

Research Article

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The Influence of Work Life Balance and Role Conflict on Employee Performance with Organizational Commitment as an Intervening Variable At BPJS Employment Northern Sumatra Region

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Abstract: *This study aims to analyze the effect of work life balance and role conflict on employee performance with organizational commitment as an intervening variable. This research was conducted at BPJS Employment in the Northern part of Sumatra. The population is 130 employees and the sample used is 98 using the Slovin formula. The research model uses path analysis and the measurement tool uses smart PLS version 3.3.3. The results of the research are Organizational Commitment which has a positive and insignificant effect on employee performance. Role Conflict has a Positive and Significant Effect on Employee Performance. Role Conflict has a Positive and Significant Effect on Organizational Commitment. Work Life Balance has a Positive and Significant Effect on Employee Performance. Work Life Balance has a Positive and Not Significant Effect on Organizational Commitment. Role Conflict has no significant positive effect on Employee Performance through Organizational Commitment. Work Life Balance has no significant positive effect on Employee Performance through Organizational Commitment.*

Keywords: *work life balance, role conflict, organizational commitment, employee performance.*

Introduction

Every human being needs to socialize so that all needs and desires can be achieved, to achieve all needs and desires are fulfilled in order to earn income to sustain life starting from education, abilities and talents that are needed to get a job. Having a job makes the cycle of life continue. and has its own risks, for example work accidents, illness or death. As an employee or entrepreneur, there are times when work will be hampered by a disaster, disaster cannot be avoided because the disaster comes suddenly, therefore it is necessary for the community, both workers and employees have social protection or what is called BPJS Employment.

BPJS Employment is useful for protecting and ensuring the survival of the community, both private and state workers, so that they feel well protected and guarantee their old age, but the phenomenon that occurs at the BPJS Employment Pematang Siantar branch is the lack of organizational commitment among BPJS employees so that many mistakes occur in the organization in due to whether there is a Work Life Balance characteristic for oneself or in the sense of not being able to balance work outside the organization so that work in the organization is not handled and role conflicts occur in work, sometimes BPJS employees will carry out 2 or more jobs so that employee performance is disrupted and not good because there is other work to do.

According to Weerakkody et al. (2017) stated that to be able to provide maximum performance, employees need to feel happy, and one source of employee happiness is from family and personal life. Therefore, work-life balance must be considered to support employees in working optimally. Maintaining a balance between work life and personal life is sometimes a problem that is often felt by employees (Wambui et al., 2017). According to Lingga (2020), the level of employee discipline is considered good so that work-life balance has an influence on employee performance. According to Dina (2018), the balance

of involvement at work and involvement with the family is balanced and running well so that work-life balance influences performance with significant results. However, Rahmawati et al. (2021) stated that work-life balance has a negative effect on performance because workers are unable to divide their time or balance work with life outside, thereby reducing employee performance. According to Sayekti (2019) work-life balance on job satisfaction has an influence on a positive relationship. According to Robbins and Judge, translated by Saraswati and Sirait (2015), role conflict is: "A situation where individuals are faced with different role expectations."

Literature Review

Work-Life Balance

According to McDonald and Bradley in Pangemanan et al., (2017), work life balance is the extent to which a person feels satisfied with carrying out all roles in life outside and inside work. According to Handayani (2013), work-life balance is a condition when a person is able to share roles and feels satisfaction in these roles as indicated by low levels of work family conflict and high levels of work family facilitation or work family enrichment.

Work-life balance indicator

Work-Life Balance indicators according to McDonald and Bradley in Pangemanan et al., (2017) consist of:

1. Time balance Time balance refers to the amount of time an individual can give, both to their work and to matters outside their work.
2. Involvement balance refers to the amount or level of psychological involvement and commitment of an individual in their work and in matters outside their work.
3. Satisfaction balance (balance of satisfaction). refers to the total level of satisfaction of an individual with his work activities and things outside his work.

