

The Effect of Work-Life Balance on Employee Productivity Through Mediating Work Stress and Moderating Work Flexibility at PT. Multicom Persada International

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Abstract: - This study aims to analyze the effect of *work-life balance* on employee productivity at PT. MPI considers the role of work flexibility as a moderator variable and work stress as a mediator variable. The research uses a *mixed methods* approach with a *sequential explanatory* design. Quantitative data were collected through a Likert scale questionnaire on the entire employee population of respondents and analyzed using SEM-PLS. Qualitative data were obtained through in-depth interviews to reinforce quantitative findings. The results of the study show that *work-life balance* has a positive and significant effect on employee productivity and work stress. Work flexibility has a direct effect on productivity, but it does not play a role as a moderator in the relationship between *work-life balance* and productivity. Work stress has not been shown to mediate the relationship. These findings underscore the importance of organizational policies that focus on improving work-life balance to drive employee productivity and well-being in a sustainable manner.

Key-Words: - Work-life balance, employee productivity, work flexibility, work stress, Employee well-being, Organizational performance.

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1 Introduction

Multicom Persada Internasional is growing rapidly with a dynamic work culture and the implementation of a dynamic and innovative business model. Multicom is engaged in the procurement of attendance machines, office equipment, Access Door Machines, Electronics, and attendance machine software. From year to year, there has been an increase in sales and customer satisfaction. However, the dynamics in business face challenges, especially in increasing employee productivity. Work-life balance (WLB) is the main issue that can affect the performance and productivity of MPI employees in achieving its products' sales target [1].

Work-life balance refers to a state in which a person can divide their time and energy between their work and personal life in a balanced manner [2]. Jeffrey mentioned that work-life balance is a balance between interests and satisfaction in one's work role and personal life. This means that this balance is not

only in the balance of time, but also in the aspect of satisfaction, and there is no burden in work [3]. Work-life is a state where employees can manage the boundaries between their work and personal life to create a harmonious life [4]. This means that employees can explain the relationship between work and personal life physically, psychologically, and socially [5]. Moreover, in a work environment, work-life balance is not only about managing time between work and personal life, but also about how employees enjoy life as a whole without any psychological disorders, focusing on work stress or depression [6].

In the era of globalization, the demands of work are increasing, causing pressure on employees, so they are required to be able to balance work and personal life to remain productive [7]. Employees will be declared productive if they are effective and efficient in completing tasks according to their position [8]. Employee productivity is not only affected by their skills and intellectual abilities, but work-life balance

can motivate employees to work harder and, in turn, improve employee performance [9], [10]. In addition, employees with a work-life balance experience less stress and have good mental health, thus contributing to productivity in the work environment [11], [12], [13], and employees are encouraged to become more committed [1].

Employees' challenges in implementing work-life balance in work life are often caused by conflicts between professional and personal responsibilities that cause stress and reduce productivity [14], [15], [16]. In addition, the shift to remote work, such as during the pandemic, has a negative impact on work-life balance, and finally work flexibility becomes a job offer in these conditions. Although it is a challenge in itself, because with remote work, it has an impact on difficulties in separating work and personal life [13], [17].

PT. MPI adopts a flexible work system, such as remote work and non-rigid working hours, on the grounds that it follows the development of technological transformation, with the use of communication and digital technology for meetings. The work flexibility implemented by MPI allows employees to manage their work and personal life well so that they become more productive at work [18]. In addition, this system allows employees to manage work stress by planning work according to their abilities and work targets [19], and can reduce fatigue in the work environment, which can interfere with employee productivity, work-life stability and work-life balance. [20]. However, some studies suggest that work flexibility can also exacerbate the boundaries between work and personal life, ultimately lowering productivity.

Work-personal imbalances often cause work stress, and high levels of stress have a negative impact on employee productivity, so work stress can be a mediator or moderator of the relationship between work life and productivity [21], [11]. Between the work-life balance relationship and employee productivity, work stress can act as an inhibitor or act as a spur [22]. It will be an obstacle when employees do not have a good balance between work and personal life so that it reduces physical and mental fatigue and can reduce employee productivity. Stress is a trigger that, in a low-level condition, will encourage employees to be more productive. In this case, effective stress management can improve work-life balance, increasing employee productivity [Ini & Bansal, 2023] [22].

