

PENGARUH *WORK-LIFE BALANCE* TERHADAP PRODUKTIVITAS KERJA KARYAWAN DENGAN KREATIVITAS KERJA SEBAGAI VARIABEL MEDIASI

(Studi di UMKM Anyaman Rotan Kota Palangka Raya)

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Untuk memperoleh gelar Sarjana Manajemen
Jurusan Manajemen
Bidang Konsentrasi Manajemen Sumber Daya Manusia



**KEMENTERIAN PENDIDIKAN TINGGI, SAINS, DAN TEKNOLOGI
UNIVERSITAS PALANGKA RAYA
FAKULTAS EKONOMI DAN BISNIS
JURUSAN MANAJEMEN
2026**

LEMBAR PENGESAHAN

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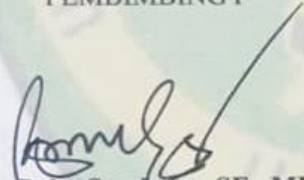
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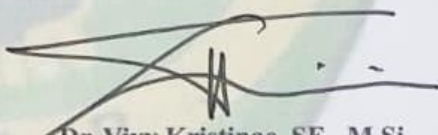
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Palangka Raya, Juni 2026

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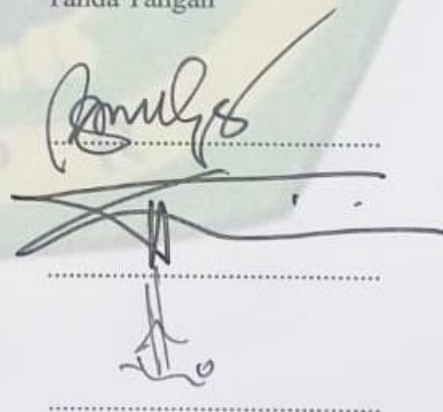
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Ditetapkan di Palangka Raya

Tanggal Juni 2026

IDENTITAS TIM PENGUJI

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PRODUKTIVITAS KERJA KARYAWAN DENGAN
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(Studi di UMKM Anyaman Rotan Kota Palangka Raya)**

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Tanggal Ujian : 18 Juni 2026
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PERNYATAAN ORISINALITAS

Dengan ini saya menyatakan :

1. Karya tulis yang berupa jurnal ilmiah dengan judul “Pengaruh Work-life Balance Terhadap Produktivitas Kerja Karyawan dengan Kreativitas Kerja sebagai Variabel Mediasi (Studi di UMKM Anyaman Rotan Kota Palangka Raya)” ini, adalah asli dan belum pernah diajukan untuk mendapatkan gelar akademik, baik di Universitas Palangka Raya maupun perguruan tinggi lainnya.
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Palangka Raya, Juni 2026
Yang membuat pernyataan,



Norliani
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RIWAYAT HIDUP



Penulis bernama Norliani, lahir di Saka Hanya pada tanggal 18 Mei 2004, dan merupakan anak terakhir dari lima bersaudara. Penulis menyelesaikan pendidikan dasar di SDN Dandang 4 pada tahun 2015, kemudian melanjutkan pendidikan di SMP Negeri 1 Kahayan Kuala dan lulus pada tahun 2018. Selanjutnya, penulis menempuh pendidikan menengah atas di SMA Negeri 1 Kahayan Kuala dan lulus pada tahun 2021.

Pada tahun 2021, penulis melanjutkan pendidikan pada Program Studi Manajemen, Fakultas Ekonomi dan Bisnis, Universitas Palangka Raya. Selama menempuh pendidikan tinggi, penulis aktif mengikuti berbagai kegiatan akademik dan organisasi kemahasiswaan. Selain itu, penulis juga mengikuti berbagai pelatihan dan seminar untuk mendukung pengembangan kompetensi di bidang manajemen, salah satunya Program Penguatan Kapasitas Organisasi Kemahasiswaan (PPK Ormawa) pada tahun 2024.

Sebagai salah satu syarat untuk memperoleh gelar Sarjana Manajemen pada Jurusan Manajemen, Fakultas Ekonomi dan Bisnis, Universitas Palangka Raya, Kalimantan Tengah, penulis menyusun penelitian yang kemudian dikembangkan menjadi artikel ilmiah dan berhasil dipublikasikan pada jurnal terakreditasi SINTA 3.

KATA PENGANTAR

Puji syukur ke hadirat Allah SWT atas rahmat, karunia, serta segala kemudahan yang diberikan sehingga penulis dapat menyelesaikan jurnal ilmiah yang berjudul “Pengaruh Work-Life Balance terhadap Produktivitas Kerja Karyawan dengan Kreativitas Kerja sebagai Variabel Mediasi (Studi di UMKM Anyaman Rotan Kota Palangka Raya)”. Jurnal ini disusun sebagai salah satu syarat untuk memperoleh gelar Sarjana Manajemen pada Fakultas Ekonomi dan Bisnis, Universitas Palangka Raya.

Penulis menyadari bahwa jurnal ilmiah ini masih memiliki keterbatasan dan jauh dari kata sempurna. Oleh karena itu, kritik dan saran yang membangun sangat diharapkan demi penyempurnaan karya tulis ini serta pengembangan penelitian di masa mendatang.

Selama proses penyusunan jurnal ilmiah ini, penulis memperoleh banyak bantuan, bimbingan, dukungan, dan motivasi dari berbagai pihak. Oleh karena itu, dengan segala kerendahan hati, penulis menyampaikan terima kasih kepada:

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Penulis berharap jurnal ilmiah ini dapat memberikan manfaat dan kontribusi bagi pembaca, baik dalam pengembangan ilmu pengetahuan maupun sebagai referensi penelitian selanjutnya. Akhir kata, penulis memohon maaf atas segala kekurangan dalam penyusunan karya tulis ini dan berharap karya ini dapat bermanfaat bagi banyak pihak..

