

## **Influences of Work-Life Balance and Workload to the Employee Performance Through Job Satisfaction in the Inspectorate Office of the Government of North Sulawesi Province**

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### **Abstract:**

In the midst of an era of globalization and increasingly fierce competition, public organizations in Indonesia are increasingly realizing the importance of employee performance in achieving organizational goals and providing quality public services. Employee performance is a key factor that greatly influences the success of an organization, especially in the public sector which has a big responsibility in providing services to the community. The aim of the research is to analyze the influence of work life balance, workload on employee performance through job satisfaction at the Regional Inspectorate of North Sulawesi Province. The sampling technique uses purposive sampling. The research sample was Expert Auditors and PPUPD with a total of 100 respondents. Then, the analysis method uses a structural equation model (SEM) with the SmartPLS version 3 application. The research results show that work life balance and workload have a positive and significant effect on job satisfaction and employee performance at the Regional Inspectorate of North Sulawesi Province. Apart from that, job satisfaction can act as a mediator in the relationship between work life balance and workload on employee performance at the Regional Inspectorate of North Sulawesi Province. Optimal work life balance can increase job satisfaction because employees feel they can cope with work demands while still having time for their

personal lives. Workers who successfully achieve this balance tend to demonstrate superior performance, driven by high levels of energy and motivation to complete work tasks with efficiency. Meanwhile, a balanced workload can also increase job satisfaction, because employees feel able to complete their tasks without feeling too pressured or burdened. Good workload management can not only increase productivity, but also give employees tasks that are clear and can be handled efficiently, encouraging efficiency in carrying out work.

**Keywords:** Work Life Balance, Workload, Job Satisfaction, Employee Performance

## INTRODUCTION

### Background

The role of Human Resources (HR) in an organizational context is a crucial aspect because HR is a very vital resource for a company. HR is considered a determining factor and driving force that has a significant impact on the success or failure of an organization, company or agency in achieving its goals. In the era of globalization and increasingly fierce competition, public organizations in Indonesia are increasingly realizing the importance of employee performance in achieving organizational goals and providing quality public services. Employee performance is one of the key factors that influences the success of an organization, especially in the public sector which is responsible for providing services to the community. In this context, Work Life Balance (balance between work life and personal life) and Workload have been identified as two important factors that influence employee performance.

In Indonesia, policies and regulations regarding the balance between work life and personal life have become a serious concern for the government and organizations. Efforts to create a balanced work environment and support employee welfare are also increasingly being paid attention to. However, in the midst of high task demands and a dynamic work environment, excessive workload is still the main challenge in achieving the desired Work Life Balance. Apart from that, employee job satisfaction is also crucial in facing these challenges. Job satisfaction is an important indicator of employee comfort and satisfaction with their work, including aspects of recognition, appreciation and opportunities for development. High job satisfaction has been proven to be positively related to increased employee performance in various organizations, including public organizations. The employees here are focused on civil servants or known as State Civil Apparatus (ASN).

Employee performance is a crucial element in achieving organizational goals and providing effective public services in the public sector. To achieve optimal performance, employees need a balance between the demands of work and personal life (Work Life Balance) as well as attention to the workload they face (Workload). Apart from that, employee job satisfaction also has an important role in influencing their performance. In the midst of the complexity of public organizations, the Regional Inspectorate of North Sulawesi Province as a supervisory institution, is also not free from challenges in ensuring employees have adequate working conditions to achieve optimal performance.

Evaluation of employee performance The North Sulawesi Provincial Inspectorate always carries out evaluations of employees where every year the employee's performance is checked by the leadership, along with the performance targets and realization of follow-up to APIP findings in 2022 as follows:

**Table 1. Target and Actual Performance of Follow-up to APIP Findings in 2022**

Year	Performance Indicators	Target	Realization	Achievements (%)
2022	Percentage of Follow-up on APIP Findings	100%	73.89%	74%

*Source: North Sulawesi Province Regional Inspectorate Performance Report (2022)*

Based on the data in Table 1, the North Sulawesi Province Regional Inspectorate aims to achieve 100% follow-up on APIP findings. Currently, the actual percentage of Follow-up Findings has reached 73.89%, which is below the target set at 100%. Therefore, the percentage achievement is below 75%. This situation is not on target because it shows a lack of adequate attention in following up on the findings that have been identified. Even though the Inspectorate has made maximum efforts, even going directly to each regional apparatus, the percentage of achievement has still not reached the target that has been set.

