



Analysis of Work-Life Balance and Resilience: For Support Employee Performance in Logistics Company

Primadi Candra Susanto^{1*}, Josua Panatap Soehaditama², Wenny Desty Febrian³, Bekti Setiadi⁴, Rachmat Pramukty⁵

¹Institut Transportasi dan Logistik Trisakti, Jakarta

²Institut Keuangan Perbankan Dan Informatika Asia Perbanas, Jakarta

³Universitas Dian Nusantara, Jakarta

⁴Sekolah Tinggi Penerbangan Aviast, Jakarta

⁵Universitas Bhayangkara Jakarta Raya, Jakarta

Corresponding Author: Primadi Candra Susanto Primstrisakti@gmail.com

ARTICLE INFO

Keywords: Work-Life Balance, Resilience, Employee Performance

Received : 10 March

Revised : 25 April

Accepted: 28 May

©2023 Susanto, Soehaditama, Febrian, Setiadi, Pramukty : This is an open-access article distributed under the terms of the [Creative Commons Atribusi 4.0 Internasional](https://creativecommons.org/licenses/by/4.0/).



ABSTRACT

The aim of this scholarly paper is to establish and strengthen the current research outcomes pertaining to the variables examined in this scientific manuscript. The research methodology used is qualitative, using a mini-review of journal articles related to variables, and this will be completed later in this study. A metric table will be displayed to display scientific articles from various journals in Table 1 and Table 2. The results of research in this scientific article from the objectives of existing research then the findings by researchers related to the use of variables in this scientific article are proven, true, and strong with the results of research, and also there are several studies from the findings of researchers also related to objects, namely logistics, so in this scientific article the proof is true, strong, and can be used as a basis for further research. There are several variables that are found as gaps to be used in future research by other researchers in the description of scientific articles found and described in this scientific article

INTRODUCTION

In the world of business logistics, the success and efficiency of support staff is critical to smooth operations. However, high job demands and constant pressure often lead to work-life imbalances, which can ultimately affect productivity and work quality. To overcome this challenge, work-life balance and flexibility are key to supporting the performance of logistics company employees. From a logistical perspective, this means employees have enough time and energy to balance work and personal commitments outside of the work environment. This can be achieved through work flexibility practices such as flexible work schedules, communication options, or more affordable rest periods. With a good work-life balance in logistics, you have the opportunity to take care of yourself, develop social relationships, develop interests outside of work, and fulfill personal obligations. This has a positive impact on employee well-being, including employees' mental and physical health, better life satisfaction, and increased motivation, from one study (Johnson, 2015) one in two Australians is unhappy with their current work-life balance (WLB). Based on a recent poll, 42% of staff members feel that their work-life balance (WLB) has worsened in the last five years. Extended working hours are the primary cause, and it is crucial for leaders to play a role in managing work flexibility. Additionally, employee feedback suggests that supervisor support (SS) in the workplace has a significant impact on WLB. By offering flexible work schedules that allow employees to meet both work and non-work obligations, SS contributes to the overall level of WLB.

In a fast-paced, dynamic, and stressful logistics environment, employees require a high degree of flexibility to function optimally, Resilience is also a key factor in supporting the working capacity of support staff in logistics. Resilience is a person's ability to face, adapt and recover from stress, challenges, and uncertainty. To make employees more resilient, logistics companies can offer training focused on developing stress management, stress management, and self-care skills. In addition, creating a supportive culture where employees feel supported and empowered by colleagues and managers helps improve their overall resilience. Supply chain in sustainable logistics includes the ability to prepare for accidents, provide effective and efficient responses, and employees survive and recover to their original or better condition (Jüttner & Maklan, 2011), according to (Ates & Bititci, 2011) that Resilience is the ability of an organization to withstand disruptions, get its supply chain network back on track, and positively impact on business performance, along with (Sharma & Srivastava, 2016) that create flexible supply chains and logistics operations as a source of community resilience.

