

**THE INFLUENCE OF WORK LIFE BALANCE (WLB) AND WORK MOTIVATION ON THE EFFICIENCY AND SATISFACTION OF THE UTILIZATION INTEGRATED DYNAMIC ARCHIVE INFORMATION SYSTEM (SRIKANDI)
 (CASE STUDY AT THE REGIONAL PLANTATION SERVICE OF WEST CELEBES PROVINCE)**

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ABSTRACT: The purpose of this research is to examine the effects of work-life balance (WLB) and motivation on the effectiveness and satisfaction of the use of the Integrated Dynamic Archive Information System (SRIKANDI) at the West Celebes Province Regional Plantation Service. This study is quantitative and descriptive in nature. Saturated sampling was used to sample the population of this study, which consisted of 72 State Civil Service (ASN) respondents who were all members of the Regional Plantation Service of West Celebes Province. Questionnaires were sent as part of the data gathering process, and path analysis was employed for data analysis. According to the study's findings, there are several factors that affect employee work performance: (1) work load bias (WLB); (2) work motivation; (3) work load bias (WLB) on satisfaction when using the SRIKANDI application; (4) work motivation on satisfaction when using the SRIKANDI application; (5) work efficiency on satisfaction when using the SRIKANDI application; (6) work motivation on job satisfaction through work efficiency as an intervening variable; and (7) work load bias (WLB) on employee job satisfaction through employee work efficiency as an intervening variable.

A. INTRODUCTION

The world was horrified at the start of the 2020s by a pneumonia outbreak brought on by a novel virus, SARS-CoV-2, which is also known as Corona Virus Disease (Covid-19) (Levani, 2021). The outbreak was initially identified around the close of 2019 in Wuhan, in the People's Republic of China's Hubei Province, and it rapidly spread around the globe. Because pneumonia can be passed from person to person, the illness spreads swiftly (Relman, 2020).

Following the Corona Virus Disease (Covid-a9), policy changes were implemented that had an effect on government agencies. Workers who play a significant role in the operation of

the company will undoubtedly notice shifts in the work schedule. This is also found in the West Celebes Province Regional Plantation Service's archives administration policy.

According to Mangkunegara (2017), an employee's performance is determined by the quality and amount of work that he or she produces in carrying out their assigned obligations. The work environment, leadership, competency, and motivation are the variables that can affect performance. Aside from the aforementioned elements, an employee's ability to successfully combine work and personal obligations is essential to successful performance.

Work-life balance, according to Fapohunda's 2014 research, is defined as having minimum conflict and high levels of contentment both inside and outside of the workplace. Maintaining a healthy balance between work and personal life is crucial. The study supports the findings of Nurdin's (2021) investigation, which indicates that work-life balance influences employee motivation at work and organizational commitment. Work-life balance policies are a sign of concern and attention to employee wellbeing from offices that implement them.

Efficiency and motivation at work are positively and significantly influenced, according to research by Moningka et al. (2022). One of the principles of bureaucracy, which extends to archive management, is efficiency. These days, having a digital file system is very essential. Digital archiving administrative activities involve storing or safeguarding archives as legitimate proof from an organization (Sari, et al., 2019).

The West Celebes Provincial Government has accelerated its correspondence administration services by utilizing the SRIKANDI application for digital implementation, which includes electronic signature (TTE) for official document signing. The letter B/200.2.5.5/1091/SD/2023 from the West Celebes Province Regional Secretariat, dated June 4, 2023, about the Electronic Mail Verification Flow, supports this. According to the letter, in order to achieve high productivity and job happiness, work companies need to provide their employees with strong work motivation.

B. METHODS

In order to explain the positions of the variables under study and the connections between one variable and other variables, this research employs a quantitative technique (Sugiyono, 2017). In order to evaluate predefined hypotheses, quantitative research methods are used to examine certain populations or samples, gather data using research instruments, and analyze quantitative and statistical data (Sugiyono, 2017). At the West Celebes Province Regional Plantation Service Office, research takes place for about two months till the thesis preparation is finished. 72 State Civil Service (ASN) respondents made up the study's population, and a saturated sample was employed.