Palangka Raya, 18 Juni 2026

Norliani

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

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ABSTRAK

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

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

INTRODUCTION

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

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

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

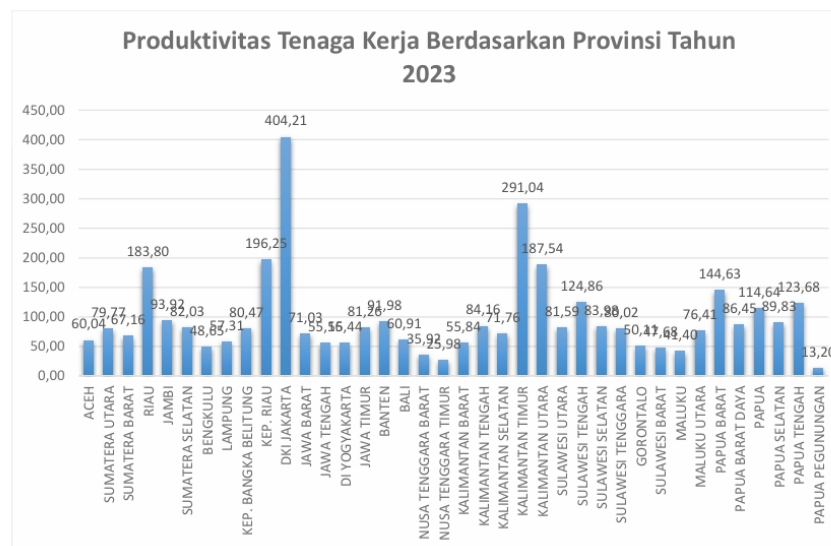


Figure 1. Productivity level power Work between provinces in Indonesia

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

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

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

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

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

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

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

RESEARCH METHODS

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

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

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

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

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

RESULTS AND DISCUSSION

a. Respondent Characteristics

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

Table 1. Respondent Characteristics

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

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

Source: Processed Primary Data, 2026

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

b. Descriptive Analysis of Variables

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

Table 2. Results of Descriptive Analysis of Variables

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

Work Creativity	4.17	Agree	K3, K5, & K12	4.33	K8	3.92
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Source: Processed Primary Data, 2026

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

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

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

c. Hypothesis Testing Results

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

Table 3. Results of the R Square Test (R^2)

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

Source : Processed Smart-PLS 4.1 data , 2026

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

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

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

Table 4. Hypothesis Testing Results

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

Source: Processed Smart-PLS 4.1 data , 2026

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

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

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

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

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

d. Discussion

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

CONCLUSION AND SUGGESTIONS

Conclusion

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

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

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

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

Suggestion

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

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

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LAMPIRAN 3

KUESIONER PENELITIAN

I. DATA RESPONDEN

Nama :
Jenis Kelamin :
Usia :
Pendidikan Terakhir :
Lama Bekerja :
Jabatan/Posisi :

II. PETUNJUK PENGISIAN KUESIONER

Kuesioner ini ditujukan kepada Bapak/Ibu/Saudara(i) yang bekerja di UMKM anyaman rotan di Kota Palangka Raya. Mohon kesediaannya untuk menjawab setiap pernyataan yang ada sesuai dengan pengalaman dan pendapat pribadi selama bekerja.

Silakan baca setiap pernyataan dengan cermat, lalu berikan tanda centang (✓) pada salah satu pilihan jawaban yang paling sesuai dengan kondisi dan pandangan Bapak/Ibu/Saudara(i). Tidak ada jawaban benar atau salah, semua jawaban murni berdasarkan pengalaman Bapak/Ibu/Saudara(i). Harap mengisi seluruh pernyataan tanpa ada yang dilewatkan.

Gunakan skala berikut dalam menjawab:

- STS = Sangat Tidak Setuju
- TS = Tidak Setuju
- N = Netral
- S = Setuju
- SS = Sangat Setuju

1. *Work-Life Balance* (Keseimbangan Kehidupan Kerja)

Indikator : Keseimbangan Waktu (*Time Balance*)

No.	Pernyataan	Jawaban				
		STS	TS	N	S	SS
1	Dapat membagi waktu antara pekerjaan dan waktu bersama keluarga.					
2	Memiliki cukup waktu untuk beristirahat setelah bekerja sehari-hari.					
3	Jadwal kerja tidak mengganggu aktivitas pribadi atau waktu bersosialisasi.					

Indikator : Keseimbangan Keterlibatan (*Involvement Balance*)

No.	Pernyataan	Jawaban				
		STS	TS	N	S	SS
4	Tetap dapat menikmati waktu bersama keluarga atau teman meskipun sibuk bekerja.					
5	Terlibat secara emosional baik dalam pekerjaan maupun kegiatan di luar pekerjaan.					
6	Dapat mengikuti kegiatan sosial tanpa terganggu oleh urusan pekerjaan.					

Indikator : Keseimbangan Kepuasan (*Satisfaction Balance*)

No.	Pernyataan	Jawaban				
		STS	TS	N	S	SS
7	Merasa puas dengan pencapaian di tempat kerja dan kehidupan pribadi.					
8	Hubungan dengan keluarga dan rekan kerja berjalan dengan baik.					

No.	Pernyataan	Jawaban				
		STS	TS	N	S	SS
9	Merasa bahagia dengan keseimbangan antara pekerjaan dan kehidupan pribadi.					

2. Kreativitas Kerja

Indikator : Keterampilan Berpikir yang Lancar (*Fluency of Thinking*)

No.	Pernyataan	Jawaban				
		STS	TS	N	S	SS
1	Mudah memunculkan banyak ide baru saat menghadapi masalah di tempat kerja.					
2	Sering memberikan usulan atau saran untuk memperbaiki cara kerja.					
3	Mampu menemukan beberapa solusi dalam waktu singkat saat menghadapi tantangan.					

Indikator : Fleksibilitas Berpikir (*Flexibility*)

No.	Pernyataan	Jawaban				
		STS	TS	N	S	SS
4	Mampu menyesuaikan cara kerja jika ada perubahan situasi atau permintaan.					
5	Terbuka untuk mencoba cara baru dalam menyelesaikan tugas.					
6	Melihat masalah kerja dari berbagai sudut pandang sebelum mengambil keputusan.					

Indikator : Pengembangan Ide (*Elaboration*)

No.	Pernyataan	Jawaban				
		STS	TS	N	S	SS
7	Mampu mengembangkan ide menjadi rencana kerja yang lebih jelas dan rinci.					
8	Menjelaskan langkah-langkah yang perlu dilakukan untuk mewujudkan ide baru di tempat kerja.					
9	Membantu mengatur atau merancang prosedur kerja yang lebih baik berdasarkan ide yang ada.					