Resilience is designed to help workers in logistics companies overcome challenges that may arise in the workplace. In logistics environments often characterized by time pressures, the uncertainty of supply, or sudden changes, flexible workers adapt quickly, find effective solutions, and remain calm in difficult situations. Keep it fresh. Work-life balance and resilience complement each other, supporting the performance of logistics company employees. By balancing work and personal life and increasing tolerance for pressure and

uncertainty, employees are more motivated, more confident, and more effective in facing challenges, from a result of (Susanto et al., 2023), stating that employee performance in the transportation and logistics industry has a positive influence with Motivation, career, employee attachment and employee performance have a positive and significant effect on employee job satisfaction while employee performance cannot affect employee satisfaction.

This scientific article aims to prove and provide reinforcement to existing research results related to research findings and results related to the variables discussed in this scientific article.

Employee Performance

According to (Zhang, 2010) Employee performance is often associated with the company's commitment to new product development (called innovation), profits earned, revenue growth, and market share, according to (Endri, 2020) employee performance is achieved with flexible working hours and balance between work and family life. According to (Pattnaik & Pattnaik, 2021) An employee's performance is a personal matter and refers to the employee's work. Staff performance statements include, among others, the achievement of company goals and stakeholder expectations, according to (Triyonowati, 2016) Employee performance The more qualified the employees, the better the overall productivity of the company and the better it can remain competitive both in the long term and globally.

Resilience

According to Tang, C. S. (2010) A sustainable organization is an organization that understands risks, anticipates and mitigates their impacts, and is able to recover quickly from disasters and crises, according to (Mader et al., 2019) An organization that can adapt to change and survive in an environment of uncertainty and instability.

Work - Life Balance

According to (Abioro et al., 2018) Work-life equilibrium refers to the harmony between one's professional and personal life, as per (Dhas, 2015) Enhancing employee performance is the ultimate goal of maintaining a work-life equilibrium. Moreover, it is crucial to establish a cheerful and salubrious workplace milieu where individuals can manage their professional and personal commitments.

METHODOLOGY

The research methodology used is qualitative, using mini review of journal articles related to variables, and this will be completed later in this study. A metric table will be displayed to display scientific articles from various journals in Table 1 and table 2.

Tabel 1. Distribution of Articles, Journals and Publishers

No	Article Name	Authors	Journal	Publisher	Years
1.	Supervisor support and work-life balance Impacts on job performance in the Australian financial sector	(Talukder et al., 2018)	Personnel Review Vol. 47 No. 3, 2018 pp. 727-744	Emerald Publishing	2018
2.	Work-Life balance policies and organisational outcomes - a review of literature from the Indian context	(Chaudhuri et al., 2020)	INDUSTRIAL AND COMMERCIAL TRAINING VOL. 52 NO. 3 2020, pp. 155-170	Emerald Publishing	2020
3.	The Effect of Work Motivation, Work Environment, and Work Life Balance on Employee Performance at PT. Angkasa Pura I (Persero) Sultan Aji Muhammad Sulaiman Sepinggan Airport - Balikpapan	(Thamrin & Riyanto, 2020)	IOSR Journal of Dental and Medical Sciences (IOSR-JDMS) Volume 19, Issue 6 Ser.4 (June. 2020), PP 40-47	www.iosrjournals.org	2020
4.	Effect of Work-Life Balance, Job Demand, Job Insecurity on Employee Performance at PT Jaya Lautan Global with Employee Well-Being as a Mediation Variable	(Kurnia & Widigdo, 2021)	European Journal of Business and Management Research Vol.6, Issue 5	www.ejbmr.org	2021
5.	Role of Work Stress as Mediating Variable between	(Paramita & Supartha, 2022)	European Journal of Business and Management	www.ejbmr.org	2022

