



## The Effect of Workload and Worklife Balance on Employee Performance

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### ABSTRACT

The purpose of this study is to determine the extent to which workload and work-life balance influence employee performance at PDAM Tirta Kamuning. This research adopts a quantitative approach with a correlational design aimed at explaining the relationships between variables and predicting outcomes. The results of multiple regression analysis indicate a significant influence of Workload (X1) and Work-Life Balance (X2) on Employee Performance (Y), accounting for 21.6% of the variance. The overall conclusion and implications of the study highlight the importance of organizational commitment in addressing work-family conflict and turnover intention. The findings also show that organizational commitment serves as a mediator in the relationship between turnover intention and work-family conflict, where the majority of employees are affected by these factors, although a small portion are influenced by other factors beyond the scope of this study. Furthermore, workload was found to have a significant positive effect on employee performance, indicating that employees perceive their workload as manageable, aligned with their capabilities, and supported by sufficient time to complete tasks.

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## INTRODUCTION

The closer business competition and the development of various industries that are increasingly heavy, companies must increasingly understand that aging resources are an important aspect in a company. Moving forward, a company is influenced by quality human resources. The company's progress will be driven by the presence of a highly qualified workforce. With the high qualifications of human resources, it will have great potential to become the main driving force in advancing and determining the long-term success of the company. It can be seen when the company creates a positive condition where employees and the company create a relationship that needs each other or there is a reciprocity.

The objective of human resource management is to enhance employee contributions to help the company attain optimal productivity. The success of a company is largely influenced by the performance of its employees higher employee performance generally leads to improved overall company performance. Employee performance has an important role in achieving the company's goals. The progress of a company will not escape the dedication of employees, although in reality in the field each employee has his own standards to measure performance and the company also has standards to give responsibility to its employees according to the portion given by the company.

Benardin and Russel in Priansa (2018:270) in Juniarti Tri Atty and Putri Gusti Darra (2021, p. 45) It is explained that performance refers to the outcomes generated from specific job roles or activities within a defined time frame. These outcomes reflect the combination of an individual's capabilities, skills, and motivation. Good performance can be measured when employees realize the vision and mission of the organization in accordance with the organization's mission in accordance with the mutual agreement between employees and the organization in realizing the company's goals. Good employee performance is one of the most important factors in an organization's efforts to increase productivity.

The Tirta Kamuning Regional Drinking Water Company (PDAM) of Kuningan Regency is a company owned by the Kuningan Regency Regional Government which is engaged in the provision of clean/drinking water services, sales of mass discussions, organization of packaged beverage discussion activities (AMDK) and other business activities in accordance with the provisions of laws and regulations. In this case, PDAM Tirta Kamuning is very related to service to customers because technically the business must supply water to customers' homes for 24 hours, of course in practice there will be customers who complain about certain conditions, such as water not flowing, or leaks. In addition to providing comfort to customers, PDAM Tirta Kamuning as a company must also carry out its social functions to ensure the welfare of its employees to support performance.

Performance can be influenced by many things, including *workload* and *work-life* balance. If *worklife balance* is a good resource, it can increase motivation, work engagement, and ultimately employee performance. This theory is in line with research conducted by Bhumika, 2020; Palumbo, 2020; Greenhaus & Allen,

2011 (Yusnandar, 2022) related to the implementation of *workload* that is carried out excessively causes an imbalance in *work-life balance* for workers. This can create imbalance conditions that affect the tension in each responsibility to be carried out and have an impact on decreased performance.

Workload is a term that can be defined as the demands imposed on employees related to their work. Faulkner and Patiar (1997) and Lo and Lamm (2005) in Afrianty & Dewi, (2022) observed that excessive workload can be a source of stress in the workplace. So that the creation of *work-life balance* and the individual's ability to balance time between work and personal life makes a person feel at home and comfortable to work and happy to be able to divide their time appropriately.