Role Conflict

According to Hanna and Firnanti (2013), role conflict is a form of individual discomfort in an organization in carrying out their work which begins with the emergence of two orders received simultaneously which results in a decrease in work motivation. Role conflict arises when someone gets a role that makes it difficult for him to adjust to other roles (Robbins and Judge, 2015). According to Azizah (2015), role conflict is a situation that arises when someone feels difficulty in adjusting the various roles they have at the same time. .

Role Conflict Indicators

Indicators of role conflict according to Hanna and Firnanti (2013) are as follows:

1. Different Work Work with two or more groups by doing their work differently
2. Human Resources Accepting assignments without the support of sufficient human resources to carry them out
3. Override rules Override rules in order to complete a task
4. Unnecessary Activities Carry out activities that are not actually necessary to carry out as usual
5. Role Conflict Receiving multiple requests to do conflicting work
6. Work that is unacceptable to others. Doing work that is unacceptable to another person or someone.

Organizational Commitment

According to Robbins and Judge (2015), "Commitment is a condition where an individual sides with the organization and its goals and desires to maintain its membership in the organization." According to Kreitner and Knicki (2014) stated that "organizational commitment reflects the level to which a person recognizes an organization and is attached to its goals."

Organizational Commitment Indicators

According to Robbins & Judge (2015), there are three indicators of organizational commitment, namely:

1. Affective commitment: Employees' emotional attachment and involvement in the organization.
2. Continuance commitment: Commitment based on losses associated with the employee's departure from the organization. This may be due to loss of seniority for promotions or benefits.
3. Normative commitment: Feelings of obligation to remain in the organization because they have to, this action is the right thing to do.

Employee performance

According to Mangkunegara (2016), employee performance is the result of a person's work in quality and quantity that has been achieved by employees in carrying out their duties according to the responsibilities given. According to Robbin (2016) defines performance as a result achieved by employees in their work according to certain criteria that apply to a job.

Employee Performance Indicators

According to Robbins (2016) performance indicators are a tool for measuring the extent of employee performance achievements. The following are several indicators for measuring employee performance:

1. Work quality;
2. Quantity;
3. Punctuality;
4. Effectiveness;
5. Independence.

Methods

The type of research that researchers use is quantitative research. According to Sugiyono (2013) quantitative research can be interpreted as a method based on the philosophy of positivism, used to research certain populations or samples, sampling techniques are generally carried out randomly, data collection uses research instruments, data analysis is quantitative/statistical with the aim of test the established hypothesis. The research location was carried out at BPJS Employment in the Northern Sumatra Region.

According to Sugiyono (2013) population is a generalized area consisting of objects or subjects that have certain qualities and characteristics determined by researchers to be studied and then conclusions drawn. The population is all employees in the BPJS Employment Northern Sumatra Region. totaling 130 employees. Determination of sample size using the Slovin formula.

$$\begin{aligned}
 n &= N / (1 + (N \times e^2)), \\
 &= 130 / (1 + (130 \times 5\%^2)) \\
 &= 130 / (1 + (130 \times 0.05^2))
 \end{aligned}$$

$$\begin{aligned}
 &= 130 / (1 + (130 \times 0.0025)) \\
 &= 130 / (1 + 0.325) \\
 &= 130 / 1.325 \\
 &= 98.113 \text{ The sample used was 98 employees.}
 \end{aligned}$$

The data analysis technique used in this research is a quantitative data analysis method. Data analysis in this study used Structural Equation Modeling (SEM) based on Partial Least Square (PLS) using SmartPLS 3.3.3 software. According to (Gozali, 2015) Partial Least Square (PLS) is a fairly strong analysis method because it is not based on many assumptions.

Measurement Model (Outer Model)

The procedure for testing the measurement model consists of a validity test and a reliability test.

