

The Influence of Compensation and Work-Life Balance on Work Productivity Through Employee Resilience

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Abstract

Objective – This study aims to examine the influence of compensation and work-life balance on employee work productivity among the sandwich generation in South Jakarta, and to analyze the mediating role of employee resilience in these relationships.

Design/methodology/approach – A quantitative descriptive approach was employed using a questionnaire distributed to 96 respondents identified as sandwich-generation workers. Data were analyzed using Structural Equation Modelling–Partial Least Squares (SEM-PLS) to evaluate both direct and indirect effects among the variables.

Findings – The findings reveal that compensation and work-life balance have significant positive effects on work productivity, both directly and indirectly through employee resilience. The results further confirm that employee resilience plays a key mediating role in strengthening the relationship between organizational factors and work productivity among sandwich-generation employees.

Research limitations/implications – This study is limited to respondents in the South Jakarta area with a relatively small sample size, which may limit generalizability. Future research is encouraged to expand to other sectors and regions, and to explore additional variables such as job stress, psychological well-being, and employee engagement.

Practical implications – Organizations are advised to enhance compensation strategies, provide flexible work policies, and implement mental health and resilience development programs in order to support the productivity of sandwich-generation employees who carry dual family responsibilities.

Originality/value – This research contributes a novel empirical model by integrating employee resilience as a mediating variable in the relationship between compensation, work-life balance, and productivity a perspective that remains underexplored, particularly within the Indonesian sandwich-generation workforce context. The findings provide valuable insights to guide more effective and human-centered human resource policies.

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INTRODUCTION

The phenomenon of the sandwich generation has become an increasingly critical socio-economic issue in Indonesia. Individuals in this group, typically between the ages of 30 and 50, bear dual financial responsibilities by supporting their nuclear families while also providing for older family members such as parents. This situation creates substantial economic pressure and requires workers to maintain high levels of productivity to sustain financial stability. According to national demographic reports, the sandwich generation population in Indonesia reaches 71 million individuals, with 8.4 million of them supporting extended family members beyond the nuclear household, demonstrating the scale and urgency of the issue (BPS, 2020).

In the workplace context, productivity becomes a fundamental requirement for sandwich-generation employees who must achieve optimal performance despite emotional and financial burdens. Productivity is influenced by various factors, including compensation, which plays an essential role in motivating employees. Appropriate compensation can enhance motivation and performance as employees strive to achieve company targets (Albert et al., 2023).

Previous studies have consistently shown that compensation and work-life balance are important factors influencing employee work productivity. Numerous empirical studies indicate that fair and competitive compensation can enhance employee motivation, job satisfaction, and performance, while work-life balance plays a critical role in reducing work-related stress and improving work effectiveness. However, most of these studies have primarily focused on general employee populations, without adequately considering specific social and demographic conditions that may influence the relationships among these variables.

In recent years, academic attention has increasingly shifted toward employees belonging to the sandwich generation, defined as individuals who simultaneously bear responsibilities for both their immediate family and aging parents (Sinambela, 2016). Prior studies suggest that sandwich-generation employees experience higher levels of psychological strain and role conflict compared to other employee groups (Afandi, 2018). Such conditions may potentially weaken the positive effects of compensation and work-life balance on work productivity if not supported by adequate psychological resources. Nevertheless, empirical research that specifically examines the mechanisms through which organizational factors influence work productivity among sandwich-generation employees remains limited, particularly in the context of developing countries (Hudson et al., 2005; Syed & Kramar, 2017). Research findings indicate that compensation is one of the primary determinants of productivity and significantly improves work output when distributed fairly and consistently. In addition, work-life balance is a critical issue faced by sandwich-generation workers who are required to divide time and energy between professional and family roles. Failure to achieve balance can result in stress, emotional exhaustion, and reduced productivity (Purwanto, 2023; Cahyathi & Riana, 2023). Empirical evidence suggests that implementing effective work-life balance policies positively impacts employee productivity (Andriyana & Supriansyah, 2021; Amir & Jafar, 2021). Beyond compensation and work-life balance, employee resilience has emerged as a crucial psychological resource that supports individuals in coping with adversity. Resilience reflects the ability to recover quickly from challenges, regulate emotions, and remain productive despite pressure (Kuntz et al., 2017; Hendriani, 2018).

