



BISNIS: Jurnal Bisnis dan Manajemen Islam
P-ISSN: 2442-3718, E-ISSN: 2477-5533
Volume 10, Nomor 2, Desember 2022 (PP : 229-246)
<https://journal.iainkudus.ac.id/index.php/Bisnis/index>
<http://dx.doi.org/10.21043/bisnis.v10i2.14804>

Measuring Work Stress From Work-Life Balance and Workload During Covid-19 Pandemic

Syahna Dwialdena Marcheila¹, Rini Safitri²

Universitas Islam Negeri Maulana Malik Ibrahim Malang^{1,2}
syahnadwiam@gmail.com¹, rini.safitri@uin-malang.ac.id²

Abstract

This study aims to analyze work stress from work-life balance and workload. The population that is used in this study are all employees at the Directorate General of Islamic Education (DGIE), Ministry of Religious Affairs of the Republic of Indonesia (MORARI) with a sample of 212 employees. The method of determining the sample uses the probability sampling method with a simple random sampling approach. This study uses a type of research (explanatory research) with a quantitative approach. Collecting data using a questionnaire and then analyzed using PLS with WarpPLS 7.0 software. The results of this study indicate that workload has a positive and significant effect on work stress. Workload has a significant negative effect on work-life balance, work-life support has a significant and negative effect on work stress. Work-life balance can mediate the relationship between workload and work stress.

Keywords: Workload, Work Stress, Work-Life Balance

INTRODUCTION

Since December 2019, the world has been shocked by the outbreak of a virus. Corona Virus Disease 2019 (COVID-19) or commonly called the Corona Virus which is known to have infected millions of people around the world. World Health Organization (WHO) has officially declared COVID-19 a global pandemic (BBC New Indonesia, 2020). The COVID-19 pandemic has impacted almost every area of life including the economy, health, society, and education. This requires the government

to act decisively in suppressing the spread of this virus. According to Sri Mulyani (in the Ministry of Finance of the Republic of Indonesia, 2021), one of the actions taken by the government is to limit the mobility of the community, or, can be called the Enforcement of Restrictions on Community Activities (PPKM).

Based on government regulations regarding PPKM, the government urges all company leaders and government agencies to implement work from home (WFH). WFH is a working concept where employees can do their work from home (Utami, 2020). WFH itself can have a positive or negative impact on employees. One of the positive impacts that can be felt by employees is the flexibility of working hours, while the negative impact that can be felt by employees is the increase in work stress levels. As the results of a survey conducted by Blind (a workplace community application) of three thousand workers found that sixty-eight percent (68%) of respondents claimed to feel higher work stress (Alfons, 2020).

Through the interview and observation process, researchers have obtained data and information related to the increase in the workload felt by employees when WFH is applied. In addition to an increase in working time, which originally only worked 8 hours per day from Monday-Friday, but when WFH was implemented, not only on weekdays, employees had to be on standby in front of gadgets, but even on holidays employees had to be standby with a 24-hour working time per day to wait for assignments from the leadership or coordination with colleagues related to office work.

This can also be seen from the number of respondents who agree with the statement, 1) the time to complete work is not enough, 2) I use my break to do work, 3) at certain times I am very busy completing my work, 4) I unable to enjoy my work, 5) my workload is not up to the standard of work. Accumulated from the number of respondents who agree with the point of the statement, it can be said that when WFH is implemented, the working hours of employees increase so that there is an increase in the workload felt by employees when WFH is implemented. In addition, there is not only an increase in working time but also disruption of rest periods and personal activities outside of work.

According to Shoinuddin (2020) workload is the intensity of work time and energy that must be expended by employees to complete work. Sari (2014) explains that the workload can be divided into two, namely qualitative workloads related to the level of work difficulty and quantitative workloads related to the number of jobs. Too little workload can cause boredom due to reduced movement of employees. The



Excessive workload can also cause fatigue both physically and psychologically such as increased work stress.

Work stress can be defined as an individual reaction as an adjustment response to physical or psychological tension or anxiety experienced by an employee and can affect a person's emotions, thought processes, and conditions due to demands beyond his ability to cope (Hellriegel and Slocum, 2011). Irawanto, *et al.*, (2021) in their research suggest that the gap between job demands and existing resources will cause job stress and make employees feel dissatisfied. The more demands at work, the more stress will continue to increase. In reducing the level of work stress, the company should give supportive attention to employees, one of which is by implementing a work-life balance within the company.