Comparison of the percentage of follow-up to APIP findings for 2020 - 2022 as follows:

**Table 2. Comparison of Percentage of Follow-up Findings**

Year	Performance Indicators	Target	Realization	Achievements (%)
2020	Percentage of Follow-up Findings	100%	60.48%	60.48
2021	Percentage of Follow-up Findings	100%	75.31%	75
2022	Percentage of Follow-up Findings	100%	73.89%	74

*Source: North Sulawesi Province Regional Inspectorate Performance Report (2022)*

Based on Table 2. Percentage of Completion of Follow-up on Findings by the Inspector General of Home Affairs has increased in 2022 because the findings have been successfully followed up. Meanwhile, the percentage of completion of follow-up to APIP findings, especially BPK-RI, decreased from 75.30% in the previous year. This decrease was caused by a number of documents that were still pending to be followed up, especially the Audit Result Report (LHP BPK-RI) documents from 2017 and below. These obstacles include TGR follow-up findings that cannot be completed because the names concerned are already in retirement status or have even died. Nevertheless, the Regional Head showed significant support and attempted to encourage the Head of Regional Apparatus to be serious in following up on the Audit Result Reports (LHP BPK-RI, IG KDN, Inspectorate) regarding the findings in each regional apparatus.

The Regional Inspectorate of North Sulawesi Province, as an integral part of the regional government, faces a number of problems in its efforts to achieve optimal performance. One of the main challenges faced by employees is the difficulty in achieving a balance between work demands and personal needs. This is especially visible in work, as reflected in the percentage of realization of follow-up findings in 2022 which is still not optimal. High workloads, including complex tasks and tight deadlines, are also critical issues in achieving superior performance. An imbalance between work and personal life, along with excessive workload, can have a negative impact on employee job satisfaction and performance. Therefore, this research will focus on

understanding how Work Life Balance and workload influence employee performance at the Regional Inspectorate of North Sulawesi Province.

Based on the background above, this research takes the title: The Influence of Work Life Balance and Workload on Employee Performance Through Job Satisfaction at the Regional Inspectorate of North Sulawesi Province.

### **Research purposes**

Based on the previous problem formulation, the objectives of this research can be identified, namely:

1. To analyze the significant positive influence of work life balance on employee job satisfaction at the Regional Inspectorate of North Sulawesi Province.
2. To analyze the significant positive influence of workload on employee job satisfaction at the Regional Inspectorate of North Sulawesi Province.
3. To analyze the significant positive influence of work life balance on employee performance at the Regional Inspectorate of North Sulawesi Province.
4. To analyze the significant positive influence of workload on employee performance at the Regional Inspectorate of North Sulawesi Province.
5. To analyze the significant positive influence of employee job satisfaction on employee performance at the Regional Inspectorate of North Sulawesi Province.

## **LITERATURE REVIEWS**

### **Human Resource Management**

According to Handoko, (2020), human resource management includes the process of attracting, selecting, developing, maintaining and using human resources to achieve both individual and organizational goals. Mangkunegara (2019) also states that Human Resource Management is the management and utilization of resources owned by individuals, with optimization in the work environment to achieve organizational goals and employee development.

### **Employee Performance**

Employee performance refers to the results of individual or group work in achieving the goals set by the organization. It includes the extent to which a person or group can achieve the quantitative and qualitative targets expected of them (Wake Up, 2019). Work performance can be measured through various indicators, such as productivity, work quality, efficiency, innovation, compliance with organizational policies, and contribution to achieving organizational goals. This indicator helps describe the extent to which an employee makes a significant contribution to the organization (Dessler, 2019).

