

The Influence of Work Life Balance, Work Stress and Workload on Performance Employees of PT. Prima Armada Raya RU VI Balongan Indramayu

Fery Fujiyanto¹⁾, Laela Izzatulmaula²⁾, Siti Maryam³⁾, Sunimah⁴⁾

^{1,2,3,4)}Management Study Program, Faculty of Economics and Business, Swadaya Gunung Jati University

*Corresponding Author

Email: siti.maryam@ugj.ac.id, sunimah@ugj.ac.id

Abstract

The workforce holds a significant position in the industrial sector, especially in service-based industries that depend extensively on employee capabilities. This study examines the impact of work-life balance, occupational stress, and job demands on staff performance. The primary goal is to assess the importance of employees in the service industry and identify managerial obstacles. A quantitative research method was applied, incorporating information from both firsthand and secondary data sources. The research population included all driver staff members, with a selected sample of 136 individuals. Surveys were utilized for data collection, and the evaluation was conducted using Smart PLS version 3.0. The findings indicate that maintaining a balance between professional and personal life enhances job performance significantly based on the outer loading results 0.215. On the other hand, stress related to work responsibilities according to the outer loading results -0.394 and excessive job from the outer loading results -0.475 demands negatively affect employees' effectiveness. Furthermore, the combined influence of work-life balance, occupational stress, and workload presents unique effects on job outcomes. These findings emphasize the need for improved human resource strategies to foster employee well-being and optimize productivity in the service industry.

Keywords: *Work Life Balance, Work Stress, Workload, Performance*

INTRODUCTION

In the current era of globalization, the service industry sector is experiencing increasingly rapid development. Globalization, which is marked by an increase in the flow of goods, information, and people, has created new opportunities for the service industry to innovate. One of the service sub-sectors currently developing is the transportation service industry sector. This is because transportation has an important role in connecting various regions, making people's mobility smoother, and supporting the economic growth of a country (Mada, 2023). This opens up a massive opportunity for transportation services to expand their reach and operational network for individual and business services.

With the advancement of increasingly sophisticated technology, transportation service companies cannot be separated from the importance of human resources. These companies face challenges in ensuring operational reliability, particularly regarding delays or disruptions in departure schedules (Malca, 2023). The capacity of a company to successfully achieve its vision and objectives is primarily reliant on the quality of its human resources (Made et al., 2016). Well-trained human resources with relevant skills can increase operational efficiency, reduce human error that can cause delays, and improve coordination between departments in managing schedules and routes. One of Indonesia's companies engaged in the transportation services sector is PT Prima Armada Raya. The official website <https://par.co.id/id/about-us/management-profile> explained that PT Prima Armada Raya (PAR) is a subsidiary of PT Patra Jasa, which is experienced in providing vehicle rental services and driver services. Therefore, PT Prima Armada Raya (PAR) requires human resources with optimal quality and performance.

Employees who demonstrate efficiency significantly contribute to achieving a company's goals. Their level of accomplishment, which showcases their work results, is influenced by both the amount and quality of tasks they complete in carrying out their

responsibilities (Maryam et al., 2020). Exceptional job execution can be evaluated based on how effectively employees aid in meeting the organization's objectives and targets.

One factor influencing employee performance is the balance between work and personal life. When individuals manage to harmonize their personal and professional responsibilities, they tend to experience greater satisfaction and motivation in fulfilling their roles within the organization. Consequently, this can lead to improved performance that aligns with the company's objectives (Isabella Perangin Angin et al., 2017). A lack of balance in employee roles can result in a state of imbalance, which may create stress related to the responsibilities they are expected to handle (Greenhaus et al., 2003).

Another factor that impacts performance is job-related stress. This type of stress refers to the emotional strain that can influence an individual's feelings, thought processes, and physical well-being. Stress triggers may stem from discomfort experienced by employees in their work environment, which can arise from both internal and external factors (Sondang P, 2016). Additionally, the amount of work assigned to employees can also affect their performance. According to The Last Supper (2021), workload is defined as how workers perceive their tasks over a specific timeframe. A heavy workload can significantly influence employee performance, as it represents the intensity of the tasks assigned. Therefore, it is essential for organizations to be aware of their employees' circumstances to allocate workloads that align with their responsibilities.