A variety of data collection methods are used in the process, including questionnaires, documentation, interviews, and observation. An ordinal scale model is the scale employed in this study. Every instrument in this study has responses ranging from the greatest (very positive) to the lowest (extremely negative). There were five possible responses on this research scale (Sunyoto, 2015), ranging from strongly agree to strongly disagree.

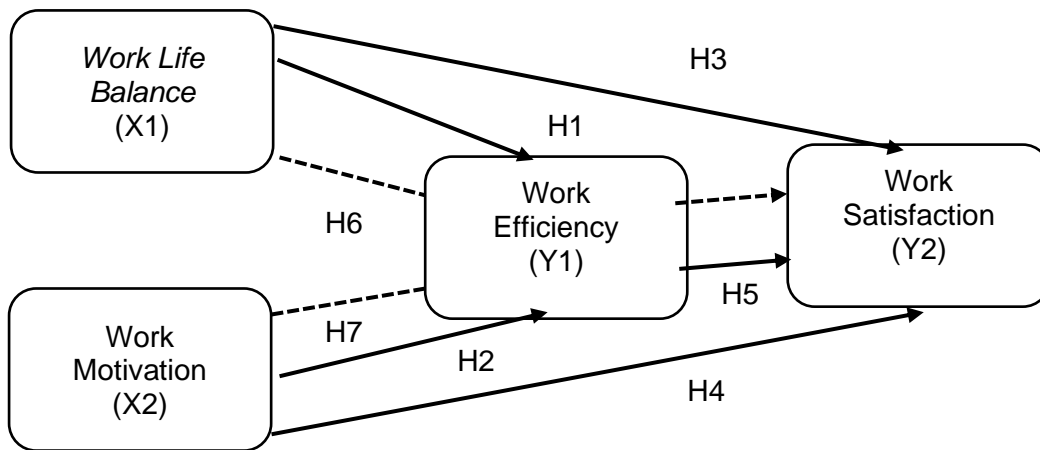
This study employed a descriptive-quantitative methodology. Descriptive analysis, according to Sugiyono in (Irsyadi, 2012), is statistical analysis used to examine data by characterizing or providing examples of the data that has been gathered. Using the path analysis approach to examine the movement of each research variable, for example, the descriptive research method offers a broad description of the subject under study.

Since the path analysis employs regression and correlation, it can be observed that either a direct path or a series of intervening variables must be followed in order to reach the final dependent variable (Sugiyono, 2017).

The purpose of the validity test is to determine whether the data collected from the measuring instrument (questionnaire) after the research is legitimate or not. Validity is defined by Sugiyono (2017) as the degree of correctness between the data that is present on the study object and the power that the researcher is able to report. A questionnaire that serves as an indication of a variable or construct is put through reliability testing, and it is deemed trustworthy if the responses to the questions are consistent (Sunyoto, 2015). The respondent's response is regarded as dependable if the Cronbach Alpha Coefficient is higher than 0.6, and vice versa. The conceptual framework of this study is as follows, taking into account the previously mentioned explanation.

Conceptual Model

Image 1. Conceptual Model



The Explanations:

There are two types of variables used in this research and there are variables which function as intermediary variables, namely:

1. Independent variables are variables which influence the dependent variable. The independent variables in this research are work life balance (X1) and motivation (X2).
2. The dependent variable is a variable which is influenced. The dependent variable in this variable is job satisfaction (Y2).
3. Intermediary variables (intervening variables) are variables located between the independent variable and the dependent variable, therefore the independent variable does not directly affect the dependent variable. The intermediary variable in this research is efficiency (Y1).

4. Direct relationship

5. Indirect relationship

C. RESULTS

Respondent Characteristics

There are more male respondents than female respondents, according to the data collection's gender-related findings. 34 female respondents (47.22%) and 38 male respondents (52.78%) were present. According to age group, up to 4 respondents (5.56%) were between the ages of 20 and 30; up to 12 respondents (16.67%) were between the ages of 31 and 40; up to 42 respondents (58.33%) were between the ages of 41 and 50; and up to 14 respondents (19.44%) were over the age of 51. It is clear from these data that respondents are primarily between the ages of 41 and 50. According to the latest education category, as many as 7 respondents (9.72%) had a high school education or equivalent, 3 respondents (4.17%) had a D3 education, 45 respondents (62.5%) had a D4/S1 education and 17 respondents (23.61%) had at least a master's or doctoral degree. From these data, it can be concluded that the majority of respondents had a Bachelor's/D4 degree. This shows that the level of education at the Regional Plantation Service of West Sulawesi Province is very adequate. If the level of education is adequate, the ability to access digital technology such as SRIKANDI can be used well and smoothly.