Indikator : Keaslian (*Originality*)

No.	Pernyataan	Jawaban				
		STS	TS	N	S	SS
10	Menghasilkan ide atau solusi yang berbeda dari rekan kerja lainnya.					
11	Berani mengusulkan cara kerja yang belum pernah dicoba sebelumnya di UMKM ini.					
12	Ide-ide yang diberikan bisa memberikan nilai tambah bagi pekerjaan atau produk di tempat kerja.					

3. Produktivitas Kerja

Indikator : Kualitas Hasil Kerja

No.	Pernyataan	Jawaban				
		STS	TS	N	S	SS
1	Menyelesaikan tugas sesuai standar kualitas yang ditetapkan oleh UMKM.					
2	Hasil kerja jarang mendapat komplain dari atasan atau pelanggan.					

No.	Pernyataan	Jawaban				
		STS	TS	N	S	SS
3	Hasil kerja sesuai dengan harapan pemilik usaha.					

Indikator : Kuantitas Hasil Kerja

No.	Pernyataan	Jawaban				
		STS	TS	N	S	SS
4	Menyelesaikan jumlah pekerjaan sesuai target harian.					
5	Mampu menyelesaikan lebih banyak pekerjaan dari target yang diberikan.					
6	Menunjukkan produktivitas tinggi dalam menjalankan tugas.					

Indikator : Waktu Kerja

No.	Pernyataan	Jawaban				
		STS	TS	N	S	SS
7	Menyelesaikan pekerjaan tepat waktu sesuai jadwal.					
8	Menyelesaikan kendala kerja dengan cepat agar pekerjaan selesai tepat waktu.					
9	Tidak terlambat atau menunda pekerjaan yang menjadi tanggung jawab.					

LAMPIRAN 4

KARAKTERISTIK RESPONDEN

No	Nama Responden	Jenis Kelamin	Usia	Pendidikan Terakhir	Lama Bekerja	Jabatan/Posisi
1	MA	Perempuan	23 Tahun	SMA	2 Tahun	Karyawan/SPG
2	A	Laki-laki	19 Tahun	SMA	5 Bulan	Karyawan
3	MF	Laki-laki	21 Tahun	SMA	5 Bulan	Karyawan
4	S	Perempuan	39 Tahun	S1	3 Tahun	Admin
5	SS	Perempuan	33 Tahun	S1	3 Tahun	Admin
6	RFN	Perempuan	24 Tahun	S1	1 Tahun	Admin
7	AT	Perempuan	21 Tahun	D1	1,5 Tahun	Karyawan
8	M	Laki-laki	21 Tahun	SMA	3 Tahun	Karyawan
9	A	Laki-laki	21 Tahun	SMA	1 Tahun	Karyawan
10	A	Laki-laki	23 Tahun	SMA	3 Bulan	Karyawan
11	J	Perempuan	61 Tahun	SD	4 Tahun	Pengrajin
12	H	Perempuan	51 Tahun	SMA	3 Tahun	Pengrajin
13	B	Perempuan	36 Tahun	SD	3 Tahun	Pengrajin
14	D	Perempuan	61 Tahun	SD	2 Tahun	Pengrajin
15	M	Perempuan	61 Tahun	SD	3 Tahun	Pengrajin
16	SF	Perempuan	84 Tahun	SD	4 Tahun	Pengrajin
17	SA	Perempuan	87 Tahun	SD	3,5 Tahun	Pengrajin
18	L	Perempuan	55 Tahun	SMA	2,5 Tahun	Karyawan
19	AP	Laki-laki	28 Tahun	SMA	1 Tahun	Karyawan
20	SR	Perempuan	32 Tahun	SMA	3 Tahun	Karyawan/ Penganyam
21	RM	Perempuan	26 Tahun	SMK	1 Tahun	Karyawan

No	Nama Responden	Jenis Kelamin	Usia	Pendidikan Terakhir	Lama Bekerja	Jabatan/Posisi
22	B	Laki-laki	40 Tahun	SMP	2 Tahun	Pengrajin
23	AS	Laki-laki	40 Tahun	SD	3 Tahun	Pengrajin
24	DL	Perempuan	21 Tahun	SMA	1 Tahun	Karyawan
25	E	Laki-laki	41 Tahun	SMP	$\frac{1}{2}$ Tahun	Karyawan
26	R	Laki-laki	38 Tahun	SMA	1-2 Tahun	Karyawan
27	NK	Perempuan	53 Tahun	SD	2 Tahun	Karyawan
28	DR	Laki-laki	31 Tahun	SMA	1 Tahun	Pengrajin
29	NA	Perempuan	25 Tahun	SMA	2 Tahun	Admin
30	YA	Perempuan	28 Tahun	S1	3 Tahun	Admin
31	PS	Perempuan	24 Tahun	SMP	3 Tahun	Pengrajin
32	MY	Perempuan	29 Tahun	SMK	1 Tahun	Karyawan
33	YM	Laki-laki	40 Tahun	SMP	3 Tahun	Karyawan
34	NA	Perempuan	34 Tahun	SMA	2 Tahun	Karyawan
35	FS	Perempuan	25 Tahun	SMK	1 Tahun	Karyawan
36	N	Perempuan	29 Tahun	SMK	2 Tahun	Pengrajin
37	AD	Perempuan	30 Tahun	SMA	4 Tahun	Karyawan
38	MI	Laki-laki	36 Tahun	SMA	2 Tahun	Pengrajin
39	AA	Perempuan	23 Tahun	S1	1 Tahun	Karyawan

LAMPIRAN 5

TABULASI DATA PENELITIAN

Responden	WLB1	WLB2	WLB3	WLB4	WLB5	WLB6	WLB7	WLB8	WLB9
1	4	4	4	4	5	4	4	5	5
2	4	4	4	4	3	3	4	4	4
3	4	4	4	4	3	4	4	4	4
4	4	4	4	4	4	4	4	4	4
5	4	4	4	4	4	4	4	4	4
6	5	5	5	5	5	5	4	5	5
7	4	4	4	4	4	4	4	4	4
8	3	3	3	3	3	3	3	4	3
9	3	4	4	3	3	3	3	3	2
10	5	5	4	4	3	4	5	5	5
11	4	4	4	5	4	4	5	4	3
12	4	4	4	4	4	3	4	4	4
13	4	4	4	4	4	5	5	4	4
14	4	4	4	4	4	4	5	4	4
15	4	4	4	4	4	4	4	4	4
16	4	4	4	4	4	4	4	4	4
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18	4	5	5	5	4	5	5	4	4
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30	5	4	4	4	5	4	4	5	5
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32	5	5	5	4	5	4	5	5	5
33	4	4	4	4	5	4	4	4	4
34	4	4	4	4	3	3	4	4	4
35	4	4	4	4	4	4	4	4	5
36	4	5	4	4	5	5	5	5	5
37	5	5	5	5	5	5	5	5	5
38	5	4	5	4	4	5	4	4	5
39	5	4	4	4	4	4	4	4	5