### **Job satisfaction**

Job satisfaction refers to individuals' subjective evaluation of their experiences and perceptions of the work they do. This involves positive feelings and satisfaction that arise when individuals feel that their work meets or exceeds the expectations and needs they have in the work context (Mangkunegara, 2019). Job satisfaction can be influenced by various factors, including the work environment, leadership, company policies, compensation, career development, relationships with coworkers, and achievement of personal goals. These factors can influence an

individual's level of job satisfaction and engagement in their work(Simamora, 2021).

## Work Life Balance

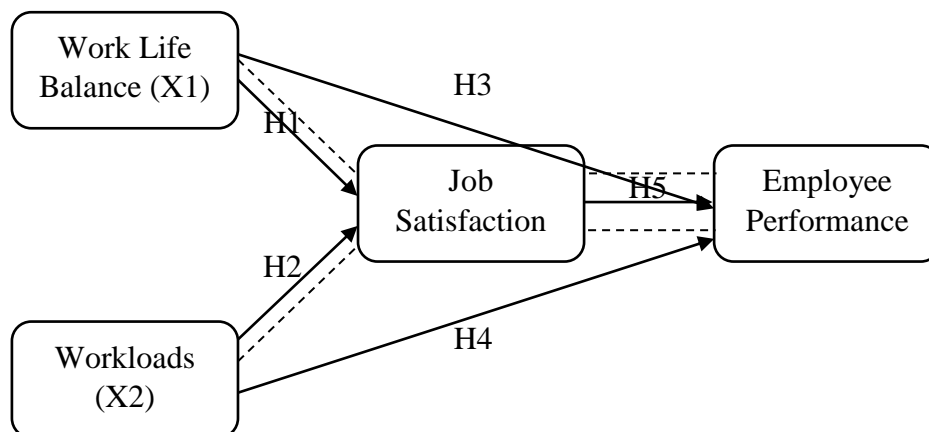
Work life balance is an individual's effort to achieve balance between the two or more roles they play, regarding work and personal life. Greenhaus, et al (2019) define work life balance as the extent to which a person is tied to work and family, and feels satisfied with these roles. Schermerhorn (2018) describes work life balance as a person's ability to balance work demands with personal and family needs.

## Previous Research

### Research Model and Hypothesis

#### Research Model

For examiners, the influence of work life balance and workload on employee performance is mediated by job satisfaction. You can see Figure 1 below:



**Figure 1. Research Model**

*Source: Data processing, 2023*

Sekaran and Bougie (2017) define a hypothesis as a tentative, testable statement that predicts what is expected to be found in empirical data. Based on the main problems described above, the following hypothesis is presented as a temporary response or conjecture in the context of this research, namely as follows:

1. It is suspected that work life balance has a significant positive influence on employee job satisfaction.
2. It is suspected that workload has a significant positive influence on employee job satisfaction.
3. It is suspected that work life balance has a significant positive influence on employee performance.
4. It is suspected that workload has a significant positive influence on employee performance.
5. It is suspected that employee job satisfaction has a significant positive influence on employee performance.

## RESEARCH METHODS

A quantitative approach is applied with the aim of researching a particular population or sample and testing hypotheses that have been previously formulated (Sugiyono, 2017).

### Location and Place of Research

This research was conducted on employees of the Regional Inspectorate of North Sulawesi Province. Jl. 17 August (Teling) Manado North Sulawesi 95117.

### Research Population and Sample

Purposive sampling is a sampling method that considers certain criteria, in accordance with Sugiyono's opinion (2016:85). The purposive sampling method was chosen because it is suitable for quantitative research or research that does not aim for generalization, as explained by Sugiyono (2016: 85). The respondents in this research were State Civil Apparatus (ASN) Certain Functional Officials, namely Auditors and P2UPD, at the Regional Inspectorate of North Sulawesi Province, with a total of 100 respondents.