Work life must be balanced with personal life. *Work-life balance* is an option for managing work and personal or family responsibilities. *Work-life balance* is an important factor for every employee, so that employees can have a balanced quality of life in relation to their family and work-life balance. Where work-life balance, from the employee's point of view, is an option for managing work and personal obligations or responsibilities towards the family. Meanwhile, from a company's perspective, *work-life balance* is a challenge to create a supportive culture in the company, where employees can focus on work while working. Human life cannot be separated from the various conditions of the surrounding environment, there is a very close relationship between humans and the environment. In this case, the community will always try to adapt to various environmental conditions around them.

The appropriate *level of workload* and *work-life balance* will reflect the employee's positive attitude towards everything they face. Employees who have an effective workload and a balanced *work-life balance* will not view the work given as a burden and coercion but rather a common welfare. Companies that understand the importance of managing workload wisely and prioritizing *work-life balance* are more likely to achieve better performance and happier employees.

The Tirta Kamuning Regional Drinking Water Company (PDAM) of Kuningan Regency is a company owned by the Kuningan Regency Regional Government which is engaged in the provision of clean/drinking water services, sales of mass discussions, organization of packaged beverage discussion activities (AMDK) and other business activities in accordance with the provisions of laws and regulations. This research will be conducted on employees of PDAM Tirta Kamuning which will involve all employees.

## **THEORETICAL REVIEW**

### **Workload**

Workload is a term that can be defined as the demands imposed on employees related to their work. Faulkner and Patiar (1997) and Lo and Lamm (2005) in Afrianty & Dewi, (2022) observed that excessive workload can be a source of stress in the workplace. In other words, workload can be interpreted as the amount of work given to someone in a certain period of time and can be stressful for employees.

According to Hart & Staveland as cited in Tarwaka (2011:106) in Hartadi (2020), workload is described as the result of interactions between environmental task demands in the workplace, the worker's skills, and their perceptions. Operationally, workload is often interpreted based on task demands or the level of effort required to complete the work.

Munandar (2011), as cited in Nabila & Syarvina (2022), describes workload as the set of tasks assigned to employees that must be completed within a specific timeframe by utilizing their skills and abilities. Similarly, Sunarso and Kusdi (2010), also in Nabila & Syarvina (2022), define workload as the number of tasks or activities that need to be accomplished by a particular organizational unit or job holder within a certain period. Therefore, workload can be understood as the task demands imposed on employees that are expected to be fulfilled within a given timeframe in a company.

According to Budiasa (2021:35) in Santanu & Madhani, (2022) the dimensions and indicators of workload are as follows:

1. Mental effort load refers to the psychological or cognitive demands experienced by employees while performing tasks in their work environment. This type of burden is typically characterized by tasks that are highly complex or misaligned with the employee's skills and competencies.
2. Time load arises when employees are pressured to complete their work within a specific time frame. Indicators of this type of burden include the need for speed in task execution, strict deadlines, performance targets, extended working hours (overtime), and a lack of personal or free time.
3. Physical load represents the strain on an employee's physical well-being, affecting systems such as muscle function, the heart, respiratory processes, and sensory organs, often due to demanding work conditions. This burden can be identified through indicators such as excessive workload, additional assignments, and the availability or lack of adequate health facilities.

### ***Work-life Balance***

There are several definitions put forward by the figures about *work-life balance*. According to Parkes & Langford (2008) as cited in Asari (2022), work-life balance refers to an individual's capacity to manage responsibilities in both their professional and personal lives, while also maintaining commitment to non-work-related and other external activities.

*Work-life balance* is defined as employees' perceptions of personal time, family care, and work integrated with minimal role conflict (Clark, 2000; Ungerson & Yeandle, 2005 in Rahmayati, 2021). *Work Life Balance* (WLB) is a theory that explains how individuals manage the work and family environment and the boundaries between the two to achieve balance (Clark, 2000 in Rahmayati, 2021).

Fatmawati & Irbayuni (2021) explain that work-life balance refers to an individual's ability to equally manage the demands of both professional and personal life. Meanwhile, Hasan & Teng in Febriani et al. (2021) describe work-life balance as a condition in which employees can perform effectively at work while still maintaining time for family, friends, and personal interests. Currently, the concept of work-life balance is gaining popularity, as many individuals seek overall life satisfaction not only through happiness but also by maintaining strong job performance.

