

Exploring the Relationship between Work-Life Balance (WLB) and Employee Productivity of Judiciary Court Staff, Male' Area, Maldives

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ABSTRACT

This study investigates the influence of Work-Life Balance (WLB) on employee productivity among judiciary staff in the Malé region. Using a quantitative approach, data were collected from 246 participants through structured questionnaires. Descriptive analysis and multiple regression were employed to examine the relationship between WLB and productivity. The findings indicate a statistically significant and positive relationship ($p < 0.001$), with WLB explaining 5.9% of the variance in employee productivity. All assumptions for regression analysis were satisfied. The study concludes that improving work-life balance can enhance employee productivity in the judiciary context.

INTRODUCTION

Work-life balance (WLB), which is generally defined as the harmony between work and personal life, or managing commitments in both domains without conflict, has emerged as a crucial topic in contemporary research (Wolor et al., 2020). It has also been increasingly recognized as a key factor for employee success and today is of growing importance to both employees and employers (Kishore, 2021). The significance of WLB is highlighted by its potential impact on various organizational outcomes, including employee productivity and performance (Wolor et al., 2020). A comprehensive review of existing literature provides the necessary background and context for understanding these relationships and identifying areas for further study (Ryan, 2022). Drawing on this foundation, this research seeks to explore the relationship between work-life balance and employee productivity focused on judiciary court staff, Male' area.

Background of the study

There are several issues which lead to work-life imbalances according to research. Employee productivity plays a critical role in determining organizational effectiveness and service delivery, particularly in public institutions such as the judiciary. Globally, organizations are increasingly recognizing the value of maintaining a motivated and efficient workforce to meet growing institutional demands. However, existing literature is predominantly focused on corporate or private-sector contexts, with limited exploration of how WLB affects productivity in the public service domain particularly the judiciary sector. This gap is significant in the Maldives, where unique work dynamics, high caseloads, and centralization in Malé may create distinct WLB challenges for judiciary employees.

Among the many factors influencing employee productivity, Work-Life Balance (WLB) has emerged as a key contributor. Effective WLB allows employees to manage professional responsibilities alongside personal commitments, reducing stress and improving overall job satisfaction. Previous studies have linked positive WLB with improved job performance, reduced absenteeism, and enhanced mental well-being.

In the case of Work-Life Balance (WLB) and its impact on employee productivity, numerous international studies have explored this relationship mostly within corporate or private-sector settings. These studies have shown that WLB can influence outcomes such as job satisfaction, performance, and absenteeism. However, a clear gap exists in how this relationship plays out within the judiciary sector, especially in developing countries

like the Maldives. The judiciary is a unique work environment with distinct pressures, formalities, and expectations that may affect both WLB and productivity in different ways than other sectors. Despite this, very few empirical studies have been conducted on judiciary employees, particularly in the Malé region, where workload centralization and administrative demands may create specific challenges. Based on the comprehensive review of the literature on this area of study, and the broader literature on work-life balance and employee productivity, a significant research gap exists concerning the specific context of the judiciary within the Male' area of the Maldives.

While some literature discusses WLB and productivity in various sectors and countries, including general mentions of the Maldives (Hassan et al., 2024; Naeem et al., 2025), none specifically focus on the judiciary sector. Studies involving the Maldives mention higher education and university teachers (Hassan et al., 2024), and lawyers in the public sector (Naeem et al., 2025), but a focused examination of judges, court staff, or other professionals within the court system is not present in the literature reviewed. Similarly, research on work-life balance or productivity within judicial systems in general appears less frequently in the literature compared to other industries like construction or higher education (Tijani et al., 2022; Natanael et al., 2023).

Therefore, the significant research gap is the lack of empirical evidence exploring the impact of work-life balance on employee productivity among personnel working in the judiciary, specifically within the courts located in the Malé area of the Maldives. Investigating this relationship in the Maldivian judiciary would contribute novel insights into how WLB challenges and initiatives manifest in a unique legal and cultural environment and affect the productivity of employees crucial to the functioning of the justice system. This gap presents a clear opportunity for future research to provide empirical data and contextually relevant findings.

This study seeks to fill that gap by providing data-driven insights on how WLB affects productivity among judiciary staff in Malé, contributing new knowledge to a largely unexplored area of public service research.

Heavy Workload and Long Working Hours

Heavy workload and extended working hours are significant contributors to work-life imbalance (Stanley & Sebastine, 2023). Research consistently shows that when employees face high job demands and are required to work overtime, their ability to balance personal and professional responsibilities diminishes, often resulting in increased work stress and reduced well-being. For example, a quantitative study among employees in Indonesia found that both workload and long working hours had a direct, significant negative effect on work-life balance, mediated by work stress (Natanael et al., 2023). Similarly, a study of social workers in India identified excessive workload and overtime as major sources of occupational stress, which in turn predicted low work-life balance and high burnout (Stanley & Sebastine, 2023). Another recent investigation among metro rail IT workers highlighted that workload was the leading factor contributing to job stress, burnout, and work-life conflict, with negative consequences for psychological well-being and job satisfaction (Prasad et al., 2024). Furthermore, research shows that when employees are unable to complete their tasks within standard hours, the resulting pressure and spillover into personal time directly disrupts their work-life balance (Aruldoss et al., 2021); this is also cited in Prasad et al. (2024).

Lack of Flexibility in Work Arrangements

A lack of flexibility in work arrangements such as rigid schedules, limited remote work options, or inflexible hours remains a key barrier to achieving work-life balance. Flexible working hours have been shown to enhance employee autonomy, allowing individuals to better align work with family and personal commitments, reduce stress, and improve overall well-being (Ridzuwan et al., 2025). However, inflexibility or poorly managed flexible arrangements can blur boundaries, leading to overwork, stress, and even burnout. For instance, research indicates that while flexible work options can improve work-life balance, they may also foster an “always-on” culture and cognitive overload if not supported by clear organizational policies and psychosocial support (Golding, 2023). Furthermore, studies have highlighted that employees with less control over their schedules are less able to manage competing demands, resulting in lower job satisfaction and diminished work-life balance (Ramachandaran et al., 2024). The International Labour Organization also suggests that working-time

arrangements with predictable or flexible schedules can facilitate a better work–life balance, while those with unpredictable schedules have the opposite effect (International Labour Office, 2022).