Compensation and Work-Life Balance on Employee Performance		Research Vol 7 Issue 3		
6.	Achieving supply chain resilience The contribution of logistics and supply chain capabilities	(Mandal et al., 2016)	International Journal of Disaster Resilience in the Built Environment Vol. 7 No. 5, 2016 pp. 544-562	Emerald Publishing 2016
7.	A resilience model for cold chain logistics of perishable products	(Ali et al., 2018)	The International Journal of Logistics Management Vol. 29 No. 3, 2018	Emerald Publishing 2018
8.	The Evolution of Resilience in Supply Chain Management: A Retrospective on Ensuring Supply Chain Resilience	(Pettit et al., 2019)	Journal of Business Logistics, 2019, 1-10	Council of Supply Chain Management Professionals 2019
9.	An explanatory approach to assess resilience: An evaluation of competitive priorities for logistics organizations	(Baştuğ & Yercan, 2021)	Transport Policy 103 (2021) 156-166	Elsevier 2011
10.	Supervisor support and work-life balance Impacts on job performance in the Australian financial sector	(Aman & Seuring, 2021)	The International Journal of Logistics Management	Emerald Publishing 2021
11.	Organizational resilience and employee performance in COVID-19 pandemic:	(Dhoopar et al., 2022)	International Journal of Organizational Analysis Vol. 30	Emerald Publishing 2022

	the mediating effect of emotional intelligence		No. 1, 2022 pp. 130-155		
12.	Mediation effect of quality of Work life, job involvement, and organizational citizenship behaviour in relationship between transglobal leadership to employee performance	(Hermawati & Mas, 2017)	International Journal of Law and Management Vol.59No.6,2017 pp. 1143-1158	Emerald Publishing	2017
13.	Factors affecting employee performance: a systematic literature review	(Atatsi et al., 2019)	Personnel Review Vol. 47 No. 3, 2018 pp. 727-744	Emerald Publishing	2019
14.	Do high-performance work systems mediate the relationship between HR practices and employee performance in multinational corporations (MNCs) in developing economies?	(Abugre & Nasere, 2020)	African Journal of Economic and Management Studies Vol. 11 No. 4, 2020 pp. 541-557	Emerald Publishing	2020
15.	The Importance of Flexibility of Human Resources and Employee Performance on Logistic Industry in the Eastern part of Indonesian Region: Literature Review	(Sabuhari & Irawanto, 2020)	Advances in Economics, Business and Management Research, volume 144	Atlantis Press	2020
16.	A mediating and moderating role on employee performance	(Kusumah et al., 2021)	Management Research Review Vol. 44 No. 12,	Emerald Publishing	2021

	appraisal		2021 pp. 1639-1659		
17.	Determinant Employee Performance and Job Satisfaction: Analysis Motivation, Path Career and Employee Engagement in Transportation and Logistics Industry	(Susanto et al., 2023)	International Journal of Business and Applied Economics (IJBAE) Vol. 2, No. 2, 2023: 257-268	Formosa Publisher	2023

Tabel 2. Article Categories by Subject

No	Article Name	Objective	Findings	Recommendation
1.	Supervisor support and work-life balance Impacts on job performance in the Australian financial sector	Examine the relationship between supervisor support (SS), work-life balance (WLB), work attitudes and employee performance in the Australian financial sector. This study specifically examines the influence of SS, WLB, and work attitude on employee performance (JP)	Given the paucity of such studies in the Australian financial sector, SS is associated with WLB and is an important mechanism for influencing job satisfaction, life organizational engagement and JP It complements the existing literature by identifying	Can be used by other researchers in the future
2.	Work-Life balance policies and organisational outcomes – a review of literature from the Indian context	In the last ten years, the process of globalization and swift modernization has prompted businesses to prioritize the adoption of work-life balance (WLB) strategies for	Unveiled findings indicate that the study of work-life balance (WLB) in Indian firms has made significant strides since 2013. The majority of empirical research in this domain employs the positivist paradigm. Numerous domains, such as	Work-life balance with outsourcing objects and information technology that can be used by researchers in future research

