

The Effect Of Work Life Balance And Work Stress On Performance With Job Satisfaction As Intervening Variables At The Office Of Themistry Of Religion, Selatan Tapanuli Regency

Hilman¹, Yusuf Ronny Edward², Salman Faris^{3*}

^{1,2,3} Faculty of Economics, Prima Indonesia University, Medan, Indonesia

*Corresponding Author:

Email: salmanfaris@unprimdn.ac.id

Abstract.

This study aims to analyze the effect of work life balance and work stress on performance with job satisfaction as a moderating variable for employees at the Ministry of Religion Office of South Tapanuli Regency. The population in this study were 58 people. The technique used in sampling is purposive sampling. The data analysis tool uses SPSS. The results of the analysis show that Work Life Balance has a positive and significant effect on employee job satisfaction at the Office of the Ministry of Religion of South Tapanuli Regency. Job stress has a positive and significant effect on job satisfaction at the Office of the Ministry of Religion of South Tapanuli Regency. Work Life Balance has a positive but significant effect on performance at the Office of the Ministry of Religion of South Tapanuli Regency. Job stress has a positive and significant effect on performance at the Office of the Ministry of Religion of South Tapanuli Regency. Job satisfaction has a positive but not significant effect on performance at the Office of the Ministry of Religion of South Tapanuli Regency. The direct effect of Work Life Balance on performance is greater than the indirect effect of Work Life Balance on performance. The direct effect of work stress on performance is smaller than the indirect effect of work stress on performance.

Keywords: Job Satisfaction, Performance, Work Life Balance, Job Stress.

I. INTRODUCTION

Human resources are an important element in an organization. Human resources play a role in the strategic process. The role of human resources that is increasingly growing shows that the perception of the function of human resources is becoming stronger in an organization. The role of human resources has a very high contribution value in managing company resources effectively and efficiently. Human resources are in control of business activities in achieving company goals. Many companies are now experiencing bankruptcy because human resources are not competent in handling company resources. Basically any type of resource owned by the company, but the position of human resources occupies the highest order in controlling and managing other resources. The Office of the Ministry of Religion of South Tapanuli Regency is one of the vertical agencies located at the Regency level and is an extension of the Regional Office of the Ministry of Religion of North Sumatra Province, which has the authority to carry out some general government and development tasks in the field of Religion at the Regency Level and is responsible to the Head of the Regional Office. Ministry of Religion of North Sumatra Province. In carrying out its duties, the Office of the Ministry of Religion of South Tapanuli Regency describes government policies in this case the Regional Office of the Ministry of Religion of North Sumatra Province and pays attention to the policies of the South Tapanuli Regency Government. The success of a company can be measured by the performance of the employees produced, because employees are the main wealth of a company, because without them the company's activities will certainly not take place, in addition to operating employees also play an active role in setting plans, systems, processes, and goals to be achieved.

Every company will try to improve the performance of its employees in order to achieve the target or vision and mission of a company itself. If the human resources run effectively, the company will also continue to run effectively, and vice versa. In other words, the continuity of a company is determined by the performance of its employees, performance is the result of work in quality and quantity achieved by an employee, in carrying out his duties in accordance with the responsibilities given to him [1]. An employee in practice has different abilities and life and work spirit based on company expectations. This is because in a company there are individuals who have different life backgrounds from one another and may not be the same as the company's goals. So it is mandatory for companies to see a job that is assigned to employees by considering work life balance and work stress given to employees for employees to always pay attention to their performance. Companies are looking for different factors that can produce positive work attitudes and

behaviors from employees which ultimately improve their performance [2]. Furthermore, improving Work Life Balance also contributes to reducing absenteeism and employee turnover. Work life Balance is about creating and maintaining a supportive and healthy work environment, which will enable employees to have a balance between work and personal responsibilities and thereby strengthen employee loyalty and productivity. Empirical findings show that employees who feel good and experience limited stress at work and at home are more likely to feel satisfied with their jobs [3]. Previous research on work-life balance has found that stress levels are also affected. This is triggered by life satisfaction, job satisfaction, difficulty in working, problems in the family, depression, absenteeism, organizational commitment and level of performance [4]. Because many employees experience personal, professional, and monetary needs, achieving work-life balance must be challenging. Employers can help employees experience work-life balance by offering opportunities such as flexible work schedules, paid time off policy, answering and communication times, and company-sponsored events for example (employees and their families are given vacations abroad).

