
Mediation Role of Work Stress on the Effect of Work-Life Balance and Work Environment on Employee Performance of XYZ Leasing Company

Tinjung Desy Nursanti

Bina Nusantara University Jakarta
tinjungdesy2600@binus.ac.id

Monica Julianti

Bina Nusantara University Jakarta
monicajulianti90@binus.ac.id

Abstract

The purpose of this study was to determine the effect of work life balance and work environment on work stress and its impact on the performance of XYZ leasing company's employees. The research method used in this research is associative research method which aims to find out the relationship between two or more variables. Data collection was carried out by distributing questionnaires to 124 respondents and analyzed using the path analysis method. The results of this study are the variable work life balance and work environment affect work stress and have an impact on the performance of employees of XYZ leasing company. The conclusion from the results of this study is the variable work life balance and work environment significantly and negatively affect work stress then significantly and positively affect performance. Some practical implications that might be useful for XYZ leasing company are as follows, the company needs to take a look at the ability of employees to balance work demands with personal activities that have become routine, hence the company needs to realize that the process of digitizing work is the answer to the issue of work life balance. Moreover, the company must also try to contribute or improve work support facilities so that the work environment becomes more comfortable, as well as providing more sufficient work equipment. With the various improvements made, it is hoped that employees can have punctuality in finishing off their work.

Keywords: employee performance, work life balance, work environment, work stress.

Abstrak

Penelitian ini bertujuan untuk mengetahui pengaruh work life balance dan lingkungan kerja terhadap stres kerja serta dampaknya pada kinerja karyawan PT. XYZ. Metode penelitian yang digunakan dalam penelitian ini adalah metode penelitian asosiatif yang bertujuan untuk mengetahui hubungan antar dua variabel atau lebih. Pengumpulan data dilakukan dengan membagikan kuesioner kepada 124 responden dan dianalisis menggunakan metode analisis jalur. Hasil dari penelitian ini adalah variabel work life balance dan lingkungan kerja berpengaruh terhadap stres kerja serta memberikan dampak pada kinerja karyawan PT. XYZ. Kesimpulan dari hasil penelitian ini adalah variabel work life balance dan lingkungan kerja berpengaruh secara signifikan dan negatif terhadap stres kerja kemudian berpengaruh secara signifikan dan positif terhadap kinerja. Beberapa implikasi praktis yang mungkin berguna bagi perusahaan leasing XYZ adalah sebagai berikut, perusahaan perlu melihat kemampuan karyawan untuk menyeimbangkan tuntutan pekerjaan dengan aktivitas pribadi yang sudah menjadi rutinitas, maka perusahaan perlu menyadari bahwa proses digitalisasi pekerjaan adalah jawaban atas masalah keseimbangan kehidupan kerja. Selain itu, perusahaan juga harus berusaha memberikan kontribusi atau meningkatkan fasilitas penunjang kerja agar lingkungan kerja menjadi lebih nyaman, serta menyediakan peralatan kerja yang lebih memadai. Dengan berbagai perbaikan yang dilakukan, diharapkan karyawan dapat memiliki ketepatan waktu dalam menyelesaikan pekerjaannya.

Kata Kunci: kinerja karyawan, lingkungan kerja, stres kerja, work-life balance.

1. Introduction

Along with changes that keep up to take place, the business world is increasingly demanding that companies work more effectively and efficiently as well as having the ability to adapt quickly. Companies that engaged in providing goods and services cannot be separated from one of the most important factors that must be considered, the human resources. Human resources must be appraised a strategic partner for the company not only an asset. Human resources must be managed properly in order to help the company to achieve its goals. Due to the increasingly strategic role of human resources at this time, companies must think about how human resources must be managed properly and professionally so that human resources can continue to maintain and improve their performance. Good individual performance will help the company to solve existing problems and achieve the desired organizational goals. Good performance is needed to carry out all the duties and responsibilities that are owned and every individual must have this potential.

The success that can be achieved by a company depends on the performance of its employees. Employees will feel more able to work whenever they have low stress levels for stress has an impact on the decline of their performance. Stress can arise due to pressure or tension that comes from misalignment between a person and his environment, in other words, if the means and demands of the job are not in line with the needs and abilities of a person, then it can be a trigger for stress. This is supported by the research by Jayasinghe and Mendis (2017) on the banking sector in the northern region of Sri Lanka, where the results of the study state that stress factors such as work, organizational and individual factors have an influence of 52.9% on performance. Stress has an impact on decreasing employee performance as evidenced by the negative relationship between stress and performance.