LAMPIRAN 6

HASIL PENGOLAHAN SMART PLS 4.1

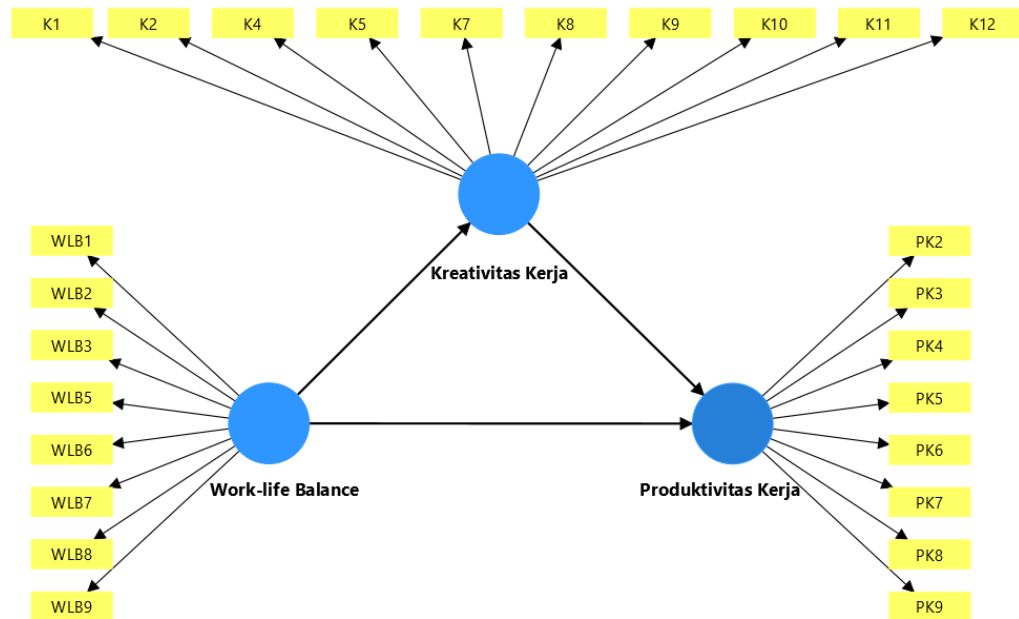
Hasil Outer Loading Uji Convergent Validity (Tahap 1)

Outer loadings - Matrix			
	Kreativitas Kerja (M)	Produktivitas Kerja (Y)	Work-life Balance (X)
K1	0.735		
K10	0.721		
K11	0.748		
K12	0.746		
K2	0.715		
K3	0.672		
K4	0.765		
K5	0.762		
K6	0.690		
K7	0.777		
K8	0.782		
K9	0.841		
PK1		0.513	
PK2		0.759	
PK3		0.849	
PK4		0.774	
PK5		0.711	
PK6		0.835	
PK7		0.860	
PK8		0.822	
PK9		0.857	
WLB1			0.740
WLB2			0.766
WLB3			0.780
WLB4			0.669
WLB5			0.743
WLB6			0.787
WLB7			0.735
WLB8			0.758
WLB9			0.794

Hasil Outer Loading Uji Convergent Validity (Tahap 2)

Outer loadings - Matrix			
	Kreativitas Kerja	Produktivitas Kerja	Work-life Balance
K1	0.747		
K10	0.762		
K11	0.716		
K12	0.745		
K2	0.715		
K4	0.738		
K5	0.758		
K7	0.778		
K8	0.813		
K9	0.864		
PK2		0.748	
PK3		0.852	
PK4		0.773	
PK5		0.708	
PK6		0.836	
PK7		0.870	
PK8		0.830	
PK9		0.860	
WLB1			0.759
WLB2			0.777
WLB3			0.769
WLB5			0.733
WLB6			0.777
WLB7			0.724
WLB8			0.781
WLB9			0.814

Model Latent Penelitian (Setelah item pernyataan tidak valid dihapus)



CRONBACH'S ALPHA, COMPOSITE RELIABILITY, & AVERAGE VARIANCE EXTRACTED (AVE)

Construct reliability and validity - Overview				
	Cronbach's alpha	Composite reliability (rho_a)	Composite reliability (rho_c)	Average variance extracted (A...
Kreativitas Kerja	0.921	0.927	0.933	0.585
Produktivitas Kerja	0.925	0.931	0.939	0.659
Work-life Balance	0.900	0.902	0.920	0.589

HASIL CROSS LOADING (DISCRIMINANT VALIDITY)

Discriminant validity - Cross loadings			
	Kreativitas Kerja	Produktivitas Kerja	Work-life Balance
K1	0.747	0.524	0.499
K10	0.762	0.476	0.410
K11	0.716	0.354	0.371
K12	0.745	0.514	0.355
K2	0.715	0.389	0.374
K4	0.738	0.380	0.349
K5	0.758	0.433	0.457
K7	0.778	0.400	0.374
K8	0.813	0.622	0.508
K9	0.864	0.440	0.344
PK2	0.522	0.748	0.527
PK3	0.452	0.852	0.592
PK4	0.451	0.773	0.543
PK5	0.429	0.708	0.475
PK6	0.644	0.836	0.563
PK7	0.528	0.870	0.661
PK8	0.487	0.830	0.725
PK9	0.417	0.860	0.687
WLB1	0.477	0.500	0.759
WLB2	0.420	0.677	0.777
WLB3	0.456	0.560	0.769
WLB5	0.517	0.557	0.733
WLB6	0.322	0.551	0.777
WLB7	0.272	0.591	0.724
WLB8	0.459	0.546	0.781
WLB9	0.342	0.554	0.814

