

ENHANCING WORK PRODUCTIVITY: THE ROLE OF WORK-LIFE BALANCE, JOB STRESS MANAGEMENT, JOB SATISFACTION, AND ENVIRONMENTAL, SOCIAL, AND GOVERNANCE INTEGRATION

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Abstract

This study investigates the impact of work-life balance, stress management, and Environmental, Social, and Governance (ESG) integration on employee productivity in Bandung's hospitality sector, focusing on the mediating role of job satisfaction. The study examines 19 five-star and 94 four-star hotels, with a population of 226 general managers, managers, and supervisors. A sample of 183 respondents was determined using Slovin's formula with 0.05 margin of error, and data were analyzed using Structural Equation Modeling-Partial Least Squares (SEM-PLS). The findings confirm that job satisfaction significantly mediates the relationship between work-life balance, stress management, and productivity. ESG integration, encompassing social and environmental responsibility, further enhances productivity by strengthening these relationships. This study extends the Job Demands-Resources (JD-R) model, showing that ESG practices serve as additional job resources that reduce stress and improve job satisfaction, ultimately boosting productivity. This research highlights the need for supportive work-life balance policies, effective stress management, and ESG integration to enhance employee well-being and productivity. The study offers strategic insights for academia and industry, supporting sustainable HR practices in hospitality. A holistic approach integrating work-life balance, stress management, job satisfaction, and ESG policies is essential for improving productivity and ensuring sustainability.

Keywords: Work-Life Balance; Job Stress Management; Job Satisfaction; ESG Integration; Work Productivity

JEL Classification: J24, M54, Q56

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INTRODUCTION

With the world starting to pay more attention to environmental, social, and governance (ESG) principles, work productivity improvement efforts must balance individual versus process performance and ensure well-being through work-life balance and job stress management. Studies show that work-life balance decreases burnout and increases job satisfaction and performance (Nishii & Leroy, 2020). As in the hospitality industry, including four- and five-star hotels in the city of Bandung, applying strategic work-life balance brings flexibility of service to employees, especially to guests of the corporation (Murtza et al., 2021).

In Indonesia, the hospitality sector plays a crucial role in economic growth, contributing significantly to employment and tourism revenue. However, despite its strategic importance, work productivity remains a major challenge. High employee turnover, workload pressures, and the demanding nature of guest services frequently lead to burnout and stress, reducing efficiency in hotel operations (Zaghini et al., 2023). Furthermore, the increasing competition among luxury hotels in Bandung has intensified the need for innovative approaches to maintaining workforce productivity and service excellence.

But, when job stress remains unaddressed, it hampers productivity as well as job satisfaction. According to the literature, a longer period of job stress can lead to a decrease in employee motivation and organizational performance (Resick et al., 2018; Zaghini et al., 2023). Such stressors, including high workloads in luxury hotels, are substantial sources of stress (Li et al., 2023), and thus intervention methods, including but not limited to stress management training and psychological support, are vital to enable employees to thrive. In addition, job satisfaction positively relates to productivity, with satisfied workers displaying a greater degree of motivation to achieve

and remain engaged in their work (Spector, 2022). In the hospitality sector, a productive work environment is linked to higher job satisfaction and performance in guest service (Zaghini et al., 2023), making it especially pertinent.

Given these challenges, the focus of this study on work-life balance, job stress management, and ESG integration as initial determinants of productivity is critical. Work-life balance is essential in ensuring employees maintain their well-being while effectively managing job demands, whereas stress management is necessary to prevent burnout and disengagement. ESG integration, on the other hand, not only enhances working conditions but also strengthens employees' commitment to sustainable business practices. Although these three factors have been studied separately, a comprehensive understanding of their interconnected impact on productivity in the hospitality industry remains underexplored.

Moreover, existing literature highlights the need for the integration of ESG initiatives in hotel operation. The principles of environmental, social, and governance alignment result not only in a higher degree of working satisfaction but also a notable benefit in productivity (Zhu & Huang, 2023). Ecological, social, and governance (ESG) practices through hotel operations are solutions to social innovation, better work environments, and responsible environmental integration (Jorgji et al., 2024). As the pressure to meet sustainability expectations continues to grow, hotel industries in Bandung should adopt ESG approaches in order to keep pace with the evolving environment in a dynamic market.

This study is motivated by the fact that the hospitality sector has a significant contribution to the regional economy in Bandung. The Indonesian tourism industry has grown into a 4- and 5-star hotel business in Bandung. It is a strategic industry that is expected to arise in a competitive environment with 4-star and 5-

star hotel service quality and productivity for employees. In addition, often low occupancy rates suggest the need for creative strategies that combine work-life balance, stress management, job satisfaction, and ESG to boost productivity and competitiveness (Murtza et al., 2021; Zaghini et al., 2023).

Despite the existing body of research, there remains a clear gap in understanding how these key factors work-life balance, job stress management, and ESG integration collectively influence employee productivity in the hospitality industry. Many prior studies (Zhu & Huang, 2023; Jorgji et al., 2024) have examined these elements in isolation rather than in an integrated framework. Moreover, past research has not sufficiently investigated the hospitality industry in Bandung, a rapidly growing tourism hub in Indonesia with unique workforce challenges.

Existing literature lacks the investigations unearthing work-life balance, stress management, job satisfaction, and ESG integration as contributors to influence employee productivity; thus, this study addresses the research gap. Several previous studies have examined these factors individually, but comprehensive research integrating them remains limited. For instance, Zhu & Huang (2023) and Jorgji et al. (2024) highlighted the significance of ESG in employee performance but did not explore its interplay with work-life balance, stress management, and job satisfaction. Additionally, past research has only explored the partial relationships of these aspects and was never discovered specifically for 4- and 5-star hotels in Bandung. Studies in the context of ESG that consider these factors holistically are still scarce. Therefore, this study aims to bridge this gap by providing a more integrative perspective, drawing from the insights of prior research while expanding the scope to address the unexplored interconnections in the hospitality industry.

To address these issues, this research positions job satisfaction as a mediating variable, offering a potential solution to the research gap. Job satisfaction is a key driver of motivation, retention, and productivity, making it a crucial element in determining how effectively employees respond to work-life balance policies, stress management programs, and ESG practices (Sam et al., 2024). By investigating its mediating role, this study provides a deeper understanding of how organizations can enhance employee performance and well-being in a sustainable manner (Ahsan & Khawaja, 2024).

This paper strives to examine the effect of work-life balance, stress management, and ESG principles on employee productivity in the Bandung hospitality sector with job satisfaction as a mediating variable. The research questions are whether work-life balance has an impact on work productivity, the degree to which stress management influences job satisfaction and productivity, and how ESG integration improves the relationships between these variables.

The novelty of this research lies in its comprehensive approach to integrating these four factors work-life balance, stress management, ESG, and job satisfaction into a unified framework for enhancing productivity. Unlike prior studies that focused on isolated aspects, this study provides a holistic analysis, specifically tailored to the hospitality industry in Bandung (Wahyudin et al., 2022). By doing so, it contributes to both academic knowledge and practical strategies for improving hotel workforce management and sustainable business performance.

Academically, this research expands the literature on ESG integration and work-life balance, improving stress management and job satisfaction to enhance work productivity. In practice, it gives strategic guidance for managers of 4- and 5-star hotels in Bandung to create policies that support employee well-being to increase service quality. Moreover, the study also

offers socio-economic advantages by facilitating the sustainability of hospitality through the betterment of the welfare of employees and the competitiveness of the tourism sector in the city of Bandung and the province of West Java.

LITERATURE REVIEW

This part covers work-life balance, stress reactions and job satisfaction partnerships to productivity. This concentrates on the role of job satisfaction as a moderator in affecting work outcomes for Work-Life Balance, Stress Management and ESG Integration. It will also look into previous findings on imbalances or trends between these factors to fill the gaps of knowledge and optimize work productivity.

Work Productivity

Work productivity is a concept that is influenced by factors such as work-life balance, work satisfaction, and work stress, all of which can have a major impact on worker performance (Aruldoss et al., 2022). Work-life balance maintains balance between professional and personal life, while job satisfaction is an individual's satisfaction with his or her job. On the contrary, work-related tension deflates mental and corporeal reactions and reduces performance (Baka & Bazińska, 2016; Spector, 2022). The Job Demands-Resources (JD-R) model (Ogunyemi et al., 2019; Li et al., 2023; Inoue et al., 2023; Hoare & Vandenberghe, 2024) describes how the relationship between job demands and resources leads to employee engagement and productivity.