An excellent manager for employees, seeking work-life balance for his employees. They create a work environment where work-life balance is expected, enabled, and supported. They retain outstanding employees by implementing a work-life balance. A great company will always take care of the quality of its employees, whether it's in terms of work-life balance, emotional side, intellectual side, or in terms of skills. The most important thing is that great companies always try to make each of their employees as capital, and prevent their employees from being a burden on the company. Job stress is a condition of tension that affects emotions, thought processes and one's condition. Too much stress can threaten a person's ability to deal with the environment. Therefore, much of the essence of a business is in the human resources of the company, for Stress that is not handled properly usually results in a person's inability to interact positively with his environment, both in terms of the work environment and outside it. This means that the employee concerned will face various negative symptoms which ultimately affect his work performance. Experts say that work stress can arise as a result of pressure or tension that comes from an incompatibility between a person and his environment. In other words, if the means and task guidance are not in line with a person's needs and abilities, he or she will experience job stress. Basically various sources of stress can be classified, which comes from work and from individuals. Various things that can be a source of stress that comes from work (organization) also vary, such as the workload that is too heavy and the pressure of time and others. Environmental situations outside of work (individuals) can also be a source of stress. Various problems faced by a person, such as family problems and others are examples of sources of stress that require good and comprehensive human resource management which aims to be able to understand the company's goals.

Management starts from the recruitment of human resources to the placement of human resources, in positions that are in accordance with the capabilities of each individual. Every company or any organization would want the organization or company to run effectively and efficiently, but in reality every company or organization cannot carry out the process properly. Every company wants its employees to work well so that the results achieved can be optimal. But not always employees can perform their duties effectively and efficiently, because maybe because the balance of life of employees at home and at the office is not perfect so that it makes employees stressed and gives less than optimal results to the company. Therefore, efforts are needed from management to stimulate employee morale, including through providing and fulfilling employee motivation and creating a comfortable working atmosphere and employees must balance office life and life outside the office to support a good work process. To achieve an effective organizational vision, employee job satisfaction is very important to note. Wibowo (2013: 132) defines, "Job satisfaction is a person's level of feeling happy as a positive assessment of his work and the environment in which he works". According to Sudaryo (2018: 92-92), "Indicators of job satisfaction are discipline, work morale and the number of turnover or employee turnover"[5]. The reality at the Ministry of Religion of South Tapanuli, from the results of initial observations, it is indicated that employee job satisfaction is not good. This can be seen from the lack of discipline such as absenteeism and arriving late, communication and poor relations between employees.

Job satisfaction plays an important role in the productivity and performance of employees of an organization. Therefore the papacy must be a serious concern of the organization in carrying out its activities. According to Newstorm (in Fattah, 2017: 64), "Job satisfaction is a pleasant or unpleasant feeling or emotion for employees to see their work". Of course this will depend on the employee's response to his work. Employee responses can be in the form of a positive response to a pleasant feeling, or vice versa a negative response in the form of an unpleasant feeling [6]. Based on initial observations, employees at the Ministry of Religion of South Tapanuli found the fact that personal problems could affect employee performance at work. This can be related to satisfaction in personal life, job satisfaction, difficulty in working, problems in the family, depression, absenteeism, organizational commitment and level of performance [4]. A positive psychological environment is needed so that a balance is achieved between a task and other obligations outside of work [7]. It is hoped that this practice can trigger a person's performance so that workers will tend to be comfortable in their work, enthusiastic in carrying out their duties and responsibilities. Besides the disruption of Work Life Balance and the occurrence of stress in the workplace also minimizes decision-making abilities, because of this employees do not have sufficient motivation to take the initiative and make their own decisions. Coaching and training employees on stress management is needed to help them reduce stress in order to be successful in overcoming problems so that they can increase their potential, considering the positive impact of tenure on performance. Based on the above background, the author conducted a study entitled "The Influence of Work Life Balance and Work Stress on Performance With Job Satisfaction as a Moderating Variable for Female Employees at the Ministry of Religion Office of South Tapanuli Regency".