FORNELL LARCKER (DISCRIMINANT VALIDITY)

Discriminant validity - Fornell-Larcker criterion			
	Kreativitas Kerja	Produktivitas Kerja	Work-life Balance
Kreativitas Kerja	0.765		
Produktivitas Kerja	0.606	0.812	
Work-life Balance	0.538	0.742	0.767

LATENT VARIABLES-CORRELATIONS

Latent variables - Correlations			
	Kreativitas Kerja	Produktivitas Kerja	Work-life Balance
Kreativitas Kerja	1.000	0.606	0.538
Produktivitas Kerja	0.606	1.000	0.742
Work-life Balance	0.538	0.742	1.000

MODEL FIT

Model fit		
	Saturated model	Estimated model
SRMR	0.096	0.096
d_ULS	3.226	3.226
d_G	3.910	3.910
Chi-square	526.179	526.179
NFI	0.525	0.525

Untuk Chi Square:

Jumlah pernyataan ada 26 berarti = 37.652 (Chi Square nya dihitung $26-1 = 25$ =37.652)

Tabel Chi Square untuk tingkat signifikansi 0,05 ($\alpha = 0,05$)

df (Derajat Kebebasan)	χ^2 tabel (0,05)	16	26,296
1	3,841	17	27,587
2	5,991	18	28,869
3	7,815	19	30,144
4	9,488	20	31,410
5	11,070	21	32,671
6	12,592	22	33,924
7	14,067	23	35,172
8	15,507	24	36,415
9	16,919	25	37,652
10	18,307	26	38,885
11	19,675	27	40,113
12	21,026	28	41,337
13	22,362	29	42,557
14	23,685	30	43,773
15	24,996		

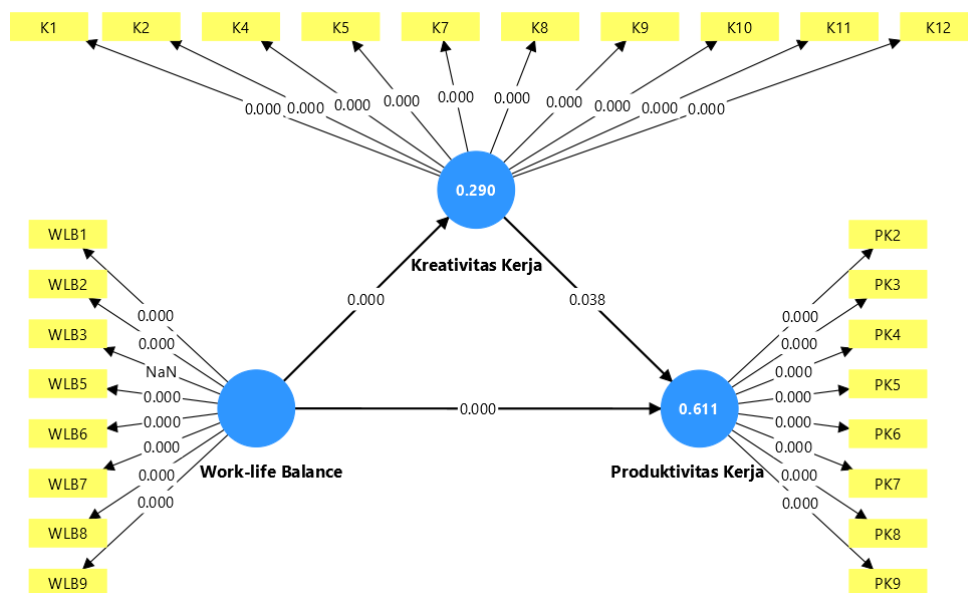
Cara menghitung GoF = $\sqrt{\text{rata-rata AVE} \times \text{rata-rata R Square}}$

R-square - Overview		
	R-square	R-square adjusted
Kreativitas Kerja	0.290	0.270
Produktivitas Kerja	0.611	0.589

Yang digunakan = R-square adjusted

Variabel	AVE	R-Square
Work-life Balance	0,589	
Produktivitas Kerja	0,659	0,589
Kreativitas Kerja	0,585	0,270
	0,611	0,430
SQRT = AVE × R-Square		0,51227

PLS-SEM: PENGARUH LANGSUNG DAN TIDAK LANGSUNG >> *Bootstrapping results*



BOOTSTRAPPING EFEK PENGARUH LANGSUNG (DIRECT EFFECT)

Path coefficients - Mean, STDEV, T values, p values					
	Original sample (O)	Sample mean (M)	Standard deviation (STDEV)	T statistics (O/STDEV)	P values
Kreativitas Kerja -> Produktiv...	0.292	0.323	0.164	1.778	0.038
Work-life Balance -> Kreativita...	0.538	0.554	0.104	5.154	0.000
Work-life Balance -> Produktiv...	0.585	0.591	0.131	4.459	0.000

BOOTSTRAPING EFEK PENGARUH TIDAK LANGSUNG (INDIRECT EFFECT)

Specific indirect effects - Mean, STDEV, T values, p values

	Original sample (O)	Sample mean (M)	Standard deviation (STDEV)	T statistics (O/STDEV)	P values
Work-life Balance -> Kreativitas Kerja -> Produktivitas Kerja	0.157	0.176	0.097	1.609	0.054

HASIL UJI EFFECT SIZE (F2)

f-square - Matrix

	Kreativitas Kerja	Produktivitas Kerja	Work-life Balance
Kreativitas Kerja		0.155	
Produktivitas Kerja			
Work-life Balance	0.408	0.625	

