

The Influence of *Work-Life Balance* on Employee Work Productivity with Work Creativity as a Mediating Variable (Study on Rattan Weaving MSMEs in Palangka Raya City)

Norliani ^{1*}, Roby Sambung ², Vivy Kristinae ³, Indah Nur Oktavia ⁴

^{1,2,3,4} Faculty of Economics and Business, University of Palangka Raya, Indonesia

*Corresponding Author: norliani1805@email.com

Article History

Received: 21-05-2026

Revised: 26-05-2026

Published: 30-05-2026

ABSTRAK

The purpose of this study is to examine how work-life balance affects employee productivity in micro, small, and medium enterprises (MSMEs) engaged in rattan weaving in Palangka Raya City, using creativity in the workplace as a mediating variable. This study is motivated by the importance of work-life balance in supporting employee creativity and work productivity in the creative MSME sector. Questionnaires were distributed to 39 respondents working in five micro, small, and medium enterprises (MSMEs) in the rattan weaving industry sector in Palangka Raya City, to collect data using a quantitative approach as a research method. With the help of SmartPLS *software*, the SEM-PLS method was used as a method to analyze the data. The results of the study indicate that employee creativity and productivity are positively and significantly influenced by *work-life balance*. In addition, productivity in the workplace is positively and significantly influenced by work creativity. However, work creativity does not play a role as a mediating variable in the relationship between *work-life balance* and work productivity. The findings of this study indicate that *work-life balance* has a significant role in increasing worker productivity in the rattan weaving craft industry in Palangka Raya City.

Keywords: *work-life balance, work creativity, work productivity, rattan weaving SMEs*

INTRODUCTION

Work productivity is a crucial factor in determining organizational success because it relates to the workforce's ability to produce output effectively and efficiently. According to Adnan *et al.* (2022), productivity reflects the ratio between work results and the resources used, while Fadilla *et al.* (2024) states that labor productivity indicates an individual's ability to produce a product within a specified time. Furthermore, Sambung (2019) emphasizes that

employee behavior in the workplace, both positive and negative, has a direct impact on productivity levels and organizational performance.

In the context of the national economy, labor productivity has not yet reached its full potential, but MSMEs remain a sector that contributes significantly to GDP growth and employment opportunities in Indonesia. Data from the Central Statistics Agency (2023) shows that productivity disparities persist between provinces in Indonesia, indicating the need for efforts to improve workforce quality, particularly in the MSME sector. In line with this, Kristinae *et al.* (2024) it explains that the MSME sector in Central Kalimantan still faces various challenges, particularly in human resource management and increasing work productivity. Therefore, greater attention is needed to factors that can support the performance of MSME employees in this region. This condition indicates that work productivity is a critical issue that needs to be addressed in supporting sustainable business competitiveness.

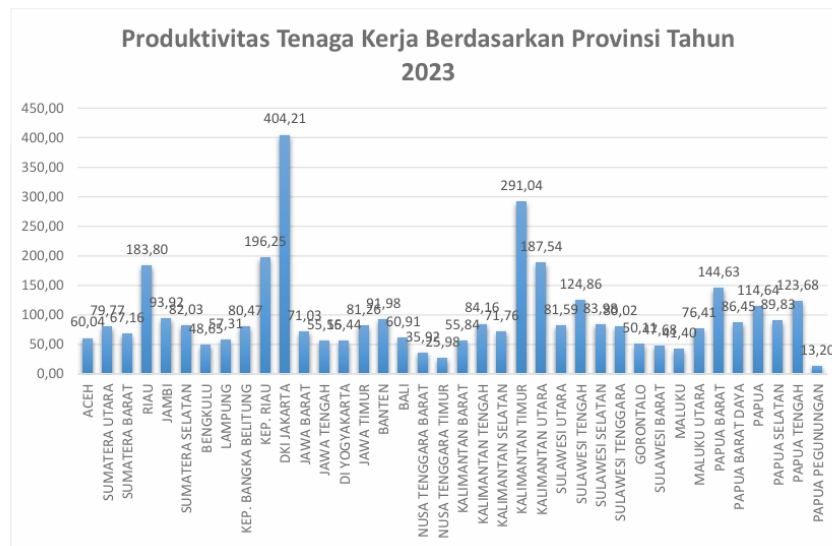


Figure 1. Productivity level power Work between provinces in Indonesia

One of the factors that is considered to influence work productivity is *work-life balance*, namely an individual's skill in balancing work life and personal life. Anugrah & Priyambodo (2021) define *work-life balance* as ability somebody For balance need personal and family with not quite enough answer his job. According to Research Zulfa & Adrian (2024) shows that *work-life balance* can increase employee engagement and efficiency, which in turn improves work productivity. These findings are supported by studies Putra & Parashakti (2025) that state that employee productivity and job satisfaction can increase thanks to a healthy balance between work and personal life. Therefore, *work-life balance* is seen as an important strategy for improving work quality and employee well-being.