Clear and relevant indicators are needed to measure employee performance objectively. According to (Busro, 2018), performance appraisal must involve various aspects, such as work results, work processes, and work behavior. This assessment allows the Company to identify potential strengths and areas that need improvement, as well as provide a basis for planning future human resource development. Therefore, using appropriate indicators is crucial in ensuring that each employee can play an optimal role according to their role and responsibilities. PT Prima Armada Raya has set several performance indicators to measure the achievement of the Company's goals. These indicators include F1-Skill and Performance, F2-Attitude and Cooperation, and F3-Discipline and Compliance. Based on employee performance appraisal data in 2024.

Armada Raya 2025

According to the table presented, the performance research parameters are categorized as follows: Very Poor (value range <50), Poor (value range 50-64), Sufficient (value range 65-74), Good (value range 75-94), and Very Good (value range >95). It has been observed that some employees at PT Prima Armada Raya still receive scores that are classified as sufficient or even poor. This indicates that the performance of the employees at PT Prima Armada Raya does not align with the company's high expectations.

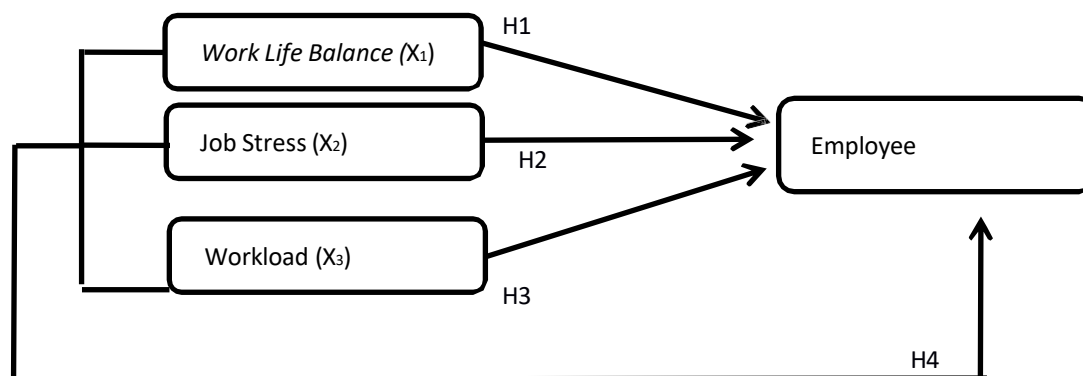
Employee performance is closely linked to individual contributions to their work. However, it is evident that some employees have not fully embraced this. The role of a driver, which often involves highly variable work schedules, complicates the planning of rest periods and personal activities. Furthermore, challenging road conditions, heavy traffic, and severe weather can elevate stress and fatigue levels, leading to increased pressure. Significant responsibilities, such as ensuring the safety of goods or passengers, can further intensify the demands placed on employees. This situation may result in an imbalance between work and personal life, along with work-related stress and excessive workloads, ultimately hindering the achievement of the company's objectives.

This situation is supported by previous research on the balance between work and personal life, job-related stress, and workload, conducted by scholars in 2023. The studies found that these factors, when considered together, have a major effect on employee performance. In addition, a study by The Last Supper (2020) showed that job-related stress has a detrimental

impact on employee performance, while an increased workload also negatively affects performance. On the other hand, a study by I Made Herdi Arya Dwi Permana et al. (2024) indicated that a higher workload can actually improve performance, work-life balance contributes positively, and job-related stress tends to reduce performance.

The research framework can be explained as follows:

Figure 1: Thinking Framework



Source: Processed by Researchers 2025 Hypothesis Formulation

Drawing from the underlying theories and conceptual framework, the subsequent hypothesis has been developed:

H1: It is suspected that Work Life Balance (X1) has a positive effect on Performance (Y)

A study conducted by (Honkley et al., 2024) found a positive link between work-life balance and the effectiveness of employees. The findings imply that as workers become more skilled at balancing their personal and professional obligations, their job performance tends to improve. Similarly, Putu Ayu (2024) and Ahmad (2022) findings indicate that work-life balance has a positive effect on employee performance.