Work-life balance is one of the important components of a company. Work-life balance is the level of satisfaction with involvement or balance between various roles in one's life such as work, family, religion, free time, and so on (Ariawaty and Cahyani, 2019). According to Irawanto, *et al.* (2021) the concept of work-life balance is built on the basis that work life and personal life complement each other in the perfection of one's life.

Research on the workload factor on employees has been carried out by several previous researchers. According to (Jäppinen, *et al.*, 2021) workload affects work stress. Furthermore, Kurniawati, *et al.* (2018) also revealed that workload has a positive effect on work stress. In their research, Tamping, *et al.* (2021) suggested that workload has a significant effect on work stress. This is supported by research (Kusumawati and Dewi, 2021), (Dewi and Wibawa, 2016) which also says that workload has a positive and significant effect on work stress.

The previous research discussed the effect of workload on work-life balance. According to Reynaldi (2021), there is a negative and significant effect of workload on work-life balance.

There are several previous studies that discuss the effect of work-life balance on work stress. Fauzi (2018) in his research states that there is a negative influence on work-life balance on work stress. Aruldoss, *et al.* (2020) also stated that work-life balance has a negative and significant effect on work stress. Contrary to research conducted by Culture (2018) which states that work-life balance has a positive and significant effect on work stress (gap research).

Based on the description above, a research gap was obtained which made researchers interested in conducting research on “Measuring Work Stress from Work-Life Balance and Workload during the Covid-19 Pandemic”. The purpose of this research is to analyze work stress from work-life balance and workload. In addition, this study also aims to provide practitioners with an overview of the importance of the role of human resources in the activities or operations of a company or agency. This research is expected to provide information and can provide input and reasoning to government agencies about measuring work stress from work-life balance and workload during the covid-19 pandemic.

LITERATURE REVIEW

1. Workload

Johari *et al.* (2018) argue that workload refers to all activities that involve employees' time spent on duties, responsibilities, and professional interests at work, either directly or indirectly. Putra (2012) suggests that there are several indicators that can determine the company's workload that must be accepted by an employee, including a. Number of employees, b. The targets achieved are clear, c. Time for completion of work, d. Number of jobs, e. Use of working time, f. Work that can be enjoyed, g. Standard workload, and h. Time to go home. According to Suci (2017) the workload can be influenced by 2 factors, namely internal factors such as physical and psychological factors, as well as external factors such as the work environment, tasks, and organization (in Fajarullaili, 2018). The workload is the amount of work or volume that must be completed by employees within a certain time limit. Mahawati, *et al.* (2021) suggested that the workload is the volume of work that is charged to the workforce both physically and mentally and is their responsibility.

2. Work Stress

Martini & Sitiari (2018) states stress is the inability to cope with the threats faced by mental, physical, emotional, and spiritual human beings which at one time can affect human physical health. According to Robbins (2006) factors that can cause job stress include: a. Individual factors, b. Environmental factors, c. Organizational factors (in Rakhmad, 2018). Work stress can have a positive or negative impact on employees, one of the positive impacts is to provide encouragement for employees



to work harder, while one of the negative impacts is that it can cause continuous tension and anxiety for employees. Job stress is a state that affects a person's emotions, thought processes, and the state of being forced to react beyond his ability to adapt to external demands (environment).

3. Work-Life Balance

According to Singh & Khanna (2011) Work-life balance is a broad concept that involves setting the right priorities between work (career and ambition) on the one hand and life (happiness, leisure, family, and spiritual development) on the other. Meanwhile, Lumunon, *et al.* (2019) define work-life balance in simple terms, which is a condition where an employee can manage time well or can harmonize work at work and personal needs and family life. Mut Hukumar, *et al.* (2014) stated that there are several factors that affect work-life balance, including a. Employee attitude factor, b. Psychological factors, c. Emotional management, d. Environmental factors, e. Type of work, and f. Other factors such as family background, economic status, and so on. According to McDonald and Bradley (2005) indicators that can be used to measure work-life balance are time balance, involvement balance, and satisfaction balance (in Ramadhani, 2013). Work-life balance is a person's ability to manage and divide work roles and responsibilities with personal and family life and other responsibilities so that there is no conflict between life inside work and outside work.