In addition to *work-life balance*, work creativity is also a factor that plays a role in increasing employee work productivity. Work creativity is defined as an individual's ability to generate new ideas and solutions that are relevant to work to increase the effectiveness of organizational work. In practice, employee creativity is not only influenced by personal factors, but also by organizational factors that support the work environment. Friscila (2025) found that intrinsic and extrinsic motivation were proven to be able to mediate the influence of visionary leadership on employee creativity in higher education institutions, with intrinsic motivation as

the strongest mediator in encouraging creativity. These findings indicate that work creativity is formed through the interaction of various factors, both originating from the individual and the work environment, including the balance between work life and personal life of employees.

Research Raouf *et al.* (2022) shows how creativity in the workplace significantly impacts productivity by encouraging innovation and efficiency in completing work. However, Fitriani & Umama (2022) it found that workplace creativity does not always have a significant impact on work productivity, resulting in discrepancies in previous research findings. These differences in findings indicate a gap in research that opens up opportunities for further study on the relationship between *work-life balance*, workforce productivity, and creativity in the workplace.

This research focuses on rattan weaving MSMEs in Palangka Raya City because this sector is part of the creative industry that has high economic and cultural potential. The rattan weaving craft industry is one type of small industry that has long been developing in Palangka Raya City. Desi *et al.* (2023) noted that the rattan weaving craft industry is included in the group of small industries that have a real contribution to the absorption of labor in Palangka Raya City, along with other types of small industries spread across several districts. The large potential of this sector in absorbing labor makes it important to continue to develop it, including through efforts to increase productivity and employee welfare.

Based on the results of initial observations, it is known that employees at rattan weaving MSMEs in Palangka Raya City still face various working conditions, such as uncertain working hours, high work demands during certain periods, and limited creative involvement in the production process. These conditions have the potential to affect the balance between work and personal life of employees, which in turn can impact their work productivity. This finding is reinforced by Peridawaty & Kristinae (2020) the statement that the work environment is one of the important factors in supporting increased employee productivity at rattan craft MSMEs in Palangka Raya City. A conducive physical work environment is considered capable of creating a safe and comfortable working atmosphere so that it can support more optimal employee performance.

Previous research generally only discusses the direct influence of *work-life balance* on work productivity, while research that places work creativity as a mediating variable is still limited, especially in the MSME sector. Therefore, the purpose of this study is to examine how *work-life balance* affects workforce productivity, using creativity in the workplace as an intermediary variable among MSME workers in the rattan weaving industry in Palangka Raya City.

RESEARCH METHODS

The methods used in this study are descriptive analysis and quantitative methods. Descriptive analysis aims to present a systematic overview of the characteristics of the topic being studied, while the quantitative approach uses numerical data to analyze the relationship between variables. This research was conducted at five rattan weaving MSMEs in Palangka Raya City, Central Kalimantan, which are engaged in rattan crafts and have an active workforce in the production process. This study examines how *work-life balance* affects employee productivity, how *work-life balance* affects work creativity, and how work creativity plays a mediating role in the relationship between *work-life balance* and employee productivity.

In this study, primary and secondary data were used as sources of research information. Questionnaires were distributed to workers at rattan weaving MSMEs in Palangka Raya to collect primary data, while secondary data were collected through scientific journals, books, and other supporting sources relevant to the research. The study population was all 39 employees at the rattan weaving MSME . applying a saturation sampling strategy , where all population made into as sample , because size small population . Five- point Likert scale used in data collection for measure to what extent respondents agree with every statement study .

Work-life balance is the independent variable, work productivity is the dependent variable, and work creativity is the mediating variable. *Work-life balance indicators* are time balance, involvement balance, and satisfaction balance, which refer to McDonald and Bradley's theory in Natoil *et al.* (2025). Work productivity indicators refer to Sondang P. Siagian (2009), namely work quality, work quantity, and work time. Meanwhile, work creativity indicators refer to Guilford in Sudarti (2020), namely fluency of thought, flexibility of thought, development of ideas, and originality of ideas.