The concept of work-life balance involves employees at PT. Effective MPI, where employees can manage flexible work schedules so that they balance between work life and personal life to increase work productivity [23]. This study has significance in explaining the factors that affect work productivity. In addition, this study examines the role of work flexibility as a moderator in the work-life balance relationship and employee productivity [24], [25].

1.1.Quantitative questions

How is the relationship between personal life balance and employee productivity through the moderation of work flexibility and work stress at PT. Multicom Persada International?

1.2.Qualitative questions

How do employees feel that work-life balance policies and work flexibility affect stress and productivity?

2 Literature Review

2.1. Work-Life Balance

Work-life balance is a condition where a person can maintain a balance between their work life and their personal life [4]. In another concept, work-life balance is also often defined by a person's ability to sort out work interests and personal interests [2]. This means that this balance is not only in the balance of time, but also in the aspect of satisfaction, and there is no burden in work [3]. The goal of work-life balance is to ensure that the individual is not overwhelmed by work, so as to still make time for family, friends, and their own enjoyment [26]. In a work environment, work-life balance not only regulates the time between work and personal life, but also how the individual enjoys the whole of life without any distractions [6], [5].

The main principle of work-life balance is to maintain a clear boundary between working hours and personal time [27], Setting priorities and avoiding overwork, which means time management [28], maintaining well-being with adequate rest and healthy activities and working efficiently without sacrificing personal life [21]. Meanwhile, the benefit of work-life balance is to reduce burnout [29], strengthening social and family relationships. The results of the study show that work-life balance has a positive effect on employee work performance, which is possible to reduce work stress and fatigue [30].

2.2. Employee Productivity

Employee productivity is a measure of the efficiency and effectiveness of employee performance in achieving organizational goals by measuring work output, work quality and time efficiency [31]. The characteristics of productive employees are being able to use resources optimally, having high innovation and contributing to the achievement of business targets and objectives [32].

Employee productivity can be achieved if employees can motivate themselves [33]. Usually, employees are motivated when the company provides recognition and awards as well as career opportunities that meet their expectations, by getting job satisfaction [34]. In the work environment factor, employee productivity can be achieved when the company creates a conducive work environment and a good work culture. The procurement of training and development from the company also affects employee motivation [35]. The fatigue factor often has an impact on the imbalance of work life, especially when fatigue makes work less focused, so that work productivity also decreases [29].

2.3. Work Flexibility as a Moderator

Work flexibility is managing working hours by adjusting the conditions and time required to complete certain work tasks, so that they have greater control while maintaining the set work standards [26]. With a work model like this, it allows employees to manage their psychology to be protected from work stress and improve well-being [36]. Work flexibility acts in the relationship between work-life balance and employee productivity as a moderator, meaning that work-life balance affects work productivity, which will be strengthened or weakened by the role of work flexibility [37].

Effective work flexibility is marked by the existence of a hybrid work model, which combines work by adjusting individual places and times but does not ignore the goals and objectives of the work objectives, meaning that the work support team area and communication are running as they should [38]. In addition, the use of communication and collaboration technology is in accordance with the standards of the work being carried out [39]. Even though the work is done remotely or not in the office, it still implements a standardized communication structure, meaning that regular meetings and communication protocols are carried out to ensure that team members are aligned and engaged [40], [41]. Work flexibility can be a factor that strengthens the

positive relationship between work-life balance and employee productivity if implemented properly. However, if not managed properly, work flexibility can backfire, which actually lowers life balance and productivity [42].

2.4. Work Stress as a Mediator

Work stress is a psychological and physiological response to the demands of work that exceeds the individual's ability to cope [17], which usually stems from excessive workloads, role conflicts and lack of environmental support [21]. Work stress is often associated with negative things, including decreased productivity or health problems. Work stress often affects the psychological well-being of employees, so they are prone to depression or fatigue [43]

In the context of work-life balance and employee productivity. Work stress can act as a mediator, meaning that a lack of work-life balance can cause work stress, which can ultimately reduce employee productivity, meaning that work stress can explain how work-life balance affects employee productivity [44].