Previous studies show that resilience is positively associated with employee productivity, demonstrating its essential role in performance sustainability (Yusrin & Kurniaty, 2023). However, while existing research has widely examined the impact of compensation and work-life balance on productivity, studies integrating resilience as a mediating variable, particularly within the Indonesian sandwich-generation workforce, remain limited. The specific dynamics of employees carrying dual financial responsibilities have not been adequately explored in the context of Jakarta Selatan, presenting a research gap that requires deeper investigation.

THEORETICAL BACKGROUND AND RESEARCH MODEL

Work Productivity

Work productivity refers to the effectiveness and efficiency of employees in generating output within a specified period. Productivity is described as a comparison between the results achieved and the resources used during the production process (Wahyuni, 2017). Productivity is influenced by psychological factors such as motivation, discipline, creativity, and professionalism (Wijaya & Manurung, 2021). According to Sedarmayanti (2017), indicators of productivity include mental attitude, education, skills, social security, work environment, production facilities, technology, and opportunities for achievement. Thus, productivity represents an important performance dimension determining the success and sustainability of organizational goals.

Compensation

Compensation is defined as any form of reward received by employees as recognition for their contribution to organizational performance. Compensation includes salaries, wages, incentives, benefits, and additional facilities provided by the organization (Dessler, 2014; Sedarmayanti, 2017). Compensation functions not only as financial remuneration but also as a motivational driver to enhance morale and employee loyalty. Research indicates that compensation significantly influences work productivity, as employees tend to perform optimally when they perceive fairness in compensation (Albert et al., 2023). Indicators of compensation include wages/salary, incentives, allowances, and facilities (Sinambela, 2016; Afandi, 2018).

Work-Life Balance

Work-life balance refers to an individual's ability to balance work responsibilities with personal and family life. It reflects the degree of alignment and satisfaction between competing roles (Hudson et al., 2005; Syed & Kramar, 2017). An imbalance may lead to stress, burnout, and decreased productivity. Indicators of work-life balance consist of time balance, involvement balance, and satisfaction balance (Greenhaus et al., 2003; Ricardianto, 2018). Previous research shows that effective work-life balance policies contribute positively to productivity (Andriyana & Supriansyah, 2021; Amir & Jafar, 2021).

Employee Resilience

Employee resilience refers to the ability of individuals to recover, adapt, and stay productive when facing stress or difficult conditions (Connor & Davidson, 2003). Resilience includes emotional regulation, optimism, problem-solving skills, self-efficacy, and the ability to persevere through obstacles (Hendriani, 2018). Indicators of employee resilience include adaptability, endurance, learning ability, and social support (Nåswall et al., 2019). Previous empirical studies demonstrate a positive significant relationship between resilience and work productivity, indicating that higher resilience enhances an employee's capability to remain effective under pressure (Yusrin & Kurniaty, 2023).

Synthesis of Theoretical Relationships

Compensation and work-life balance are essential organizational factors that can stimulate employee motivation and psychological well-being, which in turn enhance productivity. Resilience functions as a psychological mediating mechanism that enables individuals experiencing high pressure such as the sandwich generation to maintain performance by adapting to stressors and emotional burden. Therefore, understanding the relationship between compensation, work-life balance, resilience, and productivity is crucial for developing strategic human resource policies.