Employees assume that life balance is a must at work and is also responsible for the family. While companies assume that life balance is a challenge to build a contributive culture in the company where employees are consistent in their job responsibilities and responsibilities outside the work environment.

According to Fisher, Bulger, and Smith in Adiningtiyas & Mardhatillah, (2016) also said that *work-life balance* has 4 formative dimensions, namely:

a. WIPL (Work Interference with Personal Life)

This dimension describes how work-related responsibilities can disrupt an individual's personal life. For instance, job demands may make it challenging for someone to allocate time for personal matters.

b. PLIW (Personal Life Interference with Work)

This dimension illustrates how personal life issues can interfere with one's professional duties. For example, personal problems may negatively impact an individual's work performance.

c. PLEW (Personal Life Enhancement of Work)

This dimension reflects how a fulfilling personal life can positively influence work performance. For example, someone who enjoys a happy personal life may bring a positive mood and energy into the workplace.

d. WEPL (Work Enhancement of Personal Life)

This dimension highlights how work experiences can enrich one's personal life. For example, skills gained from work can be applied to improve daily life outside the workplace.

## **Performance**

The aim of human resource management is to optimize employee contributions to enhance the productivity of the organization. A company's success is largely influenced by how well its employees perform – the higher the employee performance, the better the overall performance of the company. Several experts have provided various definitions of performance, as outlined below.

Amstrong and Baron, as cited in Irham Fahmi (2016:12) in Juniarti, T., A and Putri, G., D (2021, p.44), define performance as the outcomes achieved by an organization – whether it operates for profit or not – within a specific timeframe. Similarly, according to Fahmi (2016) in Ginting et al. (2019), performance refers to the results produced by both profit and non-profit organizations over a certain period.

Benardin and Russel, as cited in Priansa (2018:270) in Juniarti Tri Atty and Putri Gusti Darra (2021, p. 45), describe performance as the outcome generated from specific job roles or activities carried out within a defined period. These outcomes are influenced by an individual's capabilities, skills, and motivation..

From the expert definitions above, the author concludes that performance can be understood as the outcome of actions undertaken to achieve organizational objectives, carried out lawfully, ethically, and in accordance with the responsibilities assigned.

Performance dimensions or indicators refer to the key aspects used to evaluate an individual's performance. These indicators serve as benchmarks in performance assessment and are essential as they provide valuable insights for various stakeholders. According to John Miner (as cited in Sudarmanto, 2009:11 in Setiawati & Andayani, 2021), there are four main dimensions that can be used to measure performance, namely:

- a. Quality - the level of accuracy, defects, and precision in the work produced,
- b. Quantity - the volume of output or tasks completed,
- c. Time utilization - including attendance, punctuality, and efficiency in working hours,
- d. Teamwork - the ability to collaborate effectively with others in the workplace.

## **Research Hypothesis**

A hypothesis is a tentative answer to a research problem that has been stated in the form of a question. It is considered provisional because it is grounded in relevant theories but has not yet been tested or validated through empirical data. As stated by Sugiyono (2016, p. 96), a hypothesis represents a temporary answer to the research problem, which has been expressed as a question. Based on this framework, the hypotheses in this study are as follows:

