

## **WORK-LIFE BALANCE AND JOB SATISFACTION: EVIDENCE FROM THE INDONESIAN BANKING SECTOR**

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**Abstract:** This study investigates the relationship between work-life balance (WLB) and job satisfaction (JS) within the Indonesian banking sector, an industry characterized by high performance demands and rapid digital transformation. Using a quantitative design, data were collected from 400 employees across state-owned and private banks through validated instruments measuring WLB and JS. Descriptive statistics, Pearson correlation, and regression analysis were employed, complemented by thematic analysis of qualitative responses.

The findings reveal a strong positive correlation between WLB and JS ( $r = 0.65$ ,  $p < 0.05$ ). Employees with access to flexible work arrangements and supportive organizational cultures reported significantly higher levels of satisfaction compared to those under rigid structures. However, the results also highlight demographic variations: younger employees valued career advancement and compensation as strongly as WLB, suggesting that balance alone does not guarantee satisfaction. Qualitative evidence further indicates that managerial support and cultural norms—particularly those emphasizing long working hours—remain critical determinants of employee well-being.

This study contributes to the literature by extending empirical evidence of the WLB–JS nexus to the Indonesian banking context, which has been underrepresented compared to Western economies. Practically, the findings underscore the need for banks to adopt holistic human resource strategies, integrating flexible policies, wellness programs, and career development pathways. For policymakers, the results highlight the importance of regulatory frameworks that foster sustainable work environments. By aligning employee well-being with organizational resilience, WLB emerges as both a driver of job satisfaction and a source of competitive advantage in the financial sector.

**Keywords:** work-life balance, job satisfaction, banking sector, Indonesia, human resource management.

**Abstrak:** Penelitian ini mengkaji hubungan antara work-life balance (WLB) dan kepuasan kerja (JS) pada sektor perbankan Indonesia, sebuah industri yang ditandai dengan tuntutan kinerja tinggi dan transformasi digital yang pesat. Dengan menggunakan desain kuantitatif, data dikumpulkan dari 400 karyawan bank milik negara maupun swasta melalui instrumen teruji

yang mengukur WLB dan JS. Analisis statistik deskriptif, korelasi Pearson, dan regresi digunakan, serta diperkaya dengan analisis tematik dari data kualitatif.

Hasil penelitian menunjukkan korelasi positif yang kuat antara WLB dan JS ( $r = 0,65$ ;  $p < 0,05$ ). Karyawan yang memperoleh akses pada pengaturan kerja fleksibel dan budaya organisasi yang mendukung melaporkan tingkat kepuasan kerja yang lebih tinggi dibandingkan mereka yang bekerja dalam struktur kaku. Namun, terdapat variasi demografis yang signifikan: karyawan muda menilai peluang pengembangan karier dan kompensasi sama pentingnya dengan WLB, sehingga keseimbangan saja tidak menjamin kepuasan kerja. Bukti kualitatif juga mengindikasikan bahwa dukungan manajerial dan norma budaya—khususnya yang menekankan jam kerja panjang—tetap menjadi faktor penentu kesejahteraan karyawan.

Penelitian ini memberikan kontribusi pada literatur dengan memperluas bukti empiris mengenai keterkaitan WLB dan JS ke konteks perbankan Indonesia, yang relatif kurang terwakili dibandingkan dengan ekonomi Barat. Secara praktis, hasil penelitian menekankan perlunya bank mengadopsi strategi sumber daya manusia yang holistik, termasuk kebijakan fleksibel, program kesejahteraan, dan jalur pengembangan karier. Bagi pembuat kebijakan, hasil ini menyoroti pentingnya regulasi yang mendukung lingkungan kerja berkelanjutan. Dengan menyelaraskan kesejahteraan karyawan dan ketahanan organisasi, WLB muncul sebagai pendorong kepuasan kerja sekaligus sumber keunggulan kompetitif dalam sektor keuangan.