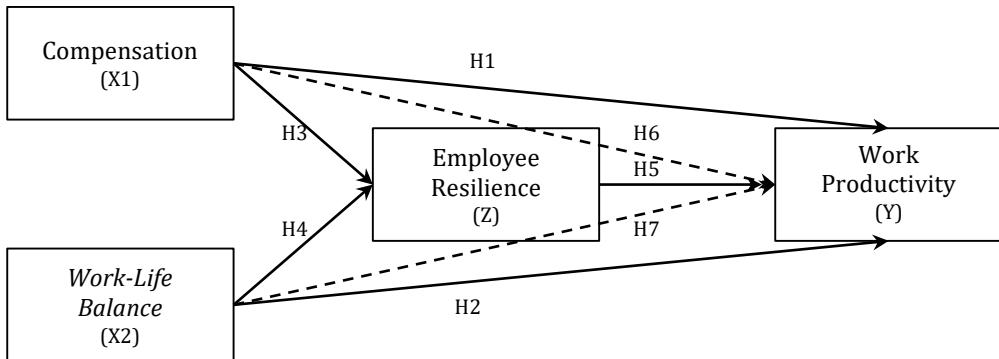


Figure 1. RESEARCH MODEL

Hypothesis

H1: Compensation significantly impacts employee Work Productivity.

Compensation is considered a key organizational factor influencing employee work productivity, as it represents a form of reward for employees' contributions to the organization. Fair and competitive compensation has been shown to enhance motivation, job satisfaction, and organizational commitment, which ultimately lead to higher levels of work productivity. In the context of sandwich-generation employees, compensation becomes increasingly important due to their dual financial responsibilities toward both nuclear and extended family members, thereby motivating them to perform more productively at work (Dessler, 2020; Nguyen et al., 2021). Therefore, this study hypothesizes that compensation has a significant effect on work productivity.

H2: Work-Life Balance significantly impacts employee Work Productivity.

Work-life balance reflects employees' ability to manage work demands alongside personal and family responsibilities. Previous studies indicate that a well-managed work-life balance can reduce stress, burnout, and role conflict, enabling employees to work more effectively and efficiently. For sandwich-generation employees, managing work-life balance is particularly critical due to the high level of dual-role demands they face. Organizational support in facilitating work-life balance is therefore expected to enhance employee productivity (Greenhaus & Allen, 2019; Haar et al., 2020). Accordingly, this study hypothesizes that work-life balance has a significant effect on work productivity.

H3: Compensation significantly impacts Employee Resilience.

Employee resilience refers to an individual's capacity to adapt, persist, and recover when facing work-related challenges and pressures. Adequate compensation not only serves as financial remuneration but also reflects organizational support that enhances employees' sense of security and psychological well-being. Prior research suggests that employees who perceive compensation systems as fair and rewarding tend to exhibit higher levels of resilience when dealing with workplace stress (Luthans et al., 2015; Cooper et al., 2020). Thus, this study hypothesizes that compensation has a significant effect on employee resilience.

H4: Work-Life Balance significantly impacts Employee Resilience.

Work-life balance is believed to play an important role in strengthening employee resilience, as balanced role management allows individuals to cope more effectively with stress and pressure. Employees who successfully balance work and personal life tend to maintain better psychological stability and adaptive capacity. For sandwich-generation employees, such balance serves as a critical

psychological resource for maintaining resilience amid multiple role demands. Previous studies have shown that work-life balance positively contributes to employee resilience (Kossek et al., 2018; Wang et al., 2022). Therefore, this study hypothesizes that work-life balance has a significant effect on employee resilience.

H5: Employee Resilience significantly impacts employee Work Productivity.

Employee resilience represents a psychological resource that enables individuals to remain productive despite work pressure and challenging conditions. Resilient employees are more capable of managing stress, adapting to change, and sustaining performance over time. Empirical evidence suggests a positive relationship between resilience and work productivity, as resilient individuals tend to maintain higher levels of effectiveness and performance (Hartmann et al., 2020; Robertson et al., 2015). Accordingly, this study hypothesizes that employee resilience has a significant effect on work productivity.

H6: Compensation influences Work Productivity through Employee Resilience.