		boosting staff information technology retention. The (IT) and business objective of this process outsourcing, investigation is to gain from WLB examine the regulations, while the significance of WLB banking and higher schemes and education sectors have initiatives and their been actively influence on embracing employee-organizational centric WLB achievements.	
3.	The Effect of Work Motivation, Work Environment, and Work Life Balance on Employee Performance at PT. Angkasa Pura I (Persero) Sultan Aji Muhammad Sulaiman Sepinggan Airport - Balikpapan	Organizations have several factors that affect employee performance. These factors include job motivation, work environment and work-life balance. As I write this diary, I will discuss the impact of these three factors on PT Angkasa Pura I (Persia) Sultan Aji Muhammad Sulaiman Sepinggan Airport, Balikpapan	At the same time, factors such as work motivation, work environment and work-life balance can have a positive impact on employee performance. This can be seen from the F-test values of 0.000 and < 0.05 (meaning less than the margin of error). However, in some cases, work-life balance factors may not have a significant impact on employee performance.
4.	Effect of Work-Life Balance, Job Demand, Job Insecurity on Employee Performance at PT Jaya Lautan Global with Employee Well-Being as a Mediation Variable	Analyze the impact of work-life balance, labour demand, and job insecurity on employee performance as mediators of employee well-being	The findings reveal that maintaining a balance between work and personal life, as well as meeting job demands, can significantly enhance employee well-being. Conversely, job insecurity can have a detrimental effect on worker well-being. A balanced work-life has Work-life balance variable with employee performance with mediator variable

a noteworthy positive influence on employee performance. On the other hand, job demands can have a negative and significant impact on employee performance, and job insecurity can have a minor negative impact on employee performance. Employee well-being has a positive and significant influence on employee performance. The study suggests that employee benefits can partly counterbalance the impact of work-life balance and job insecurity on employee performance. However, employee benefits may not have a significant effect on employee performance when job demands increase. The research also indicates that the impact on performance can be fully nullified.

5.	Role of Work Stress as Mediating Variable between Compensation and Work-Life Balance on Employee Performance	Analyze the role of work stress in mediating the impact of compensation and work-life balance on employee performance. The survey was conducted at his	show that salary and work-life balance have a large positive impact on employee performance, while job stress has a significant negative impact. Work stress partially influences the relationship between	One that can be used as one of the references in future research
----	--	--	--	--

		BPR Sandhiraya Utama from his 51 respondents.	salary and work-life balance in employee performance	
6.	Achieving supply chain resilience The contribution of logistics and supply chain capabilities	It explores the relationships between dominant collaboration, agility, speed and visibility in the supply chain and how it impacts supply chain resilience (SCRES) and supply chain performance. In addition, the relationship between integrated logistics capabilities and supply chain capabilities will be examined	Integrated logistics capabilities have been found to have a positive impact on supply chain coordination and supply chain transparency. Collaboration, flexibility, visibility and speed have a positive impact on SCRES. Moreover, all characteristics of the supply chain influence each other for the better. Additionally, SCRES was found to have a positive impact on supply chain performance.	Variable resilience with logistic objects
7.	A resilience model for cold chain logistics of perishable products	We bridge current research gaps by developing extensive empirical evidence-based models for the interplay between CCLR, sustainability and business performance (FP) in perishable food supply chains (PPSCs).	Four crucial origins of CCLR and six tools employed to enhance resilience were distinguished. Subsequently, supply chain resilience (SCR) was examined as a regulator of the adverse correlation between CCLR and FP.	Qualitative research
8.	The Evolution of Resilience in Supply Chain Management: A Retrospective on Ensuring	A Journal of Business Logistics article from 2010 commences with a quote from	This record demonstrates the influence of the 2010 record and examines forthcoming	Resilience variables with qualitative research methods