According to Sharma & Anon (2021), the approach of work-life balance concerns holistic preparation about productivity and happiness, while Habib (2023) and Habib & Mourad (2023) state that social relationships and support in organizations affect fairness and productivity. ESG dimensions promote managerial sustainability practices, wherein a recent study indicated that productivity

and sustainable outcomes at the organization are enhanced. Furthermore, managerial sustainability practices have gained attention in crises such as pandemics.

To measure Work Productivity as a critical outcome in organizational performance, four key indicators are utilized: Efficiency (EFT), which measures the ability to optimize resources and minimize waste in achieving work objectives; Effectiveness (EVN), which evaluates the extent to which employees achieve their job targets and contribute to organizational goals; Innovation (INV), which assesses employees' capability to generate new ideas, improve processes, and adapt to changing work demands; and Quality (QLY), which reflects the standard of work output in terms of accuracy, reliability, and compliance with organizational expectations. These indicators provide a comprehensive assessment of work productivity, ensuring that employees contribute meaningfully to organizational success (Sahibzada et al., 2022).

Work Life Balance

On a personal level, organizations are made up of people that need to have their work-life balance, and that work-life balance is vital to the well-being and satisfaction of life of an individual. Time management and reducing work-family conflicts lead to good performance of the employee (Habib, 2023; Habib & Mourad, 2023). Interpersonal dynamics perceived in organizations set the basis of social support and equity, which create work-life balance outcomes. Theories from Brown et al. (2005), Weale et al. (2019), and Green & Heywood (2023), which highlight that balancing work-life and personal life involves job flex, organizational support, and time management.

Supportive management practices such as flexible policies and work-life initiatives have been shown to lead to significantly better organizational performance by meeting employees' individual

and professional needs. Merging theoretical advancements and empirical discoveries, this literature highlights the need to cultivate work-life equilibrium in turbulent contexts. These practices are about addressing personal and professional needs: they improve life satisfaction, improve employee performance, and ultimately organizational success (Opatrná & Prochazka, 2023).

To measure work-life balance as a crucial factor influencing productivity, several indicators are commonly used, including Work Time Flexibility (FWH), which assesses employees' ability to adjust their work schedules to accommodate personal needs; Time Allocation for Family (ALH), which measures the amount of time dedicated to family interactions and responsibilities; Personal Leisure Time (WLP), which evaluates the availability of free time outside of work commitments; and Work-Life Balance (WLB), which reflects the overall equilibrium between professional and personal life. These indicators provide insights into how employees manage their time and responsibilities, ultimately impacting their well-being and productivity in the workplace.

Job Stress Management

Job stress is the harmful physical and emotional response that occurs when there is a mismatch between job demands and the capabilities, resources, or needs of workers (Wang et al., 2023). Concurrent high job demands and low resources lead to psychological disorders, other physical injuries and burns, and a decrease in work productivity, motivation, and job satisfaction. Research by Putra et al. (2024), Costin et al. (2023), and Agyei et al. (2024). Work Stress Pathway: Integration of Park & Park (2017), Cheung, Tsai & Cheng (2019), and Park & Sung (2016) revealing important influences of workload, role conflict, and social support.

Moreover, Habib (2023) and Habib & Mourad (2023) pointed out that ESG

practices and a sustainable and supportive work environment will help strengthen work stress resilience. This review collates findings to offer an inclusive perspective on managing work stress across varied settings. It highlights the need for a comprehensive strategy that incorporates theoretical understanding and practical methodologies for enhancing both employee well-being and organizational effectiveness.

To measure Job Stress Management (X2) as a key factor influencing employee well-being, four indicators are commonly used: Social Relationship Management (MHS), which assesses the quality of interpersonal interactions and support networks in the workplace; Stress Management Techniques (SMT), which evaluates the application of coping mechanisms such as relaxation exercises and time management strategies; Emotional Well-being (SWE), which measures the psychological state of employees in response to stress; and Management Support Systems (SSM), which refer to organizational structures and policies that aid employees in handling work-related stress. These indicators help in understanding and mitigating the adverse effects of job stress, ensuring a healthier and more productive work environment (Gerhardt et al., 2021).

ESG Integration

ESG-focused corporate programs improve sustainability and profitability. Environmental, social, and governance (ESG) practices like natural resource management and carbon emissions reductions promote eco-friendly surroundings and enhance employee job satisfaction, morale, and productivity (Tajunnisa et al., 2023). The social aspect includes a business's impact on employees not just through employee welfare and policy initiatives but also in diversifying and engaging the workforce through work-life balance programs, which have been shown to increase productivity while decreasing

absenteeism and turnover (Amaral et al., 2023). Transparency and accountability, as components of strong governance, engender trust and loyalty of employees to fuel productivity (Tunio et al., 2021).

Robust ESG integration promotes collaboration, enhances productivity, and incentivizes employee performance (Babkin et al., 2023). Employees aligned with socially responsible companies tend to be more engaged and happier, leading to better financial and operational results (S. Chen et al., 2023); thus, businesses may reap benefits if they align ESG principles with operations. Across the board, this alignment helps to shape environmental and social outcomes while also considerably increasing workplace performance.

To measure ESG Integration, three key indicators are utilized: Environmental Management (EVM), which assesses the company's efforts in sustainable practices, carbon footprint reduction, and resource efficiency; Governance (GVN), which evaluates corporate transparency, ethical leadership, and regulatory compliance; and Social Responsibility (SCL), which examines initiatives related to employee welfare, diversity, and community engagement. These indicators provide a comprehensive framework for understanding the role of ESG integration in fostering both organizational sustainability and employee productivity (Kocmanová & Šimberová, 2014).

Job Satisfaction

Employee satisfaction is the base to define how happy an employee is with an organization's workplace and its role, directly impacting motivation and performance (Aljumah, 2023). Happy employees tend to deliver more business results. Relevant studies (Tabejamaat et al., 2024; Dagher & El-Farr, 2023; Younis & El-Farr, 2023; Tarkar, 2023; Kulkarni et al., 2022; Ma et al., 2019; Park & Sung, 2016) underscore key aspects influencing job satisfaction, including rewards, work environment, recognition, and leadership.

Psychological and organizational dynamics further interact with these factors to influence satisfaction levels.

Satisfaction is also accelerated by ESG practices. As per Habib (2023) and Habib & Mourad (2023), sound environmental and social governance management creates sustainable and fairer opportunities in a working context, ultimately increasing employee morale. This literature review brings together different theories and empirical evidence that can be used to understand the different variables that impact job satisfaction, whilst also explaining certain variables on it as well as why job satisfaction is central for the overall well-being of employees and performance improvement of the organization.

To measure Job Satisfaction (Z), four key indicators are utilized: Reward and Recognition (RGR), which assesses the extent to which employees feel appreciated for their contributions; Career Development (CRD), which examines opportunities for professional growth and advancement; Compensation and Benefits (CPB), which evaluates the adequacy of financial and non-financial incentives; and Good Working Conditions (GWC), which measures the overall workplace environment, including safety, facilities, and work-life balance. These indicators provide a holistic perspective on job satisfaction as a crucial factor in enhancing employee engagement and organizational success (Mabaso & Dlamini, 2017).

The influence of work life balance on work productivity

Work-life balance helps employees balance time between work and personal life, thereby reducing stress and increasing employee focus on work (Strassburger et al., 2023). According to Irfan et al. (2023), workers who attain a proper work-life balance exhibit higher job satisfaction, which in turn leads to higher output. Additionally, Malau (2023) also found that in the hospitality industry, an appropriate

work-life balance increases the flexibility of employees and enhances the quality of service to some extent, thereby indirectly assisting workplace productivity. Another study by Nelson & Angellius (2023) pointed out that when work-life balance is effectively managed, it leads to the prevention of burnout and enhanced work performance, especially in high-stress environments such as the hospitality industry.

H1: Work-life balance has a positive effect on work productivity.