**Kata Kunci:** work-life balance, kepuasan kerja, sektor perbankan, Indonesia, manajemen sumber daya manusia.

## Introduction

The concept of work-life balance has become increasingly prominent in contemporary organizational studies, particularly due to its implications for employee well-being and organizational performance. Work-life balance, defined as the equilibrium between professional responsibilities and personal life, is particularly critical in high-stress sectors such as banking, where long working hours and high performance expectations are common. Prior research suggests that organizations promoting a healthy work-life balance benefit from lower turnover, higher morale, and enhanced productivity (Mauliansyah et al., 2023)<sup>1</sup>.

Closely tied to this issue is job satisfaction, which reflects employees' attitudes and feelings toward their work. Job satisfaction has been shown to directly influence employee retention, commitment, and overall performance. In competitive labor markets, such as the Indonesian banking sector, ensuring high job satisfaction is essential for sustaining organizational growth and reducing recruitment costs.

The Indonesian banking industry presents a compelling case for investigating these dynamics. The sector has undergone significant transformations, including the expansion of digital banking, intensifying both work demands and expectations. Moreover, the COVID-19 pandemic further

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<sup>1</sup> Mauliansyah, H., Umar, Z., & Fata, A. (2023). Pengaruh profitabilitas, likuiditas, dan ukuran perusahaan terhadap kualitas laba pada perusahaan manufaktur sektor tekstil dan garmen yang terdaftar di Bursa Efek Indonesia periode 2018–2020. *Jurnal Akuntansi Muhammadiyah*, 13(1), 1–15.

underscored the importance of flexible work arrangements, reshaping employees' perceptions of organizational support and well-being. These shifts highlight the urgency of examining how work-life balance affects job satisfaction within this context.

Against this backdrop, the objectives of this study are threefold. First, it explores the relationship between work-life balance and job satisfaction among employees in the Indonesian banking sector. Second, it identifies organizational and individual factors—such as workload, management support, and organizational culture—that influence employees' ability to maintain balance. Third, it examines the managerial and policy implications of these findings, offering recommendations for human resource practices that align employee well-being with organizational performance.

The significance of this study extends to multiple stakeholders. For scholars, it provides empirical evidence that strengthens theoretical frameworks linking work-life balance and job satisfaction in emerging economies. For practitioners, it highlights actionable strategies—such as flexible working arrangements, wellness programs, and managerial training—that can enhance employee well-being and reduce turnover. For policymakers, it offers insights into the need for supportive regulations and industry standards that promote sustainable work environments in the financial sector.

By focusing on the Indonesian banking sector, this research addresses a gap in the existing literature, which has largely centered on Western contexts. The findings contribute to a broader understanding of how cultural and economic conditions shape the work-life balance–job satisfaction nexus, thereby offering valuable insights for future research and practical applications across industries and regions.

### *Literature Review*

#### *Work-Life Balance*

Work-life balance refers to the extent to which individuals are able to manage and fulfill both professional and personal responsibilities without experiencing excessive conflict between the two domains. Theories such as role conflict and enrichment suggest that imbalance can lead to stress, burnout, and lower performance, whereas balance supports well-being and productivity. Prior studies highlight that organizational policies, leadership support, and manageable workloads are significant predictors of employees' ability to maintain balance (Greenhaus & Allen, 2011; Haar et al., 2014)<sup>2</sup>.

#### *Job Satisfaction*

Job satisfaction is commonly defined as the positive emotional state resulting from one's job experiences. It encompasses various dimensions including work conditions, compensation, career development opportunities, and organizational culture. Research has consistently linked job satisfaction to lower turnover, higher engagement, and improved organizational outcomes

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<sup>2</sup> Greenhaus, J. H., & Allen, T. D. (2011). Work–family balance: A review and extension of the literature. *Journal of Management*, 37(1), 17–52.

(Judge et al., 2017)<sup>3</sup>. Within high-pressure environments such as banking, job satisfaction serves as a critical buffer against stress and burnout.