The role of work stress as a mediator is:

- a. Work-life balance against work stress, meaning that if employees have a good work-life balance, they will experience low levels of work stress and vice versa [45].
- b. Work stress affects employee productivity, meaning that high stress can cause mental and physical weakness, decreased motivation, and lack of concentration at work, which eventually decreases productivity, on the contrary, if stress is low or well managed [45].

2.5. Conceptual Framework

This conceptual framework builds directly on the identified problem statement, focusing on how the work-life balance affects employee productivity with work flexibility mediators and work stress mediators. The first concept design in the work-life balance relationship model with employee productivity, when employees have a balance between work and personal life, they are more likely to feel happy, focused, and motivated at work. The second model, the work-life balance relationship, decreases/increases work stress can increase/decrease employee productivity. The third model of work-life balance in mediatorality with work flexibility can increase/decrease employee productivity. Furthermore, each of them is interconnected, and the framework can be described as follows:

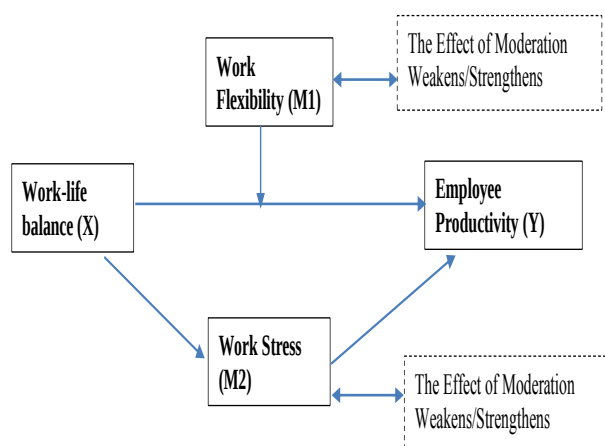


Fig. 1: Conceptual Framework
Source: Created by the authors

From Figure 1, it is clear that the conceptual framework is Work-life balance, work flexibility, employee productivity, and work stress.

3. Method

3.1. Research Design

The study uses a mixed-method explanatory sequential design approach, which integrates quantitative data and qualitative data to see the relationship between variables (work stress, work-life balance, work flexibility, and productivity), followed by qualitative data to explain more deeply the quantitative results [46], [47], [48]

3.2. Population and Sample

The population in this study is employees of PT. Multicom Persada International, because the population is only 160 people, sampling is a total sampling, that is, the entire population is used as a research sample. The sample was 160 employees of PT. MPI [49]. Sampling was developed based on the model used in the study, the constructs in the study amounted to 12 constructs, so the sample needed was 60, which were taken as a whole from the existing population [49].

3.3. Data Collection

Data was collected through an online questionnaire with a 5-point Likert scale to obtain data for quantitative processing. In-depth interviews with

multiple employees from different divisions to obtain data for qualitative processing.

3.4. Data Analysis Techniques

Descriptive statistical analysis with the *Structural Equation Model* (SEM) model with *Partial Least Squares* (PLS), for quantitative analysis on testing the relationship between variables in statistics, analyzed using the help of smartPLS 4 software to determine the relationship between work-life balance and work productivity through work stress mediation and work flexibility moderator, including latent variables. The steps in the analysis of the *Structural Equation Model* (SEM) model involve a *structural model* or describe the relationship between latent variables based on the substance of the theory, after which a measurement model (*outer model*) or measurement model that defines the relationship between variables [49]. As for the qualitative analysis by collecting data from interviews with employees in various divisions, then thematic analysis or coding is compiled to draw insights from the narrative of the interview results model used in the study. The constructs in the study amounted to 12 constructs, so the sample needed was 60, which were taken as a whole from the existing population [49].

4. Result

4.1. Validity and Reliability Test

The convergent validity test was carried out with Average Variance Extracted (AVE), while the reliability was tested with Composite Reliability (CR). The results of the validity and reliability test calculation are as follows:

Table 1: AVE (Average Variance Extracted)

Construct	AVE
Employee productivity	0,804
Work flexibility	0,810
Work stress	0,833
Work-life Balance	0,672

Source: Created by the author

From Table 1, it is clear that the AVE value is accepted because key: AVE measures the level of variance captured by a construct, 0.5 is accepted”.