II. METHODS

Validity test

This validity test was carried out with the aim of analyzing whether the contents of the questionnaire instrument items (questionnaires) that were prepared were truly appropriate to measure the validity or validity of a variable used in the study.

$$r = \frac{n(\sum x_i y_i) - (\sum x_i)(\sum y_i)}{\sqrt{\{n \cdot \sum x_i^2 - (\sum x_i)^2\} \{n \cdot \sum y_i^2 - (\sum y_i)^2\}}}$$

Where :

n	= number of pairs of observations
$(\sum x_i)$	= number of observations variable x
$(\sum y_i)$	= number of observations variable Y
$(\sum x_i^2)$	= the number of squares of observations of the variable x
$(\sum y_i^2)$	= the number of squares of observations of the variable y
$(\sum x_i)^2$	= the square of the number of observations of the variable x
$(\sum y_i)^2$	= the square of the number of observations of the variable y
$\sum x_i y_i$	= the sum of the products of the variables x and y

Reliability Test

$$r = \left[\frac{k}{(k-1)} \right] \left[1 - \frac{\sum \sigma b^2}{\sigma_1^2} \right]$$

Where :

R	= Instrument reliability
k	= number of statements
$\sum \sigma b^2$	= number of item variances
σ_1^2	= total variance

III. RESULT AND DISCUSSION

RESULT

Multicollinearity Test Results

Coefficients^a

Model	Unstandardized Coefficients		Standardized Coefficients	Collinearity Statistics	
	B	Std. Error	Beta	Tolerance	VIF
(Constant)	-6,231	5,985			
X1	,735	,104	,636	,861	1,162
X2	,410	,132	,280	,861	1,162

a. Dependent Variable: Z

Source: Primary Data Processed, 2022

The results of the multicollinearity test can be seen that the VIF and tolerance values are as follows: The Work Life Balance (X1) variable has a VIF value of 1.162 and a tolerance of 0.861. The work stress variable (X2) has a VIF value of 1.162 and a tolerance of 0.861. From these provisions, if the VIF value is < 10 and tolerance > 0.10 then there is no multicollinearity symptom and the values obtained from the calculation are in accordance with the VIF and tolerance values, it can be concluded that the independent variable does not occur multicollinearity so that the model has qualify the classical assumptions in regression analysis.

Sub t Test Results

Coefficients^a

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
(Constant)	-6,231	5,985		-1,041	,302
X1	,735	,104	,636	7,064	,000
X2	,410	,132	,280	3,106	,003

a. Dependent Variable: Z

Source: Primary Data Processed, 2022

In the table, the t statistical test is obtained, as follows:

1. Work life balance variable (X1) with a probability level of 0.000. Thus, it can be concluded that $P = 0.000 < \leq 0.05$, accept the hypothesis which states that work life balance has a significant effect on job satisfaction variables.
2. Work stress variable (X2) with a probability level of 0.003. Thus, it can be concluded that $P = 0.000 < \leq 0.05$, so accept the hypothesis which states that the work stress variable has a significant effect on the job satisfaction variable.

Thus, the path analysis equation can be arranged as follows:

$$Z = 0,636 X1 + 0,280 X2$$

The analysis equation model means:

1. Work life balance variable (X1) = 0.636. The work life balance variable with a positive sign means that it has a unidirectional effect, which means that each addition or increase in the value of one unit score of the work life balance variable will increase the value of the job satisfaction variable by 0.636 per one unit score.
2. Work stress variable (X2) = 0.280. The work stress variable with a positive sign means that it has a unidirectional effect, which means that each addition or increase in the value of one unit score of the work stress variable will increase the value of the job satisfaction variable by 0.280 per one unit score.

Coefficient of Determination Test Results (R2)

Model Summary^b

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
-------	---	----------	-------------------	----------------------------

1	,785 ^a	,616	,602	2,32900
---	-------------------	------	------	---------

a. Predictors: (Constant), X2, X1

b. Dependent Variable: Z

Source: *Primary Data Processed, 2022*

The result of calculating the value of R Square is 0.616. This result means that 61.6% of motivation can be explained by the two independent variables above, while the remaining 34.4% is explained by other variables not included in this study.

Sobel Test Results

The following are the results of the Sobel test with the work life balance variable on performance through job satisfaction.

$$t = \frac{0.741 \times 0.259}{\sqrt{(0.259^2 \times 0.104^2) + (0.741^2 \times 0.190^2)}}$$

$$t = \frac{0.741 \times 0.259}{\sqrt{0.000725548096 + 0.0198218241}}$$

$$t = \frac{0.191919}{0.020547372196}$$

$$t = 9.340$$

From the results of the Sobel test calculation above, the t value is 9.340, so that the t value is $9.340 > t_{\text{table } 2.002}$, it can be concluded that the job satisfaction variable is able to mediate the relationship between the influence of work life balance on performance.