This study employed *the Structural Equation Modeling–Partial Least Squares* (SEM-PLS) method with the aid of SmartPLS software. This method aligns with research Kristinae *et al.* (2025) that applied the PLS-SEM approach to analyze the relationships between variables in the tourism sector in Palangka Raya City. This research demonstrated that the PLS-SEM method is effective for analyzing direct and indirect relationships between latent variables, especially in studies with relatively limited sample sizes.

In this study, the SEM-PLS method was used to test *the direct and indirect effects* between research variables, including the role of work creativity as a mediating variable. Hypothesis testing was conducted using *t- statistics* and *p- values* at a 5% significance level. Prior to hypothesis testing, the research instruments were first tested for validity and reliability to ensure the validity of the research data.

RESULTS AND DISCUSSION

a. Respondent Characteristics

A general overview of the worker profile in rattan weaving MSMEs in Palangka Raya City, which served as the research sample, was compiled based on the characteristics of the respondents. The respondents in this study numbered 39 people from five rattan weaving MSMEs and were directly involved in the production process. Age, gender, education level, and length of service were the respondent attributes used in this study.

Table 1. Respondent Characteristics

Category	Frequency	Percentage
Gender		
Man	13	33%
Woman	26	67%
Total	39	100%
Age		
17-25 Years	13	33%
26-35 Years	10	26%
36-45 Years	7	18%

46-60 Years	5	13%
> 60 Years	4	10%
Total	39	100%
Last education		
Elementary School	8	21%
JUNIOR HIGH SCHOOL	4	10%
High School/Vocational School	21	54%
DIPLOMA	1	3%
S1	5	13%
Total	39	100%
Length of work		
< 1 Year	4	10%
1-3 Years	32	82%
4-6 Years	3	8%
Total	39	100%

Source: Processed Primary Data, 2026

Based on Table 1, the majority of respondents who answered, 26 people (67%) were women, and 13 people (33%) were men. By age, the most respondents, 33%, were between the ages of 17 and 25. This indicates that the majority of Rattan Weaving MSME employees are of working or productive age. The educational level of respondents is dominated by high school/vocational high school graduates at 54%, while based on length of service, the majority of respondents have worked for 1–3 years at 82%. This indicates that the majority of respondents have adequate work experience and understand the working conditions and production processes of rattan weaving MSMEs in Palangka Raya City.

b. Descriptive Analysis of Variables

Descriptive analysis of the variables was conducted to obtain an overview of respondents' responses regarding *work-life balance* , work productivity, and work creativity among rattan weaving MSME employees in Palangka Raya. The responses were evaluated using a five-point Likert scale assessment method, starting from "strongly disagree" to "strongly agree". The results of the analysis showed that all research variables obtained an average value in the agree category, so there is a possibility that respondents have a relatively good understanding of what they see regarding the conditions of *work-life balance* , work creativity, and work productivity they have.

Table 2. Results of Descriptive Analysis of Variables

Variables	Average	Category	Highest Indicator	Mean	Lowest Indicator	Mean
<i>Work-life balance</i>	4.16	Agree	WLB7 & WLB9	4.26	WLB5 & WLB6	4.08
Work Productivity	4.09	Agree	PK8	4.18	PK2	4.00

Work Creativity	4.17	Agree	K3, K5, & K12	4.33	K8	3.92
-----------------	------	-------	---------------	------	----	------

Source: Processed Primary Data, 2026

work-life balance variable (X) in this study was measured with 9 statement items and 5 alternative answers. Based on Table 2, the *work-life balance variable* obtained an average value of 4.16 with the agree category. Items WLB7 and WLB9 have the highest indicators indicating that respondents feel satisfied and happy by finding a balance between their personal life and work. Meanwhile, the lowest indicators are found in items WLB5 and WLB6 which are related to emotional involvement and social activities outside of work. These results indicate that most employees have been able to maintain a work-life balance quite well.

The work productivity variable (Y) in this study was measured using 9 statement items and 5 alternative answers. With the agree category, the work productivity variable obtained an average value of 4.09. The highest indicator was found in item PK8 regarding the ability to resolve work obstacles quickly so that work is completed on time, while the lowest indicator was found in item PK2 regarding work results that rarely receive complaints from superiors or customers. These findings indicate that employee work ability is classified as good so they can meet targets and complete work on time.

