)

From the data presented above, the following results and discussion can be made:

Hypothesis 1: The results of testing **H1** of the Work Culture variable on Employee Productivity obtained a p-value of $(0.000) \leq 0.05$. So the results obtained H_0 is rejected and H_1 is accepted, so that Work Culture has a significant positive influence on Employee Productivity. Thus, it means that the first hypothesis is accepted. This means that the better the Work Culture in a Company, the more likely it is to increase its Employee Productivity.

Hypothesis 2: The results of the **H2** test of the Incentive variable on Employee Productivity obtained a p-value of $(0.216) \geq 0.05$. So the results obtained H_0 is accepted and H_2 is accepted, so that Incentives have a significant influence on Employee Productivity. Thus, it means that the second hypothesis is accepted. This means that the better the Incentives given to a Company, the more likely it is to increase Employee Productivity.

Hypothesis 3: The results of the **H3** testing of the Work Life Balance moderation variable on Work Culture with Employee Productivity obtained a p-value of $(0.351) \geq 0.05$. So the results obtained H_0 is accepted and H_3 is rejected, so that Work Life Balance does not have a significant effect on Work Culture and Employee Productivity. Thus, it means that the third hypothesis is rejected. This means that although Work Life Balance is often a factor that can affect the balance between personal interests and professional work productivity, this study shows that Work Life Balance is not a variable factor that has an important role in strengthening or weakening the relationship between Work Culture and Employee Productivity at Primebiz Hotel Surabaya.

Hypothesis 4: The results of the **H4** testing of the Work Life Balance moderation variable have an effect on Incentives with Employee Productivity obtained a p-value of $(0.265) \geq 0.05$. So the results obtained H_0 is accepted and H_4 is rejected, so that Work Life Balance does not have a significant effect on Incentives with Employee Productivity. Thus, it means that the fourth hypothesis is rejected. This means that although Work Life Balance is often a factor that can affect the balance between personal interests and professional work productivity, this study shows that Work Life Balance is not a variable factor that has an important role in strengthening or weakening the relationship between Incentives and Employee Productivity at Primebiz Hotel Surabaya.

CONCLUSION

The test results of the measurement model (outer model) show that all indicators used to measure latent variables/constructs have good validity and reliability. The inner model test revealed that the analysis of all latent variables in this study showed that there was or was no significant influence on Employee Productivity Moderated by Work Life Balance at Primebiz Hotel Surabaya, namely; Work Culture (BK) has a significant positive effect on Employee Productivity (PK) at Primebiz Hotel Surabaya because it has a p-value of 0.000; Incentives (INSTF) did not have a significant effect on Employee Productivity (PK) at Primebiz Hotel Surabaya because it had a p-value of 0.216; Work Life Balance (WLB) does not have a significant effect on Work Culture (BK) on Employee Productivity (PK) at Primebiz Hotel Surabaya because it has a p-value of 0.351; Work Life Balance (WLB) does not have a significant effect on the Incentive (INSTF) on Employee Productivity (PK) at Primebiz Hotel Surabaya because it has a p-value of 0.265.

Recommendations from This Study:

Management of Primbebiz Hotel Surabaya can improve, evaluate, improve, and perfect the Work Life Balance because Primbebiz Hotel Surabaya is a company engaged in services or services, so it will be very good if the managerial of Primbebiz Hotel Surabaya pays attention to the aspects that are considered lacking by Primbebiz Hotel Surabaya employees, namely in the aspect of dividing the balance shift between working hours with the affairs of individual employee activities outside of working hours. Primbebiz Hotel Surabaya has the advantage of the Work Culture that is applied, namely all levels of employees can directly submit complaints, criticisms, or aspirations directly to their leaders. Therefore, it is hoped that the results of this research can be a concern for both managerial parties to further improve the quality of services provided to employees, so that the Employee Productivity of Primbebiz Hotel Surabaya as a business hotel in Indonesia will increase so that the satisfaction and loyalty of Primbebiz Hotel Surabaya employees will be created in a sustainable manner.

Suggestions for Future Research:

The researcher suggests several things that can be considered for subsequent researchers, namely: First, it is hoped that further research will add new variables related to Work Culture, Incentives, Work Life Balance, and Employee Productivity, the addition of new variables can be in the form of Leadership Style and Work Environment, so that further research can determine the relationship between variables with the Employee Productivity variable. Second, it is hoped that further research will conduct a study related to the factors underlying Work Life Balance on Employee Productivity in order to get a more holistic picture of service companies, especially in hotels in Indonesia. Third, it is hoped that further research will also compare Employee Productivity from several hotel and resort companies in Indonesia, because that way further research can show more complex and significant results regarding what aspects of productivity must be improved by the management of a service company.

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