Validity Test and Reliability Test

Table 1. Validity Test Results

| Variabel | Item | Value R-Count | R-Table Value | Information |
|------------------------|------|---------------|---------------|-------------|
| Work Life Balance (X1) | X1.1 | 0.888 | 0.232 | Valid |
| | X1.2 | 0.778 | 0.232 | Valid |
| | X1.3 | 0.859 | 0.232 | Valid |
| | X1.4 | 0.796 | 0.232 | Valid |
| | X1.5 | 0.861 | 0.232 | Valid |
| | X1.6 | 0.750 | 0.232 | Valid |
| | X1.7 | 0.779 | 0.232 | Valid |
| | X1.8 | 0.791 | 0.232 | Valid |
| Work Motivation (X2) | X2.1 | 0.577 | 0.232 | Valid |
| | X2.2 | 0.773 | 0.232 | Valid |
| | X2.3 | 0.851 | 0.232 | Valid |
| | X2.4 | 0.754 | 0.232 | Valid |
| | X2.5 | 0.754 | 0.232 | Valid |
| | X2.6 | 0.842 | 0.232 | Valid |
| | X2.7 | 0.789 | 0.232 | Valid |
| | X2.8 | 0.824 | 0.232 | Valid |
| Work Efficiency (Y1) | Y1.1 | 0.721 | 0.232 | Valid |
| | Y1.2 | 0.887 | 0.232 | Valid |
| | Y1.3 | 0.728 | 0.232 | Valid |
| | Y1.4 | 0.872 | 0.232 | Valid |
| | Y1.5 | 0.933 | 0.232 | Valid |
| | Y1.6 | 0.855 | 0.232 | Valid |
| | Y1.7 | 0.865 | 0.232 | Valid |
| Work Satisfaction (Y2) | Y2.1 | 0.865 | 0.232 | Valid |
| | Y2.2 | 0.939 | 0.232 | Valid |
| | Y2.3 | 0.867 | 0.232 | Valid |
| | Y2.4 | 0.844 | 0.232 | Valid |
| | Y2.5 | 0.962 | 0.232 | Valid |

The table 1 makes it evident that $r\text{-count} > r\text{-Table}$ description containing these results can be seen as indicating the validity or suitability for usage of the item statements

pertaining to the variables Work Life Balance (WLB), work motivation, work efficiency, and job satisfaction. Table 2. Reliability Test Results

| Variables | Cronbach's Alpha | Threshold | Information |
|------------------------|------------------|-----------|-------------|
| Work Life Balance (X1) | 0.924 | > 0.6 | Reliable |
| Work Motivation (X2) | 0.889 | > 0.6 | Reliable |
| Work Efficiency (Y1) | 0.924 | > 0.6 | Reliable |
| Work Satisfaction (Y2) | 0.936 | > 0.6 | Reliable |

Table 2's test findings demonstrate that the variables work-life balance, work motivation, work efficiency, and job satisfaction are stable, consistent, and useful when the Cronbach Alpha value is greater than 0.60.

Path Analysis

Based on the summary and coefficients of paths 1 and 2, it is explained the direct and indirect effects about the research.

Table 3. Path Coefficient Model 1

| Coefficients ^a | | | | | | |
|---------------------------|-------------------|-----------------------------|------------|---------------------------|-------|------|
| Model | | Unstandardized Coefficients | | Standardized Coefficients | t | Sig. |
| | | B | Std. Error | Beta | | |
| 1 | (Constant) | 11.022 | 2.146 | | 5.135 | .000 |
| | Work Life Balance | .314 | .056 | .507 | 5.659 | .000 |
| | Work Motivation | .283 | .071 | .360 | 4.016 | .000 |

a. Dependent Variable: Work Efficiency

The work-life balance variable has a coefficient value of 0.507 in Table 3, indicating a positive relationship between work-life balance and work efficiency. Work-life balance has a favorable and significant impact on work efficiency, as indicated by its significance value of $0.000 < 0.05$.