H2: It is suspected that work stress (X2) has a negative effect on employee performance (Y)

In a study by (Sulastri & Onsardi, 2020) and (Jessie Hartono & Prasetyo Partono, 2020) Studies have found that workload has a negative influence on performance. The same applies to research that has been done by (I Made Herdi Arya Dwi Permana et al., 2024) examining Gen Z workers in Denpasar City, the results highlight the detrimental effect of work-related stress on job performance. This indicates that higher levels of stress at work reduce employees' ability to perform at their best.

H3: It is suspected that workload (X3) has a negative effect on employee performance (Y)

(Yudi Dwi Prasetyo et al. 2021), who examined functional officials within financial education and training agencies, discovered an inverse relationship between workload and employee performance. This is further supported by the results of research carried out by Honkley and Sulastri Onsandi, indicating a negative effect of workload on performance. This indicates that when employees are faced with tasks that exceed their capabilities, the quality of their performance is likely to suffer.

H4: It is suspected that Work Life Balance (X1), Work Stress (X2), Workload (X3) will jointly influence Employee Performance (Y)

The results of research conducted by (Ayu Retnowati & Sri Darma, 2024), (Ahmad et al., 2022), and (I Made Herdi Arya Dwi Permana et al., 2024) indicate that work-life balance, job stress, and workload have an impact on performance. Likewise, with the findings of the analysis that have been conducted by (Mulyani Kartini et al., 2023) suggest that employees' ability to balance their professional and personal lives, along with the pressure they experience

at work and the amount of tasks they handle, each have a measurable and noteworthy effect on their job performance.

RESEARCH METHODS

The methodology employed in this research is quantitative in nature. According to Sugiyono (2017), this approach is grounded in positivism and is utilized for studies involving specific populations or samples. Data collection is carried out using structured research tools, followed by the application of quantitative or statistical analysis to evaluate the hypotheses that have been formulated. Furthermore, this research also incorporates an associative approach, which focuses on identifying relationships between two or more variables. This approach is particularly suitable for systematically examining phenomena within companies and the interactions among variables. In this investigation, employee performance is treated as an independent variable, presumed to affect dependent variables such as work-life balance, work-related stress, and workload.

The study's population consisted of 136 individuals employed as drivers at PT Prima Armada Raya Indramayu. For sample selection, the research utilized a census method, which, as defined by Sugiyono (2017), involves including every member of the population as part of the sample. Consequently, all 136 driver employees from PT Prima Armada Raya participated as respondents and simultaneously served as the sample for this research.

RESULT AND DISCUSSION

Respondent Characteristics

Participants in this study were 136 workers, The subjects were employees working at PT Prima Armada Raya Indramayu. Furthermore, participants were classified into several categories, including:

Table 2: Characteristics Respondents

No	Characteristics	Information	Amount	Percentage
1	Age	30-40 Years	54	40%
		40-50 Years	67	49%
		50-55 Years	15	11%
2	Last education	High School/Vocational School	131	96%
		College	5	4%

Source: 2025 Data Processing Results

The respondent characteristics table shows that 49% of respondents in this study were aged 40-50, and 96% of employees had a high school or vocational high school education.

Data Analysis and Discussion

The analysis in this research employs the SEM-PLS approach, which is computed using SmartPLS 3 software. Partial Least Squares (PLS) is a multivariate statistical method that analyzes the relationships among multiple dependent and independent variables simultaneously. As a variant-based SEM technique, PLS is specifically designed to address issues encountered in multiple regression, such as small sample sizes, missing data, and multicollinearity. The