The following are the results of the Sobel test with the variable work stress on performance through job satisfaction.

$$t = \frac{0.517 \times 0.377}{\sqrt{(0.377^2 \times 0.132^2) + (0.517^2 \times 0.190^2)}}$$

$$t = \frac{0.517 \times 0.377}{\sqrt{0.002476455696 + 0.0096491329}}$$

$$t = \frac{0.194909}{0.012125588596}$$

$$t = 16.074$$

From the results of the Sobel test calculation above, the t value is 16,074, so that the t value is $16,074 > t_{\text{table } 2,002}$, it can be concluded that the job satisfaction variable is able to mediate the relationship between the effects of work stress on performance.

DISCUSSION

Effect of Work Life Balance on Job Satisfaction

The work life balance variable has a positive and significant effect on motivation at the Office of the Ministry of Religion of South Tapanuli Regency. The work life balance variable has a regression coefficient value of 0.358 which has a unidirectional effect, which means that each addition or increase in the value of one unit score of the work life balance variable will increase the work satisfaction value of the employees of the Office of the Ministry of Religion of South Tapanuli Regency by 0.358 per one unit score. Based on the results of testing the first hypothesis, it is known that work life balance has a significant effect on job satisfaction of employees of the Office of the Ministry of Religion of South Tapanuli Regency. This means that the work life balance shows positive things, namely increasing productivity, reducing turnover rates and increasing employee commitment [8]. Subsequent research also supports that work life balance has a positive influence on job satisfaction. This study explains that poor job satisfaction will result in poor morale and productivity, so the company plays a facilitation role in order to get the goal of having a work life balance [9]. The results of other studies were found to support a positive influence between work life balance and job satisfaction. If the company wants to increase job satisfaction through work life balance, the company must focus on the balance of satisfaction first which is one of the indicators of work life balance [10].

The Effect of Job Stress on Job Satisfaction

Job stress variable has a positive and significant effect on job satisfaction at the Office of the Ministry of Religion of South Tapanuli Regency. The work stress variable has a regression coefficient value of 0.337 which has a unidirectional effect, which means that each addition or increase in the value of one unit score of the organizational culture variable will increase the work satisfaction value of the employees of the Office of the Ministry of Religion of South Tapanuli Regency by 0.337 per one unit score. Based on the results of testing the second hypothesis, it is known that work stress has a significant effect on job satisfaction of the employees of the Office of the Ministry of Religion, South Tapanuli Regency. According to (Anogara, 2009) if found a close bond between stress on individuals, work and satisfaction. Where work stress is part of life stress and job satisfaction is included in life satisfaction. The stress felt by individuals in their work will have an impact on perceived job satisfaction. Job stress is a physical and emotional response to the demands of work that are carried out that exceed the limits. The findings of this study are supported by research conducted by [11] Dewi Melinia Kurniasari (2022), which states that work stress has a positive and significant effect on job satisfaction.

Effect of Work Life Balance on Performance

The work life balance variable has a positive and insignificant effect on performance at the Office of the Ministry of Religion of South Tapanuli Regency. The work life balance variable has a regression coefficient value of 0.636 which has a unidirectional effect, which means that each addition or increase in the value of one unit score of the work life balance variable will increase the performance value of the employees of the Office of the Ministry of Religion of South Tapanuli Regency by 0.636 per one unit score. Based on the results of testing the third hypothesis, it is known that work life balance has a significant effect on the performance of the employees of the Office of the Ministry of Religion of South Tapanuli Regency. This means that employees who can find a suitable balance between work and family commitments can create productivity for the organization [12]. Subsequent research also supports that work life balance has a positive and significant effect on employee performance. This study also explains that the role of work life balance in improving employee performance must be an activity that is developed systematically [13]. The results of other studies are found to support a positive influence between work life balance and employee performance. The better work-life balance is something that is considered to be able to provide an increase in employee performance [14].

The Effect of Job Stress on Performance

Work stress variable has a positive and significant effect on performance at the Office of the Ministry of Religion of South Tapanuli Regency. The work stress variable has a regression coefficient value of 0.280 which has a unidirectional effect, which means that each addition or increase in the value of one unit score of the work stress variable will increase the performance value of the employees of the Office of the Ministry of Religion of South Tapanuli Regency by 0.280 per one unit score. Based on the results of testing the fourth hypothesis, it is known that work stress has a significant effect on the performance of the employees of the Office of the Ministry of Religion, South Tapanuli Regency. In theory, job stress has a relationship with employee performance, which is like an inverted U-shaped curve. According to (Robbins, 2006) if there is a decrease in the level of stress experienced by employees, their performance will also decrease. If employee stress has increased to its optimal point, employee performance can achieve maximum results [15].