### Data analysis

The data processing method in this research utilizes the Structural Equation Modeling (SEM) approach. SEM is a development of path analysis, where the causal relationship between exogenous variables and endogenous variables can be analyzed more thoroughly, as explained by Abdullah (2015). By using SEM, not only causal relationships, both direct and indirect, on observed variables or constructs can be identified, but also the contribution of each component to the formation of the construct can be measured. Therefore, the causal relationship between variables or constructs becomes more informative, comprehensive and accurate.

### Research Instrument

Sugiyono (2018:93) states that the Likert scale is used as a measurement instrument to evaluate attitudes, opinions and perceptions of individuals or groups towards social phenomena. Questionnaires or questionnaires that utilize a Likert scale are usually prepared in a choice list format. By applying a Likert scale, the variables measured are broken down into more detailed indicators.

## RESEARCH RESULTS AND DISCUSSION

### Research result

The following is Table 3. Employees at the Regional Inspectorate of North Sulawesi Province based on the following positions:

**Table 3. Employees by Position in Regional Inspectorates  
North Sulawesi Province**

No	Position	Employee
1	Expert Auditor	59
2	PPUPD	41
<b>Total</b>		<b>100</b>

*Source: North Sulawesi Provincial Inspectorate 2023*

From the data shown in Table 2, the largest number of employees is in the Auditor position, reaching 59 employees, while the PPUPD position is filled by 41 employees. The challenges faced by the Regional Inspectorate of North Sulawesi Province focus on efforts to increase job satisfaction and employee performance.

### Convergent Validity

The convergent validity of the measurement model is estimated through the values associated with the correlation between item scores and construct scores. This convergent validity assessment involves the AVE, Composite Reliability, R square, and Cronbach's Alpha factors.

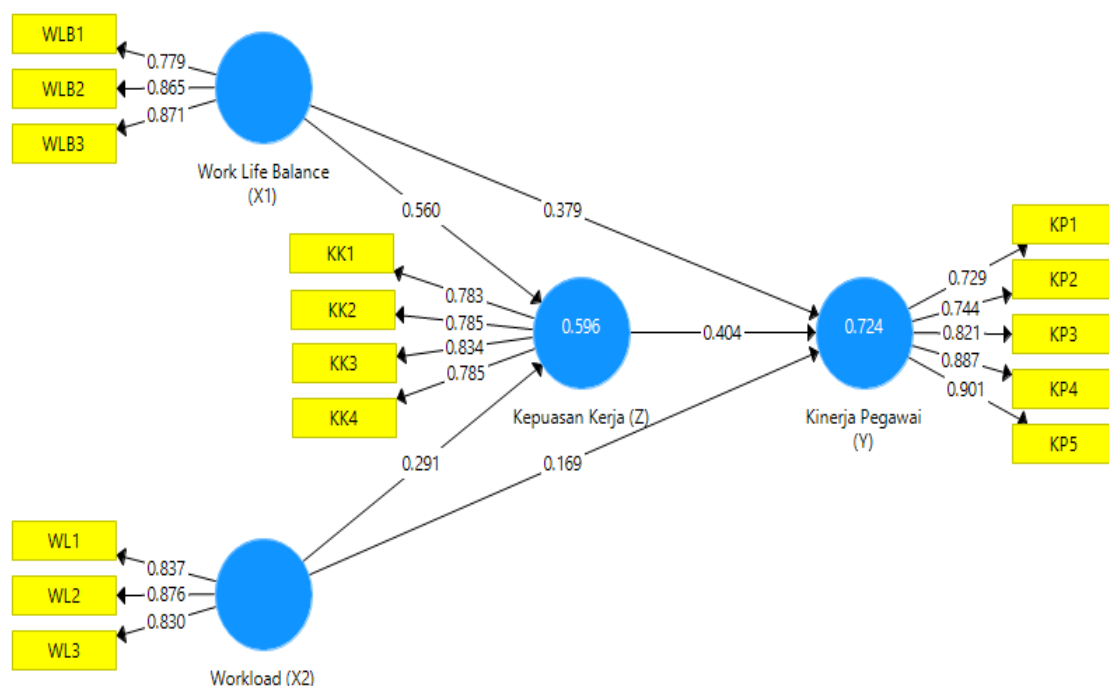
**Table 4. AVE Test Results, Composite Reliability, R square, Cronbach's Alpha**