To minimize stress, company must be able to minimize factors that might cause stress level. Management of employee stress is important for companies because stress has an impact on the sustainability of the company. According to research conducted by Okeke and Ojan (2016), job stress has a vital impact and has become a challenge for an organization to manage employees as assets by minimizing stress. If employees experience stress, it will have an impact on increasing absenteeism and decreasing productivity which ultimately has an impact on the organization. High levels of work stress can drain the employee's energy which in turn will affect the employee's physical and mental abilities.

XYZ leasing company is a business entity engaged in the financing (leasing) of four-wheeled vehicles, heavy equipment and industrial machinery which is currently developing its business to

become better known and in particular to become a market leader. To achieve this goal, many promotional programs are carried out, such as competing interest and faster process.

Based on the interview result with the representative of XYZ leasing company's HR department on September 2019, it is known that the position of marketing as frontliners require the employee to market the company's products. However, this is not the single role of the marketing division, there are roles outside the marketing division that function to help achieve company goals such as the information technology (IT) department, operations, general affairs, law, internal audit, internal control, finance & accounting, human resources, collections & consumer relations.

In carrying out their respective duties, each department must synergize with each other even though the company's main business goal is selling and achieving monthly targets. In carrying out their activities, both marketing division employees and non-marketing division employees face many things outside of work that can affect their performance, for example at the end of the month where the workload becomes increasing more than at the beginning of the month. As a result, employees spend more time in the office and leave after office hours. In addition, the work environment, both physical and non-physical, of course affects their performance when their workload increases at a certain time.

To create good working conditions and environment to avoid work stress, there are several things that must be considered by the company. The first thing is how the company makes policies so that employees can still work well but maintain a balance between work and personal life or better known as work life balance. Work life balance has recently become a serious concern for the company's HR management because companies are increasingly realizing how important it is for an employee to have the same balance both in terms of work and personal matters. According to Dhas (2015), at this time, employees have many competing responsibilities towards work, family, household affairs and care for elderly parents. Conflict arising from the imbalance of life and work is a serious problem that affects employees, companies and their communities. The more time a person allocates to work, of course, the less time they have for personal interests such as relaxation and hobbies. This of course hinders their interaction as individuals who have personal needs and as social beings. Therefore, the company does not want its employees to continuously spend their time working late every day which makes the employee spend less time outside of work such as gathering with family or friends. It also aims to reduce the impact on stress due to a lack of work-life balance.

The next thing is about the work environment,

Table 1. Pre-survey of Work Life Balance

	Have work & personal life balance	Have no work & personal life balance
Respondents	3	7

Table 2. Pre-survey of Work Environment

Data	Supportive work environment	Unsupportive work environment
Respondents	5	5

Table 3. Pre-survey of Work Stress

Data	Experiencing work stress	no work stresses
Respondents	6	4

Source: pre-survey XYZ Leasing Company

both physical and non-physical work environments. According to Sunyoto (2018: 38) the work environment is a very important part when employees carry out work activities. A good work environment can provide motivation to work and will affect the enthusiasm or morale of employees. The work environment in a company is very important for management to pay attention since poor working conditions might potentially causing employees to get ill easily, get stressed easily, have difficulty in concentrating, thus decreasing performance.

A satisfactory work environment for employees can improve performance, otherwise an unsatisfactory work environment can reduce performance. Factors work life balance and work environment are factors that can not only lead to success in carrying out a job, but also can cause a failure in the implementation of a job. These two factors can be a stress factor for an employee. While stress can affect both positively and negatively. If the company is able to provide a balance in terms of work and personal and is able to create a good work environment then this will help employees to avoid stress triggers and prevent employees from declining performance.

Bhanu and Babu (2018) explained that the work environment has an important role in employee performance. Some companies fail to understand the importance of the work environment for employees which has an impact on the emergence of obstacles during work where to produce good quality work, employees must understand the performance criteria that have been determined by the company. A good work environment can prevent employees from work stress and produce better performance. In addition, a good work environment can make employees work freely without worrying about problems that can affect their performance.

Work life balance and work environment are factors that can not only lead to success in carrying out a job, but also can cause a failure in the implementation of a job. If the company is able to provide a balance in terms of work and personal and is

able to create a good work environment, this will help employees to avoid stress triggers and prevent employees from declining performance. To prove the phenomenon that has been described previously, Table 1 showed the results of a preliminary questionnaire to 10 employees related to work life balance.