The influence of job stress management on work productivity

In fact, properly handling job stress is one of the major factors to increase work productivity and minimize the bad effects of workplace stress. Abd et al. (2023) discovered that unregulated job stress results in a reduced ability to concentrate as well as a higher frequency of absenteeism, mechanistically working against the bottom line. Zaman & Mohiuddin (2023) found that stress management programs including psychological support and stress reduction training significantly enhance the emotional well-being and performance of employees. Similarly, Yagil et al. (2023) revealed that stress management interventions greatly benefit employees in high-pressured industries by keeping them motivated and working efficiently in a high-demanding environment.

H2: Job stress management has a positive effect on work productivity.

The influence of ESG integration on work productivity

However, the implementation of ESG has been shown to enhance work productivity as responsible, ethical matters are the nature of an environmentally friendly workplace. According to García-Sánchez et al. (2022), companies with a good ESG track record have employees with higher levels of engagement, and hence, productivity. Kotsantonis et al.

(2023) pointed out that ESG integration creates better organizational culture and boosts employee well-being and job satisfaction, resulting in better performance. Additionally, Reimsbach and Hahn (2023) argue that social and environmental responsibility attracts employees that are intrinsically motivated, leading to higher productivity within companies.

H3: ESG integration has a positive effect on work productivity.

The influence of work life balance on job satisfaction

Having a work-life balance plays an important role in job satisfaction because every employee wants to excel in their personal and professional life, which makes them satisfied and happy about their job. According to Žnidaršič and Marič (2021), employees who have a work-life balance would tend to be more satisfied with their occupational role, as their stress level is diminished and their mental well-being is enhanced. Attar et al. (2021), One piece of work that is noted in the context of the hospitality sector is that offering employees optimal work-life balance contributes to their job satisfaction through more flexible working arrangements, leading to lower levels of burnout. Perreault and Power (2023) also affirmed this finding, emphasizing that employees with a seamless work-life balance are encouraged to be content with their jobs, thus retaining and performing better.

H4: Work-life balance has a positive effect on job satisfaction.

The influence of job stress management on job satisfaction

Managing stress in the workplace is essential to increasing job satisfaction. Aruldoss et al. (2021) found effective stress management strategies, including employee assistance programs and stress-reduction workshops, lead to increased job satisfaction by reducing the adverse consequences of stress. Costin et al. (2023) stressed, for example, that organizations

that have comprehensive interventions in place to reduce stress will have lower burnout rates and more job satisfaction among employees. Abd et al. (2023) echoed this by demonstrating how employee control is enhanced when stress management interventions are instituted, which lowers anxiety and increases workplace happiness.

H5: Job stress management has a positive effect on job satisfaction.

The influence of ESG integration on job satisfaction

Currently, this has a positive impact on job satisfaction as environmental and social governance is integrated into your organization. According to Huang and Qiu (2023), individuals work happily in organizations having good ESG as their values match with good practices of their respective employer. Zhu and Huang (2023) concluded that more exposure to the social and environmental responsibility aspect of ESG frameworks translates into better organizational culture and hence employee morale and satisfaction. Zhang et al. (2024) further demonstrated that by focusing on ESG, companies gave their employees a sense of purpose, which leads to customer satisfaction with the companies and culture of the workplace.

H6: ESG integration has a positive effect on job satisfaction.

The influence of job satisfaction on work productivity

One of the key factors that has a great influence on work output is job satisfaction; satisfied employees are more motivated, engaged, and loyal to their work. The Job Satisfaction-Productivity Relationship Labrague et al. (2020) also revealed that employees with higher levels of job satisfaction have higher productivity. Moreover, these employees are more concentrated on their jobs and work more efficiently. Rashmi and Kataria (2023) stressed that job satisfaction has a positive attitude towards work that leads

to better performance, and employees will try their best to go beyond expectations. Zaghini et al. (2023) explained that satisfied employees would achieve more productivity and drive the organization with more dedication and enthusiasm for achieving the organizational goals.

H7: Job satisfaction has a positive effect on work productivity

The influence of work life balance on work productivity through job satisfaction

A good work-life balance can affect work productivity both directly and indirectly through job satisfaction, as workers who achieve a good balance between personal and professional care have higher levels of engagement and productivity in all areas. As stated by Udayanganie (2022), work-life balance yields satisfaction with the job and consequently leads to work productivity due to lower burnouts and increased motivation. Rashmi and Kataria (2023) argued that employees with flexible work arrangements are more satisfied with their jobs, positively impacting their productivity. Kumar Gope and Ali (2023) identify a friendly work-life balance culture as beneficial for job satisfaction because employees feel appreciated and less stressed out, thus enjoying more productivity at work.

H8: Work-life balance positively influences work productivity through job satisfaction

The influence of job stress management on work productivity through job satisfaction

In particular, this suggested mediated role of job satisfaction between job stress management and work productivity highlights the importance of understanding job stress management as a means to enhance business performance. Good stress management decreases negative emotions while increasing job satisfaction, discouraging both anxiety and burnout.

Zaghini et al. (2023) found that when organizations apply stress management programs, employees have higher job satisfaction, and this satisfaction boosts performance. Obi and Oghounu (2023) state that managing work-related stress translates to a better work environment that ensures employee satisfaction and subsequently increases productivity. Similarly, Putra et al. (2024) state that low-stress employees are more productive, and job satisfaction affects performance; higher levels of job satisfaction lead to feeling engaged and capable.

H9: Job stress management positively influences work productivity through job satisfaction

The influence of ESG integration on work productivity through job satisfaction

In other words, job satisfaction mediates the positive effect of ESG on work productivity. Promoting general ethical behavior, environmental responsibility, and social well-being in ESG initiatives creates a more supportive and meaningful work environment that increases job satisfaction. According to J. Chen (2024), employees working in organizations possessing strong ESG values report higher job satisfaction, leading to improved work productivity. Jorgji et al. (2024) pointed out that when the organizational focus is on social and

environmental responsibility, it helps employees have a greater sense of purpose, which, in turn, leads to higher levels of performance and satisfaction. Additionally, De la Torre-Torres et al. (2024) proposed that such organizations operating on the principles of ESG allow employees to align their personal values with the organization's values & goals, increasing job satisfaction and productivity.

H10: ESG integration positively influences work productivity through job satisfaction

Research Conceptual Framework

This study, based on the theoretical and empirical reviews presented, intends to analyze the effect of work-life balance, job stress management, and the integration of the principles of ESG in the work environment on work productivity, mediated by job satisfaction. So, finding a good work-life balance has been proven to increase job satisfaction, leading to higher work productivity. Stress management at work similarly has an effect: managing stress well leads to increased employee job performance and satisfaction. Hence, the consideration of ESG factors not only boost job satisfaction but also fortifies the bond between job factors and work productivity. Following the rationale, the conceptual framework of this study is illustrated in Figure 1.

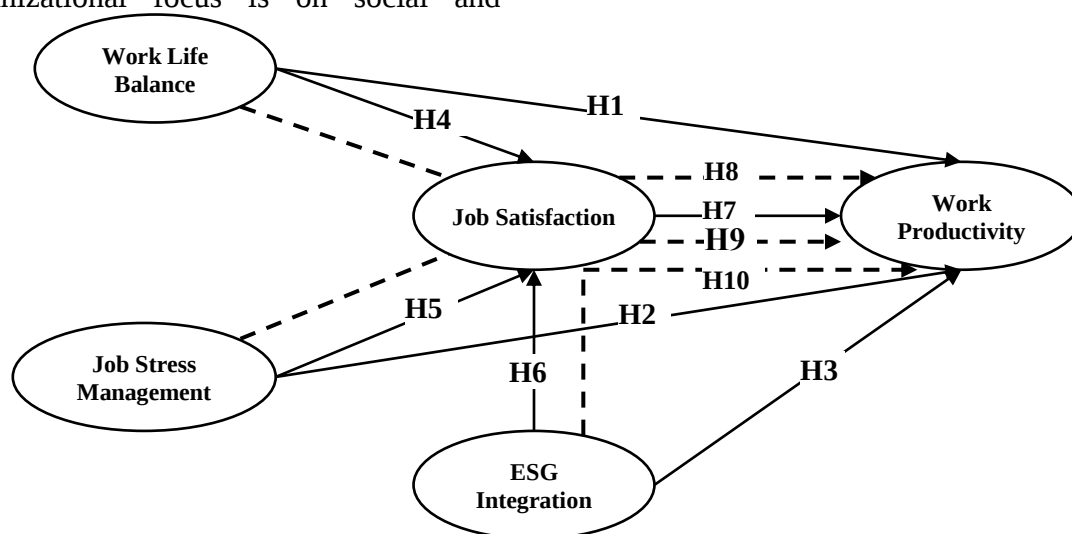


Figure 1 Research Framework

RESEARCH METHODS

Work-life balance, job stress management, ESG integration, and job satisfaction are correlated with health and well-being in the workplace. Work-life balance, job stress management, and ESG integration are treated as independent variables that have an effect on work productivity via intervening variables such as job satisfaction. A good safety valve in this regard is that a proper work-life balance has been proven to enhance job satisfaction and hence productivity.