Table 2: Reliability and Composite Reliability

Construct	Cronbach's Alpha	Composite Reliability
Employee productivity	0,878	0,878
Work flexibility	0,883	0,890
Work stress	0,900	0,900
Work-life Balance	0,767	0,865

Source: Created by the author

From Table 2, it is clear that the key measure of the level of variance captured by a construct is 0.7.

4.2. Measurement Model of Study with Convergent Validity

The purpose of the convergent validity test is to assess whether the indicators in the construct correlate well with each other. Based on the results of data processing, the loading factor value is:

Table 3: Loading factor

Indicator	Outer Loading	Note
ME.1 <- Work stress	0,921	Significant
ME.2 <- Work stress	0,929	Significant
ME.3 <- Work stress	0,888	Significant
MO.1 <- Work flexibility	0,882	Significant
MO.2 <- Work flexibility	0,939	Significant
MO.3 <- Work flexibility	0,878	Significant
X1.1 <- Work-life Balance	0,764	Significant
X1.2 <- Work-life Balance	0,896	Significant
X1.3 <- Work-life Balance	0,879	Significant
Y.1 <- Employee productivity	0,891	Significant
Y.2 <- Employee productivity	0,903	Significant
Y.3 <- Employee productivity	0,895	Significant
Work flexibility x Work-life Balance -> Work flexibility x Work-life Balance	1,000	Significant

Source: Created by the authors

From Table 3, it is clear that key factor loading is variance explained by the variable on that particular factor <0.7 or higher to be accepted.

4.3. Discriminant Validity

The purpose of discriminatory validity is to ensure that a construct is completely different from other constructs in the model. If the validity of the discrimination is met, it means that each construct has a clear difference and does not measure the same

thing. The implication is that if the validity of the discrimination is not met, there is a possibility that the model will experience multicollinearity problems (indicators do not sufficiently distinguish between different constructs). The results of the *cross-loading* calculation can be shown in the table below:

Table 4: Cross Loading

	Employee productivity	Work flexibility	Work stress	Work-life Balance	Work flexibility x Work-life Balance
ME.1	0,665	0,773	0,921	0,660	-0,098
ME.2	0,727	0,810	0,929	0,644	-0,059
ME.3	0,707	0,808	0,888	0,641	-0,265
MO.1	0,730	0,882	0,702	0,609	-0,180
MO.2	0,789	0,939	0,833	0,686	-0,110
MO.3	0,665	0,878	0,828	0,628	-0,103
X1.1	0,459	0,242	0,258	0,664	-0,121
X1.2	0,648	0,551	0,507	0,896	-0,078
X1.3	0,806	0,794	0,814	0,879	-0,106
Y.1	0,891	0,716	0,693	0,716	-0,031
Y.2	0,903	0,753	0,662	0,740	-0,059
Y.3	0,895	0,713	0,709	0,725	-0,128
Work flexibility x Work-life Balance	-0,081	-0,146	-0,154	-0,119	1,000

Source: Created by the authors

From the Table 4, it is clear that the discriminant validity of the measurement model with reflective indicators is assessed on the basis of the loading of the measurement on the construct. If the correlation of the construct with the measurement items is greater than the measures of other constructs, then this indicates that the latent construct predicts the measures in their block better than the measures in other blocks, and thus all is accepted.

4.4. Structural Model Testing

The structural model is evaluated based on the value of the path coefficient and R-squared. The results of the analysis show that the Q² value is positive, so the model has a good ability to explain the dependent variables. In the context of multivariate data analysis, the determination coefficient R², indicating the proportion of variance in a given endogenous variable that can be predicted from independent variables, serves as an important metric for assessing model performance.

Table 5 : R-Square

	R-Square	R-Square Adjusted
Employee productivity	0,772	0,756
Work stress	0,505	0,496

Source: Created by the authors

From the Table 5, it is clear that the key is that if the value of $Q^2 > 0$, then the model has predictive relevance. If $Q^2 \approx 0$ or negative, then the model cannot be used for prediction. A higher value is preferred: 0.67 substantial, 0.33 average, 0.19 weak.

