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**Susanti ANOMSARI<sup>1</sup>**

State University of Jakarta, Jakarta, Indonesia

**Agung Wahyu HANDARU<sup>2</sup>**

State University of Jakarta, Jakarta, Indonesia

**Gatot Nazir AHMAD<sup>3</sup>**

State University of Jakarta, Jakarta, Indonesia

## The Influence of Work from Home and Work Discipline on the Performance of Employees with Work-Life Balance as Mediating Variable in the COVID-19 Outbreak Period

**Abstract.** The Covid-19 pandemic affected all dimensions of human life. To prevent the spread of the disease, many companies have allowed their employees to work from home in the quarantine period. However, working from home requires a high level of self-discipline from the employee. Changing the balance between work and personal life can impact employee productivity, which requires independent research. This study aims to determine the influence of work from home and work discipline on employee performance through the work-life balance as mediating variable. The sample in this study is 311 employees of the Central Financial and Development Supervision Agency in Jakarta. Data for analysis were collected by questionnaire with Likert scale. Based on the formula Slovin, for the purposes of this study, 311 respondents were selected to take the survey. The spread of the questionnaire runs approximately 1(one) week. The return questionnaires are done indirectly through a Google form. The authors used the Structural Equation Modeling (SEM) and AMOS version 22 program to process the data. To develop the research toolkit, the authors applied tested and validated indicators in previous studies. The analysis results show that work from home, work discipline, and work-life balance significantly affect employee performance. Despite this, the companies increase the attention to their employees in carrying out work from home, work discipline, and work-life balance because working from home is a challenge for many employees. In particular, some employees lack discipline in carrying out their work at home. The pandemic has forced workers to be more flexible to maintain a work-life balance and achieve higher performance at work from home.

**Keywords:** work from home, work discipline, work-life balance, employee performance, personnel management.

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<sup>1</sup> Susanti ANOMSARI, State University of Jakarta, Jakarta, Indonesia.

ORCID 0000-0002-2223-7514

E-mail: santianomsari@gmail.com (Corresponding author)

<sup>2</sup> Agung Wahyu HANDARU, State University of Jakarta, Jakarta, Indonesia.

ORCID 0000-0002-0958-9849

<sup>3</sup> Gatot Nazir AHMAD, State University of Jakarta, Jakarta, Indonesia.

ORCID 0000-0002-2274-9499

## Вплив роботи з дому та робочої дисципліни на результативність працівників при розгляді балансу між роботою та особистим життям як посередницької змінної в період пандемії COVID-19

**Анотація.** Пандемія Covid-19 вплинула на всі виміри людського життя. Щоб запобігти поширенню хвороби, багато компаній дозволили своїм співробітникам працювати дистанційно в період карантину. Однак робота з дому вимагає від працівника високого рівня самодисципліни та зосередженості. Актуальним стає дослідження як зміна балансу між роботою та особистим життям може вплинути на продуктивність співробітників. Мета цього дослідження – визначити вплив роботи вдома та трудової дисципліни на результативність співробітників з врахуванням балансу між роботою та особистим життям як посередницької змінної. Вибірка в цьому дослідженні – це 311 співробітників Центрального агентства з нагляду за фінансами та розвитком у Джакарті (Індонезія). Дані для аналізу зібрані шляхом анкетування. На основі формули Словіна для цілей дослідження було відібрано 311 респондентів для участі в опитуванні. Розповсюдження анкети тривало один тиждень. Повернення анкет респонденти здійснювали опосередковано через Google форму. Для обробки даних автори використовували Моделювання за структурними рівняннями (Structural Equation Modeling, SEM) і програмне забезпечення AMOS версії 22. В даному дослідженні використовуються показники, що перевірені та підтверджені в попередніх дослідженнях. Результати проведеного аналізу свідчать, що робота вдома, трудова дисципліна та баланс між роботою та особистим життям суттєво впливають на продуктивність співробітників. Незважаючи на це, компанії посилюють увагу до своїх співробітників в аспекті виконання роботи з дому, трудової дисципліни та балансу між роботою та особистим життям, оскільки робота вдома є викликом для багатьох працівників. Зокрема, деяким працівникам бракує самодисципліни при виконанні роботи вдома. Пандемія змусила працівників бути більш гнучкими, щоб підтримувати баланс між роботою та особистим життям і досягати вищої продуктивності в роботі з дому.