This study employed quantitative research and analyzed data obtained from 183 respondents, being general managers, managers, and supervisors of the front-line staff in 113 units of four-star and five-star hotels classified by area probability sampling, which is further stratified using purposive sampling. Observations and interviews are primary data, whereas the relevant literature is secondary.

Analysis of data employs the model Structural Equation Model-Partial Least Square (SEM-PLS) and Smart PLS 4.0 PLS-SEM is selected since it can model complex, non-normal relations more accurately than other traditional techniques using smaller samples and testing causal relationships without a strong parametric distributional assumption (Hair et al., 2021). This approach is applicable to examining the relationship and interactions among variables within luxury hotels, serving as a good foundation for investigating mediation effects or moderation effects towards productivity optimization.

RESULTS AND DISCUSSION

Respondent Profile

This study involved respondents from professionals in the hospitality industry, specifically those working in 4-star and 5-star hotels in Bandung, West Java. The respondents consisted of General Managers (GMs) and Assistant General Managers (AGMs), who hold strategic roles in hotel management and decision-making. The selection of these respondents was

based on their in-depth understanding of business strategies, human resource management, and factors influencing overall hotel performance.

In terms of demographic characteristics, the majority of respondents had more than five years of experience in the hospitality industry, with a minimum educational background of a Bachelor's degree (S1) in hotel management, business, or related fields. This diversity in educational and professional backgrounds provided broader insights for analyzing the implementation of business strategies, ESG integration in HR policies, and their impact on organizational performance.

Regarding gender distribution, the study found that managerial positions in the hospitality industry are still predominantly held by men, although female participation in leadership roles is increasing. Additionally, most respondents were between 30 and 50 years old, reflecting a balance of experience and innovation in hotel management.

From a job responsibility perspective, the respondents were responsible for various operational and strategic aspects, including financial management, marketing, human resources, and customer service. They also played a role in formulating and implementing policies related to work-life balance, stress management, and ESG integration in hotel operations. Therefore, their knowledge and experience were crucial in assessing the effectiveness of strategies aimed at improving employee and organizational performance.

Overall, the respondent profile in this study reflects a group of highly skilled professionals with extensive insights into the dynamics of the hospitality industry. By mapping these characteristics, the study provides a more accurate picture of how business strategies, human resource management, and sustainability practices can contribute to enhancing the competitiveness of star-rated hotels in Bandung.

Measurement Model

Some of the determinant issues are outer model features (measurement model) related to the reliability and validity of constructs in the research frame. To examine convergent validity, we assess factor loadings, Average Variance Extracted (AVE), and item correlations, to determine that the indicators reflect the same construct (Hair et al., 2021). Discriminant validity ensures that constructs are not overlapping with one another and is usually tested using the Fornell-Larcker criterion or Heterotrait-Monotrait (HTMT) ratio, with values under 0.90 providing sufficient evidence for discriminant validity (Henseler et al., 2015). Composite reliability is an alternative measure of internal consistency to Cronbach's Alpha, and composite reliability is recommended over Cronbach's Alpha in structural equation modeling; a value greater than 0.7 (Villalva A., 2021) is indicative of acceptable reliability. These evaluations work in conjunction to guarantee that our measurement model is solid enough and free from biases in perceiving latent variables.

Each variable in this study is measured using multiple indicators derived from validated reference sources. Work-life balance is assessed using four indicators adapted from Greenhaus & Allen (2011), job stress management is measured with four indicators based on Lazarus & Folkman (1984), and ESG integration follows sustainability dimensions proposed by Zhu & Huang (2023), consisting of three indicators. Job satisfaction is operationalized with four indicators adapted from Spector (2022), while work productivity is measured using four indicators referencing Koopmans et al. (2014). All indicators are rated using a 5-point Likert scale, ranging from 1 (strongly disagree) to 5 (strongly agree), to capture respondents' perceptions effectively.

To mitigate potential bias from non-response, we employ Harman's single-factor test as a diagnostic tool. This

approach examines whether a single factor accounts for the majority of variance, which could indicate common method bias (Podsakoff et al., 2003). If the first unrotated factor explains less than 50% of the total variance, it suggests that common method bias is not a significant concern in this study.

Convergent Validity

The measurement model describes how manifest variables are indicators of the underlying latent constructs that researchers intend to measure. The outer loading parameters evaluate the convergent validity measurement, and if it is higher with the AVE parameter, Ghazali & Hengky (2020) mention an indicator well related to the measured construct, once its values of outer loading and AVE are more than 0.7 in same case.

As shown in [Table 1](#) about Summary of Loading Factor Values, all items are significantly contributing to the constructs as they exceeded the loading factors. It includes work-life balance, all the items included flexible working hours = 0.936, adequate leave and holidays = 0.889, work-life balance programs = 0.916, and workload balance = 0.886. Job Stress Management, also all the factors Stress Management Training = 0.920, Organizational Stress = 0.919, Supportive Work Environment = 0.933, and Stress Source Management = 0.967 show good values. ESG Integration, which is environmentally = 0.929, socially = 0.918, and governance = 0.910, some of them showed very high values to represent the construct. Job Satisfaction Factors showed Recognition and Rewards = 0.870, Career Development = 0.918, Compensation and Benefits = 0.824, Good Working Conditions = 0.872. Work productivity factors showed efficiency = 0.933, quality = 0.902, effectiveness = 0.906, and innovation = 0.853, which showed very good values. Therefore, the analysis shows that all the items showed good values and directed loading factors over 0.70; then, the items are contributing to good convergent validity.

Discriminant Validity

Assessing discriminant validity is an important part of factor analysis and partial least squares structural equation modeling (PLS-SEM). For example, one way to determine factorial validity is by examining cross-loadings: whether indicators load higher onto the factor they are supposed to reflect than on other factors. AVE stands for Average Variance Extracted, which is another metric to investigate how well your items reflect the variability of a corresponding construct. Higher the AVE values help to measure the indicator significantly that it describes a component well.

As shown in [Table 2](#) about Summary of Cross-Loading, the highest loading value of the items across constructs shows the highest loading Work-Life Balance, such as Flexible Working Hours (FWH)

with loading on Work-Life Balance of 0.936 and Adequate Leave and Holidays (ALH) with loading of 0.889. The highest loading in Job Stress Management is Stress Management Training (SMT) with a loading value of Job Stress Management of 0.919, while in Supportive Work Environment (SWE) it is 0.933. The highest loading value in ESG Integration is Environmental Management (EVM) of 0.929, and Social Responsibility (SCL) is 0.918. In Job Satisfaction, the highest loading is Recognition and Rewards (RGR) with 0.870, and Career Development (CRD) is 0.918, and in Work Productivity, the highest loading is Efficiency (EVN) is 0.933, and Quality (QLY) is 0.902. It shows that each item has a much higher value of loading to its respective construct and shows to have good discriminant validity.