	Cronbach's Alpha	rho_A	Composite Reliability	Average Variance Extracted (AVE)
Work Life Balance (X1)	0.789	0.797	0.877	0.704
Workloads (X2)	0.805	0.816	0.884	0.718
Job Satisfaction (Z)	0.809	0.813	0.874	0.635
Employee Performance (Y)	0.876	0.889	0.910	0.671

Source: SmartPLS 3 Output (2023)

The validity and reliability of a variable can be assessed through the reliability value and Average Variance Extracted (AVE) of each variable. A variable is considered to have high reliability if the composite reliability value exceeds 0.7 and the AVE exceeds 0.5. Based on Table 4, it can be concluded that all variables meet the composite reliability criteria with a value above 0.7, in accordance with reliability standards.

The following are the results of the outer model test which displays the outer loading values using the SmartPLS v 3.2.9 analysis tool.



**Figure 2. Outer Model Test Results**

Source: SmartPLS 3 Output (2023)



The results of the analysis are as shown in Figure 2, showing that of the total of 15 variables, all of them have loading factor values that exceed 0.7.

## R-Square

R-Square is used to assess the extent to which the structural model can predict. R-Square provides an idea of how much influence a particular exogenous latent variable has on the endogenous latent variable and whether this influence has substance. According to Chin et al. (1998, in Ghazali and Latan, 2015), R-Square values of 0.67, 0.33, and 0.19 indicate the level of model strength which can be categorized as strong, moderate, and weak, respectively.

**Table 5. R Square**

Variable	R Square	Adjusted R Square
Job Satisfaction (Z)	0.596	0.588
Employee Performance (Y)	0.724	0.716

Source: SmartPLS 3 Output (2023)

Based on the R-Square value in Table 5 above, it can be concluded that the R-Square has a value of 0.724. This figure shows that the variables work life balance, workload, and job satisfaction have an impact of 72.4% on employee performance at the Regional Inspectorate of North Sulawesi Province. Meanwhile, the remaining percentage is influenced by other variables outside the scope of the variables examined in this research.

The following is Table 6. The total effect on bootstrapping to see the p value is as follows:

**Table 6. Total Effect (Bootstrapping)**

Variable	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics ( O/STDEV )	P Values
Work Life Balance (X1) -> Job Satisfaction (Z)	0.560	0.562	0.084	6,671	0,000
Workload (X2) -> Job Satisfaction (Z)	0.291	0.296	0.088	3,308	0.001
Work Life Balance (X1) -> Employee Performance (Y)	0.605	0.605	0.085	7,158	0,000
Workload (X2) -> Employee Performance (Y)	0.287	0.292	0.085	3,359	0.001
Job Satisfaction (Z) -> Employee Performance (Y)	0.404	0.415	0.116	3,494	0.001

Source: SmartPLS 3 Output (2023)

Based on Table 6 determines whether a hypothesis is accepted or rejected is explained as follows



1. The work life balance variable (X1) has a significant positive effect on job satisfaction (Z) with a statistical T value of 6.671 greater than 1.96 and a P value of 0.000 smaller than 0.05. Therefore, hypothesis one (H1) which states that work life balance has a significant positive effect on job satisfaction is proven.
2. The workload variable (X1) has a significant positive effect on job satisfaction (Z) with a T statistic value of 3.308 greater than 1.96 and a P value of 0.001 smaller than 0.05. Therefore, hypothesis two (H2) which states workload has a significant positive effect on job satisfaction is proven.
3. The work life balance variable (X1) has a significant positive effect on employee performance (Y) with a statistical T value of 7.158 which is greater than 1.96 and P values of 0.001 which are smaller than 0.05. Therefore, hypothesis three (H3) which states that work life balance has a significant positive effect on employee performance is proven.
4. The workload variable (X2) has a significant positive effect on employee performance (Y) with a statistical T value of 3.359 which is greater than 1.96 and a P value of 0.001 which is smaller than 0.05. Therefore, hypothesis four (H4) which states that workload has a significant positive effect on employee performance is proven.
5. The job satisfaction variable (Z) has a significant positive effect on employee performance (Y) with a statistical T value of 3.494 which is greater than 1.96 and a P value of 0.001 which is smaller than 0.05. Therefore, hypothesis five (H5) which states that job satisfaction has a significant positive effect on employee performance is proven.