Half of the respondents did not feel a balance in their work and personal lives since there was a lot of work to be completed. Additionally, there were jobs charged suddenly and must be completed immediately. From the results of the preliminary questionnaire, it is also known that employees spend more time in the office than in their personal lives such as gathering with family or just a short recreation.

It is known that 5 respondents think that the work environment, such as the facilities in the office, still cannot maximize the work they do because they are considered to be lacking, such as the temperature being less cool. In addition, a number of respondents said that relationships with superiors and fellow coworkers also affect work because there is often a lack of communication about the work being done.

It is known that most respondents feel work stress caused by pressure from work such as the large quantity of work they have so they have to increase working hours which sometimes makes employees bored and pressure from superiors, especially at the end of the month where towards the end of the month the number of jobs they have will increase. increased compared to the beginning of the month.

Based on the preliminary questionnaire table above, the variables of work life balance, work environment and work stress can be analyzed further to determine whether each of these variables has a partial or simultaneous effect on performance. Thus, the objectives to be achieved from this research are (1). determine the effect of work life balance variables on work stress, (2). knowing the effect of work environment variables on work stress,

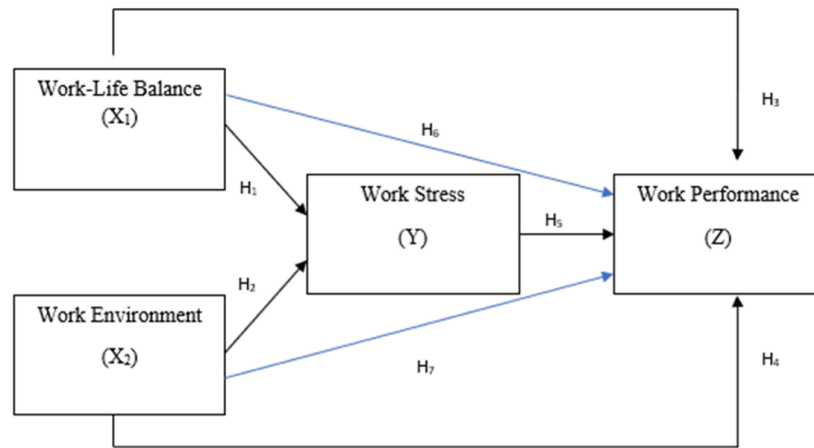


Figure 1. Research theoretical framework

(3). knowing the effect of work life balance on performance, (4). knowing the effect of the work environment on performance, (5). knowing the effect of work stress on performance, (6). determine the effect of work life balance on employee performance through work stress, and (7). determine the effect of the work environment through work stress on the performance of employees of XYZ Leasing Company.

2. Theoretical Framework and Hypothesis Development (If Any)

This study consists of two independent variables, work life balance (X_1) and work environment (X_2) that affects the dependent variable, namely work performance (Z), and mediated with variable Y , work stress. Details about the relationship between independent and dependent variables as well as mediating variable can be seen in the theoretical framework described in Figure 1.

In this study, 7 hypotheses are tested as follows:

1. The work life balance against work stress (H_1);
2. The work environment on work stress (H_2);
3. The work life balance on work performance (H_3);
4. The work environment on work performance (H_4);
5. The work stress on work performance (H_5);
6. The work life balance on work performance through work stress (H_6);
7. The work environment on work performance through work stress (H_7).

3. Research Method

The research method used in this study is a quantitative associative. Quantitative research is research that uses data in the form of numbers and is analyzed using statistics. As for associative re-

search, which aims to determine the causal relationship between two or more variables (Sugiyono, 2018). There are three variables that will be analyzed in this study, work life balance (X_1) and work environment (X_2) with work stress (Y) and employee performance (Z). With the survey method which is a primary data collection method obtained directly from the original source, the unit of analysis studied is the individual, namely the employees of PT. XYZ. The information obtained through the distribution of the questionnaire is only collected once in a certain time horizon which is referred to as cross-sectional.

Sources of data used in this study are primary and secondary sources. Survey results derived from distributing questionnaires to a predetermined sample of workers and data from books, articles, magazines, journals and websites related to the research. The population in this study are all employees of PT. XYZ which is located at the head office with a population of 179 people. For the representativeness of the population, a probability sampling technique that provides equal opportunities for each member of the population to be selected as a member of the sample is applied. The number of samples was calculated using the Taro Yamane formula and the number of respondents was 124 people.