4.4.1. Effect Size

The effect size value is calculated to evaluate whether the effect of work-life balance on employee productivity with work flexibility moderators and work stress mediation is large enough or not. The interpretation of the value of the *F*-square follows the guidelines of Cohen [50]. The result of the calculation of the effect size value is in the table below:

Table 6: *f*-square

	<i>f</i> -square
Work flexibility -> Employee productivity	0,170
Work stress -> Employee productivity	0,006
Work-life Balance -> Employee productivity	0,428
Work-life Balance -> Work stress	1,019
Work flexibility x Work-life Balance -> Employee productivity	0,010

Source: Created by the authors

Table 6 above explains that work-life balance has the greatest influence on productivity and work stress, while work stress hardly affects productivity directly, with note: $f^2 = (R^2 \text{ included} - R^2 \text{ excluded}) / (1 - R^2 \text{ included})$. Key: f^2 0.02 weak, 0.15 moderate, 0.35 strong effects.

4.4.2. The Assessment of the Inner Model and Hypotheses Testing Procedures

The result hypothesis of the study are shown in Table 7. The results show the direct effects of work-life balance, work stress, work flexibility, and employee productivity on each of the hypotheses in the table below:

Table 7: Mean, STDEV, T values, p values, Decision.

Hypothesis	β	μ	SD	T.Value	P Values	Decision
Work flexibility -> Employee productivity	0,421	0,365	0,150	2,804	0,005	Supported
Work stress -> Employee productivity	0,080	0,102	0,118	0,676	0,499	Supported
Work-life Balance -> Employee productivity	0,461	0,468	0,103	4,480	0,000	Supported
Work-life Balance -> Work stress	0,710	0,718	0,051	14,012	0,000	Supported
Work flexibility x Work-life Balance -> Employee productivity	0,035	0,079	0,103	0,337	0,736	Not Supported

Source: Created by the authors

Table 7 explains that work-life balance is the most influential factor on productivity and work stress. Work flexibility also has a significant impact on employee productivity. Work stress does not have a significant effect on productivity. The interaction between work flexibility and work-life balance did not have a significant effect on productivity.

4.4.3. Testing the Level of Significance of the Indirect Effect

The Indirect Effect Significance Test is used to evaluate whether the mediation effect in the model is significant or not. An indirect effect occurs when an independent variable indirectly affects a dependent variable through a mediator variable. Table 8: Results of the indirect effect test:

Table 8: Results of the indirect effect test

Hypothesis	β	μ	SD	T.Value	P Values
Work-life Balance -> Work stress -> Employee productivity	0,056	0,072	0,084	0,671	0,502

Source: Created by the authors

Table 8 explains the results. The table shows that work-life balance has a strong effect on Work Stress (based on previous results), but Work Stress is not strong enough to affect Employee Productivity. Because this indirect effect is not significant, Work Stress does not play a mediating role between Work-life Balance and Employee Productivity.

4.5. Quantitative Results

The first hypothesis tests whether Work flexibility has a positive effect on employee productivity, with the test results in which the value of $\beta = 0.421$, and the value of $p < 0.05$. This means that work flexibility has a positive and significant influence on employee productivity. And the T.Value value is 2.804, this value is greater than 1.96, so it is declared significant.

The second hypothesis tests whether work stress has a positive effect on employee productivity, the test results yield a value of $\beta = 0.080$, and a p-value < 0.499 . This means that work stress has a small and insignificant effect on employee productivity. And the T.Value value is 0.676, this value is less than 1.96, so it is declared insignificant.

The third hypothesis tests whether Work-life balance has a positive effect on employee productivity, the test results are $\beta = 0.461$, and the p-value < 0.000 . This means that Work-life balance has a positive and significant influence on employee productivity. And the T.Value value is 4.480, this value is greater than 1.96, so it is declared very significant.

The fourth hypothesis tests whether Work-life balance has a positive effect on work stress, the test results show a value of $\beta = 0.710$ and a value of $p < 0.000$. This means that work-life balance has a positive and significant influence on work stress. And the T.Value value is 14.012, this value is greater than 1.96, so it is stated to have a very strong and significant relationship.

The fifth hypothesis tests whether work flexibility and work-life balance have a positive effect on employee productivity, the test results are $\beta = 0.035$, and the p-value < 0.736 . This means that work flexibility and work-life balance do not have a positive and significant influence on employee productivity. And the T.Value value is 0.337, this value is less than 1.96, so it is declared insignificant.