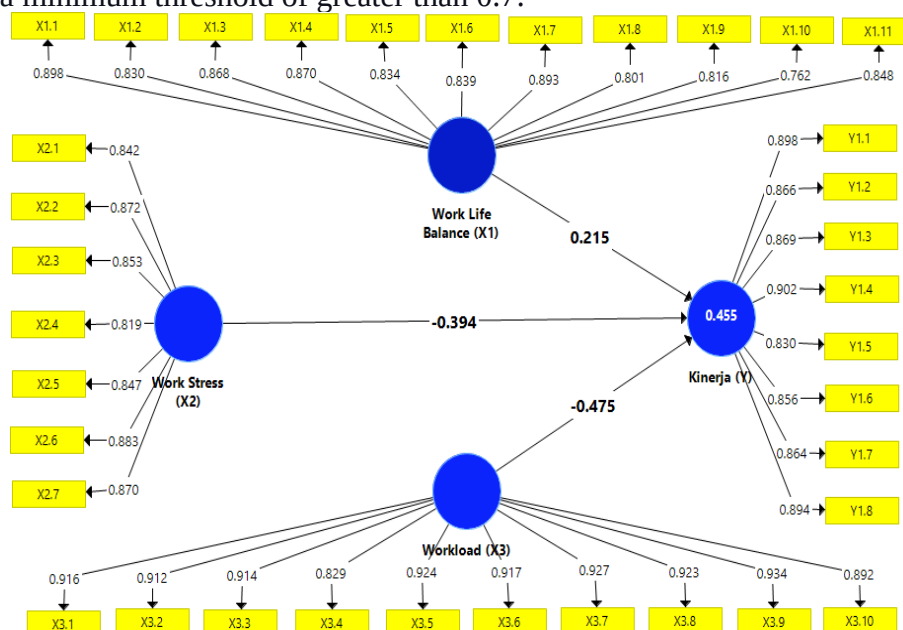
evaluation of the PLS model is conducted through assessments of both the outer model and the inner model.

Validity Test

The validity test aims to evaluate the effectiveness of a questionnaire. According to Ghozali (2014), a questionnaire is considered valid if its questions accurately capture the phenomena or constructs intended to be measured by the instrument.

Convergent Validity

The purpose of the convergent validity assessment is to determine how well each indicator reflects its underlying variables. In the SEM-PLS software, the outcomes of the validity assessment can be observed in the outer loading table. According to Hair et al. (2014) an indicator is deemed valid if its outer loading value indicates that it significantly accounts for its associated construct, with a minimum threshold of greater than 0.7.



Source: Smart PLS Output

The findings from the outer loading assessment indicate that all metrics have surpassed the established standards. The outer loading values for the metrics associated with each variable such as work-life balance, job stress, workload, and performance are all above 0.7. Therefore, every metric is deemed valid.

Discriminant Validity

The aim of assessing discriminant validity is to verify that each variable possesses unique traits and remains separate from others. The findings indicate that every variable maintains its distinct identity and does not exhibit a substantial correlation with any other variable. According to Hair et al. (2014), discriminant validity is established when the Average Variance Extracted (AVE) for a given variable surpasses the correlation coefficients of other variables. When the AVE value exceeds 0.5, the data is considered valid.

Table 3: Discriminant Validity

	Work Life Balance (X1)	Work Performance (Y)	Work Stress (X2)	Workload (X3)	Average Variance Extracted (AVE)

Work Life Balance (X1)	0.843				0.827
Work Performance (Y)	-0.466	0.873			0.732
Work Stress (X2)	0.796	-0.630	0.855		0.762
Workload (X3)	0.774	-0.647	0.857	0.909	0.710

Source: Smart PLS Output

The evaluation of discriminant validity is based on the Average Variance Extracted (AVE) values associated with each variable. The AVE scores for work-life balance, work stress, workload, and performance exceed 0.5, suggesting that these variables can be considered valid.

Reliability Test

The reliability of the data in this study was evaluated through Cronbach's Alpha and Composite Reliability. As stated by Unyoto (2009), a reliability score greater than 0.7 indicates that the data can be considered trustworthy.

Table 4: Cronbach's Alpha, and Composite Reliability

	Cronbach's Alpha	Composite Reliability
Work Life Balance (X1)	0.959	0.964
Work Stress (X2)	0.939	0.950
Workload (X3)	0.977	0.979
Work Performance (Y)	0.955	0.962

Source: Smart PLS Output

Based on the data analysis shown in Table 4.3, all variables demonstrate Cronbach's Alpha and composite reliability values that exceed 0.6, meeting the reliability criteria. Thus, it can be inferred that all variables are dependable.