After data collection through distributing questionnaires has been completed, the next stage is testing the data quality by doing validity and reliability tests, after previously the data has been transformed from ordinal data to interval data. The results of the data test show that the data is valid and reliable, normally distributed, free from multicollinearity and heteroscedasticity problems and meets the principles according to the linearity line. After

Table 4. Research Design of the Study

Research Purposes	Research Design			
	Type	Method	Analysis Unit	Time Horizon
T1-T7	Quantitative - Associative	Survey	Employees	Cross-Sectional

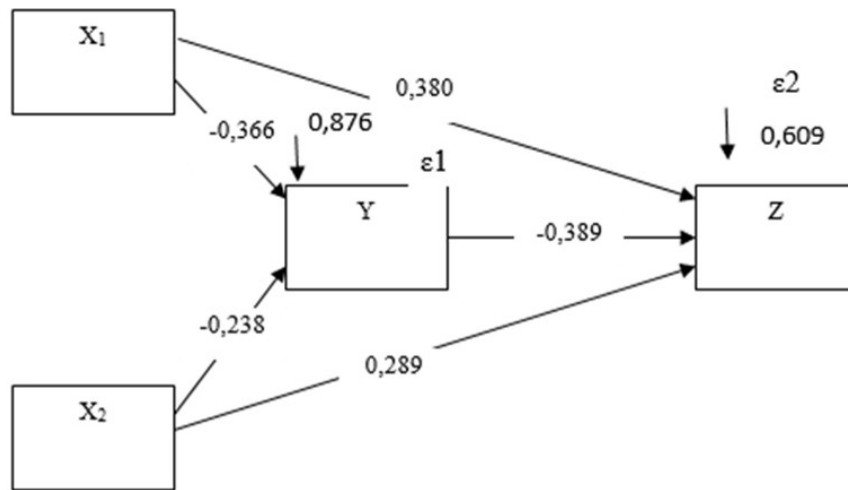


Figure 2. Path Coefficients Analysis

that, the data will be processed and then analyzed further to answer the research questions using Path Analysis.

4. Result, Discussion, and Managerial Implication

Based on the results of data processing using path analysis, the overall effect of work life balance (X1), work environment (X2), and work stress (Y) on employee performance (Z) can be described in the path diagram model in Figure 2.

Based on the results of the path coefficients above, the information that can be obtained regarding the direct, indirect and total effects of the variables X1, X2 and Y, on Z is summarized in the table 5 that showed the causal effect of path analysis.

From the results of the summary of the causal effect which recapitulated in the previous above, the following analysis can be carried out:

1. Work life balance (X₁) has a significant effect on work stress (Y). This is supported by the significance test where the sig result is 0.000 (less than 0.05). Work life balance contributes directly by $-0.3662 \times 100\% = 13.39\%$.
2. Work environment (X₂) has a significant effect on work stress (Y). This is supported by

the significance test where the sig result is 0.004 (less than 0.05). The work environment contributes directly by $-0.2382 \times 100\% = 5.66\%$.

3. Work life balance (X₁) has a significant effect on employee performance (Z). This is supported by the significance test where the sig result is 0.000 (less than 0.05). The work environment contributes directly by $0.3812 \times 100\% = 14.51\%$.
4. Work environment (X₂) has a significant effect on employee performance (Z). This is supported by the significance test where the sig result is 0.000 (less than 0.05). The work environment contributes directly to $0.2882 \times 100\% = 8.29\%$.
5. Work stress (Y) has a significant effect on employee performance (Z). This is supported by the significance test where the sig result is 0.000 (less than 0.05). The work environment contributes directly by $-0.3892 \times 100\% = 15.13\%$.
6. Work life balance (X₁) has an indirect effect on employee performance (Z) through work stress (Y). It was found that the X₁ variable (work life balance), had an indirect effect on the Z variable employee performance through

Table 5. Summary of Causal Effect

Effect Between Variable	Path Coefficients	Causal Effect		Total
		Direct	Indirect Through Y	
X ₁ to Y	-0.366	-0.366		-0.366
X ₂ to Y	-0.238	-0.238		-0.238
	0.381	0.381		0.381
X ₁ to Z			$(-0.366 \times -0.389) = 0.142$	0.523
	0.288	0.288		0.288
X ₂ to Z			$(-0.238 \times -0.389) = 0.092$	0.380
Y to Z	-0.389	-0.389		-0.389
ε1	0.876			0.876
ε2	0.609			0.609