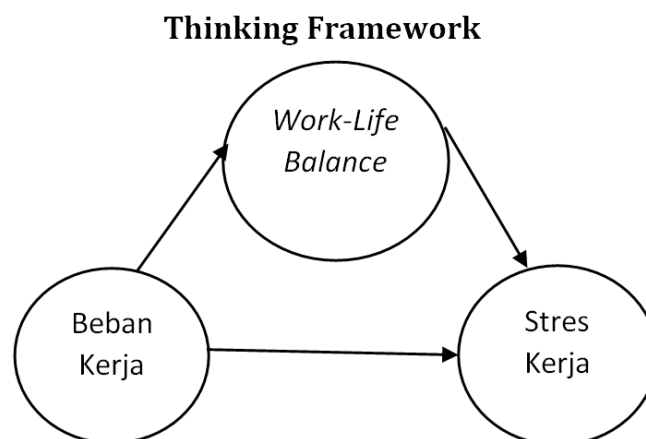


Figure 1. Thinking Framework

Based on the above framework, the hypotheses proposed in this study are as follows:

H1: Workload has a positive and significant effect on work stress. (Dewi & Wibawa, 2016); (Kurniawati, *et al.*, 2018); (Kusumawati & Dewi, 2021); (Jäppinen, *et al.*, 2021); (Tamping, *et al.*, 2021).

H2: Workload has a negative and significant effect on Work-Life Balance. (Reynaldi, 2021).

H3: Work-Life Balance has a negative and significant effect on work stress. (Fauzi, 2018); (Aruldoss, *et al.*, 2020).

H4: Work-Life Balance can mediate the relationship between Workload and Work Stress. (Rizky & Afrianty, 2018).

RESEARCH METHOD

Based on the research design, this is explanatory research with a quantitative approach, in other words, this research has variables that require statistical tests to see the relationship between variables. The type of data used in this study is primary data. Primary data in this study comes from data taken and collected directly from respondents' answers through questionnaires related to workload, work stress, and work-life balance.

The location of this research is the Directorate General of Islamic Education (DGIE), Ministry of Religious Affairs of the Republic of Indonesia (MORARI). In this study, the population used were all employees of the DGIE of MORARI. The sampling technique used in this study is probability sampling with a simple random sampling and uses the formula from Slovin with a margin error of 5% so that the number of samples used is 212 employees. Data analysis method using Partial Least Square (PLS) with analysis tool WarpPLS 7.0 software.

DISCUSSION

Respondents in this study amounted to 212 employees. Characteristics of respondents described in this study include age, gender, length of service, last education, and marital status. The description of the characteristics of the



respondents is based on the results obtained from the respondents' responses to the questionnaire on the google form that has been circulated. Based on the results of the study, the characteristics of the respondents are as follows.

Table 1
Distribution of Characteristics of Respondents by Age

| Age | Number of Respondents | Percentage |
|--------------|------------------------------|-------------------|
| < 25 Years | 31 | 14% |
| 26-30 Years | 64 | 30% |
| 31-35 Years | 36 | 17% |
| 36-40 Years | 27 | 13% |
| 41-45 Years | 36 | 17% |
| >45 Years | 18 | 9% |
| Total | 212 | 100% |

Source: Primary Data Processed 2022

Based on table 1 it is known that most of the respondents are with as 26-30 years, as many as 64 employees (30%). This indicates that most of the employees at the DGIE of MORARI are at the age of 26-30 years or at a person's productive age in carrying out work, besides that at this age employees are usually always enthusiastic about completing work.

Table 2
Distribution of Respondents' Characteristics Based on Gender

| Gender | Total Respondents | Percentage |
|---------------|--------------------------|-------------------|
| Male | 115 | 54% |
| Female | 97 | 46% |
| Total | 212 | 100% |

Source: Primary Data Processed 2022

Based on table 2 it can be seen that the majority of respondents are male, totaling 115 employees (54%). This indicates that the DGIE of MORARI tends to employ men rather than women.