Supply Chain Resilience	<p>Heraclitus, a philosopher from the 6th century. "The sole constant is change." This unchanging principle is a definite factor and motivating influence of current fascination in the unpredictable realm of commerce, particularly in the management of supply chains..</p>	<p>a possibilities for enhancing sustainability and advancing daily business persistence and long-range durability. We are privileged to have been chosen for the 40th commemoration edition of the Journal of Business Logistics and gratified that our manuscript was acknowledged.</p>
<p>9. An explanatory approach to assess resilience: An evaluation of competitive priorities for logistics organizations</p>	<p>Analyze social media messages, especially tweets from logistics companies and retweets from customers, about competitive priorities that create a sustainable competitive advantage during the current Covid-19 pandemic</p>	<p>Transport and supply chain policies for logistics services aim to achieve sustainable competition priorities amidst the pandemic's current operating conditions. Shippers evaluate several aspects before making decisions, but delivery and efficiency are often the primary considerations. Thus, this analysis concentrates on scrutinizing the impact of these priorities on the design of logistics services to meet objectives while ensuring deliverability and efficiency.</p>
<p>10. Supervisor support and</p>	<p>The COVID-19 pandemic has created a need to</p>	<p>The initial stage of the investigation resulted in 36 sustainability Can be a reference for researchers in the future</p>

<p>work-life balance Impacts on job performance in the Australian financial sector</p>	<p>consider resilience factors specific to developing regions. This is because developing regions not only represent the risk of extreme poverty and provide new conditions, but also because they play an important role in globalization</p>	<p>classifications identified through inductive analysis. Subsequent meticulous examination indicated that developing nations are particularly susceptible to supply chain disruptions, and potential remedies involve reallocating resources such as finance, technology, personnel, information and materials. Furthermore, the composition of supply networks and the strength of social connections are crucial factors in enhancing resilience against disruptions.</p>	
<p>11. Organizational resilience and employee performance in COVID-19 pandemic: the mediating effect of emotional intelligence</p>	<p>We investigated the mediating role of emotional intelligence in the relationship between organizational resilience and employee performance in this global pandemic.</p>	<p>The effect of EI on the relationship between O Reg and EP is partially mediated. Furthermore, the findings indicate that individuals with elevated levels of EI have a favorable impact on O Reg, leading to enhanced workplace performance.</p>	<p>resilience and Employee Performance in One Research Article</p>
<p>12. Mediation effect of quality of Work life, job involvement, and organizational citizenship</p>	<p>Obtain empirical evidence to analyze and describe the mediating effects of quality of work life (QWL), retention commitment, and organizational</p>	<p>The influence of the intermediary factors QWL, job involvement, and OCB on the efficiency of the workers of East Java cooperatives is affected by worldwide</p>	<p>One of the scientific articles with employee performance variables with other variables.</p>

behaviour in relationship between transglobal leadership to employee performance	citizenship behaviour (OCB) on the relationship between global leadership and employee performance.	management. This discovery opposes the Sharkey et al. (2012) theory that explains the link between global leadership conduct and employee productivity. The research concludes that the absence of environmental variables, like QWL, job involvement, and OCB, must be taken into account regarding global leadership and employee productivity.
13. Factors affecting employee performance: a systematic literature review	The literature provides an overview of scattered research on organizational citizenship behavior (OCB), leader-follower interaction (LMX), learning, innovative work behavior (IWB), and employee performance in various countries, fields, and enterprises. Additionally, it is adaptable and proficient in identifying gaps comprehensively. Furthermore, it emphasizes the substantial attention given to Africa in research,	There is a positive correlation between employee behaviour and performance. It also demonstrates an interesting diversity in interdisciplinary fields of study with cultural and contextual relevance for both academics and practitioners.

		intending to encourage academic exploration of the correlations between these concepts in distinct cultural contexts.	
14.	Do high-performance work systems mediate the relationship between HR practices and employee performance in multinational corporations (MNCs) in developing economies?	Using the example of Ghana, we explore the relationship between work engagement and human resource (HR) practices and employee performance as a high-performing labor system in a multinational corporation in a developing country.	HPWS serves as a substitute for work involvement and effectively conveys the correlation between HR policies and staff productivity. Scientific studies further indicate that coaching and growth opportunities, incentives, and recompenses directly and considerably enhance employee performance.
15.	The Importance of Flexibility of Human Resources and Employee Performance on Logistic Industry in the Eastern part of Indonesian Region: Literature Review	A conceptual framework that researchers can use to improve their understanding of talent diversity and improve their performance in logistics companies. This conceptual framework takes the construct of Strategic Talent Management as a foundation, extends it to external factors, and applies it in the context of business logistics. Research	Employee performance can be affected by external factors such as; versatility of employee skills, flexibility of HR operations, and flexibility of HR practices Can be used by other researchers in the future

findings show that employee performance can be impacted by external factors such as diversity in employee skills, flexibility in HR operations, and flexibility in HR practices.