**Ключові слова:** робота вдома, трудова дисципліна, баланс між роботою та особистим життям, результативність співробітників, управління персоналом.

### INTRODUCTION

The Covid-19 pandemic affected all dimensions of human life. To prevent the spread of the disease, in the quarantine period, the division of the work is determined by the Head taking into account the type of work assigned to the employee, following the duties and functions of each employee. Officials of Echelon I, Echelon II, and Echelon III (Echelon is a structural position given to civil servants who are entitled because they qualify for the position of echelon I, II, III, or IV) remain *work from office (WFO)* because of claims of responsibility and top & middle management (except certain conditions, e.g., unhealthy, etc.). As for Echelon IV (structural position in civil servant), officials and other employees (auditors, secretaries, administrations, etc.) use the *work from home (WFH)* work system and are required to report their work activities every day to their superiors.

This new working system gives rise to 3 (three) different perceptions. First, some employees feel this new work pattern has no impact on their performance, not the work itself for those who shift in the workplace. Second, some employees feel the work from home pattern needs

adjustment and has changed many things and how employees work. Third, some employees feel they cannot move from the work from office pattern to work from home because they cannot work independently.

The above assumption for researchers will not occur if the employee's work discipline runs as it should. So, how can work from home and work discipline work improve the employee performance in the covid-19 pandemic situation? The work-life balance is crucial for an employee. Therefore, in this study, work-life balance is considered a mediator to measure the impact of work from home and work discipline on the performance of employees of the Central Agency for Financial Supervision and Development (BPKP) during the Covid-19 pandemic.

Work from home is paid work done remotely, usually more done from home. According to Narayanan et al., in Dua and Hyronimus (2020), the term work from home parallels telecommuting work, which refers to opportunities provided to employees to work from home or satellite offices, hotels, or places other than traditional office settings.

Work and tasks done remotely from home need to be understood not only in the definition category but primarily in the practice category: working at home means experiencing two worlds (private and public, family and work) simultaneously with limited space (Gadecki et al., 2018). With these two worlds, employee performance is primarily determined by the work-life balance of work from home and employee work discipline.

Nitisemito (1991) defines work discipline as attitudes, behaviors, and actions that are by the organization's rules, both written and unwritten. Indicators of work discipline are as follows: goals and abilities, leadership examples, reciprocity, justice, supervision, punitive sanctions, assertiveness, and humanitarian relations. In improving employee performance, discipline variables are one of the keys.

Greenhaus, Collins & Shaw in Two (2020) states that bringing life and work balance shows the extent to which individuals can be balanced and satisfied with roles in work-life or outside of work. Greenhaus, J. H., Collins, K.M., & Shaw, J. D., in Nugraha (2019), mentions the indicator of the work-life balance variable is the following indicator, first, time balance refers to the availability of individual time for both his work and family. Second, involvement balance refers to individuals psychologically and committedly in their work and family. Furthermore, third, satisfaction balance refers to the satisfaction of individuals in carrying out their work activities and family activities.

Anwar Prabu Mangkunegara (2009) defines performance as the result of work in quality and quantity achieved by an employee in carrying out his duties following the responsibilities given to him. This understanding aligns with the contents of the Circular Letter of the Head of BPKP on the Employee Work System. All employees who work with the pattern of WFH or WFO must report their work activities every day to their direct supervisors.

### LITERATURE REVIEW

#### *Employees' Performance*

Mangkuprawira (2009) defines performance as the result of work that a person or group of people can achieve in an organization according to their respective authorities and responsibilities to achieve organizational goals. In this context, performance is a record of outcomes resulting from the functions of a particular employee or activities performed over a while.

Simanjuntak (2005) states that individual performance is the person's level of achievement or work from the goals that must be achieved or tasks carried out within a certain period. Rivai and Basri (2008) explain that performance is the willingness of a person or group to perform an activity and perfect it according to its responsibilities with the results as expected. According to Ruky A. (2006), performance is the face and image of employees reflected in an organization. But its correct application is not easy because human nature consists of various characteristics and has different feelings, dispositions, and abilities of different understandings.