Table 3

Distribution of Characteristics of Respondents Based on Length

| Length of Service | Number of Respondents | Percentage |
|--------------------------|------------------------------|-------------------|
| <1 Year | 15 | 7% |
| 1-5 Years | 88 | 42% |
| 6-10 Years | 66 | 31% |
| 11-15 Years | 28 | 13% |
| >15 Year | 15 | 7% |
| Total | 212 | 100% |

Source: Primary Data Processed 2022

Based on table 3, it is known that respondents with a working period of 1-5 years amounted to 88 employees (42%). This indicates that the DGIE of MORARI has recruited many workers in the last 1-5 years. This explains that employees have high loyalty in carrying out their work and are loyal to the agency.

Table 4

Distribution of Respondents Characteristics Based on Last

| Education | Number of Respondents | Percentage |
|------------------|------------------------------|-------------------|
| Diploma | 9 | 4% |
| Bachelor Degree | 121 | 57% |
| Master Degree | 79 | 37% |
| Doctoral Degree | 3 | 2% |
| Total | 212 | 100% |

Source: Primary Data Processed 2022

Based on table 4 it is known that respondents with S1 graduates were 121 employees (57%). This indicates that the DGIE of MORARI tends to require higher



education for its employees. With higher education, it is expected to be one of the drivers in improving the ability of employees to complete work and can work optimally for the agency.

Table 5

Distribution of Respondents' Characteristics Based on Status

| Status | Number of Respondents | Percentage |
|---------------|------------------------------|-------------------|
| Married | 145 | 69% |
| Single | 67 | 31% |
| Total | 212 | 100% |

Source: Primary Data Processed 2022

Based on table 5 it is known that respondents with married status are more dominant, namely 145 employees (69%). This indicates that the DGIE of MORARI tends to employ married employees.

This study has passed the statement item instrument test for each dependent, independent, and mediating variable that passed the data instrument test with the test results of all statement instruments in each variable declared valid and the indicators used in the questionnaire statement in each variable declared reliable.

The analytical tools used are the outer model and the inner model. The outer model consists of validity and reliability tests, while the inner model consists of the coefficient of determination test (R-square) and hypothesis testing. The following are the results of the validity and reliability test of the statement items.

Validity and Reliability Test

The results of the convergent and discriminant validity test scores for all statement items are greater than 0,60. All indicators have met the validity test criteria. Thus it can be concluded that the model is valid.

The results of the reliability test scores indicate that the reliability test has met the criteria. This is indicated by the composite reliability of all variables greater than 0,70 and Cronbach's alpha greater than 0,70 (Abdillah and Hartono, 2015). These results indicate that the three variables in this study can be declared reliable.

Coefficient of Determination Test (R-Square)

The coefficient of determination test (R-square) is used to measure how big the proportion of variation in the dependent variable is explained by the independent variable test square in this study.

Table 6
R-square

| Variable | R-square |
|-------------------|----------|
| Work Stress | 0,202 |
| Work-Life Balance | 0,236 |

Source: Primary data processed, 2022

From the table above it is known that the R-square for the work stress variable is 0,202 or 20,2% the work stress variable can be explained by the workload variable and the remaining 79,8% is explained by other contracts outside of this study. Then for the R-square obtained by the work-life balance of 0,236 or 23,6% the effectiveness of the work-life balance variable can be explained by the workload and work stress variables, and the remaining 76,4% is explained by other contracts outside this study.