H1 = Workload negatively influences employee performance

H2 = Work-life balance positively influences employee performance

H3 = Workload and work-life balance jointly influence employee performance

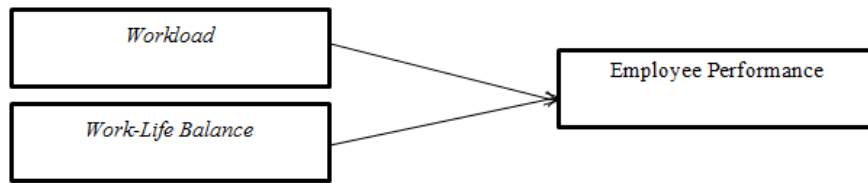


Figure.1 Frame of Mind

**METHODOLOGY**

This research was carried out at PDAM Tirta Kamuning. This study is a correlation study, because in this study it aims to explain the relationship between variables and predict scores. The researcher used a correlational design because it was in accordance with the purpose of this study, which was to determine the influence of the workload variable (X1) and the work-life balance variable (X2) on the employee performance variable (Y) in PDAM Tirta Kamuning employees. In the study, the sample taken amounted to 57 respondents. In this study, the researcher used simple linear regression analysis techniques and multiple linear regression which was carried out to find out whether all independent or independent variables, namely workload and work-life balance (X), had a significant influence on the related or dependent variable, namely employee performance (Y). Data was obtained from employees at PDAM Tirta Kamuning. The methods used to collect this data were questionnaires and interviews.

**RESULTS**

**Test Instruments**

**Table 1 Instrument Test Results**

Variable / Instrument Name	Validity Test		Reliability Test	
	Factor Correlation	Kaiser-Meyer-Olkin	Cronbach's Alpha	Kelompok
Workload (X1)			0.807	Sebaik
1	0.616	Valid		
2	0.620	Valid		
3	0.581	Valid		
4	0.621	Valid		
5	0.796	Valid		
6	0.789	Valid		
7	0.660	Valid		
8	0.682	Valid		
9	0.708	Valid		
10	0.642	Valid		
Work-Life Balance (X2)			0.875	Sebaik
1	0.870	Valid		
2	0.688	Valid		
3	0.676	Valid		
4	0.676	Valid		
5	0.687	Valid		
6	0.681	Valid		
7	0.620	Valid		
8	0.864	Valid		
9	0.802	Valid		
10	0.900	Valid		
11	0.188	Valid		
12	0.220	Valid		
13	0.268	Valid		
14	0.304	Valid		
15	0.200	Valid		
16	0.200	Valid		
17	0.611	Valid		
18	0.612	Valid		
19	0.375	Valid		
20	0.682	Valid		
21	0.688	Valid		
22	0.679	Valid		
23	0.616	Valid		
24	0.601	Valid		
25	0.679	Valid		
Employee Performance (Y)			0.914	Sebaik
1	0.296	Valid		
2	0.281	Valid		
3	0.309	Valid		
4	0.296	Valid		
5	0.479	Valid		
6	0.722	Valid		
7	0.620	Valid		
8	0.218	Valid		
9	0.071	Valid		
10	0.461	Valid		
11	0.381	Valid		
12	0.320	Valid		
13	0.380	Valid		
14	0.324	Valid		
15	0.624	Valid		
16	0.680	Valid		
17	0.688	Valid		
18	0.642	Valid		

Sumber : Output SPSS, 2025

Based on the table above, it shows that all question items in the variables Workload (X1), Worklife Balance (X2) and Employee Performance (Y) have a pearson correlation or

calculation greater than the Rtable (0.2609) so that all indicators have met the data validity requirements. The results of the reliability test presented in the table show that the research instruments *Workload* (X1), *Worklife Balance* (X2) and *Employee Performance* (Y) have a *Cronbach's Alpha* coefficient of more than 0.70 which means that all research instruments are reliable so they can be used to conduct research.

**Classic Assumption Test**

**1. Normality Test**

**Table 2 Normality Test Results**

One-Sample Kolmogorov-Smirnov Test		
		Unstandardized Residual
N		57
Normal Parameters <sup>a,b</sup>	Mean	.0000000
	Std. Deviation	5.86046035
	Most Extreme Differences	
	Absolute	.072
	Positive	.072
	Negative	-.060
Test Statistic		.072
Asymp. Sig. (2-tailed)		.200 <sup>a</sup>

Source : Output SPSS, 2025

Based on the table above, it shows that the value of Asymp. Sig. (2-tailed) is  $0.200 > 0.05$ , meaning that the data used is normally distributed.