16. A mediating and moderating role on employee performance appraisal	transformational leadership, self-efficacy, Employee performance in gender, intrinsic motivation, mediation and facilitation roles.	The influence of transformational leadership on employee performance is optimistic and noteworthy, with self-assurance playing a crucial part in propelling leadership alteration and employee performance. The findings also reveal that gender functions as a moderator, intensifying the correlation between transformational leadership and employee performance, while intrinsic motivation serves as a moderator, boosting self-assurance and employee performance. Furthermore, it is evident that this strengthens the bond between them.	As a reference for researchers for future research.
17. Determinant Employee Performance	Determine effects between variables in this study	Improve employee job satisfaction through motivation, career,	Research on transportation and logistics objects

<p>and Job Satisfaction: Analysis Motivation, Path Career and Employee Engagement in Transportation and Logistics Industry</p>	<p>employee engagement and employee performance</p>	<p>with employee performance variables and other variables.</p>
--	---	---

RESULTS

Based on the metric data presented in the aforementioned scholarly article, it can be concluded that the scientific definition of employee performance and resilience with regards to work-life balance variables will be expounded upon in this study (Kurnia & Widigdo, 2021) Research indicates that work-life balance and job demands have a notable and positive effect on employee well-being, while employment insecurity has a significant negative impact. Work-life balance contributes significantly to employee performance, whereas job demand has a substantial negative impact. Job insecurity has a minor negative effect on employee performance. Employee well-being positively and significantly influences employee performance. The research shows that employee benefits can partially mitigate the impact of work-life balance and job insecurity on employee performance. However, when job demand increases, employee benefits are less likely to affect employee performance. Additionally, the research demonstrates that the logistics industry can entirely offset the performance impact with the same research subject.

The next study from (Mandal et al., 2016) with the results of existing research is Integrated logistics capabilities have been found to have a positive impact on supply chain coordination and supply chain transparency. Collaboration, flexibility, visibility and speed have a positive impact on SCRES. Moreover, all characteristics of the supply chain influence each other for the better. Additionally, SCRES was found to have a positive impact on supply chain performance, here resilience is used as a variable with logistic objects as well, the next study from (Ali et al., 2018) with the results of research Four critical sources of CCLR and six resources used to improve resilience were identified. Supply chain resilience (SCR) was then tested as a moderator of the negative relationship between CCLR and FP, the next study from (Hermawati & Mas, 2017) with the results of the research The impact of the mediating variables QWL, work engagement and OCB on global management influences the performance of East Java cooperatives' employees. This finding contradicts the theory of Sharkey et al. (2012) described the relationship between global leadership behavior and employee performance. The study concludes that missing/environmental variables such as QWL, work engagement and OCB need to be considered in the context of global leadership and employee performance.

The next study from (Sabuhari & Irawanto, 2020) where the results of the study stated that Employee performance can be affected by external factors such as; versatility of employee skills, flexibility of HR operations, and flexibility of HR practices and finally a study from (Susanto et al., 2023) with research results Improve employee job satisfaction through motivation, career, employee engagement and employee performance. The results of the above study prove and are reinforced by this description correctly that there has been previous research, besides that there is a gap of variables that can be used for future research.

DISCUSSION

The results of the above research are the findings of researchers written in this scientific article by providing evidence related to the variables in this scientific article, also confirming and linking that the articles found are the same as the variables in this scientific article are appropriate and proven.

CONCLUSIONS AND RECOMMENDATIONS

With the results of research in this scientific article from the existing research objectives, the findings by researchers related to the use of variables in this scientific article are proven, true and strong with the results of the study, and also there are several studies from the findings of researchers also related to objects, namely logistics, then in this scientific article the proof is true, strong, and can be used as a basis for further research.