Levinson in Marwansyah (2012) defines performance or performance as the achievement or achievement of a person concerning the tasks given to him. Performance appraisal is a formal system for examining, reviewing, and evaluating the performance of a person or group (Marwansyah, 2012). Dessler in Evita et al. (2017) says that there are 3 (three) steps in assessing the performance of a person or group of people, namely first, defining a job that means that subordinates and superiors agree on employee work standards. Second, assessing achievement or performance means comparing employee achievements with established standards. Third, feedback is discussing the performance that has been done by subordinates and making plans for necessary development.

#### *Work from Home*

Work from home or also called telecommuting work or telework. Telework is defined as an alternative work arrangement in which employees work from an alternate location (e.g., away from the main office) for at least most of their work schedule and use electronic media to interact with other members of their office while doing the work (Bailey & Kurland in Two & Hyronimus, 2020). Although there are some notions of telecommuting, telecommuting can be briefly defined as an alternative working arrangement for working through technology. In other words, work from home is commonly used to refer to opportunities given to employees to work from home or office, hotel, or other than traditional office settings (Narayanan et al., 2017). Working from home is one of the terms of working remotely, more precisely doing the usual work done in the office. So workers do not need to come to the office face-to-face with other workers (Ashal, 2020). Gadecki et al. (2018) also stated that workers are living at home experience much tension associated with the interpenetration of private and public spaces under one roof. Work from home or telecommuting becomes a continuous sorting and adjustment process between work and personal life.

#### *Work Discipline*

Handoko (2016) says that work discipline is a management activity to carry out organizational standards. Pandji (2004) defines work discipline as the attitude of employees who always want to either follow or comply with all the rules in work that the company has determined. Sastrohadiwiryo (2009) work discipline can be defined as being obedient and obedient to the applicable regulations, both written and unwritten, and able to carry them out and not avoid accepting his sanctions if he violates the duties and authorities that have been given. Here work discipline is an attitude of willingness and willingness of a person to obey and obey the norms of the rules that apply around him. From some of the above opinions, it can be formulated that what is meant by work discipline is the employee's attitude towards the company's rules and regulations, which exist in the employee, which causes him to adjust without burden to the company's rules and regulations.

*Work-Life Balance*

Delecta (2011) explained that Work-life balance is defined here as an individual's ability to meet their work and family commitments, as well as other non-work responsibilities and activities. In addition to the relations between work and family functions, work-life balance also involves different roles in other areas of life. While Greenhaus & Allen in Rena and Sari (2018) suggest that work-life balance can be described as “An individual's assessment of their satisfaction with their work and life roles gave their priorities at one point in time”. Work-life balance has been established in several ways. For example, Clark in Rena and Sari (2018) describes work-

life balance as the level of satisfaction that individuals feel when they can function at work and home with minimal conflict of roles. Grzywacz and Carlson in Rena and Sari (2018) define work-life balance as the fulfillment of expectations regarding roles negotiated and shared between individuals and partners regarding their roles in the work and family domains. Westman, Brough, and Kalliath in Saina et al. (2016) explain that individuals who pay attention between work-life balance and personal life are more concerned with their psychological well-being than pursuing wealth alone.

Based on previous research, the conceptual framework in this study can be seen in Figure 1.

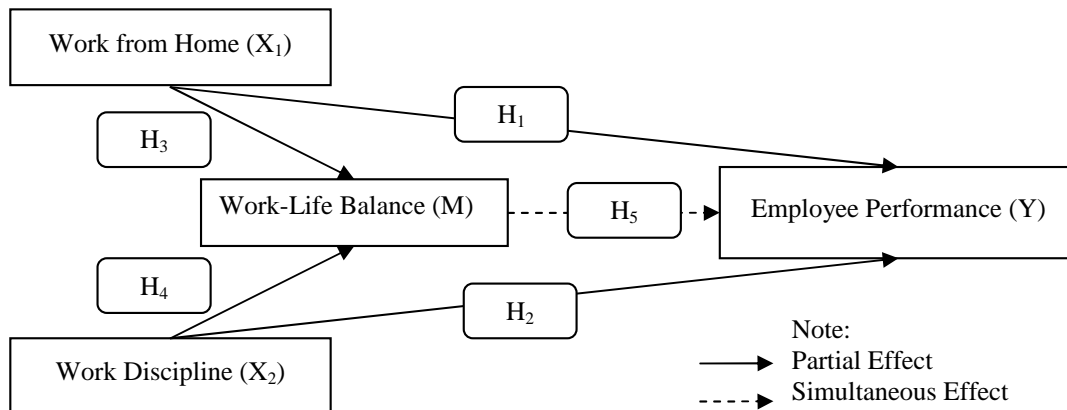


Figure 1. Research Conceptual Framework

**RESEARCH HYPOTHESIS**

This study is based on the hypothesis that:

H<sub>1</sub>: Work from home affects the performance of employees.