**2. Multicollinearity Test**

**Table 3 Multicollinearity Test Results**

Coefficients <sup>a</sup>			
Model		Collinearity Statistics	
		Tolerance	VIF
1	Workload	.938	1.066
	Worklife Balance	.938	1.066
a. Dependent Variable: Kinerja Karyawan			

Source : Output SPSS, 2025

The table above indicates that the VIF values for both *Workload* (X1) and *Work-Life Balance* (X2) are 1.066, which is below 10, and the tolerance values are 0.938, which exceed 0.1. This suggests that there is no indication of multicollinearity among the variables in the regression model.

**3. Heteroscedasticity Test**

**Table 4 Heteroscedasticity Test Results**

Coefficients <sup>a</sup>						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error			
1	(Constant)	3.369	5.429		.621	.538
	Workload	-.119	.134	-.123	-.887	.379
	Worklife Balance	.062	.061	.140	1.013	.315
a. Dependent Variable: ABS_RES						

Source : Output SPSS, 2025

Based on the table above, it shows that the Sig. value of the *Workload* variable (X1) is  $0.379 > 0.05$ , and the Sig. value of the *Worklife Balance* variable (X2) is  $0.315 > 0.05$ , meaning that both variables do not have symptoms of heteroscedasticity.

**Correlation Analysis**

**Table 5 Correlation Analysis Results**

Correlations				
		Workload	Worklife Balance	Employee Performance
Workload	Pearson Correlation	1	.248	.397**
	Sig. (2-tailed)		.062	.002
	N	57	57	57
Worklife Balance	Pearson Correlation	.248	1	.333*
	Sig. (2-tailed)	.062		.011
	N	57	57	57
Employee Performance	Pearson Correlation	.397**	.333*	1
	Sig. (2-tailed)	.002	.011	
	N	57	57	57

Source : Output SPSS, 2025

Referring to the table above, the significance value for the Workload variable (X1) is 0.002, which is less than 0.05, and the Pearson correlation coefficient is 0.397. This indicates a positive but weak relationship between Workload (X1) and Employee Performance (Y). Similarly, the significance value for the Work-Life Balance variable (X2) is 0.011, also below 0.05, with a Pearson correlation of 0.333, suggesting a weak positive correlation between Work-Life Balance (X2) and Employee Performance (Y).

**Coefficient Determination Analysis**

**Table 6 Determination Coefficient Results**

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.465 <sup>a</sup>	.216	.187	5.96800
a. Predictors: (Constant), Worklife Balance, Workload				

Source : Output SPSS, 2025

The table above shows that the R-square value is 0.216 or 21.6%, indicating that variables X account for 21.6% of the variation in variable Y, while the remaining 78.4% is explained by other factors not examined in this study.

**Analysis of the Regresi Linier Berganda**

**Table 7 Multiple Linear Regression Analysis Results**

Coefficients <sup>a</sup>						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	24.663	8.879		2.778	.008
	Workload	.591	.219	.335	2.696	.009
	Worklife Balance	.201	.100	.250	2.006	.050
a. Dependent Variable: KinerjaKaryawan						

Source : Output SPSS, 2025

To determine the multiple regression equation reflecting the influence of Workload (X1) and Work-Life Balance (X2) on Employee Performance (Y), a regression coefficient analysis was conducted as follows:

$$Y = a + b1X1 + b2X2$$

$$Y = 24.663 + 0.591X1 + 0.201X2$$

Based on the equation, the constant a = 24.663 indicates that when both X1 and X2 remain unchanged, the baseline value of Y is 24.663. The coefficient

$b_1 = 0.591$  implies that for every one-unit increase in  $X_1$ ,  $Y$  is expected to rise by 0.591, assuming  $X_2$  stays constant. Similarly,  $b_2 = 0.201$  suggests that a one-unit increase in  $X_2$  will result in a 0.201 increase in  $Y$ , assuming  $X_1$  remains unchanged.