This analysis concludes that work-life balance is the most influential factor on productivity and work

stress, and it seems to have a significant impact on employee productivity. The interaction between work flexibility and work-life balance did not have a significant effect on productivity.

4.6. Qualitative Results

4.6.1 Work-life balance as a factor driving productivity

Employees of PT. MPI shows that most of them work comfortably and feel that they have a good personal life balance, characterized by employees who all work, their duties and functions are reported with high job satisfaction, and their involvement in the company is very good. In work, there is also a positive energy in every task completion, so that the work target is in accordance with expectations. One of the excerpts from the interview results is:

"If I have enough time for my family and don't feel like I'm working continuously, I'm even more enthusiastic when I work. It feels more focused and productive."

These findings indicate that *work-life balance* not only has an impact on psychological well-being but also has a direct effect on work performance.

4.6.2 The role of work stress in mediating the impact of work-life balance on career productivity

The interview results also show that employees feel work stress, with a heavy workload, but it does not affect their work performance, so employees remain productive. Deadline guidance and client demands have not been an obstacle to achieving optimal performance. This can be seen from one of the excerpts from the interview:

"Sometimes companies give work piled up and high loads, even though they often feel stressed with this burden, but still finish the work optimally, even though they feel tired, but because of managerial stress, the stress quickly disappears..."

This shows that work-life balance at PT. MPI is supported by good managerial support, which will be able to manage even heavy workloads, so that the impact of stress is positive on work performance.

4.6.3 Work Flexibility as a Support for WLB Implementation

The results of the interviews showed that work flexibility did not have any impact on the relationship between work-life balance and employee productivity. Employees are given the trust to manage the time and place so that they can work from home in completing their tasks, but often prefer to work in the

office with managerial support, so that working at home or in the office has the same impact on productivity, without any decrease in productivity, even though working from home. This is from one of the excerpts from the interview:

"With the hybrid work system, I can manage my own schedule. So even though you are busy, you can still make time for your family without distractions from work, but work is more comfortable when it is scheduled in the office with good managerial support."

This shows that although there is a clear emphasis on boundaries, so that flexibility does not turn into a burden, so that it is not difficult to separate work time and personal time, employees still choose to work in the office comfortably.

5. Discussion

The results of the study show that work-life balance has a positive and very significant influence on employee productivity, meaning that employees of PT. Multicom Persada Internasional has good work productivity due to a good work-life balance. These findings are in line with previous research that states that balancing personal life with work life will motivate higher work, which in turn can increase work productivity [5], [9], [10] In addition, the balance between the two can reduce work stress, increase stability in the company and contribute to employee productivity [11], [12], [13] When employees can manage their time well between work and family, they tend to be more focused, more satisfied with their work and have high productivity, but on the other hand, there is no balance between the two, which will cause various conflicts that can reduce performance [51].

Work-life balance is not easy for a person to implement, many challenges are faced, such as the work environment or managerial support, which often have a greater impact on the occurrence of work stress than work-life balance [17], [29], [1]. In internal factors, employees are often influenced by age, marital status and income level, which play a significant role in influencing work-life balance [4], [28], [52]. In addition to the factors mentioned above, individual factors such as work autonomy and communication skills play a very important role in influencing the balance between work life and personal life [15], [53].

The findings in this study reinforce the importance of policies that support work-life balance, such as work culture, employee welfare programs, and

employee job satisfaction, all three of which are measurements of work-life balance in this study. By creating a good work culture, a balanced work environment, and properly managed employee welfare, the organization will ultimately have a positive impact on overall productivity.

From a qualitative results point of view, many studies show that employees who have time for family, hobbies, or personal activities report higher levels of job satisfaction. When organizations provide support such as flexible time off, fair hours, and a work culture that doesn't demand overtime, it creates greater loyalty and dedication from employees.

The results showed that work flexibility did not have a significant moderating effect on the relationship between work-life balance and employee productivity. This indicates that while work flexibility can help employees adjust their work schedules, it does not strengthen or weaken the impact of work-life balance on productivity.