Table 1. Summary of Loading Factor Values

Exogenous Construct	Dimension	Item Code	Loading Factor
Work Life Balance	Flexible Working Hours	FWH	0.936
	Adequate Leave and Holidays	ALH	0.889
	Work-Life Balance Programs	WLP	0.916
	Workload Balance	WLB	0.886
Job Stress Management	Stress Management Training	MHS	0.920
	Organizational Stress	SMT	0.919
	Supportive Work Environment	SWE	0.933
	Stress Source Management	SSM	0.967
ESG Integration	Environmental	EVM	0.929
	Social	SCL	0.918
	Governance	GVN	0.910
Job Satisfaction	Recognition and Rewards	RGR	0.870
	Career Development	CRD	0.918
	Compensation and Benefits	CPB	0.824
	Good Working Conditions	GWC	0.872
Work Productivity	Efficiency	EVN	0.933
	Quality	QLY	0.902
	Effectiveness	EFT	0.906
	Innovation	INV	0.853

Source: Data Processing with SmartPLS 4.0, 2024

Table 2. Summary of Cross Loading

Item	Work-Life Balance (X1)	Job Stress Management (X2)	ESG Integration (X3)	Job Satisfaction (Z)	Work Productivity (Y)
FWH	0.936	0.901	0.870	0.913	0.901
ALH	0.889	0.873	0.834	0.838	0.862
WLP	0.916	0.886	0.841	0.876	0.895
WLB	0.886	0.811	0.815	0.801	0.831
MHS	0.853	0.920	0.842	0.871	0.860
SMT	0.862	0.919	0.847	0.871	0.887
SWE	0.935	0.933	0.882	0.905	0.931
SSM	0.927	0.967	0.878	0.892	0.926
EVM	0.891	0.888	0.929	0.897	0.887
SCL	0.867	0.856	0.918	0.878	0.876
GVN	0.789	0.795	0.910	0.771	0.804
RGR	0.808	0.820	0.788	0.870	0.810
CRD	0.869	0.858	0.827	0.918	0.856
CPB	0.768	0.769	0.794	0.824	0.802
GWC	0.850	0.849	0.822	0.872	0.856
EVN	0.914	0.921	0.883	0.939	0.933
QLY	0.855	0.888	0.849	0.874	0.902
EFT	0.865	0.853	0.829	0.850	0.906
INV	0.823	0.798	0.790	0.756	0.853

Source: Data Processing with SmartPLS 4.0, 2024

Composite Reliability

Cronbach's Alpha and Composite Reliability (CR) are two common methods to test the reliability of a construct. If the value of Cronbach's Alpha is > 0.7 , then it will be considered as okay, meaning it measures how well different items within a set correlate with one another (metrics like internal consistency); meanwhile, CR estimates the factor loading and examines how items are consistent with each other, by which a good result is shown on its value (more than 0.7 or even 0.8) (Hair et al., 2021). By utilizing both techniques, one can generate detailed information about how well-constructed reliability is being examined, where CR gives a phased view through factor loadings and Cronbach's alpha experiences internal consistency of items. These can be used together, which helps to provide a more robust way for researchers to determine how valid the constructs that they have measured are in SEM or PLS-SEM studies.

[Table 3](#) summarizes the measure of reliability and validity of the constructs of the study, including interpolation of Cronbach's Alpha, ρ_A , composite

reliability, and average variance extracted. The ESG Integration construct has excellent reliability and validity, with Cronbach's Alpha given as 0.908, $\rho_A=0.912$, composite reliability, and AVE=0.845. The job satisfaction construct has strong reliability and validity with the values as follows: Clinical Job Satisfaction = 0.894, $\rho_A = 0.896$, Composite Reliability and AVE = 0.760. The Job Stress Management construct has very high reliability and validity: Cronbach's Alpha of 0.952, $\rho_A = 0.953$, composite reliability, and AVE = 0.874. The Work Productivity construct has excellent reliability and validity: Clinical Work Productivity = 0.920, $\rho_A = 0.924$, and composite reliability and AVE = 0.808. The Work-Life Balance construct has very high reliability and validity with the values as follows: Cronbach's Alpha = 0.928, $\rho_A = 0.930$, composite reliability, and AVE = 0.823. All of the constructs in the study present excellent reliability and validity, showing high internal consistency and an ability to explain most of the variance for their indicators.

Table 3. Construct Reliability and Validity

	Cronbach's Alpha	rho_A	Composite Reliability	Average Variance Extracted (AVE)
ESG Integration (X3)	0.908	0.912	0.942	0.845
Job Satisfaction (Z)	0.894	0.896	0.927	0.760
Job Stress Management (X2)	0.952	0.953	0.965	0.874
Work Productivity (Y)	0.920	0.924	0.944	0.808
Work-Live Balance (X1)	0.928	0.930	0.949	0.823

Source: Data Processing with SmartPLS 4.0, 2024

Discriminant Validity

Discriminant validity is an important indicator in testing construct validity in quantitative research, measuring the extent to which a latent variable has a low correlation with other latent variables that should be conceptually distinct. To test this, methods such as comparing Average Variance Extracted (AVE) with squared correlation between constructs or using the Fornell-Larcker Criterion are employed. If the AVE value is greater than the correlation between constructs, discriminant validity is considered satisfied. The heterotrait-monotrait (HTMT) ratio test is also commonly used to assess how different constructs are from one another. The presence of good discriminant validity ensures the reliability of the research findings, particularly in studies involving multiple latent variables (Fornell &

Larcker, 2016; Henseler et al., 2015). The results of the discriminant validity analysis can be seen in [Table 4](#).

[Table 4](#) presents the discriminant validity analysis, showing the correlations between the constructs in the study. The values along the diagonal represent the square root of the Average Variance Extracted (AVE) for each construct, which are all above 0.80, indicating that each construct explains a sufficient amount of its variance. The off-diagonal values represent the correlations between constructs, and as seen, all correlations are lower than the AVE values for each construct, confirming that the constructs are distinct and do not overlap conceptually. This suggests that the discriminant validity criteria have been met for all variables in the model.

Table 4. Discriminant Validity

Variable	ESG Integration (X3)	Job Satisfaction (Z)	Job Stress Management (X2)	Work Productivity (Y)	Work-Live Balance (X1)
ESG Integration (X3)	0.919				
Job Satisfaction (Z)	0.926	0.872			
Job Stress Management (X2)	0.923	0.946	0.935		
Work Productivity (Y)	0.933	0.954	0.964	0.899	
Work-Live Balance (X1)	0.926	0.946	0.957	0.962	0.907

Source: Data Processing with SmartPLS 4.0, 2024

Structural Model Analysis

The inner model, also known as the structural model, assesses the links between latent variables to evaluate the study hypotheses. The R-squared (R^2) value essentially measures the explanatory power of the model; in other words, it indicates how much of the variance in the dependent variable is explained by the independent variables. As mentioned by Hair et al. (2017), R^2 values of 0.75, 0.50, and 0.25 are substantial, moderate, and weak, respectively. Also, the statistical procedures, such as bootstrapping in SEM-PLS, are applied to test the significance of measurement path coefficients to determine the strength and direction of hypothesized relationships. Path coefficients are also significant (the p-value < 0.05); therefore, the predictive richness of the model is confirmed (Villalva A., 2021; Henseler et al., 2015). These measures, taken together, confirm the structural model's validity in describing the relationships among constructs. The results of the outer model of this study are shown in [Table 5](#) and [Table 6](#).

R-Square (R^2)

SEM-PLS analyzes are often used to evaluate and quantify cause-and-effect linkages in complex theoretical models using a statistical technique known as structural model analysis. Analysis R-squared (R^2) is the PLS-SEM tool used to describe how much variance in endogenous variables is explained by our model. The R-squared statistic is used in a structural model to show how well the

model, as addressed early, helps to explain the variability of the target or end variable.

[Table 5](#) provides information on R-Square and Adjusted R-Square values for the two primary constructs under consideration in the research model job satisfaction and work productivity. The R-Square of 0.923 for Job Satisfaction translates to the fact that 92.3% of job satisfaction variability is explained by the independent variables in the model, including X1, X2, and X3. In other words, this indicates very high predictive power of the model when it comes to the dependent construct of Job Satisfaction. Moreover, the value of Adjusted R-Square is equal to 0.922, which is extremely similar to the R-Square. Since it compensates for the number of variables being used in the model, this further means that the model is highly stable and is not overfitted to the data, suggesting that the Job Satisfaction construct results can be generalized. Next, the R-Square value for Work Productivity equal to 0.956 corresponds to the fact that 95.6% of work productivity variability is described by the three exogenous constructs and the dependent variable. The predictive validity for work productivity change is very high with such a value. Adjusted R-Square value equals 0.955. This is relatively close to the main R-Square and indicates a very high predictive power of the model. In summary, the high R-Square and Adjusted R-Square values for both models suggest strong predictive validity of this research model regarding job satisfaction and work productivity in the hospitality setting.