Furthermore, the work creativity variable (M) in this study was measured using 12 statement items and 5 alternative answers . With the agree category, the work creativity variable also obtained an average value of 4.17. This reflects that most employees have adequate creative abilities in carrying out and completing tasks. This condition indicates that the work environment at rattan weaving MSMEs in Palangka Raya City is quite supportive of the emergence of employee work creativity in the production process and in solving work problems.

c. Hypothesis Testing Results

Prior to hypothesis testing, all research indicators were tested for validity and reliability to ensure the instrument was adequate and accurately measured the research variables. Several indicators failed to meet the validity requirements and needed to be removed from the model due to not meeting the minimum *outer loading criterion* of 0.70 during the initial validity testing phase. After modifying the model by removing the invalid indicators, retesting showed that all indicators were valid with outer loading values above 0.70. Furthermore, the reliability test results proved that all variables in this study were reliable and qualified for testing using the SEM-PLS method. All *composite reliability* and *Cronbach's alpha values* were recorded above the minimum limit of 0.70.

Table 3. Results of the R Square Test (R²)

Variables Dependent	R- Square	R- Square Adjusted
Productivity Work (Y)	0.611	0.589
Creativity Work (M)	0.290	0.270

Source : Processed Smart-PLS 4.1 data , 2026

Square test results indicate that work productivity is explained by *work-life balance* and work creativity in a fairly good category, while work creativity is explained by *work-life*

balance in a moderate category. The results indicate that the research model can describe the relationship between the studied variables well. Thus, hypothesis testing can be continued.

With the help of SmartPLS *software* , this study applies *the Structural Equation Modeling–Partial Least Squares* (SEM-PLS) method in the hypothesis testing process. By using *t- statistics* and *p- values* at a significance threshold of 5%, this test aims to determine the direct and indirect effects between the research variables. If the *p- value* is below 0.05 and the *t- statistics value* exceeds 1.685, the hypothesis is accepted. Because this study uses a one-tailed test with a sample size of 39 respondents, a t-table value of 1.685 is used.

Table 4. Hypothesis Testing Results

Hypothesis	Relationship between variables	T- Statistics	P- Values	Results
H1	<i>Work-life balance</i> → Work Productivity	4,459	0,000	Accepted
H2	<i>Work-life balance</i> → Creativity Work	5,154	0,000	Accepted
H3	Creativity Work → Productivity Work	1,778	0.038	Accepted
H4	<i>Work-life balance</i> → Creativity Work → Productivity Work	1,609	0.054	Rejected

Source: Processed Smart-PLS 4.1 data , 2026

With a *t- statistic value* of 4.459 and a *p- value* of 0.000, the test results in Table 4 show that *work-life balance* has a positive and significant impact on work productivity. This finding indicates that a healthy balance between work and personal life improves workers' ability to complete tasks efficiently and on time. Workers with a good *work-life balance* experience less high levels of stress in the workplace, allowing them to give their best effort.

With a *t- statistic* of 5.154 and a *p-value* of 0.000, *work-life balance* also has a positive and significant effect on work creativity. The results show that when employees can balance their personal and work lives, they are more creative in their work processes. This suggests that employees who can balance the two tend to be more comfortable, focused, and more capable of generating better work ideas.

With a *t- statistic* of 1.778 and a *p-value* of 0.038, the subsequent test results indicated that work creativity has a positive and significant impact on work productivity. This indicates that employees' ability to generate new ideas, solutions, and work methods can help improve the effectiveness and quality of their work.

However, the results of the indirect effect test indicate that work creativity is not yet able to act as a mediating variable in the relationship between *work-life balance* and work productivity. This is evident from the *t- statistic value* of 1.609, which is below the 1.685 limit, and the *p-value* of 0.054, which exceeds 0.05. These findings indicate that increased employee

work productivity is more directly influenced by *work-life balance* , rather than through work creativity as an intermediary.

d. Discussion

H1: Influence *Work-life balance* (X) against Productivity Work (Y)

Work-life balance has a positive and significant impact on employee productivity at rattan weaving MSMEs in Palangka Raya, based on the results of hypothesis testing. This indicates that employees tend to be more productive at work when they can better balance their work and personal lives. Workers who are able to manage their time and responsibilities tend to have better physical and mental health, enabling them to work more effectively, efficiently, and with greater focus.

The results of this study are consistent with Fisher's theory, Gunawan *et al.* (2019) which states that *work-life balance* is an individual's ability to maintain a balance between the demands of work and personal life without sacrificing either. When this balance is achieved, individuals will feel more comfortable and satisfied in their work, thereby improving the quality and quantity of their work output.