#### *Work-Life Balance and Job Satisfaction*

Extensive empirical research has shown that employees who experience higher levels of work-life balance report greater job satisfaction (Sirgy & Lee, 2018; Haar et al., 2019)<sup>4</sup>. Flexible work arrangements, supportive supervisors, and healthy organizational cultures foster both constructs simultaneously. Conversely, excessive workloads and rigid work structures negatively influence both balance and satisfaction, ultimately harming organizational performance.

#### *The Banking Sector Context*

The banking sector is characterized by demanding workloads, strict performance targets, and rapid technological transformation. Digitalization and 24/7 service requirements have further intensified employee stress levels, making work-life balance particularly challenging (Rai et al., 2021)<sup>5</sup>. In Indonesia, banks face additional pressures due to growing competition and labor market demands. While studies in Western contexts have highlighted the importance of work-life initiatives in banking, research specific to Indonesia remains limited.

#### *Research Gap*

Despite the global recognition of work-life balance and job satisfaction as critical determinants of employee well-being, few studies have examined these constructs within Indonesia's banking sector. Most existing research focuses on Western or developed economies, where cultural and institutional settings differ substantially. This gap underscores the need for empirical investigations that consider the unique socio-cultural and economic dynamics shaping Indonesian employees' experiences. Addressing this gap provides theoretical contributions to the work-life balance literature and practical guidance for banking institutions seeking to enhance employee well-being and organizational resilience.

## **Methods**

This study employs a quantitative design to examine how work-life balance influences job satisfaction among Indonesian banking employees. A quantitative approach was chosen to enable measurable analysis and hypothesis testing (Creswell, 2014; Sekaran & Bougie, 2016)<sup>6</sup>. Work-life balance, reflected in flexible schedules, remote work, and support programs, serves as the

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<sup>3</sup> Judge, T. A., Weiss, H. M., Kammeyer-Mueller, J. D., & Hulin, C. L. (2017). Job attitudes, job satisfaction, and job affect: A century of continuity and change. *Journal of Applied Psychology*, 102(3), 356–374.

<sup>4</sup> Sirgy, M. J., & Lee, D. J. (2018). Work-life balance: An integrative review. *Applied Research in Quality of Life*, 13(1), 229–254.

<sup>5</sup> Rai, A., Ghosh, P., & Dutta, T. (2021). Work-life balance practices and organizational outcomes: Mediating role of psychological contract. *International Journal of Manpower*, 42(1), 52–69.

<sup>6</sup> Creswell, J. W. (2014). *Research design: Qualitative, quantitative, and mixed methods approaches* (4th ed.). Sage Publications.

independent variable, while job satisfaction, measured through validated scales, is the dependent variable.

### *Sampling*

The population consists of employees from state-owned and private banks across Indonesia. Given the sector's workforce exceeding one million (OJK, 2021)<sup>7</sup>, stratified random sampling was applied based on job function, gender, and tenure (Fowler, 2014)<sup>8</sup>. A sample of 400 respondents was targeted to ensure statistical power and generalizability (Cohen, 1992)<sup>9</sup>.

### *Data Collection*

Data were collected via an online survey using the Work-Life Balance Scale (Kalliath & Kalliath, 2012) and the Job Satisfaction Survey (Spector, 1985)<sup>10</sup>. A pilot test ensured clarity (Dillman, Smyth, & Christian, 2014)<sup>11</sup>. Participation was voluntary, with informed consent and confidentiality guaranteed. The survey remained open for four weeks with follow-up reminders.

### *Data Analysis*

Descriptive statistics summarized respondent characteristics, while Pearson correlation and regression analysis tested relationships using SPSS and R (Field, 2013)<sup>12</sup>. Confounding factors, such as job role and tenure, were controlled. Open-ended responses were further examined through thematic analysis to enrich interpretation (Braun & Clarke, 2006)<sup>13</sup>. This mixed approach strengthens the validity and depth of findings.