LAMPIRAN 7

T Tabel untuk Alpha α 5

df	0,05	0,025
1	6.314	12.706
2	2.920	4.303
3	2.353	3.182
4	2.132	2.776
5	2.015	2.571
6	1.943	2.447
7	1.895	2.365
8	1.860	2.306
9	1.833	2.262
10	1.812	2.228
11	1.796	2.201
12	1.782	2.179
13	1.771	2.160
14	1.761	2.145
15	1.753	2.131
16	1.746	2.120
17	1.740	2.110
18	1.734	2.101
19	1.729	2.093
20	1.725	2.086
21	1.721	2.080
22	1.717	2.074
23	1.714	2.069
24	1.711	2.064
25	1.708	2.060
26	1.706	2.056
27	1.703	2.052
28	1.701	2.048
29	1.699	2.045
30	1.697	2.042
31	1.696	2.040
32	1.694	2.037
33	1.692	2.035
34	1.691	2.032
35	1.690	2.030
36	1.688	2.028
37	1.687	2.026
38	1.686	2.024
39	1.685	2.023
40	1.684	2.021
41	1.683	2.020
42	1.682	2.018
43	1.681	2.017
44	1.680	2.015
45	1.679	2.014
46	1.679	2.014
47	1.678	2.013
48	1.677	2.012
49	1.677	2.011
50	1.676	2.010
51	1.675	2.008
52	1.675	2.007

df	0,05	0,025
53	1.674	2.006
54	1.674	2.005
55	1.673	2.004
56	1.673	2.003
57	1.672	2.002
58	1.672	2.002
59	1.671	2.001
60	1.671	2.000
61	1.670	2.000
62	1.670	1.999
63	1.669	1.998
64	1.669	1.998
65	1.669	1.997
66	1.668	1.997
67	1.668	1.996
68	1.668	1.995
69	1.667	1.995
70	1.667	1.994
71	1.667	1.995
72	1.666	1.993
73	1.666	1.993
74	1.666	1.993
75	1.665	1.992
76	1.665	1.992
77	1.665	1.991
78	1.665	1.991
79	1.664	1.990
80	1.664	1.990
81	1.664	1.990
82	1.664	1.989
83	1.663	1.989
84	1.663	1.989
85	1.663	1.988
86	1.663	1.988
87	1.663	1.988
88	1.662	1.987
89	1.662	1.987
90	1.662	1.987
91	1.662	1.986
92	1.662	1.986
93	1.661	1.986
94	1.661	1.986
95	1.661	1.985
96	1.661	1.985
97	1.661	1.985
98	1.661	1.984
99	1.660	1.984
100	1.660	1.984
101	1.660	1.984
102	1.660	1.983
103	1.660	1.983
104	1.660	1.983

df	0,05	0,025
105	1.659	1.983
106	1.659	1.983
107	1.659	1.982
108	1.659	1.982
109	1.659	1.982
110	1.659	1.982
111	1.659	1.982
112	1.659	1.981
113	1.658	1.981
114	1.658	1.981
115	1.658	1.981
116	1.658	1.981
117	1.658	1.980
118	1.658	1.980
119	1.658	1.980
120	1.658	1.980
121	1.658	1.980
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123	1.657	1.979
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132	1.656	1.978
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143	1.656	1.977
144	1.656	1.977
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148	1.655	1.976
149	1.655	1.976
150	1.655	1.976
151	1.655	1.976
152	1.655	1.976
153	1.655	1.976
154	1.655	1.975
155	1.655	1.975
156	1.655	1.975

df	0,05	0,025
157	1.655	1.975
158	1.655	1.975
159	1.654	1.975
160	1.654	1.975
161	1.654	1.975
162	1.654	1.975
163	1.654	1.975
164	1.654	1.975
165	1.654	1.974
166	1.654	1.974
167	1.654	1.974
168	1.654	1.974
169	1.654	1.974
170	1.654	1.974
171	1.654	1.974
172	1.654	1.974
173	1.654	1.974
174	1.654	1.974
175	1.654	1.974
176	1.654	1.974
177	1.654	1.973
178	1.653	1.973
179	1.653	1.973
180	1.653	1.973
181	1.653	1.973
182	1.653	1.973
183	1.654	1.973
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186	1.653	1.973
187	1.653	1.973
188	1.653	1.973
189	1.654	1.973
190	1.653	1.973
191	1.653	1.972
192	1.653	1.972
193	1.653	1.972
194	1.653	1.972
195	1.654	1.972
196	1.653	1.972
197	1.653	1.972
198	1.653	1.972
199	1.653	1.972
200	1.653	1.972

LAMPIRAN 8

SURAT IZIN PENELITIAN (FAKULTAS)

	KEMENTERIAN PENDIDIKAN, TINGGI SAINS DAN TEKNOLOGI UNIVERSITAS PALANGKA RAYA FAKULTAS EKONOMI DAN BISNIS Kampus UPR/Tawang Nyahu Jalan H. Tunjung Palangka Raya 78133 Kalimantan Tengah Laman : http://idb.unpr.ac.id email : info@unpr.ac.id
Nomor :	6120 /UN24.4/EP/2025
Lampiran :	1 (satu) Berkas
Perihal :	Mohon Ijin Penelitian
Kepada Yth :	Bapak Walikota Palangka Raya
Up :	Kepala Dinas Penanaman Modal dan Pelayanan Terpadu Satu Pintu Kota Palangka Raya
	di -
	Palangka Raya
Fakultas Ekonomi dan Bisnis Universitas Palangka Raya mensyaratkan kepada mahasiswa dalam tugas akhir program strata satu (S1) untuk penulisan skripsi. Oleh karena itu setiap mahasiswa program S1 wajib melakukan penelitian. Guna kepentingan penelitian tersebut, mahasiswa yang bersangkutan di haruskan memperoleh ijin melalui Kepala Dinas Penanaman Modal dan Pelayanan Terpadu Satu Pintu Kota Palangka Raya. Demi kelancaran proses penelitian tersebut, maka kiranya kepada :	
Nama :	NORLIANI
NIM :	213020302056
Jurusan :	Manajemen
JUDUL PENELITIAN :	
PENGARUH <i>WORK-LIFE BALANCE</i> TERHADAP PRODUKTIVITAS KERJA KARYAWAN DENGAN KREATIVITAS KERJA SEBAGAI VARIABEL MEDIASI (STUDI DI UMKM ANYAMAN ROTAN KOTA PALANGKA RAYA)	
Dapat di berikan ijin serta fasilitas lainnya. Atas kerjasama yang baik di ucapkan terima kasih.	
Palangka Raya, 11 November 2025 Dekan  Dr. Shharvo N. Tuah, SE, MP NIP. 19630401 198703 1 007	
	

LAMPIRAN 9

SURAT IZIN PENELITIAN (DPMPTSP)