Work motivation, on the other hand, has a favorable impact on job efficiency, as indicated by its coefficient value of 0.360. job motivation has a significant and beneficial impact on job efficiency, as indicated by the significance value of $0.000 < 0.05$.

Table 4. Coefficient of Determination Model 1

| Model Summary ^b | | | | |
|----------------------------|-------------------|----------|-------------------|----------------------------|
| Model | R | R Square | Adjusted R Square | Std. Error of the Estimate |
| 1 | .722 ^a | .521 | .507 | 2.602 |

a. Predictors: (Constant), Work Motivation, Work Life Balance
b. Dependent Variable: Work Efficiency

Table 4's R Square value of 0.521 indicates that, of the factors included in this research, work-life balance and work motivation account for 52.1% of the total contribution to work efficiency, with other variables accounting for the remaining 47.9%.

$$e1 = \sqrt{1-0,521} = \sqrt{0,479} = 0,692$$

Table 5. Model Path Coefficient 2

| Coefficients ^a | | | | | | |
|--|-------------------|-----------------------------|------------|---------------------------|-------|------|
| Model | | Unstandardized Coefficients | | Standardized Coefficients | t | Sig. |
| | | B | Std. Error | Beta | | |
| 1 | (Constant) | 1.922 | 1.286 | | 1.495 | .140 |
| | Work Life Balance | .070 | .034 | .160 | 2.050 | .044 |
| | Work Motivation | .111 | .040 | .199 | 2.782 | .007 |
| | Work Efficiency | .449 | .061 | .633 | 7.326 | .000 |
| a. Dependent Variable: Work Satisfaction | | | | | | |

Table 5 data indicates that the work-life balance variable has a coefficient value of 0.160, indicating a positive relationship between work-life balance and job satisfaction. Work-life balance has a positive and significant impact on job satisfaction, as indicated by its significance value of 0.044 < 0.05.

With a coefficient value of 0.633 for the work efficiency variable, it can be concluded that work efficiency positively affects job satisfaction. Commitment has a significance value of 0.000 < 0.05, indicating that job satisfaction is positively and significantly impacted by work efficiency. Table 6. Table 6. Coefficient of Determination Model 2

| Model Summary ^b | | | | |
|--|-------------------|----------|-------------------|----------------------------|
| Model | R | R Square | Adjusted R Square | Std. Error of the Estimate |
| 1 | .870 ^a | .756 | .746 | 1.326 |
| a. Predictors: (Constant), Work Efficiency, Work Motivation, Work Life Balance | | | | |
| b. Dependent Variable: Work Satisfaction | | | | |

According to the above table, the combination of work-life balance, work motivation, and work efficiency variables accounts for 75.6% of job satisfaction; other variables not included in the research account for the remaining 24.4%. The R Square value of 0.756 explains this contribution.

$$e2 = \sqrt{1-0,756} = \sqrt{0,244} = 0,494$$

The following describes how work efficiency acts as an intervening variable to indirectly influence the independent variables work-life balance and work motivation on the dependent variable, which is job satisfaction.

It is well established that work-life balance directly affects job satisfaction, with a path coefficient value of 0.160. The value of the direct influence of work-life balance on job satisfaction and the value of the direct influence of work efficiency on job satisfaction are multiplied to obtain the path coefficient value of the indirect influence of work-life balance on job satisfaction through work efficiency as an intervening variable. As a result, the indirect influence is $0.160 \times 0.633 = 0.101$. The total impact of work-life balance on job satisfaction, according to the statistics, is $0.160 + 0.101 = 0.261$.

Table 7. Sobel Test Results Indirect Effect 1

| Work Life Balance – Work Efficiency – Work Satisfaction | | | |
|---|----------|-----------|-----------|
| a | b | Sa | Sb |
| 0.314 | 0.449 | 0.056 | 0.061 |
| Test Statistic = 4.460 Std. Error = 0.032 P-Value = 0.000 | | | |

Table 7 indicates that work-life balance has a significant indirect impact on job satisfaction through work efficiency as an intervening variable. The significance or probability value (p-value) of this influence is $0.000 < 0.05$. Therefore, work-life balance plays a role in job satisfaction.