**Uji Hypothesis**

**1. Simultaneous Test (F Test)**

**Table 8 Test Results F**

ANOVA <sup>a</sup>						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	530.610	2	265.305	7.449	.001 <sup>b</sup>
	Residual	1923.320	54	35.617		
	Amount	2453.930	56			
a. Dependent Variable: KinerjaKaryawan						
b. Predictors: (Constant), Worklife Balance, Workload						

Source : Output SPSS, 2025

Referring to the table above, the calculated F value ( $F_{count}$ ) is 7.449, while the critical F value ( $F_{table}$ ) is 3.168. Since  $F_{count}$  (7.449) is greater than  $F_{table}$  (3.168) and the significance value is 0.00, which is less than 0.05, it indicates that Workload ( $X_1$ ) and Work-Life Balance ( $X_2$ ) have a statistically significant effect on Employee Performance ( $Y$ ).

**2. Partial Test (T Test)**

**Table 9 T Test Results**

Coefficients <sup>a</sup>						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	24.663	8.879		2.778	.008
	Workload	.591	.219	.335	2.696	.009
	Worklife Balance	.201	.100	.250	2.006	.050
a. Dependent Variable: Employee Performance						

Source : Output SPSS, 2025

According to the table above, the t-value for the Workload variable ( $X_1$ ) is 2.696, which exceeds the t-table value of 2.004. Since  $t_{count}$  (2.696) >  $t_{table}$  (2.004) and the significance level is  $0.00 < 0.05$ , it indicates that Workload ( $X_1$ ) has a significant positive effect on Employee Performance ( $Y$ ). Meanwhile, the Work-Life Balance variable ( $X_2$ ) has a  $t_{count}$  of 2.006, which is also greater than the  $t_{table}$  value of 2.004. Although the significance level is 0.050, which is exactly at the threshold of 0.05, it still suggests that Work-Life Balance ( $X_2$ ) has a significant positive influence on Employee Performance ( $Y$ ).

**DISCUSSION**

Based on the results of the study, it is known that Workload ( $X_1$ ) has a significant positive effect on Employee Performance ( $Y$ ), meaning that employees feel not burdened by the workload given because the workload is in accordance with their abilities and with sufficient time to complete it. This makes the employees able to complete their work well, in accordance with the procedure for completing the work that is their responsibility.

Worklife Balance ( $X_2$ ) has a significant positive effect on employee performance, which means that work-life balance can increase employee productivity and effectiveness. Research shows that when employees are able to maintain this balance, they tend to experience higher job satisfaction, which in turn

has a positive impact on their performance. Employees who have a good work-life balance can reduce stress and fatigue, so they are more focused and motivated in completing work tasks. It also helps them to be more productive and efficient at work. The results of multiple regression analysis also showed that there was a significant influence between Workload (X1) and Worklife Balance (X2) on Employee Performance (Y) by 21.6%.

## CONCLUSIONS AND RECOMMENDATIONS

This study was conducted at PDAM Tirta Kamuning, located in Kuningan Regency. The research addresses issues that may hinder employees from achieving the company's objectives and overall success, particularly factors such as workload and work-life balance, which impact employee performance. A quantitative approach with a correlational design was employed in this research. Data were collected from a sample of 57 respondents using questionnaires. The results of the multiple regression analysis revealed that Workload (X1) and Work-Life Balance (X2) had a significant effect on Employee Performance (Y), accounting for 21.6% of the variation.

The conclusion and implications of this study as a whole are to highlight the importance of employee performance which is influenced by *workload* and *work-life balance*. The results also show that *workload* has a significant positive effect on employee performance, meaning that employees feel unburdened by the *workload* given because the *workload* is in accordance with their ability and with enough time to complete it. This makes the employees able to complete their work well, in accordance with the procedure for completing the work that is their responsibility. *Work-life balance* also has a significant positive effect on employee performance, which means that work-life balance can increase employee productivity and effectiveness. Research shows that when employees are able to maintain this balance, they tend to experience higher job satisfaction, which in turn has a positive impact on their performance. Because companies that focus on appropriate *workloads* and improved *work life outcomes* tend to have more motivated employees, happier employees and higher productivity, so employee performance increases. So far, the level of employee performance can be measured through the quality of work and the ability to cooperate that a person has, even though *workload* and *work-life balance* are also important factors that can affect the level of employee performance.

## FURTHER STUDY

This research still has many shortcomings so that the next researcher is expected to be able to research this topic more broadly.

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