The Effect of Job Satisfaction on Performance

Job satisfaction variable has no significant positive effect on employee performance at the Office of the Ministry of Religion of South Tapanuli Regency. The job satisfaction variable has a regression coefficient value of 0.181 which has a unidirectional effect, which means that each addition or increase in the value of one unit score of the job satisfaction variable will increase the performance value of the employees of the Office of the Ministry of Religion of South Tapanuli Regency by 0.181 per one unit score. Based on the results of testing the fifth hypothesis, it is known that job satisfaction has a significant influence on the performance of the employees of the Office of the Ministry of Religion of South Tapanuli Regency. The results of this study are in line with the results of Mundakir's research (2018) which shows that there is a

positive influence of job satisfaction on employee performance. Where workers with a high sense of job satisfaction will be shown with a positive attitude that can improve their performance and be more productive in carrying out their work [16].

Effect of Work Life Balance on Performance through Job Satisfaction

Based on the results of the Sobel test calculation, it is known that the t value is 9,340, so that the t value is $9,340 > t$ table 2,002, it can be concluded that the job satisfaction variable is able to mediate the relationship between the influence of work life balance on performance. And based on path analysis, it is known that the effect of work life balance (X1) on the performance (Y) of the employees of the Office of the Ministry of Religion of South Tapanuli Regency is 75.1% which consists of a direct effect of 63.6% and an indirect effect of work life balance (X1) on performance. (Y) through job satisfaction (Z) of 11.5%. The results of this calculation show that the direct effect of work life balance (X1) on performance (Y) is greater than the indirect effect. Thus it can be said that the work life balance (X1) is effective in improving performance (Y), in other words it can be emphasized that the work life balance (X1) has an effect if there is an increase in the performance (Y) of employees in carrying out their duties. Based on the results of testing the sixth hypothesis, it is known that work life balance through job satisfaction has an influence on the performance of the employees of the Office of the Ministry of Religion of South Tapanuli Regency. The results showed that job satisfaction had no role in mediating the effect of work life balance on performance.

The Effect of Job Stress on Performance through Job Satisfaction

Based on the results of the Sobel test calculation, it is known that the t value is 16,074, so that the t value is $16,074 > t$ table 2,002, it can be concluded that the job satisfaction variable is able to mediate the relationship between work stress and performance. And based on path analysis, it is known that the effect of work stress (X2) on the performance (Y) of employees of the Ministry of Religion of South Tapanuli Regency is 75.6%, which consists of a direct effect of 33.7% and an indirect effect of work stress (X2) on performance (Y) through job satisfaction (Z) of 41.9%. The results of this calculation show that the direct effect of work stress (X2) on performance (Y) is smaller than the indirect effect. Thus it can be said that the effect of work stress (X2) will increase performance (Y) more if it is done through job satisfaction (Z). Based on the results of testing the seventh hypothesis, it is known that job stress through job satisfaction has an influence on the performance of the employees of the Office of the Ministry of Religion of South Tapanuli Regency. The results showed that job satisfaction has a role in mediating the effect of work stress on the performance of the employees of the Office of the Ministry of Religion of South Tapanuli Regency.

IV. CONCLUSION

Based on the results of research and discussion through proving the hypothesis on the issues raised, it can be concluded that: Work life balance has a positive and significant effect on employee job satisfaction at the Office of the Ministry of Religion of South Tapanuli Regency. This means that this condition proves that the better work life balance can increase job satisfaction. Job stress has a positive and significant effect on job satisfaction at the Office of the Ministry of Religion of South Tapanuli Regency. This means that this condition proves that the lower work stress can increase job satisfaction. Work life balance has a positive but significant effect on performance at the Office of the Ministry of Religion of South Tapanuli Regency. This means that this condition proves that the better work life balance can improve performance. Job stress has a positive and significant effect on performance at the Office of the Ministry of Religion of South Tapanuli Regency. This means that this condition proves that the lower work stress can improve performance. Job satisfaction has a positive but not significant effect on performance at the Office of the Ministry of Religion of South Tapanuli Regency.

This means that this condition proves that the higher job satisfaction can improve performance but not significantly. The effect of work life balance on the performance of the employees of the Office of the Ministry of Religion of South Tapanuli Regency will be greater if it is not carried out through job satisfaction. The direct effect of work life balance on performance is greater than the indirect effect of work life balance on performance. It can be concluded that job satisfaction is not able to mediate the effect of work life balance on performance. The effect of work stress on the performance of the employees of the Office of

the Ministry of Religion of South Tapanuli Regency will be greater if it is done through job satisfaction. The direct effect of work stress on performance is smaller than the indirect effect of work stress on performance. It can be concluded that job satisfaction is able to mediate the effect of job stress on performance.