Table 1. Determination of Research Sample

No	Criteria	Amount
1	Mining sector companies listed on the Indonesia Stock Exchange for the period 2015 – 2019	52
2	Mining sector companies that are not consistently listed and have been delisted on the Indonesia Stock Exchange (IDX) during the 2015–2019 period.	(13)
3	Companies that are in unaudited financial reporting and do not have a closing date of December 31.	(1)
The amounts of sample		38
The amounts of research data		190

the work stress (Y) as much of $(-0.366 \times -0.389) = 0.142$, $0.1422 \times 100\% = 2.01\%$. Meanwhile, the total effect of X_1 on Y is $0.5232 \times 100\% = 27.35\%$.

- The work environment (X_2) has an indirect effect on employee performance (Z) through work stress (Y). It was found that the X_2 variable (the work environment), had an indirect effect on the Z variable (employee performance) through the work stress (Y) as much of $(-0.238 \times -0.389) = 0.092$, $0.0922 \times 100\% = 0.84\%$. Meanwhile, the total effect of X_2 on Y is $0.3802 \times 100\% = 14.44\%$.

Theoretical Implications

1. Work life balance (X_1) has a significant effect on work stress (Y)

According to Dhas (2015) work life balance is the creation and maintenance of a supportive work environment with the aim that employees can have a balance in work and personal life which has an impact on increasing employee loyalty and productivity. Based on the results of data processing on path analysis of sub-structure 1, it was found that the work life balance, had a significant effect on the work stress. This is supported by research conducted by Dev and Raj (2017), which explains that work life balance has a significant relationship and a negative effect on work stress. Work life balance has an effect of 53.2% on work stress. This is in accordance with the phenomenon that occurs in company XYZ, where there is a fairly high percentage of overtime employees towards the end of the month.

2. Work environment (X_2) has a significant effect on work stress (Y)

According to Sedarmayanti (2018: 26) are all physical and non-physical conditions around the workplace that can affect employees either directly or indirectly. Based on the results of data processing in the path analysis of sub-structure 1, it is found that the X_2 variable, namely the work environment, has a significant effect on the variable (Y), namely work stress. This is supported by Rizki, Hamid and Mayowan (2016) that the physical and non-physical environment has a simultane-

ous influence on work stress. Partially, both the physical and non-physical work environment has an influence on work stress which indicates that the working environment conditions have an influence on work stress. This is supported by the phenomenon that occurs in the XYZ company where the room temperature is around 26 degrees Celsius which makes employees feel quite hot and there are often disagreements with colleagues and superiors.

3. Work life balance (X_1) has a significant effect on employee performance (Z)

According to Dhas (2015) work life balance is the creation and maintenance of a supportive work environment with the aim that employees can have a balance in work and personal life which has an impact on increasing employee loyalty and productivity. Based on the results of data processing in the analysis of sub-structure path 2, it is found that the work life balance, has a significant effect on the employee performance. This is supported by Thevanes and Mangaleswaran (2018) which results in the finding that companies need to increase the level of employee work life balance because there is a positive and significant relationship between work life balance and company performance. Work life balance is considered as an important factor to improve employee performance.

4. Work environment (X_2) has a significant effect on employee performance (Z).

According to Sunyoto (2018: 38) the work environment is a very important part when employees carry out work activities. A good work environment can provide motivation to work and will affect the enthusiasm or morale of employees. Based on the results of data processing in the analysis of sub-structure path 2, it is found that the work environment, has a significant effect on the employee performance. This is supported by research conducted by Kristanti (2017) where there are results that the physical and non-physical work environment has a positive and significant effect on employee performance. Meanwhile, according to Jain and Kaur (2014) employee performance is determined by the environment in which they work, therefore the physical, non-physical and social

work environment must be considered to produce better effectiveness.