Table 5. R-Square (R^2)

Variable	R Square	R Square Adjusted
Job Satisfaction (Z)	0.923	0.922
Work Productivity (Y)	0.956	0.955

Source: Data Processing with SmartPLS 4.0, 2024

Model fit

Model fit is a crucial indicator in structural model analysis that demonstrates the extent to which a research model aligns with the empirical data used. The evaluation of model fit aims to ensure that the relationships between latent variables and their indicators, as well as the structural relationships within the model, are statistically acceptable. Several commonly used indices to assess model fit. When model fit criteria are met, the analysis results can be considered valid and representative of the studied phenomenon, thereby enhancing reliability in data-driven decision-making. The model fit data processing results in this study can be seen in [Table 6](#).

[Table 6](#) presents the fit summary for the structural model analysis, demonstrating the model's overall adequacy. The Standardized Root Mean Square Residual (SRMR) value of 0.051 indicates a good fit, as it is below the recommended threshold of 0.08. The d_ULS (0.492) and d_G (1.419) values further confirm the model's robustness. Additionally, the Chi-square value of 1252.986 suggests an acceptable model fit, considering the complexity of the structural model. Lastly, the Normed Fit Index (NFI) of 0.774, while slightly below the ideal threshold of 0.90, still indicates a moderately acceptable fit, implying that the structural model sufficiently represents the observed data.

Hypothesis testing

Formulated to investigate the strong correlation among independent and dependent variables by reviewing path coefficients determined as parameters of coefficient or t-value significance. An importance of holders is calculated to summarize the correlation between all IVs. The level to reject and accept the suggested hypothesis is both having a 0.05

probability or a t-value of about 1.96, depending on the school. The results of the structural model testing are shown in [Table 7](#).

[Table 7](#) shows significant path coefficients based on structural equation modeling using SmartPLS. Path coefficient is used to estimate the causal effect of independent variables on dependent variables in our model. Work-life balance has a path coefficient of 0.301 under work productivity with t-statistics at 2.252 and a p-value of 0.025, expressing a positive and significant effect. Similarly, job stress management has shown a path coefficient of 0.353 under work productivity with t-statistics at 2.229 and a p-value of 0.026, which also shows positive and significant. ESG integration has a positive and significant impact on work productivity, with a path coefficient of 0.129, t-statistics of 2.128, and a p-value of 0.034. Moreover, work-life balance significantly affects job satisfaction, with a path coefficient of 0.350, t-statistics of 2.263, and a p-value of 0.024. Job stress management has stronger effects on job satisfaction, with a path coefficient of 0.374, t-statistics of 2.563, and a p-value of 0.011. ESG integration significantly affects job satisfaction, with a path coefficient of 0.257, t-statistics of 2.540, and a p-value of 0.011 also observed. Job satisfaction also positively affects work productivity and significantly affects work productivity at 0.215 under path coefficients with t-statistics at 2.061 and p-value 0.040. These results indicate that work-life balance, job stress management, and ESG integration have direct effects on work productivity; these factors improve work productivity through job satisfaction. A significant positive effect is observed, confirming the need for these factors to improve productivity in the hospitality industry.

Table 6. Fit summary

Indicator	Saturated model	Estimated model
SRMR	0.051	0.051
d_ULS	0.492	0.492
d_G	1.419	1.419
Chi-square	1252.986	1252.986
NFI	0.774	0.774

Source: Data Processing with SmartPLS 4.0, 2024

Table 7. Significance of Measurement Path Coefficients in SCFA

Relationship	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics (O/STDEV)	P Values
Work-Live Balance -> Work Productivity	0.301	0.329	0.134	2.252	0.025
Job Stress Management -> Work Productivity	0.353	0.330	0.159	2.229	0.026
ESG Integration -> Work Productivity	0.129	0.124	0.061	2.128	0.034
Work-Live Balance -> Job Satisfaction	0.350	0.361	0.155	2.263	0.024
Job Stress Management -> Job Satisfaction	0.374	0.374	0.146	2.563	0.011
ESG Integration -> Job Satisfaction	0.257	0.247	0.101	2.540	0.011
Job Satisfaction -> Work Productivity	0.215	0.215	0.104	2.061	0.040

Source: Data Processing with SmartPLS 4.0, 2024

Testing Mediation Effects

Having understanding through which the analyses of mediation effects testing is an analytical technique directed to explaining the mechanisms or processes whereby an independent variable (X) affects a dependent variable via one or more mediator variables. In this sense, work-life balance, job stress management, and ESG integration may be important moderators in the relationship between these socio-economic variables with regard to job satisfaction as a mediating variable that will predict employees' productivity. Knowing these mediation pathways can guide researchers in understanding how manipulations of independent variables would affect work productivity indirectly

through job satisfaction. Total effect and specific indirect effect in mediation effect testing. This is the direct effect, and it captures how much of a mediator path this variable explains in (Y). On the other hand, a specific indirect effect refers to a measure of a particular mediating variable in an analogous path model. By this way, the study is intended to find and quantify work-life balance, job stress management, ESG integration impact on work productivity mediated by job satisfaction. We will additionally test the mediating roles of these variables in path analysis or Structural Equation Modeling (SEM) to decompose how readability, message diagnosticity, and source credibility work through separate mechanisms. The results

of the total effect and specific indirect effect help to make a strong inference about which variable is more important for work productivity, through which organizations can develop their better strategies in order to increase quality performance as well as employee job satisfaction.

From the results of the analysis based on the determination of [Table 8](#), it can be observed that various variables influence work productivity as the responses by the employees through job satisfaction in a significant manner. Firstly, job satisfaction has a direct influence on work productivity with a coefficient of 0.215 and significance level of 0.040. By increasing job satisfaction, work productivity can be directly enhanced. Secondly, work-life balance also influences job satisfaction significantly with a coefficient of 0.350 and a significance level of 0.024 and has a direct effect on work productivity with a coefficient of 0.377 assembled with a significance level of 0.009. This shows that there is a necessity between work life and life stability to increase job satisfaction and subsequently work productivity. Job stress management also influences job satisfaction significantly with a coefficient of 0.374 and a significance level of 0.011, as well as work productivity with a coefficient of 0.434 and a significance level of 0.002. This elucidates that effective stress management is important for effecting job satisfaction and productivity. ESG integration significantly influences job satisfaction by a coefficient of 0.257 and a significance level of 0.011 and work productivity by a coefficient of 0.184 and a significance level of 0.004. This likewise provides that proper ESG can increase satisfaction and later employee productivity. In conclusion, the total effect results show that work-life balance, job stress management, and ESG integration significantly affect work productivity directly and through job

satisfaction as a mediator. Therefore, it is affirmed that there is a need for both comprehensive and effective strategies in managing the importance of work-life balance, stress management, and ESG initiatives that will, in turn, improve satisfaction and later, productivity.

[Table 9](#), which presents the specific indirect effect on work productivity through job satisfaction by mediating role, shows that work-life balance and job-stress management have no significant indirect effect. Effect of work-life balance (X1) on work productivity (Y) through job satisfaction (Z): the found significance level is 0.010, and the coefficient value is 0.075. This reflects that work-life balance can lead to significant improvement in the productivity of employees by increasing job satisfaction. Then the influence of job stress management (X2) on work productivity through job satisfaction (Z); its coefficient is 0.180, and the Sig. value is 0.048. However, it is clear that effective stress management strategies are associated with higher job satisfaction and higher work productivity among employees. Lastly, there is an estimation of the effect of ESG Integration (X3) on Work Productivity (Y) through Job Satisfaction (Z), which has a coefficient of 0.055 and a significant level of 0.041. Well-executed ESG initiatives can lead to increased job satisfaction and a more productive labor force. In summary, these specific indirect effect results indicated that job satisfaction plays a significant mediating role in the effect of work-life balance and ESG integration on work productivity, as well as minor mediation by it regarding impact stress management towards work productivity. Which, in turn, can improve work-life balance, stress management, and ESG implementation can help indirectly to boost the productivity of work since it helps increase employee job satisfaction.