Beyond its direct influence, compensation is expected to affect work productivity indirectly through employee resilience. Fair and adequate compensation enhances employees' sense of security and well-being, which in turn strengthens their resilience in coping with work pressure and family demands. Increased resilience subsequently enables employees to sustain and improve productivity under challenging conditions. Prior studies support the role of resilience as a psychological mechanism linking organizational factors to performance outcomes (Luthans et al., 2015; Nguyen et al., 2021). Therefore, this study hypothesizes that compensation influences work productivity through employee resilience.

H7: Work-life Balance influences Work Productivity through Employee Resilience.

Work-life balance is expected to influence work productivity not only directly but also indirectly through employee resilience. A balanced integration of work and personal life allows employees to manage stress more effectively, thereby strengthening their psychological resilience. Enhanced resilience subsequently contributes to employees' ability to maintain and improve productivity. Previous research indicates that resilience serves as a mediating mechanism in the relationship between work-life balance and employee performance (Kossek et al., 2018; Hartmann et al., 2020). Therefore, this study hypothesizes that work-life balance influences work productivity through employee resilience.

RESEARCH METHODS

This study employs a quantitative descriptive research design aimed at analyzing the effect of compensation and work-life balance on work productivity through employee resilience among sandwich-generation workers in South Jakarta. The population in this research includes employees categorized as the sandwich generation, defined as individuals of productive age who are financially responsible for both older and younger family members. A total of 96 respondents were selected using a non-probability sampling method, specifically purposive sampling, based on predetermined criteria relevant to the research objectives.

Data were collected through a structured questionnaire using a Likert scale instrument distributed to respondents. The research variables consist of compensation and work-life balance as independent variables, employee resilience as the mediating variable, and work productivity as the dependent variable. The operational definitions for each variable were developed based on established theoretical constructs and validated measurement indicators.

The analytical technique applied in this study was Structural Equation Modelling–Partial Least Squares (SEM-PLS) using SmartPLS software. The analysis procedure included assessment of the measurement model (outer model) through convergent and discriminant validity tests, reliability evaluation using Cronbach's Alpha and Composite Reliability, and assessment of the structural

model (inner model) through coefficient of determination (R^2), effect size (f^2), and hypothesis testing based on path coefficients and significance values.

The mediation analysis was conducted to examine the indirect influence of employee resilience between the independent and dependent variables.

ANALYSIS AND RESULTS

Respondent Description

Table 1.
RESPONDENT DATA

No	Characteristics	Frequency	Percentage
Gender			
1	Man	51	53,1%
2	Woman	45	46,9%
Age			
1	31 – 35 years old	18	18, 8%
2	36 – 40 years old	46	47, 9%
3	41 – 45 years old	30	31, 3%
4	46 – 50 years old	2	2,1%
Status			
1	Married	70	72,9%
2	Not Married	26	27, 1%
Year of Service			
1	< 1 year	4	4.2%
2	1-3 years	10	10,4%
3	4-6 years	24	25,0%
4	7-9 years	47	49,0%
5	≥ 10 years	11	11,5%

Source: data processed by the author

The table above shows that the number of male respondents was 51 employees (53.1%) and female respondents were 45 employees (46.9%). Based on these percentages, it can be concluded that the Sandwich Generation employees in South Jakarta are predominantly male. This is appropriate because most men have the responsibility to provide for their families and parents. According to the table, the largest age group of respondents was 36–45 years old, totaling 76 employees (79.2%). Meanwhile, respondents aged under 36 and over 45 years old numbered 20 people (20.8%). The majority of Sandwich Generation employees in South Jakarta aged 36–45 years old explained that they are of a productive age. In general, they are in better physical condition, allowing them to carry out tasks that require high mobility. Therefore, they are employees who are ready and possess the competencies required by the company, thus being able to assist their parents.