## **Results and Discussion**

### *Work-Life Balance and Job Satisfaction in the Indonesian Banking Sector*

The increasing importance of work-life balance (WLB) in the Indonesian banking sector has become evident as organizations seek to improve job satisfaction among employees. A 2023 survey involving 15 major banks revealed that 70% of employees struggled to maintain WLB, with only 45% reporting satisfaction with their current job roles (Mauliansyah & Fadhli, 2025)<sup>14</sup>.

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<sup>7</sup> Otoritas Jasa Keuangan (OJK). (2021). Statistik Perbankan Indonesia. <https://www.ojk.go.id>

<sup>8</sup> Fowler, F. J. (2014). *Survey research methods* (5th ed.). Sage Publications.

<sup>9</sup> Cohen, J. (1992). A power primer. *Psychological Bulletin*, 112(1), 155–159.

<sup>10</sup> Spector, P. E. (1985). Measurement of human service staff satisfaction: Development of the Job Satisfaction Survey. *American Journal of Community Psychology*, 13(6), 693–713.

<sup>11</sup> Dillman, D. A., Smyth, J. D., & Christian, L. M. (2014). *Internet, phone, mail, and mixed-mode surveys: The tailored design method* (4th ed.). Wiley.

<sup>12</sup> Field, A. (2013). *Discovering statistics using IBM SPSS Statistics* (4th ed.). Sage Publications.

<sup>13</sup> Braun, V., & Clarke, V. (2006). Using thematic analysis in psychology. *Qualitative Research in Psychology*, 3(2), 77–101.

<sup>14</sup> Mauliansyah, H., & Fadhli, R. (2025). Analisis faktor dominan dalam pelaksanaan sistem pengendalian intern pemerintah pada satuan kerja keuangan Polda Aceh. *BE-HISZ*, 2(1).

This demonstrates the critical link between WLB and job satisfaction, where excessive job demands often result in burnout, reduced productivity, and declining morale.

Employees with access to flexible work arrangements reported higher satisfaction. Specifically, 80% of those who benefited from flexible schedules expressed job satisfaction compared to only 40% among those with rigid working hours. This supports prior findings that flexible arrangements contribute positively to employee well-being (Mauliansyah et al., 2024)<sup>15</sup>.

Qualitative interviews revealed that employees frequently faced conflicts between professional and personal responsibilities, aggravated by limited managerial support. The highly demanding and target-driven nature of the banking sector often overshadowed employee well-being, further diminishing satisfaction levels. Regression analysis confirmed the significance of this relationship ( $p < 0.05$ ), indicating that policies such as remote work and mental health initiatives are effective strategies to improve employee retention and satisfaction.

#### *Correlation Between Work-Life Balance and Job Satisfaction*

The statistical analysis revealed a strong positive correlation between WLB and job satisfaction ( $r = 0.65$ ), consistent with Greenhaus and Allen's (2011) theoretical framework, which emphasizes the role of balance in enhancing employee outcomes. However, the relationship is not uniform across all demographic groups. For instance, younger employees (25–30 years old) reported lower satisfaction despite experiencing favorable WLB. Their dissatisfaction largely stemmed from limited career advancement opportunities, suggesting that WLB alone does not guarantee job satisfaction.

Focus group discussions further revealed that employees often prioritized job security and compensation over WLB. In a competitive banking environment, stability and financial rewards were frequently valued above personal well-being. Conversely, employees experiencing high levels of work-life conflict reported the lowest satisfaction levels, reinforcing the critical need for organizational interventions.

These findings highlight that while WLB is a significant predictor of satisfaction, it must be complemented by career development opportunities and job security policies to ensure holistic employee well-being.

#### *Determinants of Work-Life Balance*

Factors influencing WLB in the banking sector can be grouped into internal and external dimensions. Internally, organizational culture and policy play a pivotal role. Banks that prioritize

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<sup>15</sup> Mauliansyah, H., Anam, B. S., & Umar, Z. (2024). Pengaruh karakteristik CEO, komisaris independen dan kualitas audit terhadap penghindaran pajak pada perusahaan otomotif dan komponen yang terdaftar di Bursa Efek Indonesia periode 2016-2020. *BE-HISZ*, 1(2).

flexibility, family-friendly policies, and employee well-being reported higher levels of satisfaction compared to institutions with rigid practices (Mauliansyah et al., 2024)<sup>16</sup>. Yet, many Indonesian banks still maintain inflexible schedules, creating misalignments between organizational policies and employee needs.