H<sub>2</sub>: Work discipline affects the performance of employees.

H<sub>3</sub>: Work from home affects the work-life balance.

H<sub>4</sub>: Work discipline affects the work-life balance.

H<sub>5</sub>: Work from home and work discipline simultaneously influence the performance of employees of the Central Financial and Development Supervision Agency (BPKP) through work-life balance.

**RESEARCH METHODOLOGY**

*Research Sample*

The sample in this study is employees of the Central Financial and Development Supervision Agency (BPKP) in Jakarta. The total number of employees of the Agency is 1391 employees. The distribution of employees is carried out in table 1.

Table 1

Research Sample		
Population / N =	Employees who work from home	Employees who work from the office
1391	885 63.6%	506 36.4%
n = 311		

Source: HR Head Office of BPKP Jakarta (2021).

Based on the formula Slovin, for the purposes of this study, 311 respondents were selected to take the survey. The spread of the questionnaire runs approximately 1(one) week. The return questionnaires are done indirectly through a Google form.

*Instrument Development*

To develop the research tools, the authors applied indicators that are tested and validated in previous studies. Indicators from (Simanjuntak 2005, Armstrong and Baron in Wibowo 2013, Timple in Mangkunegara 2009) were taken to explain the performance of employees. Indicators from (Gadecki et al., 2018) describe work from home. Indicators of work discipline were taken from (Hasibuan 2009, Fauzia Agustni 2011). Work-Life Balance indicators were taken from (J. H., Collins, K.M., & Shaw, J. D, in Nugraha 2019). This study used a Likert scale with 5 points.

*Data Analysis*

Measurement of this research model uses validity and reliability tests to test data quality. Data can be valid and reliable if the data obtained with the questionnaire has similarities with the circumstances and similarities when used at different times. Therefore, in studies that utilize questionnaires, data quality tests need to be done as a tool for collecting data. The goal is to determine if the instrument you want to use is valid and reliable to measure research variables. In other words, a questionnaire is said to be valid and reliable if the statement on the questionnaire can reveal something

(research variables) that will be measured by the questionnaire and can be used differently, then the data has something in common.

There are two tests to measure this research model: testing the measurement model's validity and testing the model's structural validity. A measurement analysis or test fit model will use Structural Equation Modeling (SEM) with AMOS analysis tool version 22 and SPSS 25.0.

**RESULTS AND DISCUSSION**

*Validity Test*

In testing a validity, we must see how worthy a question will be given in the questionnaire in the making of the study by taking the main foundation of decision

making as seen from a comparison of corrected item-total correlation values with a value of R table with a significance value of 0.05 of 0.1112. So if the fixed item-total correlation value > 0.1112, the value is valid, while if the corrected item-total correlation result is < 0.112, then the value of the data is invalid.

The next step when already doing a validity test then the way to do is to do a reliability test by comparing the value of Cronbach's Alpha > 0.7. The data is said to be reliable, whereas if the value of Cronbach's Alpha < 0.7, then the data is not reliable. So that the data generated in the validity test and reliability test will produce a value from table 2 as follows:

Table 2

**Exploratory Factor Analysis**

Latent Construct/Variable	Reliability (Cronbach's Alpha)	Item (Indicator)	Corrected Item Total Correlation
Work from Home	,904	WFH1	,657
	,903	WFH2	,676
	,896	WFH3	,780
	,904	WFH4	,660
	,900	WFH5	,714
	,904	WFH6	,670
	,901	WFH7	,701
	,897	WFH8	,761
	,905	WFH9	,643
Work Discipline	,907	DK1	,847
	,913	DK2	,722
	,913	DK3	,730
	,915	DK4	,699
	,910	DK5	,779
	,918	DK6	,636
	,911	DK7	,767
	,918	DK8	,642
	,921	DK9	,599
	,917	DK10	,660
Work-Life Balance	,823	WLB1	,617
	,812	WLB2	,700
	,837	WLB3	,535
	,831	WLB4	,574
	,825	WLB5	,601
	,832	WLB6	,567
	,816	WLB7	,704
Employee Performance	,893	KP1	,756
	,899	KP2	,684
	,897	KP3	,716
	,889	KP4	,830
	,903	KP5	,628
	,903	KP6	,633
	,905	KP7	,599
	,901	KP8	,655
	,896	KP9	,718