Table 1 shows that 70 respondents (72.9%) are married, while the rest are single. Based on these percentages, it can be concluded that Sandwich Generation employees in South Jakarta face responsibilities to their families and parents. Therefore, they must work hard to meet their family's needs. The latest education table shows that 83.3% of respondents, representing the majority of Sandwich Generation employees in South Jakarta, have attended college, and the remainder are high school graduates. This indicates that educational background is also an important factor in supporting a family. Having a higher education enhances competitiveness in the company. Referring to the table, it can be seen that the highest percentage of work experience is between 3-10 years, at 74.0%. This work period is filled by productive young people who are passionate about earning income to contribute to the company and their families. However, it is important to note that if this

work-life balance is not maintained smoothly, it will be detrimental to the company and can disappoint families.

Data analysis was conducted using the Structural Equation Modelling–Partial Least Squares (SEM-PLS) method through the SmartPLS software to examine the relationships among compensation, work-life balance, resilience, and work productivity. The measurement model (outer model) was first evaluated through tests of convergent and discriminant validity. Each indicator is considered to meet the convergent validity requirements in the ideal category if its value is >0.70 . Meanwhile, external loadings can be tolerated up to 0.50, and values below 0.50 can be excluded from the analysis (Ghozali & Kusumadewi, 2023). However, for initial research on developing measurement scales, external loadings between 0.50 and 0.60 are considered adequate (Chin, 1998).

**Table 2.
OUTER LOADINGS**

Indicator	Compensation (X1)	Work-Life Balance (X2)	Work Productivity (Y)	Employee Resilience (Z)
X1.1	0,739			
X1.2	0,675			
X1.4	0,817			
X1.6	0,769			
X2.1		0,666		
X2.2		0,699		
X2.3		0,706		
X2.4		0,696		
X2.6		0,653		
Y1			0,678	
Y3			0,697	
Y5			0,694	
Y6			0,718	
Y7			0,679	
Z1				0,749
Z3				0,677
Z4				0,717
Z6				0,675

Source: data processed by the author

Based on the table, the researcher used the requirement that outer loadings values not exceeding 0.60 be removed. Data processing using SmartPLS still revealed indicators with outer loadings <0.60 , with 6 out of 19 indicators deemed valid for further analysis. Meanwhile, indicators that were invalid or still <0.60 , namely X1.3; X1.5; X2.5; Z2; Z5; and Y4, were removed from the model because they did not meet the testing requirements.

Construct validity was further supported by Average Variance Extracted (AVE) values above 0.50 in the following table.

Table 3.
AVERAGE VARIANCE EXTRACTED (AVE)

Variable	AVE
Compensation (X1)	0,566
Work-Life Balance (X2)	0,468
Work Productivity (Y)	0,481
Employee Resilience (Z)	0,497

Source: data processed by the author

Based on Table 3, the AVE value for the compensation variable, 0.566, meets the requirement of above 0.50. Meanwhile, other variables, such as work-life balance (0.468), work productivity (0.481), and employee resilience (0.497), when rounded up, meet the 0.50 threshold. This indicates that these variables are considered adequate in this study. And reliability was confirmed through Composite Reliability and Cronbach's Alpha values greater than 0.70 in the following table.

Table 4.
COMPOSITE RELIABILITY AND CRONBACH'S ALPHA

Variable	Cronbach's alpha	Composite reliability (rho_c)
Compensation (X1)	0,742	0,838
Work-life balance (X2)	0,716	0,815
Work Productivity (Y)	0,731	0,823
Employee Resilience (Z)	0,662	0,798

Source: data processed by the author

Based on Table 4, it is shown that the Cronbach's Alpha value for each construct in this study exceeds 0.6. Similarly, the Composite Reliability value for each construct also exceeds 0.6, thus concluding that the instrument used in this study is reliable.

The structural model evaluation demonstrated adequate predictive power, as indicated by the R-square values: 0.709 for resilience and 0.738 for work productivity, suggesting that compensation and work-life balance jointly explain 70.9% of the variance in resilience, while compensation, work-life balance, and resilience explain 73.8% of the variance in work productivity.