It is well known that there is a direct relationship between work motivation and job happiness, with a path coefficient value of 0.199. However, the value of the direct influence of work motivation on job satisfaction and the value of the direct influence of work efficiency on job satisfaction are multiplied to obtain the path coefficient value of the indirect influence of work motivation on job satisfaction through work efficiency as an intervening variable. As a result, the indirect influence is $0.360 \times 0.633 = 0.228$. The findings indicate that there is a cumulative $0.199 + 0.228 = 0.427$ impact of work motivation on job satisfaction.

Table 8. Sobel Test Results Indirect Effect 2

| Work Motivation – Work Efficiency – Work Satisfaction | | | |
|---|----------|-----------|-----------|
| a | b | Sa | Sb |
| 0.283 | 0.449 | 0.071 | 0.061 |
| Test Statistic = 3.505 Std. Error = 0.036 P-Value = 0.000 | | | |

The results presented in Table 8 indicate that work motivation has a significant indirect influence on job satisfaction through work efficiency as an intervening variable. Specifically, the significance or probability value (p-value) of this influence is $0.000 < 0.05$. **Hypothesis Testing**

The following are the outcomes of the hypothesis testing based on the path analysis results that have been described:

Table 9. Hypothesis Testing Results

| No. | Hypothesis | Coefficient Value | Significant Value | Information |
|------------|---|--------------------------|--------------------------|---------------------|
| 1 | The Influence of Work Life Balance on Work Efficiency | 0.507 | 0.000 | Hypothesis Accepted |
| 2 | The Influence of Motivation on Work Efficiency | 0.360 | 0.000 | Hypothesis Accepted |
| 3 | The Influence of Work Life Balance on Work Satisfaction | 0.160 | 0.044 | Hypothesis Accepted |
| 4 | The Influence of Work Motivation on Work Satisfaction | 0.199 | 0.007 | Hypothesis Accepted |
| 5 | The Influence of Work Efficiency on Work Satisfaction | 0.633 | 0.000 | Hypothesis Accepted |

| No. | Hypothesis | Coefficient Value | Significant Value | Information |
|-----|---|-------------------|-------------------|---------------------|
| 6 | The Influence of Work Motivation on Work Satisfaction through Work Efficiency | 0.427 | 0.000 | Hypothesis Accepted |
| 7 | The Influence of Work Life Balance on Work Satisfaction through Work Efficiency | 0.481 | 0.000 | Hypothesis Accepted |

D. DISCUSSION

The Influence of Work Life Balance on Work Efficiency

A worker who can successfully manage his personal and professional lives will typically be content and love what they do. An employee's potential can be increased and realized when they have a good work-life balance because their personal and professional lives will not conflict and their work life will not interfere with one another (Wonua, Titing & Mardayanti, 2023). An individual that is able to reach their full potential will be highly efficient in getting their work done. We may conclude that employee job efficiency is positively and significantly impacted by work-life balance.

The Influence of Work Motivation on Work Efficiency

An employee's motivation will be what propels him to perform his job. It is reasonable to assume that a highly motivated worker will make every effort to contribute to the organization's objectives. When workers are motivated at work, they will constantly strive to enhance their skills and productivity, leading in optimal performance (Novrita, 2021). Thus, it can be said that one of the variables influencing employee productivity at work is job motivation. An worker's productivity will increase with their level of motivation, and vice versa. This is consistent with Novrita's (2021) findings, which indicate that employee performance is influenced by work motivation.

The Influence of Work Life Balance on Work Satisfaction

In general, a lot of government agencies are now implementing work-life balance initiatives to preserve worker job satisfaction, which is always required to meet objectives (Caniago & Mustafa, 2023). Perceived job satisfaction may also be impacted by psychological and behavioral issues in an employee who may have overworked and failed to maintain a work-life balance. Therefore, an employee's job happiness will rise in proportion to the quality of their work-life balance.