There are several variables that are found as gaps to be used in future research by other researchers in the description of scientific articles found and described in this scientific article.

FURTHER STUDY

This literature review research can be a novelty because previously there has been no research discussing variables and research loci in logistics companies, this research will be more accurate if later it is continued with data processing support to find the significance between the variables studied, this article is very useful for practitioners, companies and researchers in support of human resource science.

ACKNOWLEDGMENT

The researcher expresses gratitude to Allah the Almighty, for providing extraordinary knowledge so that this article can become a literature review article that can be read by the public, secondly thanks to all previous researchers whose articles were used as references and thanks to the Formosa publisher International Journal of Integrative Sciences (IJIS) has published scientific papers from the collaboration of several lecturers who are passionate about carrying out the Tri Dharma of Higher Education.

REFERENCES

- Abioro, M. A., Oladejo, D. A., & Ashogbon, F. O. (2018). Work life balance practices and employees productivity in the Nigerian university system. *Crawford Journal of Business & Social Sciences*, 13(2), 49–59.
- Abugre, J. B., & Nasere, D. (2020). Do high-performance work systems mediate the relationship between HR practices and employee performance in multinational corporations (MNCs) in developing economies? *African Journal of Economic and Management Studies*, 11(4), 541–557. <https://doi.org/10.1108/AJEMS-01-2019-0028>
- Ali, I., Nagalingam, S., & Gurd, B. (2018). A resilience model for cold chain logistics of perishable products. *International Journal of Logistics Management*, 29(3), 922–941. <https://doi.org/10.1108/IJLM-06-2017-0147>
- Aman, S., & Seuring, S. (2021). Analysing developing countries approaches of supply chain resilience to COVID-19. *International Journal of Logistics Management*. <https://doi.org/10.1108/IJLM-07-2021-0362>
- Atatsi, E. A., Stoffers, J., & Kil, A. (2019). Factors affecting employee performance: a systematic literature review. *Journal of Advances in Management Research*, 16(3), 329–351. <https://doi.org/10.1108/JAMR-06-2018-0052>
- Ates, A., & Bititci, U. (2011). Change process: a key enabler for building resilient SMEs. *International Journal of Production Research*, 49(18), 5601–5618.
- Baştuğ, S., & Yercan, F. (2021). An explanatory approach to assess resilience: An evaluation of competitive priorities for logistics organizations. *Transport Policy*, 103(December 2020), 156–166. <https://doi.org/10.1016/j.tranpol.2021.01.016>
- Chaudhuri, S., Arora, R., & Roy, P. (2020). Work–Life balance policies and organisational outcomes – a review of literature from the Indian context. *Industrial and Commercial Training*, 52(3), 155–170. <https://doi.org/10.1108/ICT-01-2019-0003>
- Dhas, B. (2015). A report on the importance of work-life balance. *International Journal of Applied Engineering Research*, 10(9), 21659–21665.
- Dhoopar, A., Sihag, P., Kumar, A., & Suhag, A. K. (2022). Organizational resilience and employee performance in COVID-19 pandemic: the mediating effect of emotional intelligence. *International Journal of Organizational Analysis*, 30(1), 130–155. <https://doi.org/10.1108/IJOA-06-2020-2261>