Table 5.
R-SQUARE

Variable	R-square
Work Productivity (Y)	0,738
Employee Resilience (Z)	0,709

Source: data processed by the author

To quantify the magnitude and substantive significance of the relationships between variables, the effect size, specifically assessed using f-square (f^2) values was examined. According to established conventions, the effect size can be interpreted as follows: an f^2 value of 0.02 indicates a small effect, 0.15 a medium effect, and 0.35 or greater a large effect.

Table 6.
F-SQUARE

Variable	X1	X2	Z	Y
X1			0,266	0,255
X2			0,399	0,067
Z				0,087
Y				

Source: data processed by the author

The analysis of the presented data indicates that the observed correlations between variables range from moderate to large in terms of effect size. Specifically, the correlation coefficients span from a minimum of 0.067 to a maximum of 0.399. When interpreted against standard benchmarks, this range suggests that the relationships among the examined constructs are substantively meaningful. The results of hypothesis testing using the path coefficient show that all calculated T-statistics are greater than the T-table (1.96) and the P-values <0.05 and the original sample value is positive, so it can be concluded that H1, H2, H3, H4, and H5 can be accepted. The results of the direct influence test can be seen in the following table:

Table 7.
PATH COEFFICIENTS

Hypothesis	Original Sample (\bar{O})	T Statistics ($\bar{O}/STDEV$)	P Values
H1: X1 \rightarrow Y	0,425	3,868	0,000
H2: X2 \rightarrow Y	0,229	2,424	0,015
H3: X1 \rightarrow Z	0,407	3,840	0,000
H4: X2 \rightarrow Z	0,498	4,535	0,000
H5: Z \rightarrow Y	0,280	2,422	0,015

Source: data processed by the author

Table 7 presents the results of the path coefficient analysis in the structural model using the SEM-PLS approach. The findings indicate that all hypothesized direct relationships among the variables exhibit positive and statistically significant effects; therefore, all direct hypotheses are supported. The results show that compensation has a positive and significant effect on work productivity. This finding suggests that higher levels of compensation received by sandwich-generation employees directly contribute to increased work productivity. In addition, work-life balance is found to have a positive and significant influence on work productivity, indicating that maintaining a balance between work demands and personal life plays an important role in enhancing employee performance.

Furthermore, compensation positively and significantly affects employee resilience, implying that fair and adequate compensation strengthens employees' ability to cope with work-related pressures and family responsibilities. Work-life balance demonstrates an even stronger positive effect on employee resilience, highlighting the importance of balanced role management in building psychological endurance among sandwich generation employees. Moreover, employee resilience has a positive and significant effect on work productivity, indicating that resilient employees are better able to maintain and improve their performance despite dual-role pressures. Overall, the results in Table 7 confirm that the proposed structural model is robust and consistent with the study's conceptual framework.

The results of the mediation analysis, specifically the estimated indirect effects, indicate the presence of the following indirect effects:

Table 8.
SPECIFIC INDIRECT EFFECTS

Hypothesis	Original Sample (O)	T Statistics (O/STDEV)	P Values
H6: X1 -> Z -> Y	0,114	2,106	0,035
H7: X2 -> Z -> Y	0,139	2,015	0,044

Source: data processed by the author

Table 8 presents the results of the specific indirect effects analysis, which examines the mediating role of employee resilience in the relationship between compensation and work-life balance on work productivity using SEM-PLS.

The results indicate that compensation has a positive and significant indirect effect on work productivity through employee resilience. This finding suggests that compensation not only enhances productivity directly but also indirectly by strengthening employees' resilience in coping with work demands and family responsibilities. Accordingly, employee resilience is confirmed as a significant mediating variable in the relationship between compensation and work productivity.

In addition, work-life balance also shows a positive and significant indirect effect on work productivity through employee resilience. This result implies that the effectiveness of work-life balance in improving productivity is strengthened when employees possess higher levels of resilience. Overall, the findings in Table 8 confirm the mediating role of employee resilience and support the proposed mediation hypotheses in the research model.