The findings of this study also show consistency with the results of previous studies by Fathima & Kumar (2025), Jaya *et al.* (2024), and Mayaswari *et al.* (2020) which revealed that *work-life balance* has a positive and significant influence on work productivity. The results of this study are also supported by research Erlianti *et al.* (2025) that proves that *work-life balance* has a positive and significant effect on employee performance in the digital economy sector in Palangka Raya City. In addition, research Krisentia *et al.* (2022) conducted in Palangka Raya City also shows that *work-life balance* has a positive and significant influence on job satisfaction. These findings indicate that the balance between work and personal life consistently contributes to improving employee working conditions in various sectors and similar local contexts.

In the context of a rattan weaving MSME in Palangka Raya City, a good *work-life balance* helps employees reduce work stress and fatigue caused by irregular working hours, especially when product demand increases. Under these conditions, employees are more optimal in completing their work and are able to maintain their productivity.

H2: Influence *Work-life balance* (X) against Creativity Work (M)

The results of the hypothesis testing revealed a positive and significant impact of *work-life balance* on the creativity of rattan weaving MSME employees in Palangka Raya City. This indicates that employees with a good *work-life balance* tend to have higher levels of creativity. Employees with good quality rest time and a more stable mood are more likely to develop new and creative ideas for their work.

Theoretically, the results of this study are in line with Amabile's idea Nursyirwan *et al.* (2025) that creativity is influenced by psychological conditions, intrinsic motivation, and supportive working conditions. This finding is also supported by research Putri *et al.* (2025) that proves that employee creativity in MSMEs in Palangka Raya City can increase if internal driving factors, such as ability and motivation, are well met. In the context of this research, a good *work-life balance* can be analogized as a source of intrinsic motivation for employees. The balance between work life and personal life can create a more comfortable work

atmosphere so that employees have a more flexible, creative, and optimal thinking space in completing their work.

In addition, this study supports the findings Cochis *et al.* (2020) that individual creativity in the workplace is positively influenced by *work-life balance*. Furthermore, *work-life balance* can increase employee creativity in the workplace, according to research conducted by Baig *et al.* (2024). Work creativity does not essentially appear automatically, but is influenced by various supporting internal and external conditions. Indraswari *et al.* (2026) explains that individual creativity does not necessarily directly produce orientation and courage to act, because creativity without adequate psychological support tends to be only expressive and not yet productively directed. These findings indicate that balanced work conditions have an important role in supporting the optimal development of employee creativity.

For rattan weaving small and medium enterprises (SMEs) in Palangka Raya City, work-life balance is crucial because it can facilitate employee creativity by making a real contribution to the production process. By balancing their personal and work lives, employees can create new innovations in areas such as production, marketing, and customer service. Therefore, *work-life balance* not only impacts employee health but also fosters creativity in the workplace, helping the company grow.

H3: Influence Creativity Work (M) on Productivity Work (Y)

Based on the results of the hypothesis testing, it was found that work creativity positively contributes to increasing employee productivity in rattan weaving MSMEs in Palangka Raya City. This suggests that the higher the level of work creativity, the higher the level of productivity achieved. Creative employees are able to find more effective work methods, generate innovative ideas, and complete tasks more efficiently.

The results obtained in this study align with the theory presented by Apryani & Siagian (2023), who stated that work creativity is an individual's ability to generate and develop new ideas that are beneficial to both the work and the organization. This finding is also supported by (Sambung & Kristiana, 2018), who explain that employee creativity is reflected in the ability to generate new ideas, find alternative solutions to problems, and convey ideas that can increase the efficiency and effectiveness of organizational work processes. With work creativity, employees can more easily find solutions to various work obstacles, thus enabling work processes to run more optimally.

The findings of this study also confirm Raouf *et al.* (2022) previous research Sari *et al.* (2022) showing that work creativity positively contributes to work productivity. In the context of rattan weaving MSMEs in Palangka Raya City, work creativity can be seen in employees' ability to create product design variations, find more efficient work methods, and provide new ideas for service and product marketing. This condition can indirectly improve the quality and quantity of employee output, which in turn can increase work productivity.