	PEMERINTAH KOTA PALANGKA RAYA DINAS PENANAMAN MODAL DAN PELAYANAN TERPADU SATU PINTU Jl. Yos Sudarso No.02 Palangka Raya Kalimantan Tengah 73112 Telp/Fax. (0536) 421035, Posel: dpmptspalankaraya@gmail.com
SURAT KETERANGAN PENELITIAN Nomor : 503.2/1742/DPMPTSP/SKP/XII/2025	
Membaca	: Surat Dekan FAKULTAS EKONOMI DAN BISNIS UNIVERSITAS PALANGKA RAYA Nomor : 6120/UN24.4/EP/2025 tanggal 11 November 2025 perihal Mohon Izin Penelitian.
Mengingat	: 1. Undang-Undang Nomor 18 Tahun 2002 tentang Sistem Nasional Penelitian, Pengembangan dan Penerapan Ilmu Pengetahuan dan Teknologi. 2. Peraturan Menteri Dalam Negeri Nomor 17 Tahun 2016 tentang Pedoman Penelitian dan Pengembangan di Lingkungan Kementerian Dalam Negeri dan Pemerintah Daerah. 3. Peraturan Gubernur Kalimantan Tengah Nomor 12 Tahun 2015 tentang Perubahan atas Peraturan Gubernur Nomor 59 Tahun 2008 tentang Tata Cara Pemberian Izin Penelitian/Pendataan bagi setiap Instansi Pemerintah maupun Non Pemerintah. 4. Peraturan Walikota Kota Palangka Raya Nomor 55 Tahun 2021 Tentang Kedudukan, Susunan Organisasi, Tugas Dan Fungsi Serta Tata Kerja Dinas Penanaman Modal Dan Pelayanan Terpadu Satu Pintu Kota Palangka Raya. 5. Peraturan Walikota Palangka Raya Nomor 3 Tahun 2024 tentang Pendelegasian Kewenangan Perizinan Berusaha, Perizinan Nonberusaha Dan Non perizinan Kepada Dinas Penanaman Modal dan Pelayanan Terpadu Satu Pintu Kota Palangka Raya.
Memberikan Izin kepada	
Nama	: NORLIANI , NIM : 213020302056 Mahasiswa Jenjang: S1, Program Studi MANAJEMEN, Jurusan MANAJEMEN, FAKULTAS EKONOMI DAN BISNIS, UNIVERSITAS PALANGKA RAYA
Judul Penelitian	: PENGARUH WORK-LIFE BALANCE TERHADAP PRODUKTIVITAS KERJA KARYAWAN DENGAN KREATIVITAS KERJA SEBAGAI VARIABEL MEDIASI (STUDI DI UMKM ANYAMAN ROTAN KOTA PALANGKA RAYA)
Lokasi	: UMKM ANYAMAN ROTAN KOTA PALANGKA RAYA
Dalam rangka mewujudkan zona integritas menuju Wilayah Bebas Korupsi (WBK). DPMPTSP Kota Palangka Raya berkomitmen menegakan integritas, memberikan pelayanan berkualitas dan transparan. Pengaduan laporan Gratifikasi https://dpmptsp.palankaraya.go.id/whistle-blowing-system Dokumen ini telah ditandatangani secara elektronik menggunakan sertifikat elektronik yang diterbitkan oleh Balai Sertifikasi Elektronik (BSrE), BSSN	

Telpon : 083116646631

Dengan Ketentuan

- a. Sebelum melakukan penelitian agar melaporkan diri kepada Pejabat yang berwenang di tempat/lokasi yang ditetapkan.
- b. Hasil penelitian ini supaya diserahkan kepada Pemerintah Kota Palangka Raya Cq. Bidang Penelitian dan Pengembangan BAPPEDA-LITBANG Kota Palangka Raya dan DPM-PTSP berupa Soft Copy dalam bentuk PDF.
- c. Surat Izin Penelitian ini agar tidak disalahgunakan untuk tujuan tertentu, yang dapat mengganggu kestabilan Pemerintah tetapi hanya dipergunakan untuk keperluan ilmiah;
- d. Surat Izin Penelitian ini diberikan selama 2 bulan, terhitung mulai tanggal **08 Desember 2025 s/d 08 Februari 2026** dan dapat dibatalkan sewaktu-waktu apabila Peneliti tidak memenuhi kriteria ketentuan-ketentuan pada butir a,b dan c tersebut di atas;
- e. Apabila penelitian sudah berakhir agar melaporkan ke BAPPEDA-LITBANG untuk mendapatkan surat keterangan selesai penelitian.

Demikian surat izin penelitian ini diberikan agar dapat dipergunakan sebagaimana mestinya.

Ditetapkan di Palangka Raya
pada tanggal 09 Desember 2025



Ditandatangani secara elektronik oleh:
Pdt. Kepala Dinas Perencanaan Model dan
Pelayanan Terpadu Satu Pintu
Kota Palangka Raya
VALLERY BUDIANTO, ST.M.P.W.K
Pembina (IV/a)
NIP 198108082010011011



Membangun Zona Integritas
STOP GRATIFIKASI
Lihat Lawan Laporkan

Tembusan disampaikan Kepada Ydi:

1. Walikota Palangka Raya di Palangka Raya (sebagai laporan);
2. Kepala BAPPEDA-LITBANG Kota Palangka Raya di Palangka Raya;
3. Dekan FAKULTAS EKONOMI DAN BISNIS UNIVERSITAS PALANGKA RAYA di PALANGKA RAYA;
4. Objek Penelitian