Poor Time Management and Insufficient Social Support

Poor time management and insufficient social or organizational support are critical factors leading to work-life imbalance. Employees who lack effective time management skills often struggle to prioritize tasks, leading to spillover of work into personal time and increased stress (Ramachandaran et al., 2024). Additionally, the absence of supportive supervisors, colleagues, or family members exacerbates the negative effects of work demands, increasing the risk of burnout and reducing job satisfaction (Waworuntu et al., 2022). A quantitative study among Indian social workers found that both social support and work-life balance were significant predictors of burnout, with low social support and poor work-life balance leading to higher levels of occupational stress and exhaustion (Stanley & Sebastine, 2023). Similarly, Vaziri et al. (2022) identified lack of time management and low family support as major contributors to work-life imbalance, resulting in psychological conflict and reduced family satisfaction (Oludayo & Omonijo, 2020). Recent research also emphasizes that organizational support including clear expectations, regular check-ins, and mental health programs is crucial for employees to navigate flexible work arrangements and maintain a healthy work-life balance (Ridzuwan et al., 2025).

Problem Statement

Several problems arise because of the issues mentioned in the background of the study. Three major problems include.

Burnout and Mental Health Decline from Heavy Workloads

Heavy workloads and excessive job demands are strongly linked to burnout, emotional exhaustion, and mental health decline. For example, a study of nurses in Mongolia found that an increase in mental workload significantly raised job burnout and led to decreased organizational commitment, ultimately harming both employee well-being and organizational outcomes (Zanabazar & Jigjiddorj, 2022). Systematic reviews during the COVID-19 pandemic confirm that psychological distress and burnout are closely connected, with burnout acting as a predisposing factor for mental disorders such as depression and anxiety, especially under persistent work pressure (Adanaqué-Bravo et al., 2023). In healthcare, heavy workloads and limited recovery opportunities have been shown to increase the risk of burnout, which manifests as emotional exhaustion, cynicism, and a sense of ineffectiveness, with serious implications for both personal health and workplace performance (The Society of Occupational Medicine, 2023).

Blurred Boundaries and Work-Life Conflict from Inflexible or Poorly Managed Flexible Schedules

A major problem caused by blurred boundaries between work and personal life is increased work-family conflict, which can erode well-being and job satisfaction. A systematic review on "work-life blending" found that high permeability between work and home domains leads to greater spillover, making it difficult for individuals to mentally detach from work and recover, thereby increasing strain and stress (Steffens et al., 2023). Research in academia demonstrates that flexible work and digital technologies, while offering autonomy, can also create unbounded work expectations, undermining work-life balance and causing tension between professional and personal responsibilities (Johnston et al., 2022). Empirical studies show that role blurring when work and family roles overlap due to excessive work pressures or lack of schedule control is positively associated with work-to-family conflict, further intensifying stress and reducing satisfaction in both domains (Glavin & Schieman, 2012; Work and Health Research Centre, 2020).

Productivity Loss and Social Isolation from Lack of Support

Insufficient organizational and social support can lead to productivity loss and increased social isolation, both of which harm employee engagement and mental health. A 2024 study in Singapore found that workers experiencing both social isolation and depressive symptoms reported significantly higher productivity loss, highlighting the compounded negative effects on work performance (Ha et al., 2024). Research during the

pandemic in Ireland showed that social isolation due to remote work and lockdowns led to increased job burnout, decreased job satisfaction, and chronic stress among employees (Ryan, 2022). Further, a large-scale study demonstrated that social isolation and loneliness are independent predictors of depressive symptoms and poorer self-rated health, underscoring the importance of social connectivity and support systems for workplace well-being (Czaja et al., 2021).

Objectives

To explore the relationship between Work-Life Balance and employee productivity.

1. To identify the extent to which work-life balance is practiced by employees.
2. To examine the influence of work-life balance on employee productivity.

Research Questions

1. What is the extent to which work-life balance is utilized by employees?
2. Is there any influence of work-life balance on employee productivity?

Significance of the study

Extensive empirical evidence demonstrates that a well-managed work-life balance (WLB) is positively related to enhanced employee productivity and performance across numerous sectors and cultures (Marecki, 2024; Tamunomiebi & Oyibo, 2020; Wolor et al., 2020). Prior studies also show that favorable WLB predicts higher job and life satisfaction while reducing turnover intentions and burnout (Znidaršič & Marič, 2021; Dwitanti et al., 2023). Conversely, imbalances driven by excessive workload, inflexible schedules, or insufficient support impair well-being and diminish organizational output (International Labour Office, 2022; Irfan et al., 2023). Although these findings underscore WLB as a strategic lever for achieving organizational goals (Khatri & Shukla, 2024; Shirmohammadi et al., 2022), the existing literature remains fragmented—largely centered on Western contexts or sectors such as higher education, healthcare, and general public service (Al-Khateeb & Al-Louzi, 2020; Hassan et al., 2024).

A pronounced gap concerns the Maldivian judiciary, where no empirical work has yet examined how court staff experience WLB and its influence on productivity (Naeem et al., 2025). Addressing this omission is crucial for three reasons. First, it advances theory by testing established WLB–performance models in a new legal and cultural milieu, thereby assessing their cross-context validity. Second, it offers sector-specific insights to policymakers and court administrators, guiding evidence-based interventions—such as flexible scheduling, workload calibration, and supervisor support programs—that can enhance employee effectiveness and service delivery. Third, by improving work conditions for judicial personnel, the study may yield broader social benefits, including faster case processing and improved public trust in the justice system.

By focusing on Malé-area court staff, this research will therefore bridge a substantive knowledge gap, refine the multidimensional understanding of WLB, and generate actionable recommendations for both organizational practice and national policy.

LITERATURE REVIEW

Introduction/Overview

The concept of work-life balance (WLB) has gained significant attention in recent decades, becoming a central topic in organizational research and practice as identified by Khatri and Shukla (2024), Irfan et al. (2023), and Khateeb (2021). It reflects the dynamic interplay between an individual's professional responsibilities and their personal life, encompassing aspects like family, leisure, and well-being according to Khateeb (2021), Wolor et al. (2020), Roopavathi and Kishore (2021), and Alfatihah et al. (2021). Achieving a state of equilibrium where individuals feel equally engaged and satisfied in both domains is increasingly viewed not just as a personal goal

but also as a critical factor influencing employee outcomes and, consequently, organizational success. One of the most compelling arguments for organizations to prioritize WLB initiatives stems from its purported impact on employee productivity and performance (Khateeb, 2021; Wolor et al., 2020; Alfatihah et al., 2021; Marecki, 2024; Tamunomiebi & Oyibo, 2020).