DISCUSSION

These findings confirm that compensation has a direct, positive, and significant impact on work productivity, contributing to a 42.5% increase. For the Sandwich Generation in South Jakarta, adequate compensation including salary, health benefits, family incentives, and flexible working hours is a crucial factor. Compensation not only serves as recognition for their work but also alleviates their dual psychological and financial burdens, thereby increasing productivity.

This aligns with previous research showing a strong relationship between compensation and work performance (Chrisman et al., 2017; Samnani & Singh, 2014; Putra & Mujiati, 2022; Tanjung & Mardhiyah, 2023; Zhu et al., 2022; Zippora et al., 2023).

Work-life balance has been shown to have a significant positive impact on the productivity of the Sandwich Generation in South Jakarta, with a 22.9% increase. For this group, achieving work-life balance managing time and energy between work and personal life is highly complex, as they must meet professional demands while simultaneously acting as active caregivers. Achieving this balance is not only vital for personal well-being but also strategically supports increased productivity, making supportive organizational policies a key factor in building a resilient and high-performing workforce. These findings align with existing research confirming the relationship between effective work-life balance and employee productivity (Fapohunda, 2014; Jackson & Fransman, 2018; Wolor et al., 2021; Lintong et al., 2023).

Compensation demonstrates a positive relationship with employee resilience. For the sandwich generation, organizational support through adequate compensation fosters the financial and emotional stability necessary to navigate dual burdens, thereby strengthening psychological resilience and preserving work productivity. This aligns with established literature on the subject (Aula et al., 2022; Kerebungu & Santi, 2021; Tonnisen & Ie, 2020).

The findings confirm a direct and significant positive influence of work-life balance on the resilience of the Sandwich Generation employees in South Jakarta. Organizational support through policies such as flexible hours, remote work options, family leave, and a supportive environment mediates the dual-caregiving and professional roles of these employees, thereby fostering greater resilience (Waworuntu et al., 2022). For organizations, implementing such work-life balance systems not only enhances employee loyalty and satisfaction but also strengthens resilience, enabling employees to adapt more

effectively to change and workplace challenges. Resilient employees demonstrate greater adaptability, emotional stability, and consistent performance, becoming valuable assets for organizational sustainability. These results align with prior research identifying work-life balance as a critical factor in maintaining mental resilience (Istiqamah & Ismail, 2021; Nugraha, 2022).

The analysis confirms that employee resilience has a significant positive effect on work productivity. For the sandwich generation, high resilience serves as a crucial buffer against declining productivity, mitigating the adverse effects of their unique dual-role pressures (Busti et al., 2023). As these employees manage heightened demands from both professional and primary caregiving roles, their resilience directly counters potential declines in motivation, focus, and mental well-being. Furthermore, organizations that actively foster resilience through targeted training, counselling, and flexible work policies benefit from a more robust, focused, and productive workforce (Dewi, 2024). These findings are consistent with established research demonstrating that heightened employee resilience leads to improved work productivity (Paramanandana & Kistyanto, 2021; Fadhil, 2022; Siti Nuril Huda, 2023).

Research findings reveal that compensation indirectly influences work productivity, mediated by the resilience of Sandwich Generation employees in South Jakarta. Adequate compensation can enhance their level of resilience, which in turn drives increased work productivity (Priatna, 2024). Resilience functions as a crucial mediating mechanism that links employees' perceptions of compensation fairness and adequacy with their capacity to sustain high performance amidst stressful life circumstances. Therefore, to enhance the productivity of Sandwich Generation employees, organizations must implement a humane recovery approach and provide systematic support for the development of employee resilience.

This finding aligns with prior literature asserting that organizations attain a high level of maturity when employee resilience is adequately addressed. In this context, organizational maturity is reflected in responses to crises or threats through the implementation of organizational resilience, aiming not merely to return to normalcy but to emerge stronger ("bouncing forward"). Thus, this study reinforces evidence that organizational resilience can be fostered by strengthening individual resilience and adaptive capacities (Suryaningtyas & Wilujeng, 2017).