H4: Influence *Work-life balance* (X) against Productivity Work (Y) through Creativity Work (M)

indirect effect hypothesis test indicate that work creativity has not been able to significantly mediate the influence of *work-life balance* on the work productivity of employees of micro, small, and medium enterprises (MSMEs) operating in Palangka Raya City. In addition to the *t- statistics value* being smaller than the *t-table value*, the *p-value* is also greater than the

0.05 significance level. Therefore, the hypothesis stating that work creativity mediates the influence of *work-life balance* on work productivity cannot be accepted.

These results indicate that while *work-life balance* can enhance work creativity and directly influence work productivity, the indirect effect through work creativity is still not strong enough to produce a significant mediation effect. This condition may occur because the work productivity of rattan weaving MSME employees is more influenced by direct factors such as work time allocation, physical condition, and the ability to complete work targets than by work creativity itself.

Furthermore, in rattan weaving MSMEs, employee creativity may still be limited to certain aspects because most decisions regarding product design and innovation are still dominated by the business owner. Consequently, employee creativity has not yet fully contributed to increased work productivity. Therefore, although work creativity has a positive relationship with work productivity, its role as a mediating variable in this study has not been significantly proven.

The research results show that increasing work creativity as an intermediary variable is less effective in increasing employee productivity. Conversely, more balanced work time management, adequate rest periods, and reduced work stress are more effective ways to increase productivity.

CONCLUSION AND SUGGESTIONS

Conclusion

Based on research findings on rattan weaving MSME employees in Palangka Raya City, it can be concluded that *work-life balance* has a positive and significant influence on employee creativity and work productivity. These findings reveal that the balance between work and personal life can create a more conducive work atmosphere, so that employees can work more effectively, focus, and are able to produce better work ideas and solutions. Furthermore, it has been proven that work creativity has a positive and significant influence on employee productivity. This indicates that creative thinking skills can optimize the quality and effectiveness of work in the rattan weaving MSME sector.

However, research findings indicate that work creativity cannot offset or mediate the influence of *work-life balance* on work productivity. This indicates that increased employee productivity is more directly influenced by *work-life balance* than by work creativity. This condition is influenced by the characteristics of work in rattan weaving MSMEs, which are still routine and oriented towards achieving production targets, so work creativity has not been a primary factor in encouraging employees to achieve better work productivity.

This study successfully addresses its objectives through the use of the SEM-PLS method to analyze the direct and indirect relationships between variables. The results also provide theoretical implications that *work-life balance* and creativity are important factors in driving increased employee productivity, particularly in the creative MSME sector. Practically, this research can be used as a consideration for MSMEs in creating more balanced working conditions and supporting the development of employee creativity to sustainably increase work productivity.

The limitations of this study include the limited sample size and the limited number of rattan weaving MSMEs in Palangka Raya City, which means the findings cannot be used to describe the overall condition of the MSME sector. Furthermore, this study only used variables such as *work-life balance*, work creativity, and work productivity, meaning there are still potential factors that could influence employee productivity. Therefore, it is hoped that future research will use a larger sample size, expand the research subjects, and include additional variables such as work motivation, job satisfaction, and work environment to obtain more comprehensive results.

Suggestion

Based on the research results obtained, in The authors recommend that rattan weaving MSMEs in Palangka Raya City pay more attention to their employees' *work-life balance* by better managing their work hours, providing adequate rest periods, and creating a comfortable work environment to increase productivity. Furthermore, MSMEs are expected to provide employees with opportunities to develop their creativity through training, discussions, and product development, thereby fostering their innovation capabilities.

To ensure better generalizability of the research results, future researchers are expected to expand the research sample and increase the number of respondents. Furthermore, research could include additional variables related to work productivity, such as work motivation, job satisfaction, workplace stress, and the work environment. This would allow for a more comprehensive understanding of the factors influencing employee productivity in the MSME sector and other industries.