The Influence of Work Motivation on Work Satisfaction

When considering their responsibilities or engaging in work-related activities, employees who are very satisfied would feel good (Rahayu & Aprianti, 2020). Encouragement from both internal and external sources is required to guarantee that workers have a high degree of job satisfaction. Employees that are highly motivated at work will typically exhibit strong willpower and great performance, which will raise their perceived level of pleasure. Based on the study's findings, it can be said that work motivation positively affects employee job satisfaction; the greater the work motivation, the greater the increase in employee job satisfaction. This is consistent with the findings of Rahayu & Aprianti's research from 2020,

which showed that employee job satisfaction is positively and significantly impacted by work motivation.

The Influence of Work Efficiency on Work Satisfaction

The amount of contribution that person can bring to the organization will depend on how well they work. In this instance, it is directly tied to how satisfied workers are with their jobs; happy workers are more likely to remain loyal and constantly strive to give the best for the business. To enhance job satisfaction, it is imperative to consider the degree of efficiency with which personnel do their jobs. The ability to finish tasks is one way to gauge one's level of job satisfaction (Puspitasari, 2020). Because of this, an employee's level of job satisfaction may be impacted by their work efficiency.

The Influence of Work Motivation on Work Satisfaction through Work Efficiency as the Intervening Variable

Employee motivation results from encouragement from the goal's component (Hayati & Saputra, 2023). Aside from money, comfort, a possible career path, and other things, one of the motivating aspects is the ability to fulfill obligations and improve the performance of the organization. Consequently, raising employee work motivation elements might lead to higher levels of job satisfaction when motivated individuals make better work decisions themselves. The study's findings demonstrate that, when efficiency is taken into account as an intervening variable, work motivation positively affects employee job satisfaction.

The Influence of Work Life Balance on Work Satisfaction through Work Efficiency as the Intervening Variable

Work-life balance, which benefits both individuals and the business, is an essential management tactic for ensuring employee productivity and enhancing organizational success (Puspitasari, 2020). In order to maintain a healthy balance between their personal and professional lives, employees who are motivated to do so will always seek out methods to increase their productivity. This way, they can finish tasks more quickly and avoid having to put in extra time at work. In addition, workers will feel more satisfied with their jobs when they are more productive. Thus, it may be said that, as an intervening variable, work-life balance affects employee satisfaction with efficiency.

E. CONCLUSION AND SUGGESTIONS

It is possible to draw the following conclusions from the analysis's results: (1) Work-life balance significantly and favorably affects productivity. Thus, it may be concluded that (1) "Work life balance has a positive and significant effect on work efficiency" is acknowledged and that (2) "Work motivation has a positive and significant influence on work efficiency" is also accepted. As a result, hypothesis number two that "work motivation has a positive and significant effect on work efficiency" is accepted. Additionally, work-life balance has a significant and positive impact on job satisfaction. Therefore, it may be concluded that hypothesis 3 that "work life balance has a positive and significant effect on work satisfaction" and hypothesis 4 that "work motivation has a positive and significant influence on work satisfaction" are both true. As a result, hypothesis 4 that "work motivation has a positive and significant effect on work satisfaction" is accepted; hypothesis 5 that "work efficiency has a positive and significant influence on work satisfaction" is also accepted. The hypothesis that states that "work efficiency has a positive and significant effect on work satisfaction" is thus accepted. (6) Similarly, work motivation through efficiency at work has a positive and significant influence on work satisfaction. Thus, hypothesis 6 that is, "work motivation has a positive and significant indirect effect on work satisfaction with work efficiency as an

intervening variable" is accepted. Similarly, hypothesis 7 that is, "work life balance through work efficiency has a positive and significant influence on work satisfaction" is also accepted. So the seventh hypothesis, "work life balance has a positive and significant indirect effect on work satisfaction with work efficiency as an intervening variable" has been accepted.

Several recommendations can be made based on the research findings and conclusions, which are explained as follows:

1. Employees should be able to maintain a healthy work-life balance since it will improve productivity and job satisfaction.
2. In order to improve worker productivity and job satisfaction, government organizations should be able to help employees become more motivated for their jobs.

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