Employee productivity and performance are fundamental to achieving organizational goals and maintaining a competitive advantage (Khateeb, 2021; Tamunomiebi & Oyibo, 2020). While extensive research, particularly in Western contexts, has explored the link between WLB and various employee outcomes, including productivity, there remains a need for a comprehensive understanding of this relationship across diverse sectors and geographical locations (Tamunomiebi & Oyibo, 2020; Al-Khateeb & Al-Louzi, 2020).

This literature review aims to synthesize the existing body of knowledge regarding work-life balance and employee productivity, drawing primarily from the provided sources. It will explore the definitions of these core concepts, summarize key findings and trends in the literature, identify similarities and differences in research approaches and results over recent years, and also highlight specific research gaps, particularly focusing on the context of the court staff working in the judiciary in Male' area of the Maldives. By examining the multifaceted relationship between WLB and productivity, this review seeks to provide a foundation for understanding its significance and directing future research efforts.

Definitions and Explanations of Main Concepts

Understanding the relationship between work-life balance and employee productivity requires clear definitions of these two concepts. The literature presents various perspectives and definitions, reflecting the complexity and multidimensional nature of each construct.

Definitions of Work-Life Balance:

Work-life balance is defined as the extent to which an individual is 'equally engaged in and equally satisfied with' his or her work roles (Tijani et al., 2022). According to Noon and Blyton (2007), WLB is referred to as the capacity of the employee to pursue their work and non-work lives successfully, without excessive pressures (Tijani et al., 2022). Work-life balance involves figuring out what 'life' (joy, leisure, relatives, and growth) and 'work' (career and desire) should take precedence over, a concept considered broad (Marecki, 2024). Work-life balance can also be understood as a state of equilibrium where the requirements of both work and personal life for an individual are equal (Roopavathi & Kishore, 2021). It is the balance of the time someone spends working compared to the time spent on one's personal life (Wolor et al., 2020). Another perspective is that WLB is how to create a healthy and supportive work environment, which allows employees to have a balance between work and personal responsibility, thereby improving employee performance (Shirmohammadi et al., 2022; Wolor et al., 2020).

These definitions highlight different facets of WLB, ranging from subjective satisfaction and engagement in multiple life roles to the successful management of time and demands across work and non-work domains, and the creation of supportive environments. The concept is not new but remains relevant and researched across generations (Lestari & Margaretha, 2021).

Definitions of Employee Productivity.

Employee productivity can be defined as the employee's ability to produce work or goods and services according to the expected standards set by the employers, or beyond the expected standards (Anthonia, 2020). These definitions emphasize employee output, task completion, contribution to the organization, and adherence to expected functional behaviors. Optimizing employee productivity is a key challenge for organizations seeking to achieve their goals (Tamunomiebi & Oyibo, 2020).

Based upon the perspectives presented in the literature, work-life balance can be defined as an individual's subjective perception of achieving a harmonious integration between their professional responsibilities and personal life demands and their aspirations. It involves managing time, energy, and emotional investment during

work, family, leisure, and personal growth domains in a way that leads to overall satisfaction and minimizes conflict or stress between these areas, supported by individual strategies and organizational policies.

Based on the literature, employee productivity refers to the effectiveness and efficiency with which an individual utilizes their skills, knowledge, and effort to complete their assigned tasks, fulfill responsibilities, and contribute towards achieving the organizational objectives within a specific timeframe. It is the measurable output or outcome resulting from an employee's work activities.

Conceptual Framework and Synthesis of Literature

The literature on work-life balance and employee productivity is extensive and this continues to grow (Khatri & Shukla, 2024). Studies span various disciplines, including management, psychology, sociology, and human resources (Shirmohammadi et al., 2022). Much of the research has historically focused on Western countries, though there is an increasing focus on other regions as well. (Al-Khateeb & Al-Louzi, 2020)

The overarching inclination in the literature is to investigate the relationship between work-life balance and various individual and organizational outcomes (Marecki, 2024). A primary objective across many studies is to determine the effect of WLB on employee performance or productivity (Marecki, 2024). Another significant objective is to identify the causes of poor WLB and propose interventions or initiatives to mitigate them (Tijani et al., 2022). Additionally, some research aims to review and synthesize existing literature to identify gaps, clarify concepts, and propose future research directions (Marecki, 2024).

Key findings consistently suggest a positive relationship between work-life balance and favorable employee outcomes. A better WLB is often associated with higher job satisfaction (Marecki, 2024), increased life satisfaction (Znidaršič & Marič, 2021), reduced turnover intention (Marecki, 2024) and enhanced employee productivity (Marecki, 2024). Studies indicate that employees who achieve WLB are more likely to perform better (Tamunomiebi & Oyibo, 2020). Millennial generation employees, in particular, are noted for prioritizing WLB and flexibility, which influences their productivity and commitment (Wolor et al., 2020). Poor WLB, conversely, can lead to negative consequences such as increased stress, fatigue, burnout, mental health issues, and reduced productivity or increased turnover (Marecki, 2024). Factors like heavy workload, long working hours, role conflict, and family commitment are identified contributors to work-life imbalance (Dwitanti et al., 2023).



Figure 1.

The fundamental investigation into the relationship between WLB and employee productivity remains a central theme, as utilized by Wolor et al. (2020), Dwitanti et al. (2023), Marecki (2024), Borgia et al. (2022), and Stanley and Sebastine (2023). Studies consistently highlight the importance of WLB for employee well-being and organizational effectiveness, as shown by Wolor et al. (2020), Alfatihah et al. (2021), Marecki (2024), Dwitanti et al. (2023), Borgia et al. (2022), Natanael et al. (2023), Ari and Bahtiar (2024), and Aisyah et al. (2023). More recent studies delve into specific industries, such as construction (Handoko & Ginting, 2023), aviation (Yaşam et al., 2025), and higher education, as shown by Znidaršič and Marič (2021), Hassan et al. (2024), and Natanael et al. (2023); banking (Dwitanti et al., 2023); and the legal field, as seen in the study by Naeem et al. (2025). Studies done in different geographical regions such as Indonesia (Wolor et al., 2020; Dwitanti et al., 2023), Malaysia (Natanael et al., 2023; Dousin et al., 2021), Nigeria (Tamunomiebi & Oyibo, 2020; Oludayo & Omonijo, 2020), and the Maldives (Hassan et al., 2024; Naeem et al., 2025) acknowledge that cultural and organizational contexts matter (Al-Khateeb & Al-Louzi, 2020; Susanto et al., 2022). Moreover, Recent studies have introduced and examined the roles of variables such as technological knowledge risks (Borgia et al., 2022)

or person-job fit (Hasan et al., 2021) in the context of WLB and its outcomes. Therefore, newer variables are being studied. The concept of "work-life blending," where boundaries between work and personal life become permeable, has gained research attention as distinct from traditional "balance," according to Steffens et al. (2023) and International Labour Office (2022).