R-Square Test (R2)

The R-squared (R2) value reflects the degree to which a particular independent latent variable influences the dependent latent variable.

Table 5: R-Square

	R Square	R Square Adjusted
Work Performance (Y)	0.455	0.443

Source: Smart PLS Output

With an R Square value of 0.443 for the performance variable (Y), it indicates that the work-life balance (X1), work stress (X2), and workload (X3) variables account for approximately 44.3% of the variance in performance (Y). Therefore, the model is considered to be of moderate strength.

Hypothesis Testing

Hypothesis testing is conducted to assess whether the available data supports each hypothesis under examination. The outcomes of this testing assist in evaluating the validity of

the relationships among the variables being analyzed. The evaluation of hypothesis testing results relies on three indicators: Path Coefficient, T Statistic, and P Value. Additional details regarding the findings can be found below.

Table 6: Hypothesis Test Results

	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics ((O/STDEV))	P Values	Information
Work Life Balance (X1) -> Work Performance (Y)	0.215	0.211	0.071	3.012	0.003	Significant
Work Stress (X2) -> Work Performance (Y)	-0.394	-0.384	0.134	2,936	0.003	Significant
Workload (X3) -> Work Performance (Y)	-0.475	-0.483	0.116	4.106	0.000	Significant

Source: Smart PLS Output

Hypothesis testing in this study uses a significance level of 5% (0.05). In conditions where the significance value obtained from hypothesis testing is below 0.05 and the t-count value exceeds 1.97, the independent variable significantly influences the dependent variable. Thus, the research hypothesis is accepted. However, suppose the significance value exceeds 0.05, and the t-count statistical value does not exceed 1.97. In that case, the independent variable is not proven to influence the dependent variable significantly, so the research hypothesis is rejected. The variable related to the balance between work and personal life (X1) significantly affects the performance variable (Y), as demonstrated by a T Statistic of 3.012 and a P-value of 0.003. Furthermore, the results reveal that work-related stress (X2) also has a notable impact on performance (Y), with a T Statistic of 2.936 and a P-value of 0.003. In addition, the workload variable (X3) is found to have a significant effect on performance (Y), as indicated by a T Statistic of 4.106 and a P-value of 0.000. Consequently, all the hypotheses put forward in this study are confirmed, as they fulfill the established criteria for statistical significance.

Table 7: F-Square Test Results

Work Life Balance (X1)	Work Performance (Y)	work Stress (X2)	Workload (X3)
Workload (X3)	0.100		
Work Stress (X2)	0.063		
Work Performance (Y)			
Work Life Balance (X1)	0.028		

Source: Smart PLS Output

The results from the F-square analysis reveal that the work-life balance variable (X1) contributes minimally to the variation observed in the performance variable (Y), as indicated by an F value of 0.28, which points to a small effect. On the other hand, the variables of work stress (X2) and workload (X3) show a significant influence on employee performance (Y), with F values of 0.063 and 0.100, respectively, suggesting a substantial effect.

The Influence of Work Life Balance on Performance

The analysis results suggest that the balance between professional and personal life has a positive and significant correlation with employee performance, as evidenced by an outer loading value of 0.215 and a T statistic of 3.012. This finding underscores the importance for organizations to create an environment that supports this balance to improve employee performance. This conclusion aligns with the research conducted by Windika Putri & Frianto (n.d.), which found that work-life balance positively and significantly affects employee performance. Conversely, the study by Timbuleng & Lumantow (2023) indicates that work-life balance has a negative and significant effect on employee performance.

The examination of the effects of work-life balance on employee effectiveness underscores the need for creating a supportive work atmosphere that enables individuals to juggle their professional and personal obligations. One approach to achieving this equilibrium is through the implementation of flexible work options, such as adjustable schedules, which are anticipated to enhance performance. Furthermore, organizing training sessions aimed at improving time management abilities, fostering a culture of open communication, and offering employee assistance programs (EAP) are essential for providing mental health support and resources. By emphasizing work-life balance through these strategies, organizations can boost employee performance, reduce turnover rates, and enhance overall workplace morale.