Table 8. Total Effect

Relationship	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics (O/STDEV)	P Values
Job Satisfaction (Z) -> Work Productivity (Y)	0.215	0.215	0.104	2.061	0.040
Work-Live Balance (X1) -> Job Satisfaction (Z)	0.350	0.361	0.155	2.263	0.024
Work-Live Balance (X1) -> Work Productivity (Y)	0.377	0.403	0.143	2.638	0.009
Job Stress Management (X2) -> Job Satisfaction (Z)	0.374	0.374	0.146	2.563	0.011
Job Stress Management (X2) -> Work Productivity (Y)	0.434	0.412	0.142	3.049	0.002
ESG Integration (X3) -> Job Satisfaction (Z)	0.257	0.247	0.101	2.540	0.011
ESG Integration (X3) -> Work Productivity (Y)	0.184	0.180	0.063	2.925	0.004

Source: Data Processing with SmartPLS 4.0, 2024

Table 9. Specific Indirect Effect

Relationship	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics (O/STDEV)	P Values
Work-Live Balance (X1) -> Job Satisfaction (Z) -> Work Productivity (Y)	0.075	0.074	0.047	2.599	0.010
Job Stress Management (X2) -> Job Satisfaction (Z) -> Work Productivity (Y)	0.180	0.082	0.055	2.448	0.048
ESG Integration (X3) -> Job Satisfaction (Z) -> Work Productivity (Y)	0.055	0.076	0.037	2.476	0.041

Source: Data Processing with SmartPLS 4.0, 2024

Discussion

The Influence of Work-Life Balance on Work Productivity

Work-life balance significantly affects productivity with a path coefficient, t-statistic, and p-value of 0.301, 2.252, and 0.025, respectively. This means that an improved work-life balance is beneficial to employee productivity. It relates to previous studies that have demonstrated that high work-life balance has a positive effect on performance and productivity. Irfan et al. (2023) emphasize that this type of training alleviates stress, improves satisfaction, and subsequently leads to productivity in the workplace. According to Malau (2023), Alharbi (2023), and Nelson & Angellius (2023), achieving a work-life balance contributes positively to individual well-being and organizational performance since happy and engaged

employees deliver better results. Nishioka et al. (2023) found 21% productivity increase in the companies adopting work-life balance policies, further solidifying flexible work as a productivity booster.

In the hospitality sector, work-life balance measures such as flexible working hours contribute to more relaxed vibes and greater job satisfaction amongst hoteliers. If there are some, managers need to solve it by training for time management and personal counseling. Implemented alongside other success-driving policies, these acts build employee loyalty, establishing them as a key talent attraction and retention tool. Highlighting work-life balance is essential for the overall success of an organization in the fast-paced hospitality industry.

The Influence of Job Stress Management on Work Productivity

Evaluating the organizational implications of managing job pressure for employee effectiveness job stress management was found to have a positive impact on productivity, as shown in Table 7, with a regression coefficient of 0.353, t-statistics of 2.229, and p-value of 0.026. Stress-mitigating techniques are pleasantly influential on productivity at the workplace. Supporting studies, Abd et al. (2023) and Zaman & Mohiuddin (2023), stressed that constructive stress management practices alleviate negative impacts of professional pressure, leading to enhanced employee health and productivity. In contrast, Khuong & Linh (2020) and Yagil et al. (2023) highlight that a lack of support in managing job stress leads to detrimental outcomes for both employees and organizations in terms of both behavior and profitability. Performance and satisfaction can improve through interventions such as training or psychological support.

Workers in the hospitality industry are under pressure from both the job itself and dissatisfaction with guests, leading to high tension. Employees learn how to effectively handle stress through stress management strategies such as coping skills training and psychological support, all of which contribute to enhanced productivity and improved service quality. Workplace stress relief is vital in driving employee outcomes, and this study reinforces this conclusion. To conclude, organizations need to adopt mechanisms for combatting stress among employees to ensure improved overall performance, especially in the hospitality industry.

The Influence of ESG Integration on Work Productivity

In our research, we assess the effect of the application of Environmental Social Governance (ESG) on the work performance of employees, specifically in the hotel sector. The SmartPLS results in

Table 7 reveal that ESG integration has a significant impact on work productivity, with a coefficient of 0.129, a t-statistic of 2.128, and a p-value of 0.034. Generally speaking, ESG principles improve employee productivity in the hospitality sector, as they drive commitment and satisfaction. Mishra and Modi (2021) demonstrate a rise in productivity in hotels that are embracing sustainable practices, simply because the employees strive for things that are aligned with the values of sustainability. Liu et al. (2022) found that when a company cares about social responsibility and ethical practices, it tends to have a healthier work environment that is more acceptable, therefore leading to higher employee satisfaction and productivity. Similarly, García-Sánchez et al. (2022) found that hotels focusing on ESG are more productive and manage the business better. Kotsantonis et al. (2023) stated that the relationship between ESG and a supportive corporate culture that promotes productivity (Esser, 2023), and the social-ecological approach to ESG that makes employees more satisfied and motivated (Reimsbach and Hahn, 2023). Therefore, ESG integration enhances employee performance, contributing to sustainability and social responsibility; thus, its importance for hotels to increase efficiency and become competitive in the hotel sector.

The Influence of Work-Life Balance on Job Satisfaction

Work-life balance positively affects job satisfaction, as evidenced by a coefficient of 0.350, a t-statistic of 2.263, and a significance level of 0.024 (see Table 7). It shows that effective management of work-life balance increases employee job satisfaction. Employees who successfully manage work-life balance report less stress and better time management (Žnidaršič & Marič, 2021), which leads to increased job satisfaction. Similarly, Aruldos et al. (2021) noted that great interventions such as flexible working and adequate leave

directly increase job satisfaction. Attar et al. (2021) observed that organizations with effective work-life balance strategies experience greater employee satisfaction and performance, which is primarily motivated by their motivation. Hasan et al. (2021) found less burnout was related to more job satisfaction, but Perreault and Power (2023) stressed that less work-life conflict should improve satisfaction.

Even though work-life balance is extremely important in the hospitality industry, where long hours and sky-high expectations have become the norm. Such balanced employees, in general, tend to be happier, more content, and offer better customer service, which translates to better operational efficiencies. To promote job satisfaction in a hotel and to improve employee morale and benefit service quality, flexibility in work arrangements, wellness programs, etc., should be made a firm policy. Research shows that effective work-life balance policies greatly improve job satisfaction in the hospitality industry.

The Influence of Job Stress Management on Job Satisfaction

The values seen in [Table 7](#) for the significant and positive impact of stress management on job satisfaction is the coefficient = 0.374, t-value = 2.563, and significance level = 0.011. Moreover, questions are related to effective stress management techniques to promote work-life balance & organizational commitment to achieve job satisfaction. Lissah et al. (2020) showed that interventions targeting stress management, such as training and psychological support, lower the levels of stress and increase well-being, which enhance job satisfaction. Morrow and Vickovic (2020) provide similar evidence on the ineffectiveness of traditional stress management versus holistic stress management programs, where the latter was found to support employees better than traditional approaches. Aruldoss et al. (2021) explored the relationship between proactive stress management and burnout

as well as the presence of effective coping mechanisms, and after that, Costin et al. (2023) demonstrated that these interventions increase job satisfaction by increasing engagement and motivation. Abd et al. (2023) have indicated that stress management promotes balance between work and life that further enhances job satisfaction.

Quality stress management programs, including training coping strategies and psychological support, are essential in the hospitality sector, where numerous employees experience heavy requirements and guest stress. These practices limit stress exposure and increase job satisfaction, service quality, and operational efficiency. To improve employee satisfaction, service delivery, and long-term success, the hotel management must emphasize stress management programs.

The Influence of ESG Integration on Job Satisfaction

In this study, we investigate the employment with the ESG practices, where a significant positive impact (coefficient = 0.257, t-statistic = 2.540, significance level = 0.011) is reported in [Table 7](#). This indicates that companies that abide by ESG principles are also helping increase job satisfaction as the employees value being part of a responsible and ethical work environment, boosting their employee value proposition. Recent studies have affirmed these findings. Jin and Kim (2022) demonstrate that better ESG policies enhance employee satisfaction. Huang and Qiu (2023) specifically highlight that ESG-cultivating companies enhance engagement and motivation among employees through pride in the organization. According to Zhu and Huang (2023), ESG integration increases job satisfaction by creating a positive and supportive workplace environment, and Zhang et al. (2024) reveal that ESG (investor) companies tend to be more pro-employee well-being. Nugroho et al. (2024) similarly argue that ESG-focused

firms enhance employee attachment and satisfaction.

In hospitality, specific ESG issues significantly impact employee perception and thus service and hotel experience. When employees share the values of their employer and those values are aligned with sound environmental, social, and governance (ESG) principles, employee motivation and loyalty increase, improving operational efficiency. This implies that to compete successfully in the hospitality sector, ESG needs to be integrated and incorporated in the strategies to ensure sustainability in the long run.