Methodologies commonly employed include quantitative research using surveys and questionnaires, such as by Yaşam et al. (2025), Znidaršič and Marič (2021), Irfan et al. (2023), Hassan et al. (2024), Naeem et al. (2025), Tijani et al. (2022), and Handoko and Ginting (2023). Systematic literature reviews and meta-analyses are also frequently used to synthesize findings and identify trends or gaps, such as in Wolor et al. (2020), Tijani et al. (2022), Alper Ay (2024), Marecki (2024), Khatri and Shukla (2024), Samsudin et al. (2024), and Steffens et al. (2023). Qualitative methods like interviews are used, though less frequently in broad WLB research compared to quantitative surveys (Natanael et al., 2023; Tijani et al., 2022). Quantitative surveys remain a prevalent research method, as utilized by Dwitanti et al. (2023), Yaşam et al. (2025), Hassan et al. (2024), and Naeem et al. (2025), often examining relationships between variables using statistical techniques, such as those used by Dwitanti et al. (2023), Znidaršič and Marič (2021), Susanto et al. (2022), Hassan et al. (2024), Yaşam et al. (2025), and Borgia et al. (2022). In addition, systematic reviews have also become increasingly common to consolidate knowledge and identify future directions, as seen in studies done by Wolor et al. (2020), Alper Ay (2024), Khatri and Shukla (2024), Samsudin et al. (2024), and Steffens et al. (2023). Though quantitative studies dominate, there is continued use and recognition of qualitative methods, such as phenomenological approaches to understand lived experiences of WLB challenges (Natanael et al., 2023).

Studies are increasingly explicit about the theoretical lenses used (e.g., Social Exchange Theory, Conservation of Resources Theory, Job Demands-Resources Theory) to explain relationships, as seen in the studies by Naeem et al. (2025) and Natanael et al. (2023). Overall, the recent literature confirms the established link between WLB and productivity but expands upon it by exploring complex interrelationships with a wider array of variables, considering diverse contexts, and utilizing varied methodological approaches to gain deeper insights. Despite the wealth of research, gaps remain, particularly in understanding the specific challenges and effects of WLB in unique professional and cultural settings.

RESEARCH METHODOLOGY

This study employs a **quantitative exploratory survey design** to examine the relationship between **work-life balance (WLB)** and **employee productivity** among judiciary staff in Malé, Maldives, excluding judges and justices. The design is appropriate due to limited prior research in this context and aims to establish a direct link between WLB (independent variable) and productivity (dependent variable) (Anderson & Lightfoot, 2022; George, 2023). A sample of **246 respondents** was selected using **simple random sampling**, exceeding the minimum requirement of 80 based on the 5:1 item-to-sample ratio (Gorsuch, 1983; Hatcher, 1994; Suhr, 2006, as cited in Memon et al., 2020). Data were collected via a **Google Forms questionnaire** adapted from validated instruments (Borowiec & Drygas, 2023; Rañeses et al., 2022), divided into demographic and Likert-scale items measuring WLB and productivity. A **pilot study** ensured contextual validity and reliability. Responses were coded and analyzed in **SPSS**, using descriptive statistics to assess WLB practices and **multiple regression analysis** to determine the influence of WLB on productivity. This systematic approach ensures objectivity, statistical rigor, and actionable insights for HR policy development (Heffernan & Levin, 2024; Zyoud, 2024; Jebb, Ng, & Tay, 2021).

FINDINGS

Demographic analysis

Variable	Category	Frequency (n)	Percent (%)	Cumulative Percent (%)
Age	18–25 years	42	17.1	17.1
	26–35 years	68	27.6	44.7

	36–45 years	58	23.6	68.3
	46–55 years	43	17.5	85.8
	55 years & above	35	14.2	100.0
	Total	246	100.0	
Gender	Female	154	62.6	62.6
	Male	92	37.4	100.0
	Total	246	100.0	
Position	Senior Management	61	24.8	24.8
	Middle Management	77	31.3	56.1
	Junior Level	69	28.0	84.1
	Support Staff	39	15.9	100.0
	Total	246	100.0	
Work Experience	Less than 1 year	21	8.5	100.0
	1–5 years	62	25.2	25.2
	6–10 years	49	19.9	45.1
	11–15 years	54	22.0	67.1
	More than 15 years	60	24.4	91.5
	Total	246	100.0	
Marital Status	Currently married	175	71.1	71.1
	Currently unmarried	71	28.9	100.0
	Total	246	100.0	

Age

The age distribution shows that the largest group of respondents falls within the 26–35 years category (27.6%), followed by those aged 36–45 years (23.6%). Employees aged 18–25 years account for 17.1%, while those aged 46–55 years represent 17.5%. The smallest group comprises individuals aged 55 years and above (14.2%). This indicates that the sample includes a mix of younger, mid-career, and older employees, with a slight concentration in the early to mid-career range.

Gender

The gender composition of the sample is predominantly female, with 154 respondents (62.6%), compared to 92 male respondents (37.4%). This suggests that women form the majority of the workforce in the surveyed judiciary staff population.

Position

Among the respondents, 31.3% hold middle management positions, making it the largest category. Junior-level staff account for 28.0%, while senior management represents 24.8%. Support staff form the smallest group at

15.9%. This distribution reflects a workforce that is primarily concentrated in operational and middle-tier roles, with a notable presence of senior managers.

Work Experience

The tenure profile shows that 25.2% of respondents have 1–5 years of experience, while 24.4% have more than 15 years. Employees with 11–15 years of experience make up 22.0%, and those with 6–10 years account for 19.9%. A smaller group (8.5%) has less than one year of experience. This indicates a balanced mix of early-career and long-tenured employees.

Marital Status

The majority of respondents are currently married (71.1%), while 28.9% are currently unmarried. This suggests that most employees in the sample have family commitments, with a smaller proportion being single.