**Table 7. Specific Indirect Effect (Bootstrapping)**

Variable	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics ( O/STDEV )	P Values
Work Life Balance (X1) -> Job Satisfaction (Z) -> Employee Performance (Y)	0.227	0.232	0.072	3,168	0.002
Workload (X2) -> Job Satisfaction (Z) -> Employee Performance (Y)	0.118	0.125	0.054	2,201	0.028

Source: SmartPLS 3 Output (2023)

Based on Table 7, the results of the specific indirect effect test on bootstrapping are as follows:

1. Job satisfaction as a mediating variable with a statistical T value of  $3.168 \geq 1.96$  and a P value of  $0.002 \leq 0.05$ . This means that job satisfaction can mediate the relationship between work life balance and employee performance.
2. Job satisfaction as a mediating variable with a statistical T value of  $2.201 \geq 1.96$  and a P value of  $0.028 \leq 0.05$ . This means that job satisfaction can mediate the relationship between workload and employee performance.

## Discussion

### The influence of work life balance on job satisfaction at the Regional Inspectorate of North Sulawesi Province

work life balance has a significant positive effect on job satisfaction, where the influence of variable X1 on Z has a statistical T value of  $6.671 \geq 1.96$  and P-Values  $0.000 \leq 0.05$ . Therefore, H1 can be accepted. This means that employees who remain enthusiastic show dedication to work more effectively, even though they are faced with various challenges in their personal lives and the dynamics of the work environment. Support activities that are preferred in employees' personal lives. This research is in line with the research results of Firdaus S. F (2022), which states that work life balance has a significant positive effect on job satisfaction in the project department at PT. Pesona Mitra Kembar Mas Bandung. The results of this research are also in line with the findings of Razak F. R, Suwarsi S, Firdaus S. F (2022) which stated that work life balance has a significant positive effect on job satisfaction at PT. Darjeeling Sembrani Aroma. The results of this research are not in line with the findings of Maharani et al., (2022) which stated that work life balance does not have a significant effect on job satisfaction.

### **The influence of workload on job satisfaction at the Regional Inspectorate of North Sulawesi Province**

Workload has a significant positive effect on job satisfaction, where the influence of variable X2 on Z has a statistical T value of  $3.308 \geq 1.96$  and P-Values  $0.001 \leq 0.05$ . This means that employees' daily workload has been adjusted to work standards and sufficient time to complete their tasks. This research is in line with the research results of Firdaus S. F (2022), which states that workload has a significant positive effect on job satisfaction in the project department at PT. Pesona Mitra Kembar Mas Bandung. The results of this research are also in line with the findings of Razak F. R, Suwarsi S, Firdaus S. F (2022) which stated that workload has a significant positive effect on job satisfaction at PT. Darjeeling Sembrani Aroma.

### **The influence of work life balance on employee performance at the Regional Inspectorate of North Sulawesi Province**

Work life balance has a significant positive effect on employee performance, where the influence of variable X1 on Y has a statistical T value of  $7.158 \geq 1.96$  and P-Values  $0.000 \leq 0.05$ . This means that the work environment supports employee activities in personal life, and colleagues diligently ensure time compliance and perfect work results. This research is in line with the research results of Paramita and Supartha, (2022), which stated that work life balance has a significant positive effect on employee performance. The results of this research are also in line with the findings of Farida and Andreas (2023) who stated that work life balance has a significant positive effect on employee performance. The results of this research are not in line with the findings of Aulia et al., (2022) which stated that work life balance has no effect on employee performance at BPBD Tasikmalaya.