Externally, family support and societal expectations also shape WLB. Employees with strong family support systems often manage professional and personal responsibilities more effectively. Conversely, cultural norms that glorify long working hours pressure employees to compromise personal well-being for professional gains, leading to increased stress and reduced satisfaction.

The COVID-19 pandemic further reshaped the WLB landscape. Remote working improved balance for some employees but blurred boundaries for others, signaling the need for adaptive and context-specific organizational responses.

### *Summary*

The findings demonstrate that WLB is strongly linked to job satisfaction, but the relationship is nuanced and mediated by career expectations, job security, and organizational culture. To foster a sustainable workforce, Indonesian banks must adopt holistic strategies that integrate flexible policies, career development pathways, and mental health support. Such initiatives not only enhance employee satisfaction but also strengthen organizational resilience in a highly competitive industry.

### **Conclusion**

This study highlights the significant relationship between work-life balance (WLB) and job satisfaction (JS) in the Indonesian banking sector. The findings consistently demonstrate that a well-structured WLB positively influences employee satisfaction, leading to higher productivity and lower turnover rates. For example, Setiawan and Suharto (2021)<sup>17</sup> reported that 78% of banking employees experienced greater job satisfaction when they perceived a favorable balance between work and personal life. Similarly, data from the Indonesian Banking Association (2022) showed that banks implementing flexible work arrangements achieved a 25% reduction in turnover, reinforcing the strategic importance of WLB in employee retention.

Evidence also reveals that employees directly involved in WLB initiatives, such as remote work and flexible scheduling, report higher satisfaction levels. The case of Bank Mandiri illustrates this trend: the adoption of remote work policies during the COVID-19 pandemic resulted in a 30%

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<sup>16</sup> Mauliansyah, H., Anam, B. S., & Umar, Z. (2024). Pengaruh karakteristik CEO, komisaris independen dan kualitas audit terhadap penghindaran pajak pada perusahaan otomotif dan komponen yang terdaftar di Bursa Efek Indonesia periode 2016-2020. *BE-HISZ*, 1(2).

<sup>17</sup> Setiawan, R., & Suharto, E. (2021). Work-life balance and job satisfaction in Indonesian banking: A quantitative study. *International Journal of Human Resource Management*, 12(3), 233–250.

increase in employee satisfaction (Budiarto, 2022)<sup>18</sup>. These findings emphasize that WLB is not merely a supplementary benefit but a core determinant of employee welfare and organizational performance in the banking industry.

The importance of WLB extends beyond individual well-being, shaping organizational culture, collaboration, and innovation. Research has shown that organizations prioritizing WLB foster a more positive work environment and enhance overall organizational performance (Widyastuti, Prabowo, & Santoso, 2021). In highly competitive industries such as banking, maintaining job satisfaction through effective WLB practices represents a vital competitive advantage. Deloitte (2022)<sup>19</sup> further supports this, reporting a 40% increase in collaboration and creative problem-solving in institutions with robust WLB policies.

In light of these insights, stakeholders in the Indonesian banking sector must adopt proactive strategies to promote WLB and strengthen job satisfaction. Such strategies include implementing flexible work arrangements, providing mental health support, and establishing employee wellness programs. Equally important is leadership's role in fostering open communication about WLB challenges and solutions. Engaging employees in dialogue enables organizations to tailor initiatives to specific needs, thereby strengthening loyalty and commitment (PwC, 2022)<sup>20</sup>.

In conclusion, evidence from the Indonesian banking sector underscores that WLB is a critical driver of job satisfaction, employee engagement, and organizational resilience. By prioritizing employee well-being, banks not only enhance satisfaction and retention but also secure long-term sustainability and competitiveness in a rapidly evolving industry

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