5. Work stress (Y) has a significant effect on employee performance (Z).

According to Siagian (2015: 300) work stress can be interpreted as a condition of tension that has an impact on a person's emotions, thoughts and physically. Stress can trigger employees to produce negative symptoms such as nervousness, tension and anxiety. Stress can arise due to pressure or tension that comes from misalignment between a person and his environment, in other words, if the means and demands of the job are not in line with the needs and abilities of a person, then it can be a trigger for stress. Based on the results of data processing in the analysis of sub-structure path 2, it was found that the Y variable, namely work stress, significantly affected the variable (Z) the employee performance. This is supported by Jayasinghe and Mendis (2017) where the results state that stress factors such as work, organizational and individual factors have the effect of 52.9% on performance. Stress has an impact on decreasing employee performance as evidenced by the negative relationship between stress and performance.

6. Work life balance (X₁) has an indirect effect on employee performance (Z) through work stress (Y).

According to Samson, Waiganjo and Koima (2015) work-life balance is a combination of interactions between various areas of an employee's life consisting of pros and cons about life balance or imbalance that can affect the various roles held by employees. Based on the results of data processing in path analysis, it was found that the work life balance, had an indirect effect on the employee performance through work stress of 2.01%. This is supported by Thevanes and Mangaleswaran (2018) who argue that work life balance is considered an important element to reduce employee work-related stress which in turn leads to an increase in employee work performance.

7. The work environment (X₂) has an indirect effect on employee performance (Z) through work stress (Y).

The work environment according to Nitisemito in Sunyoto (2018: 38) is everything that is around employees and can affect an employee in carrying out the tasks assigned to him. Based on the results of data processing on path analysis, it was found that the work environment, had an indirect effect on the employee performance through work stress of $(-0.238 \times -0.389) = 0.092$, $0.0922 \times 100\% = 0.84\%$. This is supported by Kristanti (2017) who argues that the work environment has a negative impact on work stress which will have an impact on decreasing performance. According to Bhanu

and Babu (2018), the work environment has an important role in employee performance. Some companies fail to understand the importance of the work environment for employees which has an impact on the emergence of obstacles during work where to produce good quality work, employees must understand the performance criteria that have been determined by the company.

5. Conclusion, Suggestion, and Limitation

Conclusion and Suggestion

Based on the results of data processing and the discussion in the previous chapter, the following conclusions can be drawn:

The variable of work life balance and work environment have a simultaneous effect on work stress. Partially, it was found that the work life balance, had a significant and negative effect on the work stress. Every increasing value of the work life balance, will impact on reducing work stress and vice versa. The work environment has a significant and negative effect on the variable work stress. Every increase in value in the work environment, it will have an impact on reducing work stress and vice versa. Therefore, XYZ leasing company can increase their attention to work life balance aspects because work life balance has a negative effect on work stress.

Variables X₁ (work life balance), X₂ (work environment) and Y (work stress) simultaneously affect work performance of the employee. Partially, the X₁ variable (work life balance), has a significant and positive effect on the variable (Z), employee performance. Whenever there is an increase in the value of the work life balance, it will have an impact on increasing performance and vice versa. The work environment has a significant and positive effect on the variable (Z) employee performance as well. Every time there is an increase in value in the work environment, it will have an impact on increasing performance and vice versa. In the meantime, variable Y, the work stress, has a significant and negative effect on the variable (Z) of employee performance. Whenever there is an increase in the value of work stress, it will have an impact on decreasing employee performance and vice versa. Companies should be able to reduce the level of work stress owned by workers because work stress has a negative effect on performance.

The results of data processing in path analysis found that the work life balance, has an indirect effect on the employee performance through work stress (Y). It is also found that the work environment, has an indirect effect on the variable of employee performance through work stress (Y). The work environment also has a negative influence on work stress because an inadequate work environment can increase the energy and time needed to complete work effectively and efficiently.

Limitation

Based on the research results, discussions and conclusions as well as suggestions that have been explained, the limitations of this study that might need to be considered for further research are:

Companies may try to implement work life balance programs such as work from home, working using telecommunication tools such as mobile phones or computers outside the office, job sharing and flextime work systems and compressed work-weeks.

Companies can improve work facilities and equipment that are already available to reduce work stress and improve performance.

Management of work stress through the organization can be in the form of providing adequate training, providing realistic demands, increasing employee involvement and improving communication.

The company can continue to maintain and improve performance by paying attention to the level of work stress owned by its employees. The things that can reduce work stress are by paying attention to the balance of life and work of employees and a good work environment because these two things affect work stress. If the level of work stress is low, it will have an impact on increasing employee performance.

In the future, this research can be continued by adding other variables not discussed in this study as well as adding the number of respondents to get more generalizable results.

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