### **The influence of workload on employee performance at the Regional Inspectorate of North Sulawesi Province**

Workload has a significant positive effect on job satisfaction, where the influence of variable X2 on Y has a statistical T value of  $3.359 \geq 1.96$  and P-Values  $0.001 \leq 0.05$ . This means that the targets that employees must achieve in their work are clearly defined, and the time given to complete the tasks is sufficient. Furthermore, employees consistently succeed in completing their responsibilities within well-determined time limits. This research is in line with the results of research by Ismanto et al., (2021), which states that workload has a significant positive effect on the performance of State Civil Apparatus (ASN) employees at the South Hulu Sungai Regency

Land Office. The results of this research are also in line with the findings of Triyanto et al., (2020) which stated that workload had a significant positive effect on employee performance at the Regional Civil Service Agency of West Java Province. The results of this research are not in line with the findings of Muga and Riharjo (2022) who stated that workload had no effect on the performance of Sikka Regency Regional Revenue Agency employees.

### **The influence of job satisfaction on employee performance at the Regional Inspectorate of North Sulawesi Province**

Job satisfaction has a significant positive effect on job satisfaction, where the influence of the variable Z on Y has a statistical T value of  $3.494 \geq 1.96$  and a P-Values value of  $0.001 \leq 0.05$ . This means that employee salaries are adequate considering the large responsibilities carried out in the job, and employees continue to adhere to high professional standards. This research is in line with the results of research by Ani, Nur, and Alimuddin (2021), which states that job satisfaction has a significant positive effect on the performance of State Civil Apparatus (ASN) employees in the SKPD of the Maros Regency Communication and Information Service. The results of this research are also in line with the findings of Egenius, Triatmanto and Natsir (2020) who stated that job satisfaction has a significant positive effect on employee performance at PT Credit Union (CU) Corporation, East Kutai Regency, East Kalimantan.

## **CLOSING**

### **Conclusion**

The results of this research show that key factors such as work life balance, workload and job satisfaction have a very positive role in employee performance at the Regional Inspectorate of North Sulawesi Province as follows:

1. Work life balance has a significant positive effect on job satisfaction at the Regional Inspectorate of North Sulawesi Province.
2. Workload has a significant positive effect on job satisfaction at the Regional Inspectorate of North Sulawesi Province.
3. Work life balance has a significant positive effect on employee performance at the Regional Inspectorate of North Sulawesi Province.
4. Workload has a significant positive effect on employee performance at the Regional Inspectorate of North Sulawesi Province.
5. Job satisfaction has a significant positive effect on employee performance at the Regional Inspectorate of North Sulawesi Province.

### **Suggestion**

Based on the results of the discussion and existing problems, the following suggestions can be found:

1. Employees who succeed in achieving a balance between work and personal life tend to be more motivated and productive. Time management training programs can help them optimize the use of time to increase efficiency in completing tasks more effectively.
2. A well-managed workload can have a positive impact on job satisfaction. It is recommended to continue providing training and development so that employees can complete tasks more efficiently. Increasing relevant skills and abilities can speed up work completion.

3. Balance between work and personal life contributes positively to job satisfaction. It is recommended that employees plan their leave well, allowing sufficient time for rest and recovery. Furthermore, it is necessary to continue to increase awareness among employees about the importance of life balance, which can have a positive impact on their performance.
4. Fair distribution of work among employees can improve employee performance. It is important to ensure that the workload is distributed evenly, avoiding giving too many tasks to some people while others have a light workload.
5. For further research, it is recommended to expand the scope of research objects, for example by not only limiting it to the Regional Inspectorate of North Sulawesi Province. This can increase the generalization of research results and enable analysis of differences in the influence of work life balance and workload on employee performance. Furthermore, research can add variables such as organizational commitment and organizational culture to better understand their influence on employee performance.

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