This finding is in line with the fact that work flexibility as a moderator is conditional, meaning that work flexibility cannot be applied in all lines of work, depending on work planning and environmental factors. At PT. MPI work requires more intensive and frequent communication, so that with the flexibility of work, it is possible to reduce fatigue in a stable environment, but this can interfere with results in a well-balanced state [20]. The principle of employee productivity is to foster positive communication, collaborate with other fields [54], [55], so that work flexibility cannot be fully applied in achieving employee work productivity in relation to work-life balance. Flexibility may be more effective in urgent conditions, and in a short time for the completion of a project. Under certain conditions, work flexibility can be applied in projects related to information technology, which only considers that communication is very important. However, in jobs that require intensive collaboration or physical presence at work, flexibility may not have a considerable impact on productivity.

From a qualitative point of view, work flexibility creates a more inclusive and humane work atmosphere. Employees feel more valued and trusted to manage their own time, so they are motivated to perform at their best. In many interviews or case studies of modern organizations, employees mention that flexibility provides a balance between professional and personal roles, which ultimately reduces internal pressure and increases work

creativity, but employees also feel more comfortable working with scheduled managerial support.

Work stress mediates the relationship between work-life balance and employee work productivity shows that the mediating effect of work stress is not significant, meaning that work-life balance does not have a strong enough effect on employee productivity [56]. The findings are that work stress indirectly determines the relationship between work-life balance and work productivity, but work stress has an impact on employees' inability to manage their personal lives with their work, so that imbalances arise, and this condition can reduce employee work productivity [57].

The contribution of stress occurs due to the ambiguity and inadequacy of roles, unclear job roles and inadequate resources for job demands contribute to stress, but the conditions at PT. Currently, all employees get an appropriate workload and are not overloaded and resources are very adequate, so it is very unlikely that employees will experience work stress, and if work-life balance affects work stress, it will not have an impact on employee work productivity [58].

The impact of work stress causes employees to decrease their productivity, besides that, unproductive employees often experience an imbalance between work and work life [59], [60], [44]. Based on this, the Company needs to implement policies for employees so that they can manage work stress. The policy can organize activity programs that support mental health and social support. Workload management for employees can also help reduce work stress and create a conducive environment, thus, although work stress is not a significant mediator, stress management remains an important aspect to maintain employee well-being and performance.

Qualitatively, this can be explained by the fact that some pressures in the workplace – such as challenging targets or deadlines – can push employees to step out of their comfort zones and improve performance. However, if stress becomes chronic and left untreated, it can turn into a dangerous distress. Therefore, companies need to take an individualized approach to stress management.

6. Conclusion and Implication

6.1. Conclusion

The conclusion of the study explains that work-life balance has a significant influence on employee productivity. However, work flexibility does not strengthen the relationship between work-life balance

and employee productivity, but work stress is unable to play an important role in the relationship. These findings show that companies can motivate employees to be more productive by directing employees to balance, organize, and control their personal lives and work, without having to provide flexible work models, such as the example of work from home that has been implemented during the COVID-19 pandemic. Work stress, although it has not proven to be an important role in mediating the relationship between work-life balance and employee work productivity, is still an important thing for the company to pay attention to, by not burdening overloaded work, so that employees can avoid work stress.

6.2. Managerial Implication

Research findings regarding the relationship between work-life balance, employee productivity, work flexibility, and work stress suggest several managerial implications that can be applied by PT. MPI to improve welfare and performance, namely:

1. Improving work-life balance policies
Policies that can be adopted by the management of PT. MPI is to establish work limits, adequate leave and employee welfare programs.
2. Optimize work flexibility
Considering that work flexibility does not have a significant moderation effect, it is possible that the implementation of work flexibility does not utilize supporting technology, so it is important to utilize collaboration software for the application of work flexibility.
3. Stress management strategies
Although this study shows that work stress is not a significant mediator in the relationship between work-life balance and productivity, work stress management remains crucial to support employee well-being.
4. Encouraging employee productivity through a supportive work environment means that a conducive environment is very important for employees to be productive.

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Contribution of Individual Authors to the Creation of a Scientific Article (Ghostwriting Policy)

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Usman Mulyadi: Validating research results by analyzing findings with developed theories

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The three authors contribute to writing, interpreting and aligning the practical implications of the findings with

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