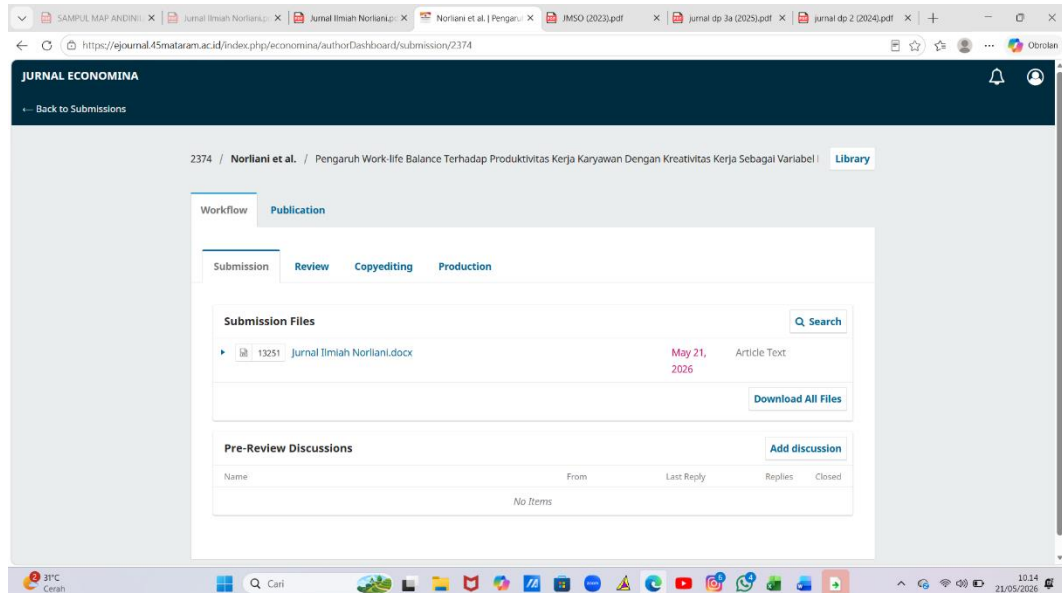
Dalam rangka mewujudkan zona integritas menuju Wilayah Bebas Korupsi (WBK), DPMPTSP Kota Palangka Raya berkomitmen menegakan integritas, memberikan pelayanan berkualitas dan transparan. Pengaduan laporan Gratifikasi <https://dpmptsp.palangkaraya.go.id/whistle-blowing-system>

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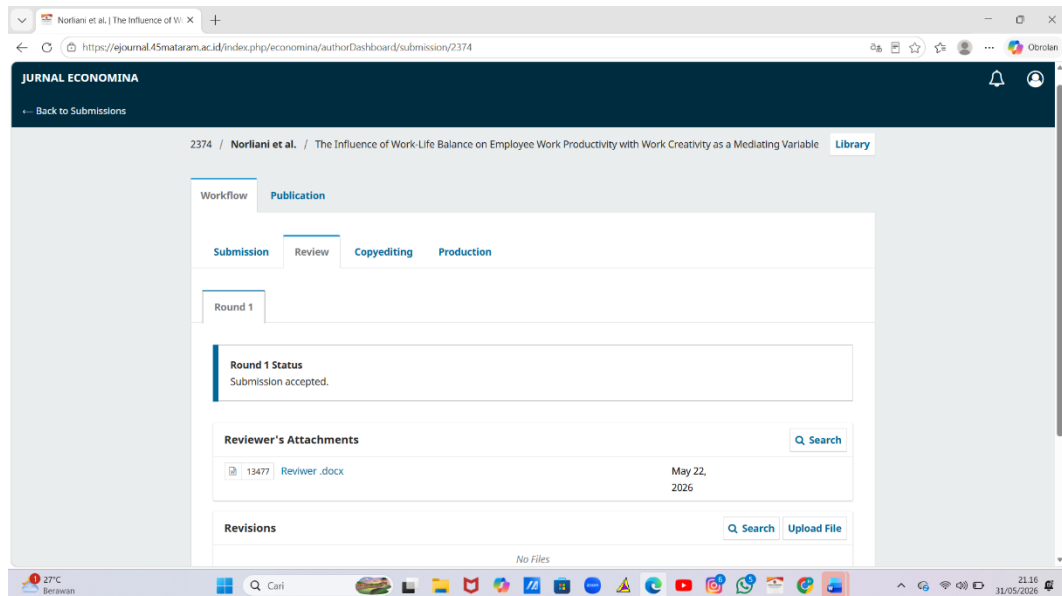
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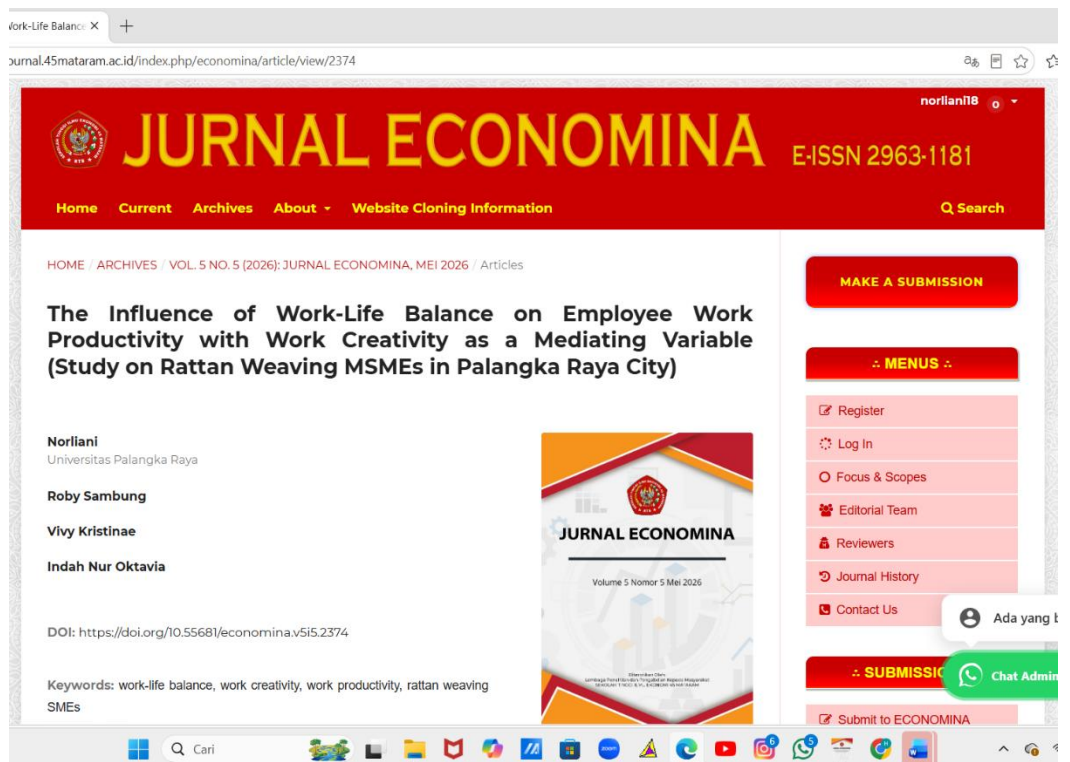
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