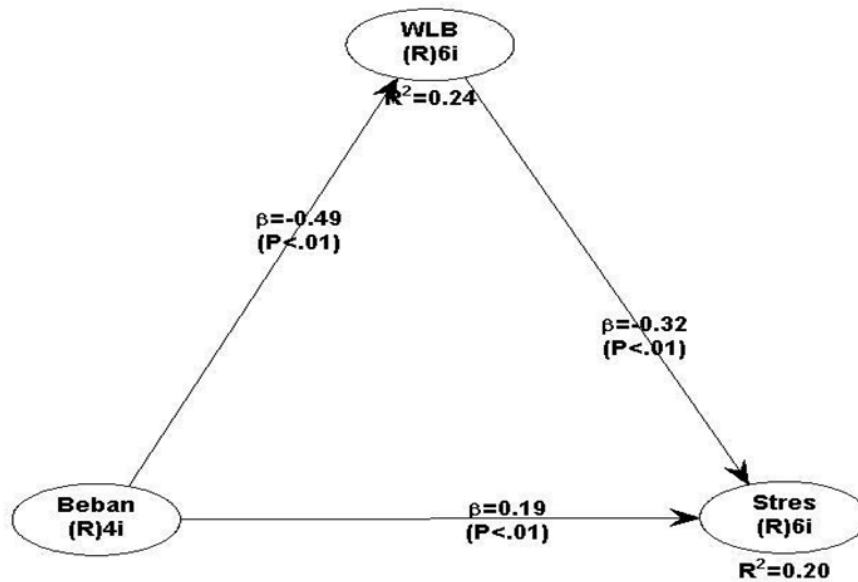
Hypothesis Testing

The results of data analysis with the PLS method after being proven valid, reliable, and classified as the output of a fairly good model. The output of the structural equation model in this study can be seen in the results of the inner model in Figure 1.

The results of hypothesis testing with the inner model contained in Figure 1 show that all research models are built to support the predetermined hypothesis. The workload variable on the work stress variable gives a positive and significant value. Influence The Workload variable on the Work-Life Balance appears negative and significant. The Influence variable Work-Life Balance on the Work Stress variable is negative and significant. The complete results of the output are shown in table 2.



Figure 1
Hypothesis Test Results Indirect Effect



Source: Primary data processed, 2022

Table 7
Hypothesis Test Results Indirect Effect

| No. | Predictor | Variable Response | Path Coefficient | T-Statistic | P-Value | Description |
|-----|-------------------|-------------------|------------------|-------------|---------|------------------------|
| 1 | Workload Work | Stress | 2,617 | 0,195 | <0,001 | Positive Significant |
| 2 | Workload | Work-Life Balance | -0,485 | -7,291 | P<0,001 | Negative Significant |
| 3 | Work-Life Balance | Work Stress | -0,321 | -3,553 | P<0,001 | Significantly Negative |

Source: Primary Data Processed 2022

1. Effect of Workload on Work Stress on Employees of DITJEN PENDIS KEMENAG RI

Based on the results of the path analysis of the inner model, it can be seen that workload has a significant effect on work stress, the path coefficient

is 0,195, and T-statistic is 2,617 with P-value<0,001, which means it has a positive and significant value between the two variables.

The workload in this case has an influence on work stress for employees of the Religion of the Republic of Indonesia. This shows that the higher the workload given, the more work stress felt by employees. Vice versa, the lower the workload given, the lower the work stress felt by employees. So that a high workload will have a bad impact physically and psychologically on employees.

The results of this study are in accordance with research conducted by Jäppinen, *et al.* (2021) which says that there is an influence between workload and work stress. The results of this study are also supported by previous research conducted by Dewi & Wibawa (2016), Tamping, *et al.* (2021), Kurniawati, *et al.* (2018), and Kusumawati & Dewi (2021) which stated that there was a positive and significant influence between workload and work stress.

2. The Influence of Workload on Work-Life Balance for Employees of Indonesia

Employees of Indonesia's results of the research analysis, it is stated that workload has a significant effect on work-life balance. This can be seen from the path coefficient of -0,485 and the T-statistic of -7,291 with a P-value<0,001, meaning that the workload has a negative and significant effect on work-life balance.

The workload in this case has an influence on the work-life balance of the employees of the DGIE of MORARI. This shows that the higher the workload, the lower the work-life balance for employees. Vice versa, the lower the workload given the higher the work-life balance for employees.

The results of this study are in accordance with the research conducted by Reynaldi (2021) which shows the results that workload has a negative and significant effect on work-life balance.

3. The Effect of Work-Life Balance on Work Stress in Employees of Indonesia

Based on the results of the study, it was found that work-life balance has an effect on work stress. These results can be seen in the path coefficient of



-0,321 and T-statistic of -3,553 with P-value<0,001. When viewed again, the path coefficient is negative, meaning that the relationship between these two variables is negative.