The extent to which work-life balance is utilized by employees of Judiciary in Male’ area

Figure 4.7 Extent of work-life balance usage among employees of Judiciary in Male’ area

Item No	Items	Total Agreement		Total disagreement		Mean	Std Deviation
		Frequency	%	Frequency	%		
1	I sometimes give up going to social gatherings to do my professional work during this time.	72	29.3	75	30.5	3.01	0.958
2	Even in situations of overloading, I find time for physical activity.	86	34.9	72	29.3	3.08	1.039
3	I usually find enough time for my family.	84	34.1	68	27.6	3.07	1.051
4	My job makes my personal life difficult.	91	36.9	70	28.5	3.15	1.008
5	It happens that I do not use sick leave, even when I am really sick and I feel bad.	93	37.8	60	24.4	3.17	1.054
6	I put personal needs second because of work.	92	37.4	72	29.3	3.14	1.05

This study surveyed 246 judiciary employees working in Male’ area to explore their work-life balance experiences. Overall, the findings suggest a moderate level of strain between professional and personal life.

Among the six items assessed, the highest agreement was observed for Item 5: “I do not use sick leave even when I am really sick” (37.8%), followed closely by Item 6: “I put personal needs second because of work” (37.4%). However, Item 1 – “I give up social gatherings for work” – had the highest disagreement (30.5%). All mean values are slightly above 3, indicating mild agreement across all items.

There is some evidence of WLB utilization, particularly in maintaining physical activity and family engagement denoted by mean scores of item 2 and 3. However, the more dominant trend is work-life conflict, especially

around health neglect, personal compromise, and social isolation as denoted by mean scores of items 5, 6, 4 and 1.

Therefore the data reflects a neutral to slightly negative perception of work-life balance among judiciary staff, indicating that personal well-being is often compromised for professional responsibilities.

Regression Assumptions

Linearity

The Normal P-P Plot of Regression Standardized Residuals shows that the data points closely follow the diagonal line, indicating that the residuals are approximately normally distributed. This suggests that the assumption of linearity and normality of residuals is reasonably met.

The scatterplot of standardized residuals against standardized predicted values displays a random dispersion of points around the horizontal axis (zero), without any systematic pattern. This randomness confirms that the residuals are evenly spread and do not show evidence of non-linearity or heteroscedasticity. Therefore, the assumption of a linear relationship between the independent and dependent variables is supported.

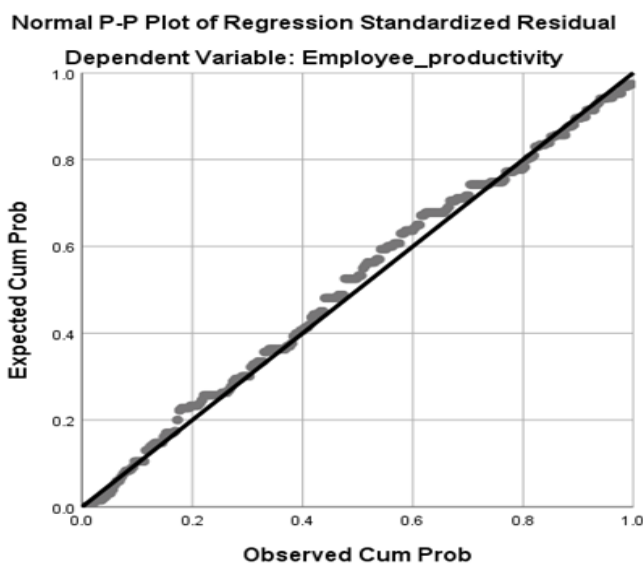


Figure 4.8

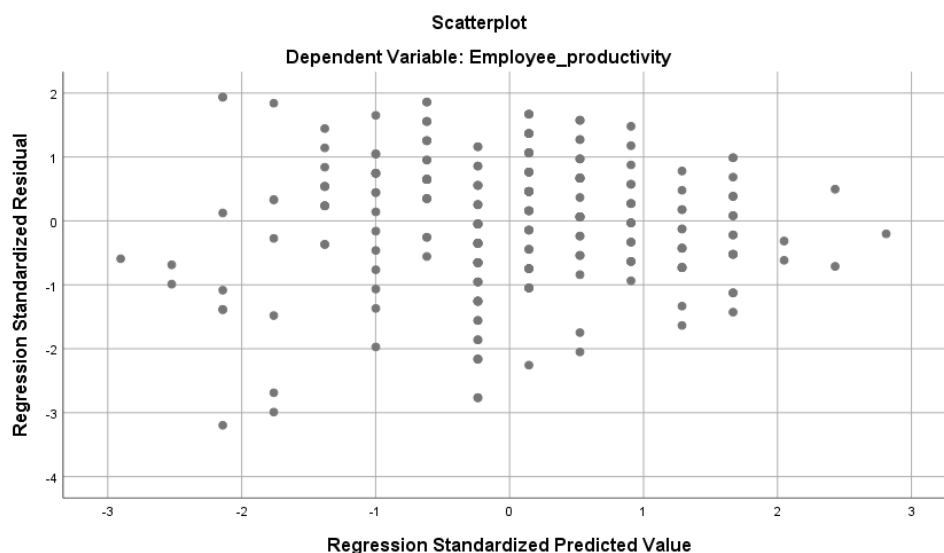


Figure 4.9

Homoscedasticity

The histogram of standardized residuals appears approximately symmetric and bell-shaped, suggesting that the residuals are normally distributed. The Normal P–P Plot of Regression Standardized Residuals further supports this, as the points closely follow the diagonal line, indicating a good fit to the normal distribution. Additionally, the scatterplot of standardized residuals versus predicted values shows a random dispersion of points around the zero line, with no evident pattern, curvature, or funnel shape. These observations provide strong evidence that the assumption of homoscedasticity is satisfied, and the residuals exhibit constant variance across predicted values.