1. Validity Test

The validity test is used to assess whether a questionnaire is valid or not. A questionnaire is said to be valid if the questionnaire questions are able to reveal something that is measured by the questionnaire. Validity testing is applied to all question items for each variable. There are several stages of testing that will be carried out, namely through convergent validity and discriminant validity tests.

a. Convergent Validity

At this stage, we will see how big the correlation is between the indicator and its latent construct. So that it produces a loading factor value. The loading factor value is said to be high if the component or indicator correlates more than 0.70 with the construct to be measured. However, for research in the early stages of development, a loading factor of 0.5 to 0.6 is considered sufficient (Ghozali, 2015). Apart from that, at this stage we see how much value each variable has. So it produces an AVE (Average Variance Extracted) value. The AVE value is said to be high if it has a value of more than 0.5. If there is an AVE value of less than 0.5, then there is still an invalid indicator. (Ghozali, 2015).

b. Discriminant Validity

This validity test explains whether two variables are different enough from each other. The discriminant validity test can be fulfilled if the correlation value of the variable to the variable itself is greater than the correlation value of all other variables. This value is called Fornell Lacker. Apart from that, another way to fulfill the discriminant validity test can be seen in the cross loading value (how big the correlation value is between the indicators that measure the variables). The cross loading value is acceptable if the cross loading value of each variable statement item to the variable itself is greater than the correlation value of the statement item to other variables (Ghozali, 2015).

2. Reliability Test

In general, reliability is defined as a series of tests to assess the reliability of statement items. Reliability testing is used to measure the consistency of measuring instruments in measuring a concept or measure the consistency of respondents in answering statement items in questionnaires or research instruments. To measure the level of reliability of research variables in PLS, you can use the alpha coefficient value or Cronbach's alpha and composite reliability). Cronbach's alpha value is recommended to be greater than 0.7 and composite reliability is also recommended to be greater than 0.7. (Sekaran, 2014)

Structural Model (Inner Model)

This test was carried out to determine the relationship between exogenous and endogenous constructs which have been hypothesized in this research (Hair et al., 2017). To produce inner model test values, the steps in SmartPLS are carried out using the bootstrapping method. The structural model was evaluated using R-square for the dependent variable, Stone-Geisser Q-square test for predictive elevation and t test as well as the significance of the structural path parameter coefficients with the following explanation:

1. Coefficient of Determination / R Square (R²)

In assessing the model with PLS, start by looking at the R-square for each dependent latent variable. The interpretation is the same as the interpretation of regression. Changes in the R-square value can be used to assess the influence of certain independent latent variables on the dependent latent variable whether they have a substantive influence (Ghozali, 2015). The R² value is generally between 0 and 1.

2. Predictive Relevance (Q²)

This test is used to measure how well the observation values are produced by the model and also the estimated parameters. If the Q² value is greater than 0, it indicates the model has predictive relevance, which means it has good observation value, whereas if the value is less than 0, it indicates the model does not have predictive relevance (Ghozali, 2014).

3. t-Statistics

At this stage it is used for hypothesis testing, namely, to determine the significance of the relationship between variables in the research using the bootstrapping method. In the full model, Structural Equation Modeling, apart from confirming the theory, also explains whether or not there is a relationship between latent variables (Ghozali, 2015). The hypothesis is said to be accepted if the statistical t value is greater than the t table. According to (Latan and Ghozali, 2015) the t table value criteria is 1.96 with a significance level of 5%

4. Path Coefficient

This test is used to determine the direction of the relationship between variables (positive/negative). If the value is 0 to 1, then the direction of the relationship between variables is declared positive. Meanwhile, if the value is 0 to -1, then the direction of the relationship between the variables is declared negative.

5. Fit Model

This test is used to determine the level of suitability (fit) of the research model with the ideal model for this research, by looking at the NFI value in the program. If the value is closer to 1, the better (good fit).

Results and Discussion

Outer Model Analysis

Measurement model testing (outer model) is used to determine the specifications of the relationship between latent variables and manifest variables. This test includes convergent validity, discriminant validity and reliability.