It is known that all indicators have been declared valid using SPSS 25. All statements are declared valid following the corrected item-total correlation value > 0.1112. At the same time, reliability testing can be reliable if all viewed items have a value of Cronbach's Alpha > 0.70. It means that work from home, work discipline, work-life balance, and employee performance have high reliability.

Hypothesis Test

This study uses Structural Equation Models where the results of the previous test model are found as fit models. Some data is dropped from the previous model to look for fit models.

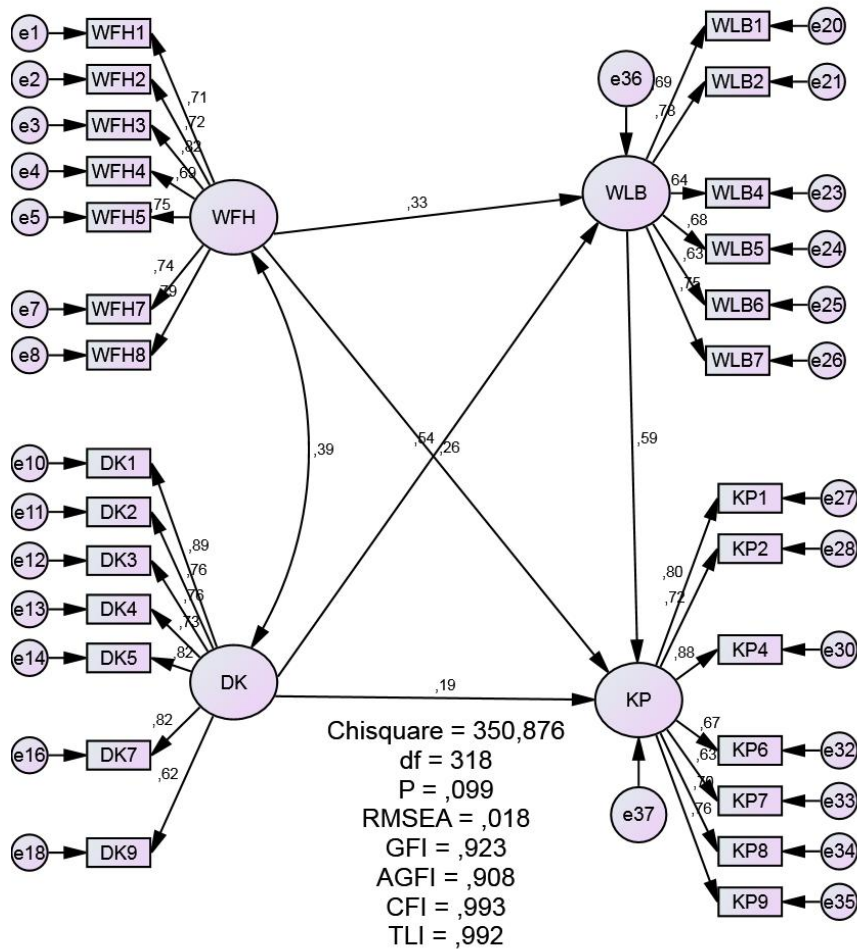


Figure 2. Modification of Structural Model Analysis

The above data results from an analysis in modifying structural models to make the model fit in comparing the goodness of fit criteria. The fit model results in structural model modifications to see from the goodness of fit (table 3).