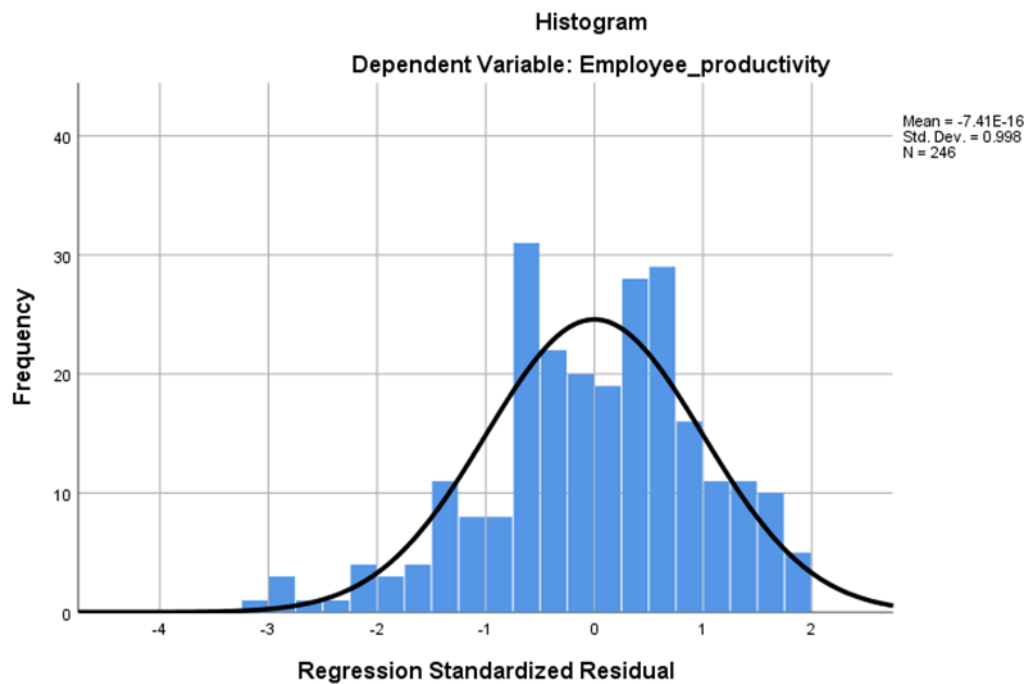


Figure 4.11

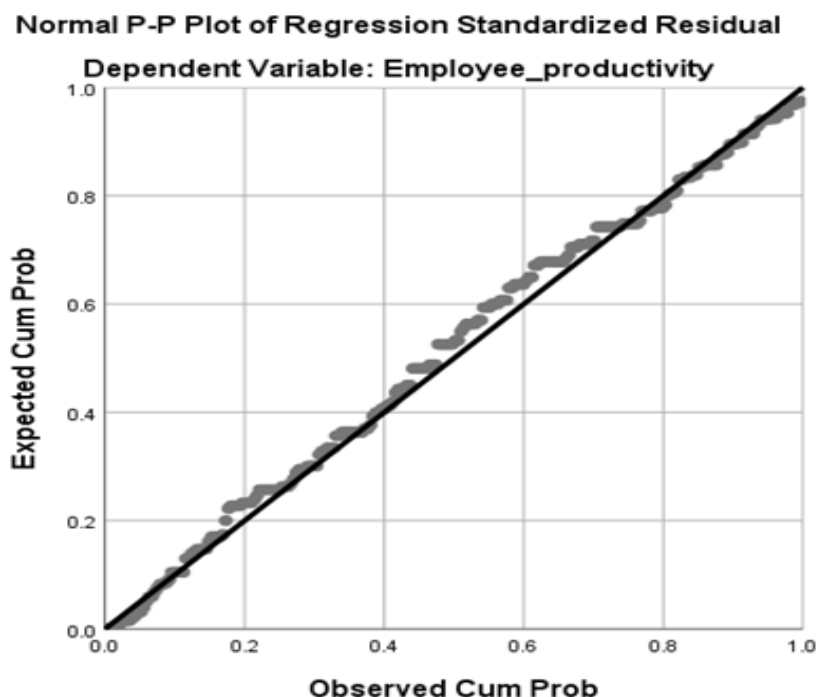


Figure 4.12

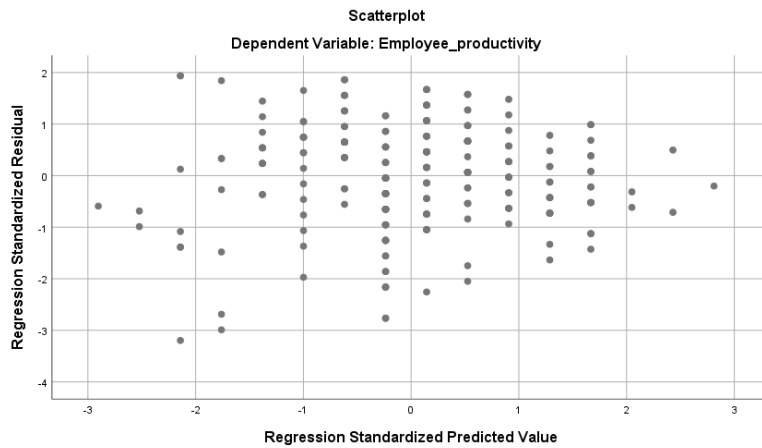


Figure 4.13

Multicollinearity

Multicollinearity was checked using VIF and tolerance values. Both metrics were 1.000, indicating no multicollinearity. Since VIF is well below 10 and tolerance is above 0.001, the assumption of no multicollinearity is met.

Coefficients ^a								
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
		B	Std. Error	Beta			Tolerance	VIF
1	(Constant)	13.507	1.516		8.911	.000		
	WLB	.314	.081	.242	3.895	.000	1.000	1.000

a. Dependent Variable: Employee productivity

Figure 4.14

Independence of errors

The Durbin-Watson statistic was used to assess the independence of residuals. A value near 2.0 suggests that residuals are uncorrelated, while values below 1.5 or above 2.5 may indicate autocorrelation. In this model, the Durbin-Watson value is 1.647, which falls within the acceptable range. This indicates that the assumption of independence of errors is satisfied.

Model Summary ^b										
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics					Durbin-Watson
					R Square Change	F Change	df1	df2	Sig. Change	
1	.242 ^a	.059	.055	3.31160	.059	15.169	1	244	.000	1.647

a. Predictors: (Constant), WLB

b. Dependent Variable: Employee_productivity

Figure 4.15

Outliers

Outliers were assessed using Mahalanobis Distance and Cook's Distance. The maximum Mahalanobis distance observed was 8.433, which is below the chi-square critical value of 16.27 ($df = 3$, $p < 0.001$), indicating the absence of multivariate outliers. Additionally, Cook's Distance values ranged from 0.000 to 0.122, well below the threshold of 1.0, suggesting that no single case exerted undue influence on the regression model. Therefore, the assumption regarding the absence of influential outliers is satisfied.