1. Convergent Validity

This test is seen from the loading factor, the limit value is 0.7, and the limit value for Average Variance Extracted (AVE) is 0.5, if above this value it is said to be valid. This means that the value for the indicator is said to be valid, if the indicator explains the construct variable with a value > 0.7. The structural model in this research is shown in the following figure:

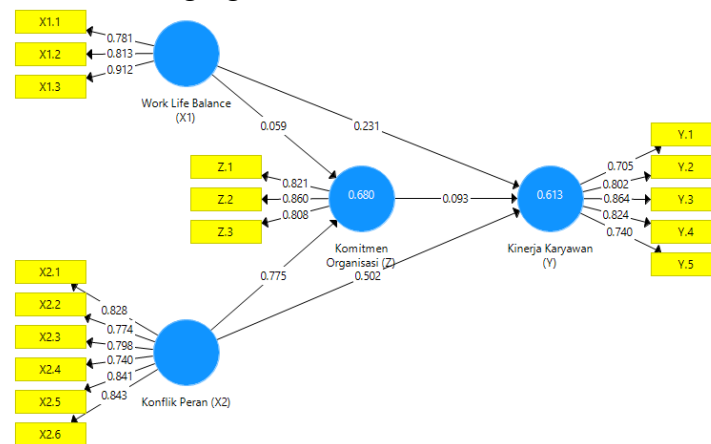


Figure 1. Outer Model
Source: Smart PLS 3.3.3

The Smart PLS output for loading factors gives the results in the following table: Outer Loadings In this study there is an equation and the equation consists of two substructures for substructure 1

$$Z = b1X1 + b2X2 + e1$$

$$Z = 0.059X1 + 0.775X2 + e1$$

For substructure 2

$$Y = b3X1 + b4X2 + b5Z + e2$$

$$Y = 0.231X1 + 0.502X2 + 0.093Z + e2$$

Table 1. Outer Loadings

	Employee Performance (Y)	Organizational Commitment (Z)	Role Conflict (X2)	Work Life Balance (X1)
X1.1				0.781
X1.2				0.813
X1.3				0.912
X2.1			0.828	
X2.2			0.774	
X2.3			0.798	
X2.4			0.740	
X2.5			0.841	
X2.6			0.843	
Y.1	0.705			
Y.2	0.802			
Y.3	0.864			

	Employee Performance (Y)	Organizational Commitment (Z)	Role Conflict (X2)	Work Life Balance (X1)
Y.4	0.824			
Y.5	0.740			
Z.1		0.821		
Z.2		0.860		
Z.3		0.808		

Source: Smart PLS 3.3.3

In table 1 above, the value of each variable states that the indicator for each variable is higher than 0.7, which means that each indicator item has a value higher than 0.7 so that the data is declared valid and can continue with further research.

2. Discriminate Validity

Further research will determine valid data using Discriminate Validity, aiming to find out whether the cross loading value is greater than other latent variables so as to determine the results of indicators that are highly correlated with the construct. The following table shows the cross loading results from validity testing as follows:

Table 2. Discriminant Validity

	Employee Performance (Y)	Organizational Commitment (Z)	Role Conflict (X2)	Work Life Balance (X1)
X1.1	0.619	0.513	0.676	0.781
X1.2	0.505	0.559	0.616	0.813
X1.3	0.653	0.675	0.773	0.912
X2.1	0.587	0.703	0.828	0.751
X2.2	0.582	0.614	0.774	0.575
X2.3	0.561	0.644	0.798	0.654
X2.4	0.774	0.521	0.740	0.619
X2.5	0.608	0.772	0.841	0.648
X2.6	0.602	0.710	0.843	0.739
Y.1	0.705	0.699	0.594	0.585
Y.2	0.802	0.553	0.531	0.538
Y.3	0.864	0.477	0.682	0.576
Y.4	0.824	0.439	0.648	0.566
Y.5	0.740	0.463	0.563	0.533
Z.1	0.581	0.821	0.651	0.595
Z.2	0.590	0.860	0.821	0.654

	Employee Performance (Y)	Organizational Commitment (Z)	Role Conflict (X2)	Work Life Balance (X1)
Z.3	0.479	0.808	0.538	0.466

Source: Smart PLS 3.3.3

Based on table 2 above, there is a cross loading value for the Employee Performance variable that is greater than the cross loading of other variables. There is a cross loading value for the Organizational Commitment variable that is greater than the cross loading of other variables. There is a cross loading value for the Role Conflict variable that is greater than the cross loading value of other variables. There is a cross loading value for the Work Life Balance variable that is greater than the cross loading of other variables. This means that all data is considered valid.