BIBLIOGRAPHY

- Adnan, M., Marwiyati, & Jannah, R. (2022). Pengaruh Tingkat Pendidikan Dan Kesehatan Terhadap Produktivitas Tenaga Kerja Di Provinsi Aceh. *JIMEBIS – Scientific Journal of Students Islamic Economics and Business*, 3(1).
- Anugrah, P. G., & Priyambodo, A. B. (2021). Peran Work-Life Balance terhadap Kinerja Karyawan yang Menerapkan Work From Home (WFH) di Masa Pandemi COVID-19: Studi Literatur. *Seminar Nasional Psikologi Dan Ilmu Humaniora (SENAPIH)*, (1).
- Apryani, K., & Siagian, M. (2023). SEIKO : Journal of Management & Business Pengaruh Kreativitas Kerja, Pengalaman Kerja, dan Motivasi Kerja terhadap Kinerja Karyawan PT Indo Kreasi Grafika. *SEIKO : Journal of Management & Business*, 6(1), 931–942. <https://doi.org/10.37531/sejaman.v6i1.3813>
- Baig, Ã., Tipu, S. H., Khan, Y., & Shujãã Baig, A. (2024). Moderate Work Life Balance Enhances Employee Creativity At Work, But The Higher-Level Correlates Negatively As Employee Enters The Comfort Zone. *Migration Letters*, 21(S11), 824–836. www.migrationletters.com
- Cochis, C., Mattarelli, E., Bertolotti, F., Scapolan, A. C., Montanari, F., & Ungureanu, P. (2020). How Perceptions of Work-Life Balance and Technology Use Impact upon Creativity in Collaborative Spaces. *Digital Transformation and Human Behavior*:

- Innovation for People and Organisations*, 37, 217–234. https://doi.org/10.1007/978-3-030-47539-0_16
- Desi, Miara, & Rizani, A. (2023). Analisis Penyerapan Tenaga Kerja Pada Industri Kecil Di Kota Palangka Raya (Studi Kasus Di Kecamatan Pahandut, Jekan Raya Dan Sabangau). *JEMBA: Journal of Development Economics, Management and Business, Accounting*, 3(1).
- Erlianti, Retawati, A., Prakoso, R. S., & Oktavia, I. nur. (2025). Pengaruh Work-Life Balance Dan Kecerdasan Emosional Terhadap Kinerja Driver Motor Ojek Online Di Kota Palangka Raya. *Jurnal Revolusi Ekonomi Dan Bisnis*, 8(11).
- Fadilla, D., Triani, M., & Irfan, M. (2024). Analisis Determinan Produktivitas Tenaga Kerja Di Indonesia. *Ecosains: Jurnal Ilmiah Ekonomi Dan Pembangunan*, 13(2). <http://ejournal.unp.ac.id/index.php/ekosains>
- Fathima, A. M., & Kumar, B. N. S. (2025). Impact of Work Life Balance on Employee Engagement and Productivity in Chennai IT Sector. *Journal of Information Systems Engineering and Management*, 10(34s), 1138–1162. <https://doi.org/10.52783/jisem.v10i2.2449>
- Fitriani, N., & Umama, H. A. (2022). Analisa Produktivitas Kerja Melalui Pengalaman Kerja Dan Kreativitas Sumber Daya Manusia. *Media Ekonomi*, 22(02), 239–252. <https://doi.org/10.35334/jek.v14i02.3064>
- Frisčila, A. S. (2025). The Effectiveness of Leadership in Enhancing Employee Creativity in Higher Education Institutions is Examined, with Intrinsic and Extrinsic Motivation Identified as Mediators. *Jurnal Manajemen Sains Dan Organisasi*, 6(2), 106–120. <https://e-journal.upr.ac.id/index.php/jmso>
- Gunawan, G., Nugraha, Y., Sulastiana, M., & Harding, D. (2019). RELIABILITAS DAN VALIDITAS KONSTRUK WORK LIFE BALANCE DI INDONESIA. *Jurnal Penelitian Dan Pengukuran Psikologi*, 8(2). <https://doi.org/10.21009/JPPP.082.05>
- Indraswari, V. M. R. N., Wulandari, P. P., & Fauzan, M. (2026). Digital literacy, creativity, and digital entrepreneurship interest among generation z: The mediating role of entrepreneurial mindset. *JEMBA: Journal of Development Economics, Management and Business, Accounting*, 6(1).
- Jaya, U. A., Herlina, E., Wulandari, D., Priyana, I., & Maulana, M. A. (2024). The Effect of Work Discipline and Work-life Balance on Employee Productivity at PT. Bank Rakyat Indonesia Sukabumi Branch Office. *Management Studies and Entrepreneurship Journal*, 5(2), 7458–7468.
- Krisentia, E., Anden, T. E., & Panjaitan, O. W. O. (2022). Pengaruh Work-Life Balance Terhadap Kepuasan Kerja Dengan Motivasi Kerja Sebagai Variabel Moderasi Di Masa Pandemi Covid-19 (Studi Pada Guru SMA Negeri 4 Palangka Raya). *Jurnal Manajemen Sains Dan Organisasi*, 3(3), 165–175.