Work-life balance, in this case, has an influence on work stress for employees of the DGIE of MORARI. This shows that the higher the work-life balance, the lower the work stress. On the other hand, the lower the work-life balance, the higher the work stress will be. When employees have a good work-life balance, employees can control the level of work stress they will suffer. So work-life balance will have a good impact on the physical and psychological aspects of employees.

The results of this study are in accordance with the research conducted by Fauzi (2018) and Aruldoss, *et al.* (2020) which said that there was a negative relationship between work-life balance and work stress. Contrary to the results of the Culture research (2018) which states that work-life balance has a positive and significant effect on work stress (gap), which means that the higher the work-life balance, the higher the level of stress felt by employees.

4. Work-Life Balance as a Mediating Variable Between Workload and Work Stress

The results of the path analysis model of the inner model state that work-life balance can mediate between workload and work stress. This result is seen from the acquisition of the VAF value of 0,444 or 44,4% and the P-value<0,002, this means that the work-life balance has a partial mediating effect with the VAF value between 20% -80% falling into the category of partial mediation (Hair, *et al.*, in Sholihin and Ratmono, 2013:82). So that, variable work-life balance proven to be influential and able to mediate between workload and work stress, or it can be interpreted that the higher or lower workload affects the work-life balance or will further reduce employee work stress.

The results of this study are in accordance with research conducted by Rizky & Afrianty (2018) which states that there is a relationship between workload and work stress with the work-life balance variable intervening.

CONCLUSION

Through the data analysis and discussion described above regarding the effect of workload on work stress with work-life balance as a mediating variable for employees of the DGIE of MORARI, 1) Workload has a positive and significant effect on work stress on employees of the DGIE of MORARI, 2) Workload has a negative and significant effect on Work-Life Balance for employees of DGIE of MORARI, 3) Work-Life Balance has a negative and significant effect on Work Stress on employees of DGIE of MORARI, 4) Work-Life Balance can mediate the relationship Between Workload and Work Stress to employees of the DGIE of MORARI.

Based on the research that has been done, the authors provide suggestions for researchers in the future. One of the obstacles experienced by researchers in conducting research is the distribution of online through google form, due to the lack of interest of employees to answer online through a google form, it is recommended for future research to distribute questionnaires offline to facilitate the research process. In addition, based on the results of the R square which is still low, it is recommended for further researchers to use, replace or add other independent variables outside the variables studied in this study.

REFERENCES

- Abdillah, Willy, and Jogiyanto Hartono. 2015. *Partial Least Square (PLS) – Alternative Structural Equation Modeling (SEM) in Business Research*. Yogyakarta: Andi Offset.
- Alfons, Yoshio. 2020. Survey: *Work from Home* Triggers Increased Working Hours and Mental Fatigue-National Katadata.co.id. Retrieved January 11, 2022 from <https://katadata.co.id/ariemega/berita/5fa7cf815a0e8/survei-work-from-home-picu-jam-kerja-berikut-dan-kelelahan-mental>.
- Ariawaty, R. Rina Novianty, and Mega Dwi Cahyani. 2019. Effect *Employee Engagement* on *Work-Life Balance*. *Journal of Business and Management (BISMA)* 13(2):97–104.