- Endri, E. (2020). The effect of task complexity, independence and competence on the quality of audit results with auditor integrity as a moderating variable. *International Journal of Innovation, Creativity and Change*, 12(12).
- Hermawati, A., & Mas, N. (2017). Mediation effect of quality of worklife, job involvement, and organizational citizenship behavior in relationship between transglobal leadership to employee performance. *International Journal of Law and Management*, 59(6), 1143–1158. <https://doi.org/10.1108/IJLMA-08-2016-0070>
- Johnson, M. (2015). *Workin'9 to 5.30*.
- Jüttner, U., & Maklan, S. (2011). Supply chain resilience in the global financial crisis: an empirical study. *Supply Chain Management: An International Journal*, 16(4), 246–259.
- Kurnia, C., & Widigdo, A. M. N. (2021). Effect of Work-Life Balance, Job Demand, Job Insecurity on Employee Performance at PT Jaya Lautan Global with Employee Well-Being as a Mediation Variable. *European Journal of Business and Management Research*, 6(5), 147–152. <https://doi.org/10.24018/ejbmr.2021.6.5.948>
- Kusumah, A. I., Haryadi, A. I., Indrayanto, A., & Setiawan, I. (2021). A mediating and moderating role on employee performance appraisal. *Management Research Review*, 44(12), 1639–1659. <https://doi.org/10.1108/MRR-11-2020-0701>
- Mader, D., Vitters, C., & Kingery, J. (2019). Enterprise risk management in government: Building a successful program in a complex environment. *The Journal of Government Financial Management*, 68(2), 40–45.
- Mandal, S., Sarathy, R., Korasiga, V. R., Bhattacharya, S., & Dastidar, S. G. (2016). Achieving supply chain resilience: The contribution of logistics and supply chain capabilities. *International Journal of Disaster Resilience in the Built Environment*, 7(5), 544–562. <https://doi.org/10.1108/IJDRBE-04-2016-0010>
- Paramita, L., & Supartha, I. W. G. (2022). Role of Work Stress as Mediating Variable between Compensation and Work-Life Balance on Employee Performance. *European Journal of Business and Management Research*, 7(3), 163–167. <https://doi.org/10.24018/ejbmr.2022.7.3.1438>
- Pattnaik, S., & Pattnaik, S. (2021). Exploring employee performance dimensionality in Indian public sector units. *International Journal of Productivity and Performance Management*, 70(3), 657–674. <https://doi.org/10.1108/IJPPM-08-2019-0374>

- Pettit, T. J., Croxton, K. L., & Fiksel, J. (2019). The Evolution of Resilience in Supply Chain Management: A Retrospective on Ensuring Supply Chain Resilience. *Journal of Business Logistics*, 40(1), 56–65.
<https://doi.org/10.1111/jbl.12202>
- Russo, M., Shteigman, A., & Carmeli, A. (2016). Workplace and family support and work–life balance: Implications for individual psychological availability and energy at work. *The Journal of Positive Psychology*, 11(2), 173–188.
- Sabuhari, R., & Irawanto, D. W. (2020). *The Importance of Flexibility of Human Resources and Employee Performance on Logistic Industry in the Eastern part of Indonesian Region: A Literature Review*. 144(Afbe 2019), 205–210.
<https://doi.org/10.2991/aebmr.k.200606.034>
- Sharma, M. G., & Srivastava, S. K. (2016). Leveraging the social welfare chain to provide resilience during disaster. *International Journal of Logistics Research and Applications*, 19(6), 509–519.
- Susanto, P. C., Sawitri, N. N., & Suroso, S. (2023). *Determinant Employee Performance and Job Satisfaction : Analysis Motivation , Path Career and Employee Engagement in Transportation and Logistics Industry*. 2(2), 257–268.
- Talukder, A. K. M., Vickers, M., & Khan, A. (2018). Supervisor support and work-life balance: Impacts on job performance in the Australian financial sector. *Personnel Review*, 47(3), 727–744. <https://doi.org/10.1108/PR-12-2016-0314>
- Thamrin, M., & Riyanto, S. (2020). The Effect of Work Motivation, Work Environment, and Work Life Balance on Employee Performance at PT. AngkasaPura I (Persero) Sultan Aji Muhammad SulaimanSepinggan Airport-Balikpapan. *IOSR Journal of Dental and Medical Sciences (IOSR-JDMS) e-ISSN*, 19(6), 40–47. <https://doi.org/10.9790/0853-1906044047>
- Triyonowati, T. (2016). ANALISIS KINERJA KEUANGAN SEBELUM DAN SESUDAH MERGER PT. CHANDRA ASRI PETROCHEMICAL, Tbk. *Jurnal Ilmu Dan Riset Manajemen (JIRM)*, 5(6).
- Zhang, J. (2010). Employee orientation and performance: An exploration of the mediating role of customer orientation. *Journal of Business Ethics*, 91, 111–121.