- Kristinae, V., Meitiana, Prakoso, R. S., Sihombing, C., & Telagawathi, N. L. W. S. (2025). Why do Tourist Attractions and Service Quality Mediated by Visitor Satisfaction Influence the Interest in Revisiting Kum-Kum Tourism in Palangka Raya? *International Journal of Social Science and Business*, 9(4), 731–747. <https://doi.org/10.23887/ijssb.v9i4.102262>
- Kristinae, V., Toepak, E. P., Mahrita, A., Giovanni, J., Prakoso, R. S., Sambung, R., Damayanti, N. E., & Sukmani, M. (2024). Sosialisasi Rencana Pemekaran Provinsi Barito Raya Untuk Meningkatkan Pemahaman Pelaku Usaha Kecil Dan Menengah Di Buntok. *Indonesian Journal of Community Empowerment*, 1(3), 134–141. <https://doi.org/10.62335>
- Mayaswari, N. M. M., Sihombing, I. H. H., & Sabudi, I. N. S. (2020). The Effect Of Work-Life Balance On The Work Productivity Of Housekeeping Employee: The Case Of The Royal Beach Hotel, Seminyak Bali. *Atlantis Press*, 160, 314–319.
- Natoil, Ernawati, F. Y., Linanjung, Y. A., & Khayatun, S. (2025). Work Life Balance Dan Pengaruhnya Terhadap Kepuasan Kerja Karyawan Pt. Nasmoco Bahtera Motor Janti. *Capital Kebijakan Ekonomi, Manajemen & Akuntansi*, 7(2).
- Nursyirwan, V. I., Ardaninggar, S. S., Hunein, H., & Anggraini, N. (2025). Rewards & Organizational Creativity: Knowledge Sharing as a Mediator in The Creative Industry in Indonesia. *Jurnal Mahasiswa Ekonomi & Bisnis*, 5(1), 167–182.
- Peridawaty, & Kristinae, V. (2020). Peran Penting Lingkungan Kerja Dan Manajemen Inovasi Meningkatkan Profitabilitas Usaha Kerajinan Rotan Di Kalimantan Tengah. *Open Journal Systems*, 15(3), 4145–1452.
- Putra, P. A. D., & Parashakti, R. D. (2025). Jurnal Pelita Manajemen Dinamika Kompensasi, Work Life Balance, dan Stres Kerja dalam Mendorong Produktivitas Karyawan. *Jurnal Pelita Manajemen*, 04(1).
- Putri, H., Sambung, R., Retawati, A., & Oktavia, I. N. (2025). Pengaruh Kemampuan Kerja dan Motivasi Terhadap Kreativitas Karyawan Melalui Efikasi Diri Kreatif Sebagai Variabel Intervening pada Coffe Shop Area Yos Sudarso Palangka Raya. *JEMSI: Jurnal Ekonomi Manajemen Sistem Informasi*, 6(5). <https://doi.org/10.38035/jemsi.v6i5>
- Raouf, M., Younis, J. A., & Massoud, M. (2022). Sparking Creativity and Innovation and Its Impact on Employees' Productivity (Field study on the Ministry of Electricity and Oil of the Kurdistan Region of Iraq). *Journal of Positive Psychology & Wellbeing*, 6(2), 1020–1039. <http://journalppw.com>
- Sambung, R. (2019). Job Satisfaction on Employee Performance; Counterproductive Work Behavior and Organizational Citizenship Behavior as Mediations. *International Journal of Economic Behavior and Organization*, 7(3), 50. <https://doi.org/10.11648/j.ijebo.20190703.12>
- Sambung, R., & Kristiana, A. (2018). Visionary Leadership as Mediation; Training Leadership and Employee Creativity. *Proceeding 14th ADRI 2017*.

- Sari, A. P. J., Oktavita, P., & Asmike, M. (2022). Pengaruh Talent Management Dan Kreativitas Terhadap Produktivitas Kerja Karyawan Sun Hotel Madiun. *Simba Seminar Inovasi Manajemen Bisnis Dan Akuntansi* 4.
- Sudarti, D. O. (2020). Mengembangkan Kreativitas Aptitude Anak dengan Strategi Habitiasi dalam Keluarga. *Jurnal AL-Azhar Indonesia Seri Humaniora*, 5(3).
- Zulfa, N. H., & Adrian, A. (2024). Pengaruh Work Life Balance Terhadap Produktivitas Kerja Karyawan di Mercure Hotel Padang. *Jurnal Kajian Pariwisata Dan Perhotelan*, 02(02), 101–106.