The Effect of Work Stress on Performance

The examination of the hypothesis reveals that stress related to work has a harmful and significant impact on employee performance. This conclusion is supported by an outer loading value of -0.394 and a T statistic of 2.936. While manageable levels of stress can serve as a motivating factor that improves resource allocation and responses to challenges in the workplace, excessive stress has a negative influence on performance. Therefore, organizations need to implement effective strategies for stress management to maintain employee performance at an optimal level. Research conducted by Jessie Hartono & Prasetyo Partono (2020) corroborates these results, showing that stress associated with work significantly reduces employee performance.

The results of this research regarding the influence of work-related stress on employee performance have significant implications for organizational leadership. To alleviate the negative effects of work stress, companies should prioritize the development of a comprehensive stress management program that includes training in coping strategies, building resilience, and practicing mindfulness techniques. Creating a work environment that promotes open conversations about stressors can help employees feel more comfortable discussing these challenges. Additionally, management should evaluate workloads and provide the necessary resources and support to assist employees in effectively managing their tasks. Introducing flexible work arrangements can also help reduce stress levels, allowing employees to achieve a better balance between their professional duties and personal lives. By implementing these strategies, organizations can greatly improve employee performance and foster a positive work environment.

The Effect of Workload on Performance

The results of this hypothesis indicate that there is a significant negative relationship between workload and employee performance. This is evidenced by an outer loading value of - 0.465 and a T statistic of 4.106. An excessive workload can adversely affect how well employees perform. Challenges such as difficulty in completing tasks, an overload of assignments, and insufficient support resources can lead to increased workloads, ultimately diminishing employee effectiveness within the organization. The existing literature reveals notable discrepancies in findings regarding the impact of workload on employee performance.

Research conducted by Yudi Dwi Prasetyo et al. (2021) supports the notion that a heavier workload negatively influences performance, while a study by I Made Herdi Arya Dwi Permana et al. (2024) presents contrasting results, indicating a positive effect.

An examination of the research outcomes concerning the influence of workload on the levels of employee performance achievement brings to light significant considerations for organizational management and employee practices. To enhance performance, organizations should regularly evaluate employee workloads to ensure they remain reasonable and manageable, thus helping to prevent burnout. Establishing clear task priorities and offering sufficient time management resources can enable employees to manage their responsibilities more effectively. Moreover, cultivating a supportive workplace atmosphere that promotes open dialogue allows employees to express their views regarding their workloads. Training initiatives focused on stress management and resilience can better prepare employees to handle high demands. By implementing these approaches, organizations can enhance employee performance, mitigate stress-related challenges, and foster a more engaged workforce.

The Influence of Work Life Balance, Work Stress and Workload on Performance The analysis of the hypothesis reveals that the factors of work-life balance, work stress, and workload collectively influence variations in performance metrics, albeit to different extents. This is evident from the differing F-Square test values associated with each variable. This outcome contrasts with the findings of the study by Mulyani Kartini et al. (2023), which indicated a significant collective impact of the three factors on employee performance.

The findings of this research highlight the necessity for organizations to prioritize the work-life balance of their employees. However, it is also important to note that workload and work stress are significant factors that predominantly affect employee performance. Therefore, organizations should adopt a comprehensive approach that simultaneously tackles these challenges.

CONCLUSION

Based on the analysis of the data conducted, several conclusions can be made. The balance between work and personal life has a positive and significant effect on employee performance, suggesting that support from the company for maintaining this balance is linked to enhanced performance. Conversely, job-related stress negatively impacts employee performance, with higher stress levels correlating with a decline in performance. Additionally, an excessive workload adversely affects employee performance, indicating that too much work can impede employees' ability to fulfill their tasks, leading to lower performance outcomes. Furthermore, work-life balance, job stress, and workload collectively influence employee performance, each with varying degrees of impact. In this context, job stress and workload exert a more pronounced effect compared to work-life balance, highlighting that these two factors are significant contributors to employee performance in this analysis

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