3. Composite reliability

In composite reliability to look at each variable with its reliability value and if the variable value is greater than 0.60 then the research is considered reliable and if it is below 0.60 and 0.7 then it is not reliable. There are several blocks to determine whether the research is reliable or not and valid or not, including the Coranbach alpha value, composite reliability and AVE value which can be seen in the table below:

Table 3. Construct Reliability and Validity

	Cronbach's Alpha	Composite Reliability	Average Variance Extracted (AVE)
Employee Performance (Y)	0.847	0.891	0.623
Organizational Commitment (Z)	0.776	0.869	0.689
Role Conflict (X2)	0.891	0.917	0.648
Work Life Balance (X1)	0.784	0.875	0.701

Source: Smart PLS 3.3.3

In table 3 above, it can be seen in the Cronbach alpha column that the value for each variable is greater than 0.7, which means that the reliability data is reliable for the variable. The composite reliability column has a value greater than 0.6 so it can be explained that each variable is considered reliable because the data is greater than 0.6. You can see from the AVE column that each variable has a value greater than 0.7, which means the data is valid in AVE terms. All variables from the Cronbach alpha column, reliability column and AVE column have values greater than 0.7 and 0.6 so they are considered reliable and valid.

Inner Model Analysis

Evaluation of the structural model (inner model) is carried out to ensure that the basic model created is strong and correct. The inspection stages carried out in the primary model assessment can be seen from several markers, namely:

1. Coefficient of Determination (R2)

Based on data processing that has been carried out using the SmartPLS 3.0 program, the R Square value is obtained as follows:

Table 4. R Square Results

	R Square	Adjusted R Square
Employee Performance (Y)	0.613	0.601
Organizational Commitment (Z)	0.680	0.673

Source: Smart PLS 3.3.3

The R square value of the Employee Performance variable is 0.613 and the resulting percentage is 61.3%, meaning that the influence of the Work Life Balance, Role Conflict and Organizational Commitment variables on Employee Performance is 61.3% and the remaining 38.7% is in other variables. The R square value of the Organizational Commitment variable is 0.680 in a percentage of 68.0%, meaning that the influence of the Work Life Balance, Role Conflict variables on Organizational Commitment is 68.0%, the remaining 32.0% is in other variables.

2. Goodness of Fit (GoF) Assessment

The goodness of fit model test can be seen from the NFI value ≥ 0.697 which is declared fit. Based on data processing that has been carried out using the SmartPLS 3.3 program, the Model Fit values are obtained as follows:

Table 5. Model Fit

	Saturated Model	Estimation Model
SRMR	0.100	0.100
d_ ULS	1,534	1,534
d_ G	0.986	0.986
Chi-Square	476,605	476,605
NFI	0.753	0.753

Source: Smart PLS 3.3.3

The Goodness of Fit test results of the PLS model in the table above show an NFI value of 0.961 and this value is greater than the value of 0.753 and the research in the fit model is considered to have fit data so it can be explained if this research is fit in testing.

3. Hypothesis Testing

After assessing the inner model, the next thing is to assess the connection between the idle builds as suspected in this review. Speculation testing in this review was carried out by looking at T-Statistics and P-Values. Speculation was announced admitting whether T-Insights values > 1.96 and P-Values < 0.05 . Next are the consequences of the direct impact Path Coefficient:

Table 6. Path Coefficients (Direct Influence)

	Original Sample (O)	T Statistics (O/STDEV)	P Values	Results
Organizational Commitment (Z) -> Employee Performance (Y)	0.093	0.756	0.450	Rejected
Role Conflict (X2) -> Employee Performance (Y)	0.502	3,295	0.001	Accepted