REFERENCES

- [1] Mangkunegara, A.P. 2013. Manajemen Sumber Daya Manusia Perusahaan. Bandung : PT. Remaja Rosdakarya
- [2] Hasan, Ali. 2014. Marketing Dan Kasus-Kasus Pilihan. Yogyakarta : CAPS Ikhsan, Arfan, dkk. 2014. Metodologi Penelitian Bisnis Untuk Akuntansi dan Manajemen. Bandung : Citapustaka Media
- [3] Wright, T. dan Cropanzano, R. 2000. Psychological Well-Being And Job Satisfaction As Predictors Of Job Performance. *Journal of Occupational Health Psychology*
- [4] Fisher, G.G., et.al. 2009. Beyond Work and Family : A Measure of Work/Nonwork Interference And Enhancement. *Journal of Occupational Health Psychology*. Vol. 14 No. 4
- [5] Wibowo. 2012. Manajemen Kinerja Ed. 3. Jakarta : Rajawali Pers
- [6] Fattah, Hussein, Kepuasan Kerja & Kinerja Pegawai, Yogyakarta: Elmatera, 2017.
- [7] Sen, C., & Hooja, H. R. 2015. Psychological capital and work-life balance: a study on police officers. *International Journal of Management and Social Sciences Research (IJMSSR)*. No. 4 Vol. 7
- [8] Asepta, U. Y., & Maruno, S. H. P. (2018). Analisis Pengaruh Work-Life Balance Dan Pengembangan Karir Terhadap Kepuasan Kerja Karyawan Pt.Telkomsel, Tbk Branch Malang. *Jurnal Ilmiah Bisnis Dan Ekonomi Asia*, 11(2), 77–85. <https://doi.org/10.32812/jibeka.v1i1i2.64>
- [9] Kanwar, Y. P. S., Singh, A. K., and Kodwani, A. D. 2009. Work-Life Balance and Burnout as Predictors of Job Satisfaction in The It-Ites Industry. *The Journal of Business Perspective*. Vol. 13, No. 2, pp. 1-12.
- [10] Ganapathi, I.M.D. (2016). Pengaruh work-life balance terhadap kepuasan kerja karyawan (Studi pada PT Bio Farma Persero). *E-journal Ecodemica*, IV(1), 125 - 135.
- [11] Dewi Melinia Kurniasari et al, 2022. Pengaruh Work Life Balance, Stres Kerja Dan Etika Kerja Islam Terhadap Kinerja Karyawan Milenial Di Masa Pandemi Covid 19 Dengan Kepuasan Kerja Sebagai Variabel Intervening (Studi Kasus Bank Btn Syariah Kc Solo). Institut Agama Islam Negeri Salatiga, Jl. Tentara Pelajar No. 02. Salatiga 50721. *Jurnal Nisbah* Vol .8 No .1 Tahun 2022
- [12] Soomro, A. A., Breitenacker, R. J., & Shah, S. A. M. (2018). Relation of work-life balance, workfamily conflict, and family-work conflict with the employee performance-moderating role of job satisfaction. *South Asian Journal of Business Studies*, 7(1), 129-146. <https://doi.org/10.1108/SAJBS-02-2017-2018>
- [13] Noorhidayat et al, 2017:1153-1159. Pengaruh Work Life Balance Terhadap Stres Kerja Dan Kinerja Karyawan Pada Pt Pln (Persero) P2b Apb Jabar.
- [14] Johari et al, 2017:107-120. Autonomy, workload, work life balance and job performance teachers. *International Journal of Educational Management*, 28.
- [15] Robbins, Stephen, 2006, “Perilaku Organisasi”, Prentice Hall, edisi kesepuluh Sabardini, 2006, “Peningkatan Kinerja Melalui Perilaku Kerja Berdasarkan Kecerdasan Emosional”, Telaah Bisnis, Vol.7, No.1
- [16] Mundakir, & Zainuri. (2018). Pengaruh Kompensasi dan Motivasi terhadap Kinerja Pegawai Negeri Sipil dengan Kepuasan Kerja sebagai Variabel Intervening. *Business Management Analysis Journal (BMAJ)*, Vol. 1 No. 1 – Oktober 2018