The Influence of Job Satisfaction on Work Productivity

[Table 7](#) shows that job satisfaction affects work productivity in a significant positive direction, with a coefficient of 0.215, a t-statistic of 2.061, and a significance of 0.040. Better job satisfaction leads to better work productivity. This relationship is supported by empirical studies. As we know from Hendri (2019), satisfied employees tend to be more motivated and perform better. Wang et al. (2020) further established that satisfied employees are more productive workers because they want and are able to work. Labrague et al. (2020) suggested that job satisfaction results in decreased absenteeism and turnover, which also enhances productivity. Rashmi and Kataria (2023) also found that job satisfaction leads to good relations between employees, which plays a role in their productivity. Zaghini et al. (2023) reported that satisfied employees work together more effectively, and this translates into more productive performance.

The service industry tends to have job satisfaction that tangibly increases productivity at work. Customers also enjoy a better quality of service with motivated telephone-centric employees. Satisfied hotel employees also create good relationships that affect overall performance and operational efficiency. Fos-

tering job satisfaction among employees helps not only with individual performance but also with service quality and an increase in hotel productivity, which builds up to long-term success.

The Influence of Work-Life Balance on Work Productivity through Job Satisfaction

This research investigates the influence of work-life balance on work productivity with the mediating role of job satisfaction. As reported in [Table 9](#), we find a positive and significant effect (0.075, t-statistics of 2.599, and significance level of 0.010). Better work-life balance also increases job satisfaction and subsequently productivity. According to a study done by Humphris (2017), the higher the level of job satisfaction of an employee, the better the productivity in an organization, and all efforts are directed towards achieving the balance between work and life. Aziz-Ur-Rehman and Siddiqui (2019); Weale et al. (2019) verified the effectiveness of work-life balance programs to improve satisfaction, reduce stress, and contribute to increased productivity. As Udayanganie (2022) stated, employees who have a good work-life balance worked much harder and are known to produce more. Rashmi and Kataria (2023) showed that balancing work and life decreases work-family conflicts, increasing both job satisfaction as well as productivity. Management support toward work-life balance increases satisfaction, performance, and productivity, according to Kumar Gope and Ali (2023).

A healthy work-life balance is essential in hospitality. Those who do are happier, more engaged, and more productive. Policies such as flexible working hours and wellness programs can enhance the quality of service and operational level efficiency in the areas of hotels, creating a better work and life equilibrium. Hence, work-life balance is beneficial for work output, particularly in the hospitality

industry, which helps achieve success in the long run.

The Influence of Job Stress Management on Work Productivity through Job Satisfaction

This study investigates how working in stress ultimately promotes job satisfaction, leading to better productivity in the workplace. As observed in [Table 9](#), effective stress management significantly increases job satisfaction, compared to no or low, with a coefficient of 0.180 and a corresponding t-statistic of 2.448 and p-value of 0.048, which increases productivity. Wongtongkam et al. (2017) reported that stress reduction and above-average job satisfaction, both offered by stress management strategies like training programs and psychological support, show greater productivity. Lee et al. (2019) found that good stress management can reduce burnout and increase engagement, resulting in better productivity. Zaghini et al. (2023) Dustan et al. found that stress management interventions lead to enhanced enjoyment and performance. The recent findings by Obi and Oghounu (2023) suggested that stress management has economic value in the sense that it can facilitate the reduction of stress at work and increase job satisfaction. Putra et al. (2024) state that effective stress management fosters a positive work atmosphere, resulting in increased satisfaction and productivity.

In the fast-paced hospitality field, effective stress management increases job satisfaction and productivity. This can include programming on coping strategies and emotional support for employees in managing with job pressures which in turn will deliver superior quality of service and improve operational efficiency. Hence, hotel management units should adopt stress management programs to measure job satisfaction and productivity for long-term achievement.

The Influence of ESG Integration on Work Productivity through Job Satisfaction

The impact of ESG integration on work productivity through job satisfaction. As shown in [Table 9](#), the coefficient of ESG integration on job satisfaction is estimated to be 0.055, the t-statistic is 2.476, and the p-value is 0.041. The implementation of ESG principles enhances job satisfaction, resulting in an increase in productivity. Chen et al. (2023) found that companies with high ESG scores were positively associated with employee satisfaction and productivity. According to De Souza Barbosa (2023), workers in organizations with an ESG focus feel a sense of pride in their employer's sustainability commitment, elevating the levels of job satisfaction. J. Chen (2024) proved that ESG implementation promotes a conducive milieu leading to higher output. Jorgji et al. (2024) noted that organizations with a strong focus on ESG offer better support for the health of workers, which in turn tends to increase job satisfaction and productivity. De la Torre-Torres et al. (2024) demonstrated that if companies are committed to and prioritize good ESG policies, their employees feel more motivated as a result, leading to improved job satisfaction and productivity.

In hospitality, ESG integration simplifies ethics, which encourages employees to take pride in their work and perfect satisfaction. Such increased motivation can improve productivity as well as the performance of the service. From their perspective, hotels that embrace ESG principles do so not only to fulfill their social responsibility but also to enhance their operational efficiency. Accordingly, hotel strategies should incorporate ESG integration for improved productivity and to build a sustainable future.

CONCLUSION

This study highlights the critical role of work-life balance, stress management, and ESG integration in enhancing job satisfaction, which is a key determinant of employee productivity in the hospitality sector. A well-implemented work-life balance fosters employee satisfaction, leading to higher productivity levels. Stress management initiatives and the adoption of ESG practices further amplify job satisfaction, ensuring that employees are more engaged and motivated. Ultimately, these improvements contribute to enhanced service quality, guest satisfaction, and overall hotel performance.

The findings align with previous studies that emphasize the significance of job satisfaction as a mediating factor between work-life balance, stress management, and productivity. Prior research has consistently demonstrated that work-life balance positively influences employee performance by reducing burnout and enhancing engagement. Similarly, stress management strategies, including psychological support and workload adjustments, have been found to mitigate job-related stressors, fostering a more productive workforce. ESG integration, particularly in sustainability-oriented organizations, has been linked to higher employee commitment and well-being, reinforcing its role in improving workplace satisfaction. This study extends these discussions by demonstrating that within the hospitality industry, these three elements collectively drive not only individual productivity but also organizational success.

Unlike previous research that primarily examined these factors in isolation or within broader service industries, this study provides a more integrated perspective by analyzing their simultaneous effects within the hospitality sector. The findings confirm that a holistic approach to employee well-being, incorporating work-life balance, stress management, and ESG integration, is essential for sustaining long-term competitiveness.

Moreover, this study contributes to the theoretical development of human resource management by strengthening the argument that ESG principles should be embedded within HR strategies to foster sustainable employee engagement and performance.

While this study provides valuable insights, it is not without limitations. The research focuses on the hospitality industry, particularly 4- and 5-star hotels, which may limit the generalizability of the findings to other hotel classifications or industries. The cross-sectional design also presents challenges in capturing the dynamic relationships between the variables over time. Additionally, cultural and regional factors specific to Bandung may influence the outcomes, making it necessary to approach generalization cautiously.

RECOMMENDATION

Future research should adopt a longitudinal approach to capture the evolving impact of work-life balance, stress management, and ESG practices on job satisfaction and productivity over time. Expanding the scope beyond the hospitality sector to other industries and geographic regions would provide a more comprehensive understanding of these relationships. Further studies could explore the moderating or mediating effects of leadership styles, organizational culture, and employee resilience, offering deeper insights into the mechanisms that strengthen employee productivity.

From a practical standpoint, hotel managers should adopt and consistently refine work-life balance policies, stress management programs, and ESG initiatives. Rather than treating these elements as separate HR functions, hotels should integrate them into a unified employee well-being strategy. Implementing flexible working hours, providing professional counseling services, and incorporating sustainability training will enhance employee engagement. In addition, establishing ESG-driven corporate social

responsibility programs can increase employee pride and commitment, ultimately boosting retention and performance.

Hotels should also enhance their environmental and social profiles to improve employee satisfaction, guest trust, and overall profitability. By positioning themselves as responsible employers and sustainability-driven organizations, hotels can strengthen their brand reputation while fostering a motivated and productive workforce. Addressing these recommendations will enable hotels to sustain their competitive advantage and ensure enduring success in the ever-evolving hospitality industry.

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