	Original Sample (O)	T Statistics (O/STDEV)	P Values	Results
Role Conflict (X2) -> Organizational Commitment (Z)	0.775	8,616	0,000	Accepted
Work Life Balance (X1) -> Employee Performance (Y)	0.231	2,063	0.040	Accepted
Work Life Balance (X1) -> Organizational Commitment (Z)	0.059	0.680	0.497	Rejected

Source: Smart PLS 3.3.3

Based on the research above, there are hypothetical results and will be explained as follows:

1. Organizational Commitment has a positive and insignificant effect on employee performance with the original sample of 0.093 and a P value of 0.450. This means that not all employees are committed to the organization so that some employees are forced to do something.
2. Role conflict has a positive and significant effect on employee performance with the original sample being 0.502 and a P value of 0.001. This means that role conflict carried out by employees is still considered positive because not all employees are unable to do other work after doing their main job so that performance has a positive effect.
3. Role Conflict has a Positive and Significant effect on Organizational Commitment with the original sample of 0.775 and a P value of 0.000. When an employee does other work and does not protest, this is said to have carried out its duties and has a commitment to the organization.
4. *Work Life Balance* has a positive and significant effect on employee performance with the original sample of 0.231 and a P value of 0.040. When employees are able to balance their work with other things and other jobs, performance will be able to improve well.
5. *Work Life Balance* Positive and Insignificant effect on Organizational Commitment with the original sample of 0.059 and P value 0.497. Even though employees are able to balance their main work and other work, they are not necessarily committed to their organization. They are only able to do this but do not want to help and do it because they are not committed to their organization.

Table 7. Path Coefficients (Indirect Influence)

	Original Sample (O)	T Statistics (O/STDEV)	P Values	Results
Role Conflict (X2) -> Organizational Commitment (Z) -> Employee Performance (Y)	0.072	0.739	0.460	Rejected
Work Life Balance (X1) -> Organizational Commitment (Z) -> Employee Performance (Y)	0.006	0.379	0.705	Rejected

Source: Smart PLS 3.3.3

Based on the research above, there is an indirect hypothesis with a P value greater than 0.05, meaning it is not significant, so it can be explained that Organizational Commitment is not an intervening variable because the effect is not significant. This can be explained as follows:

1. Role Conflict has a positive and insignificant effect on Employee Performance through Organizational Commitment with an original sample value of 0.072 and a P value of 0.460, meaning that commitment is not an intervening variable.
2. *Work Life Balance* has a positive and insignificant effect on Employee Performance through Organizational Commitment with an original sample value of 0.006 and a P value of 0.705, meaning that Organizational Commitment is not an intervening variable.

Closing

Conclusion

1. Organizational Commitment has a Positive and Insignificant Influence on Employee Performance in BPJS Employment in the Northern Sumatra Region
2. Role Conflict has a Positive and Significant Influence on Employee Performance in BPJS Employment in the Northern Sumatra Region
3. Role Conflict has a Positive and Significant Influence on Organizational Commitment in BPJS Employment in the Northern Sumatra Region
4. *Work Life Balance* Positive and Significant influence on Employee Performance in BPJS Employment in the Northern Sumatra Region
5. *Work Life Balance* Positive and Insignificant influence on Organizational Commitment in BPJS Employment in the Northern Sumatra Region
6. Role Conflict has a positive and insignificant effect on Employee Performance through Organizational Commitment in BPJS Employment in the Northern Sumatra Region
7. *Work Life Balance* positive and insignificant effect on Employee Performance through Organizational Commitment in BPJS Employment in the Northern Sumatra Region

Suggestion

1. Organizations must be able to implement work life balance from now on to increase organizational success by providing compensation to those who do so.
2. Organizations must control employees who carry out role conflict actions with a cooperative system so that it will not harm the organization.
3. Organizations must increase employee commitment by providing what employees need so that employees work better.
4. After employees are given what they need, the organization must require employees to do good work and improve their performance.

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