Residuals Statistics^a (Figure 4.16)

	Minimum	Maximum	Mean	Std. Deviation	N
Predicted Value	16.9608	21.6700	19.3537	.82402	246
Std. Predicted Value	-2.904	2.811	.000	1.000	246
Standard Error of Predicted Value	.213	.650	.284	.091	246
Adjusted Predicted Value	17.0393	21.6952	19.3563	.82245	246
Residual	-10.58867	6.41133	.00000	3.30484	246
Std. Residual	-3.197	1.936	.000	.998	246
Stud. Residual	-3.235	1.958	.000	1.002	246
Deleted Residual	-10.83563	6.56086	-.00266	3.33430	246
Stud. Deleted Residual	-3.299	1.970	-.001	1.007	246
Mahal. Distance	.021	8.433	.996	1.469	246
Cook's Distance	.000	.122	.004	.011	246
Centered Leverage Value	.000	.034	.004	.006	246

a. Dependent Variable: Employee_productivity

The influence of work-life balance on employee productivity

Work-life balance reflects how well individuals manage their responsibilities at work alongside personal and family life. As organizations increasingly recognize the importance of employee well-being, understanding how work-life balance impacts productivity has become critical. This research question explores the relationship between employees' ability to balance work and personal life, and how this balance influences their productivity at work. The study aims to identify whether better work-life balance contributes to higher levels of employee productivity in a professional setting.

Model Summary and Fit

The regression model shows a significant result, as the p-value is less than 0.001, indicating that the model is statistically meaningful. The R value is 0.242, suggesting a positive impact of work-life balance on employee productivity. While the R^2 value of 0.059 indicates that the model explains only a small portion of the variance in productivity, the significance confirms that work-life balance does have a measurable and valid impact on employee performance.

Model Summary ^b									
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics				
					R Square Change	F Change	df1	df2	Sig. F Change
1	.242 ^a	.059	.055	3.31160	.059	15.169	1	244	.000
a. Predictors: (Constant), WLB									
b. Dependent Variable: Employee productivity									

Figure 4.17

ANOVA Summary

The ANOVA (Analysis of Variance) test result is significant, with a p-value less than 0.001. This indicates that the regression model fits the data well and that Work-Life Balance explains a meaningful portion of the variance in employee productivity. The result also suggests that the model is a valid representation of the relationship in the study sample and can be considered reflective of the broader population.

ANOVA ^a						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	166.357	1	166.357	15.169	.000 ^b
	Residual	2675.875	244	10.967		
	Total	2842.232	245			
a. Dependent Variable: Employee productivity						
b. Predictors: (Constant), WLB						

Figure 4.18

Regression Coefficients

The coefficients table lists a single predictor which is Work-Life Balance (WLB) alongside the intercept. WLB is statistically significant, with $p = .000$ ($p < .001$), indicating a reliable positive effect on employee productivity. The unstandardized coefficient ($B = 0.314$) means that each one-unit rise in WLB is associated with a 0.314-unit increase in productivity, holding all else constant. The standardized coefficient ($Beta = 0.242$) and t-value of 3.895 further confirm that WLB makes a moderate yet meaningful contribution to the model.

Because WLB is the only predictor, no competing variables dilute its influence, and the result highlights WLB's unique contribution to explaining productivity differences among employees. Although the effect size is modest, its statistical significance underscores the practical value of fostering better work-life balance initiatives to boost workforce productivity.

Coefficients ^a				
Model	Unstandardized Coefficients		Standardized Coefficients	t
	B	Std. Error	Beta	

1	(Constant)	13.507	1.516		8.911	.000
	WLB	.314	.081	.242	3.895	.000
a. Dependent Variable: Employee_productivity						

Figure 4.19

Summary of Findings

Based on the analysis, it can be concluded that **Work-Life Balance (WLB) has a statistically significant and positive influence on employee productivity**. The regression model was found to be significant at $p < 0.001$, indicating that the observed relationship is unlikely to be due to chance. The coefficient for WLB ($B = 0.314$, $\beta = 0.242$) suggests that employees with higher work-life balance tend to exhibit higher productivity levels.

Although the R Square value (0.059) indicates that WLB explains a modest 5.9% of the variance in employee productivity, the effect is still meaningful in the context of workplace behavior research. Importantly, all key assumptions of regression, normality, linearity, homoscedasticity, and independence of residuals were met, further validating the reliability of the model.

The demographic profile of the sample provides important context for interpreting these findings. The majority of respondents were female (62.6%), married (71.1%), and within the 26–45 age group, primarily holding middle or junior management positions. These groups often face heightened personal responsibilities, which may contribute to their experience of work-life strain. Additionally, a significant portion of the sample (44.3%) had 1–10 years of work experience, reflecting a career stage where employees may be more sensitive to imbalances between professional and personal life.

Taken together, the findings support the conclusion that work-life balance contributes positively to employee productivity, and the study offers a valid and representative basis for understanding this relationship within the judiciary sector.

DISCUSSIONS

The purpose of this study was to examine the influence of Work-Life Balance (WLB) on Employee Productivity among judiciary employees. The results of the regression analysis reveal a statistically significant positive relationship between WLB and productivity, as indicated by a p-value less than 0.001. The standardized coefficient ($\beta = 0.242$) and unstandardized coefficient ($B = 0.314$) suggest that improvements in work-life balance are associated with corresponding increases in productivity scores.

Although the R Square value is relatively low (0.059), indicating that WLB explains approximately 5.9% of the variance in employee productivity, this finding remains important. In organizational research, especially in behavioral studies, small effect sizes are common due to the complex interplay of multiple human factors. Therefore, even modest improvements in work-life balance may yield meaningful benefits in employee output and well-being.

The diagnostic tests support the validity of the regression model. The assumptions of normality, linearity, homoscedasticity, and independence of residuals were all satisfied. In particular, the Durbin-Watson value of 1.647 falls within the acceptable range, indicating no significant autocorrelation. Residual analysis showed no influential outliers or multicollinearity, reinforcing the model's robustness.

These findings align with previous literature suggesting that work-life balance contributes to greater job satisfaction, reduced burnout, and improved performance. In the context of the judiciary, where job stress and workload are often high, the positive effect of WLB on productivity underscores the importance of implementing flexible and employee-centered policies.