Table 3

Test Accuracy Model (Goodness of Fit Model)

Good of Fit Index	Cut-off Value	Results	Information
Probability	≥ 0.05	0.099	Fit Model
Chi-Square	< 353,127	350.876	Fit Model
GFI	≥ 0.90	0.923	Fit Model
TLI	≥ 0.95	0.992	Fit Model
CFI	≥ 0.95	0.993	Fit Model
RMSEA	< 0.80	0.18	Fit Model
CMIN/DF	≤ 2.00	1.103	Fit Model
AGFI	≥ 0.90	0.907	Fit Model

Based on the above data, we can conclude that the value of Chi-Square of 350,876 and has a probability value or P-Value of 0.099 > 0.05 that meets what is expected to achieve the fit model. Furthermore, for the results of GFI value of 0.923 ≥ 0.90 with ALI output value of 0.992 ≥ 0.95 then for CFI value of 0.993 ≥ 0.95 while for the value of RMSEA of 0.18 < 0.08 and the CMIN /DF output value of 1,103 < 2.00 with an AGFI value of 0.907 ≥ 0.90. Therefore the data is feasible with a marginal fit model.

The hypothesis test uses at value with a significance level of 0.05 with a critical ratio (CR) is 1.96 that states the hypothesis is accepted.

Results from the Hypothesis Test

Hypothesis	Path	Estimates	S.E	C.R	Conclusion
H <sub>1</sub>	Work from home -> Employee performance	,307	,056	5,470	Accepted
H <sub>2</sub>	Work discipline -> Employee performance	,182	,050	3,650	Accepted
H <sub>3</sub>	Work from home -> Work-life balance	,291	,053	5,481	Accepted
H <sub>4</sub>	Work discipline -> Employee performance	,389	,045	8,560	Accepted
H <sub>5</sub>	Work from home and work discipline -> Employee performance and Work-life balance as mediating variable	,210	,038	5,572	Accepted

The data in Table 4 show that each critical ratio (CR) has a value equal to the value-t. It will cause a comparison between the value-t with a significance of 5% with the value of that significance of 1.96. If the value of the CR > 1.96, the hypothesis is declared accepted, while if the value of the CR < 1.96, the hypothesis is rejected. Based on these criteria, it can be concluded that H<sub>1</sub>, H<sub>2</sub>, H<sub>3</sub>, H<sub>4</sub>, and H<sub>5</sub> hypotheses have a positive relationship with each variable because the critical ratio value of each hypothesis as a whole is > 1.96.

#### Discussion

This study shows that work from home positively affects employee performance with a critical ratio output value of 5,470 > 1.96. The results of previous studies also confirm this. Namely, Ashal (2020) states that the implementation of work from home runs well without any significant obstacles by prioritizing excellent service. Furthermore, Nicholes et al. (2015) confirm that work from home improves employee performance despite reducing days a week.

This study shows that work discipline positively affects employee performance with a critical ratio output value of 3,650 > 1.96. It is in line with previous research. According to Aspiyah et al. (2016), work discipline, work environment, and equipment positively affect work productivity. According to Tito and Melinda (2015), discipline and motivation affect performance. Therefore, according to the results of empirical studies, work discipline directly affects employee performance.

This study shows that work from home positively affects work-life balance with a critical ratio output value of 5,481 > 1.96. Helena (2020) states a positive and significant relationship between work from home and work-life balance.

This study shows that work discipline has a positive direct effect on work-life balance with a critical ratio output value of 8,560 > 1.96. Also, Lestari et al. (2020)

confirm that work discipline significantly influences work-life balance that affects a performance owned by employees.

Therefore this study results show that the direct influence of work from home and work discipline on employee performance is positive and significant by being led by the increasing employee performance of the Central Financial and Development Supervision Agency (BPKP). While work-life balance indirectly affects the variables of work from home and work discipline. This shows that work from home and work discipline will improve the employee performance of the Central Financial and Development Supervision Agency (BPKP).

It should be noted that Muliawati (2020) states that work-life balance does not affect employee performance. Meanwhile, according to Ryan (2018), Putri (2020), Gadectki et al. (2018), Carolina (2020), Saina et al. (2016), Ashal (2020), and Aspiyah (2016), the work from home and learning discipline have a significant influence on employee performance through work-life balance which is confirmed by the data of this study.

#### CONCLUSIONS

This study results show that work from home and work discipline are among the main factors in increasing employee performance, with work-life balance mediating these variables.

Despite this, the Central Financial and Development Supervision Agency increases the attention of their employees in carrying out work from home, work discipline, and work-life balance because there are still many workloads given to employees when carrying out work with work from home. However, not many employees lack discipline in carrying out their work. In addition, the pandemic has forced workers to be more flexible to maintain a work-life balance and achieve higher performance at work from home.

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