Empirical findings demonstrate that work-life balance exerts an indirect effect on work productivity, mediated by the resilience of Sandwich Generation employees in South Jakarta. The maintenance of a sustainable work-life balance enables employees to cultivate greater focus, job satisfaction, and sufficient energy reserves, thereby facilitating more productive performance (Kurniasari & Bahjahthullah, 2022).

For employees within the Sandwich Generation, resilience functions as a critical adaptive mechanism. It allows them to execute work tasks effectively despite experiencing significant familial and emotional demands. A well-managed work-life balance serves to fortify this psychological resilience, which subsequently translates into a positive contribution to work productivity.

This mediating role of resilience is substantiated by prior research, including studies by Suryaningtyas & Wilujeng (2017) and Muchtadin (2023). Synthesizing these insights, it can be concluded that work-life balance constitutes not merely an employee entitlement but an operational imperative for sustaining mental health and work performance. Crucially, however, it is the presence and strength of individual resilience that determines the extent to which this balance yields tangible gains in productivity.

CONCLUSIONS

Based on these findings, this study recommends that organizations broaden their strategic focus beyond mere output metrics to incorporate a substantive understanding of employees' lived experiences. This is particularly crucial for employees of the Sandwich Generation, who navigate the competing demands of career and intensive caregiving responsibilities. By implementing policies that are deliberately sensitive to equitable compensation, authentic work-life balance, and proactive resilience-building, organizations can cultivate an inclusive, healthy, and ultimately more productive work environment. Such a holistic approach is posited to generate mutual, sustainable benefits for both employee well-being and organizational performance.

Empirically, the questionnaire data indicate that Sandwich Generation employees in South Jakarta have clear expectations. Respondents emphasized a need for transparent and equitable compensation structures from their employers, alongside access to non-financial compensation designed to support holistic well-being. Furthermore, they articulated a strong preference for work schedules that consistently adhere to established company hours, facilitating necessary boundaries between professional and personal domains. The fulfillment of these core expectations is posited to be a significant factor in enhancing the work productivity of this employee demographic within the region.

The policy implications of this research underscore the necessity of adopting a holistic human resource management (HRM) framework centered on employee well-being, with particular emphasis on supporting the Sandwich Generation. Implementing integrated policies that ensure equitable compensation, foster genuine work-life balance, and proactively build resilience is posited not only to enhance organizational performance but also to cultivate a more humane, inclusive, and sustainable workplace ecosystem.

Consequently, this study recommends that future HR policy development explicitly incorporate targeted interventions. These may include formalizing flexible work arrangements, introducing tailored support incentives for employees with dual caregiving responsibilities, and instituting structured resilience training programs. Furthermore, compensation structures should be redesigned with greater sensitivity to multigenerational family needs. Practical measures could encompass the provision of child education subsidies, comprehensive insurance programs encompassing elderly dependents, and other family-oriented benefits, thereby aligning organizational support systems with the complex realities of employees' lives.

This study acknowledges certain limitations, primarily that the sample was confined to Sandwich Generation employees within the South Jakarta region. Future research should seek to validate and expand these findings by encompassing a broader range of sectors and industries, as the specific challenges faced by this demographic may differ considerably depending on professional workloads and organizational culture.

Furthermore, subsequent investigations could benefit from a more nuanced geographical scope, considering the segmentation between urban, suburban, and rural areas. Variables such as access to familial support networks and workplace facilities are likely to vary significantly across these contexts. Methodologically, it is recommended that demographic variables including age, marital status, number of dependents, and organizational position be incorporated as control factors, given that the intensity of the dual burden is highly contingent upon individual circumstances. Extending the inquiry to explore relevant psychological constructs, such as role conflict, role overload, and their subsequent impact on burnout and productivity, would also provide a more comprehensive contextual framework for understanding the Sandwich Generation's work-life dynamic.

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