Recommendation

Based on the findings of this study, which confirm a positive and statistically significant relationship between Work-Life Balance (WLB) and Employee Productivity, the following recommendations are proposed to enhance both employee well-being and organizational performance within the judiciary sector:

- 1. Implement Flexible Working Hours** Introduce flexible start and end times to help employees manage personal obligations alongside their workload. This can reduce stress and improve focus during working hours, thus enhancing productivity.
- 2. Promote the Use of Leave Entitlements** Encourage employees to fully utilize their sick leave and annual leave without fear of negative judgment. The high agreement with statements like working while sick suggests the need for a supportive culture around rest and recovery.
- 3. Introduce Employee Wellness Programs** Develop structured wellness initiatives, such as fitness sessions, stress management workshops, and mental health support, to improve employees' ability to maintain work-life balance and increase overall effectiveness at work.
- 4. Regularly Monitor Workload Distribution** Periodic reviews of task assignments and deadlines should be conducted to prevent overloading, which often disrupts personal life. Balanced workloads help maintain consistent productivity and reduce burnout.
- 5. Provide Training on Time Management and Boundary Setting** Offer skill-building sessions focused on managing time effectively and setting boundaries between work and personal life. This empowers staff to take control of their schedules, improving their ability to perform efficiently.
- 6. Establish Feedback Mechanisms for Work-Life Challenges** Create confidential platforms where employees can share challenges related to work-life balance. Using this feedback to adjust policies or practices ensures that organizational responses remain aligned with employee needs.

Implications

This study offers valuable insights into the relationship between work-life balance and employee productivity, with implications for multiple stakeholders:

1 Judiciary Administrators

Senior management in the judiciary can use these findings to develop policies that promote healthier work-life integration. Recognizing that improved WLB enhances productivity enables them to justify investments in flexible work arrangements and employee support programs.

2 Human Resource Departments

HR professionals gain empirical evidence to support the design and implementation of WLB initiatives, such as wellness programs, flexible scheduling, and employee assistance services. These efforts can directly improve workforce morale and performance.

3 Employees in the Judiciary

The research validates the personal and professional benefits of maintaining a healthy work-life balance. Employees are empowered to advocate for better conditions and take proactive steps to manage stress and enhance their productivity.

4 Policymakers and Government Bodies

For policymakers overseeing the judicial sector, the study highlights the importance of work-life reforms in enhancing public sector efficiency. These findings can inform broader workforce strategies and labor regulations within civil service structures.

5 Organizational Researchers and Academics

Scholars in organizational behavior and public administration can build on this research to explore further variables affecting productivity in high-stress professions. It also contributes to the growing literature on employee well-being in government institutions.

Future Studies

Work-life balance (WLB) has emerged as a critical determinant of employee productivity, particularly in high-pressure professional environments. While the current study provides valuable insights into the relationship between WLB and productivity among judiciary employees in Malé, its conceptual framework opens avenues for broader exploration. The novelty of this research lies in its focus on a specific public sector group within the Maldivian context, offering an initial understanding of how WLB influences performance in judicial settings. However, productivity is a multidimensional construct influenced by various factors beyond WLB, such as job satisfaction, burnout, organizational support, and motivation. Incorporating these variables in future studies can enrich the theoretical model and provide a more holistic view of employee well-being and performance.

Additionally, expanding the scope beyond judiciary employees in Malé to include regional courts and other islands can reveal location-based variations in WLB experiences, resource accessibility, and workload distribution. Comparative studies between public and private sector employees would further clarify whether observed patterns are sector-specific or universal. Employing longitudinal or experimental designs—such as tracking employees over time or introducing interventions like flexible schedules and wellness programs—can strengthen causal inferences. Finally, integrating qualitative approaches, including interviews and focus groups, will uncover nuanced perceptions of WLB, complementing quantitative findings and enhancing the depth of analysis. Collectively, these directions aim to advance the understanding of WLB and its implications for productivity, contributing to evidence-based policy and organizational practices in diverse work environments.

Limitations

While this study provides meaningful insights into the relationship between Work-Life Balance (WLB) and employee productivity, several limitations should be acknowledged:

1 Limited Geographic Coverage

The study focused solely on judiciary employees located in the **Malé region**, excluding staff from outer islands and cities. This limited geographic scope may not capture regional differences in work-life balance and productivity influenced by workload distribution, resource access, or administrative structures in other areas.

2 Use of a Quantitative-Only Approach

The study relied solely on quantitative data collected through structured questionnaires. While this method captures measurable trends, it does not provide in-depth insights into employees' personal experiences or contextual factors influencing their perceptions of work-life balance and productivity. The absence of qualitative data limits the richness and depth of interpretation.

3 Single Predictor Model

The regression model included only **Work-Life Balance** as the independent variable. Other important factors that may influence productivity such as job satisfaction, stress levels, or organizational support were not considered, narrowing the explanatory scope of the model.

4 Cross-Sectional Design

As the data were collected at a single point in time, the study cannot establish cause-and-effect relationships. A longitudinal or experimental design would be needed to assess how changes in work-life balance over time affect productivity.

5 Lack of Departmental or Role-Based Comparison

The study did not classify responses by specific departments, job roles, or workloads within the judiciary. As a result, it was not possible to examine whether the WLB–productivity relationship varies across different functional groups, limiting more detailed, role-specific conclusions.

CONCLUSION

This study explored the relationship between work-life balance (WLB) and employee productivity among court staff in the judiciary sector of the Malé area, Maldives. The findings provide empirical support for a positive and statistically significant relationship between WLB and employee productivity, affirming the theoretical proposition that balanced integration of personal and professional responsibilities enhances employee performance outcomes. This aligns with existing literature indicating that employees who effectively manage their work and life domains exhibit higher motivation, reduced stress, and greater organizational commitment (Wolor et al., 2020; Marecki, 2024; Tamunomiebi & Oyibo, 2020).

The results of the regression analysis demonstrated that WLB accounts for a meaningful proportion of the variance in employee productivity, suggesting that interventions aimed at improving WLB could yield considerable gains in organizational efficiency and service quality within the judiciary. These findings are particularly significant given the limited empirical research conducted in the Maldivian legal sector, where rigid schedules, high caseloads, and limited autonomy are known stressors (Naeem et al., 2025). Studies on legal professionals highlight that poor WLB in the legal field is associated with mental health risks, burnout, and lower performance, emphasizing the urgency of addressing work-life concerns within this high-pressure sector (Naeem et al., 2025).

In addition to validating prior studies conducted in other professional contexts, this research fills a notable gap by offering sector-specific insights that are culturally and institutionally grounded. It underscores the importance of contextualizing work-life balance policies and highlights the need for institutional reforms such as flexible work arrangements, supervisory support, and wellness programs to mitigate stress and enhance productivity.

In conclusion, the study contributes to both academic literature and practical policy formulation by establishing the importance of work-life balance in improving employee productivity among court staff in the Maldivian judiciary. Future research should consider longitudinal designs and include qualitative insights to deepen understanding of how specific WLB practices influence performance over time. Implementation of targeted WLB initiatives, informed by these findings, holds potential not only for improving institutional outcomes but also for enhancing the well-being and professional satisfaction of judicial staff.

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