- Aruldoss, Alex, Kellyann Berube Kowalski, and Satyanarayana Parayitam. 2020. The Relationship between Quality of Work Life and Work-Life-Balance Mediating Role of Job Stress, Job Satisfaction and Job Commitment: Evidence from India. *Journal of Advances in Management Research* 18(1):36–62.
- BBC New Indonesia. 2020. Corona virus study appeared in Wuhan since late August, China calls the results 'as ridiculous.' Retrieved February 14, 2022, from <https://www.bbc.com/indonesia/dunia-52977852>.
- Culture, Arnold A. 2018. *The Effect of Work-Life Balance on Work Stress on Police Members at POLRES Kediri*. Thesis. UIN Maulana Malik Ibrahim, Malang.
- Dewi, I. Gusti Ayu Agung Desy Aristantya, and I. Made Artha Wibawa. 2016. The Effect of Interpersonal Conflict and Workload on Work Stress at the Denpasar City Regional Secretariat Office. *E-Journal of Unud Management* 5(8):4865–91.
- Fajarullaili, Nurul A. 2018. *The Effect of Workload and Work Environment on Employee Loyalty at the Health Service Unit of the East Java Province*. Thesis. UIN Sunan Ampel, Surabaya.
- Fauzi, Rest. 2018. *The Relationship Between Work Life Balance and Work Stress in Female Nurses*. Thesis. Indonesian Islamic University, Yogyakarta.
- Hellriegel, Don, and John W. Slocum. 2011. *Organizational Behavior 13th edition*. USA: South Western Cengage Learning.
- Irawanto, Dodi, Khusnul Novianti, and Kenny Roz. 2021. Work from Home: Measuring Satisfaction between Work–Life Balance and Work Stress during the COVID-19 Pandemic in Indonesia. *Economies* 9(3):96.
- Jäppinen, Karita, Mervi Roos, Paul Slater, and Tarja Suominen. 2021. Connection between Nurse Managers' Stress from Workload and Overall Job Stress, Job Satisfaction and Practice Environment in Central Hospitals: A Cross-Sectional Study. *Nordic Journal of Nursing Research* 0(0):1–8.
- Johari, Johanim, Fee Yean Tan, and Zati Iwani Tjik Zulkarnain. 2018. Autonomy, Workload, Work-Life Balance and Job Performance among Teachers. *International Journal of Educational Management* 32(1):107–20.

- Ministry of Finance of the Republic of Indonesia. 2021. Recording the Covid-19 Pandemic and Understanding the Hard Work of State Budget Guards. Jakarta.
- Kurniawati, Nurul Imani, Riandhita Eri Werdani, and Robetmi Jumpakita Pinem. 2018. Analysis of the Effect *Work Family Conflict* and Workload on Work Stress in Influencing *Turnover Intention* (Study on Employees of PT. Bank Negara Indonesia (Persero), Tbk Semarang Region). *Journal of Business Administration* 7(2):95.
- Kusumawati, Putu Meliantha, and I. Gusti Ayu Manuati Dewi. 2021. The Role of Work Stress Mediates the Effect of Workload on *Burnout* at the Mangusada Regional Hospital, Badung. *Udayana University Management E-Journal* 10(3):209–28.
- Lumunon, RR, GM Sendow, and Y. Uhing. 2019. The Influence *Work Life Balance*, Occupational Health and Workload on Job Satisfaction of Employees of PT. Tirta Investama (Danone) Aqua Airmadidi. *EMBA Journal* 7(4):4671–80.
- Mahawati, Eni, Ika Yuniwati, Rolyana Ferinia, Puspita Puji Rahayu, Tiara Fani, Anggri Puspita Sari, Retno Astuti Setijaningsih, Qurnia Fitriyatnur, Ayudia Popy Sesilia, Isti Mayasari, Idah Kusuma Dewi, and Syamsul Bahri. 2021. Workload Analysis and Work Productivity. Medan: Our Writing Foundation.
- Martini, Luh Kadek Budi, and Ni Wayan Sitiari. 2018. The Effect of Job Stress and Workload on Employee Performance at Hotel Mahogany Mumbul Bali. *Journal of Economics & Business* 5(1):41–45.
- Mut Hukumar, M., R. Savitha, and P. Kannadas. 2014. Work-Life Balance. *Global Journal of Finance and Management* 6(9):827–32.
- Putra, Achmad S. 2012. Analysis of the Effect of Workload on Employee Performance in the Marketing and Credit Division of PT WOM Finance Depok Branch. Thesis. Bogor Agricultural University, Bogor.
- Rahman, Syaiful. 2018. Differences in work stress in terms of personality type A and personality type B in employees of CV Magoewo Group Yogyakarta. Thesis. Mercu Buana University, Yogyakarta.



- Ramadhani, Malika. 2013. Analysis of the Effect of Work-Life Balance on Career Success (Study on Employees of PT Asuransi Jiwa Generali Indonesia). Thesis. Brawijaya University, Malang.
- Reynaldi, Dwiki. 2021. The Relationship Between Workload and *Work-Life Balance* for Employees in Office X. Thesis. Mercu Buana, Yogyakarta.
- Rizky, Denizia, and Tri Wulida Afrianty. 2018. The Effect of Workload on Work Stress with *Work Life Balance Variable Intervening* (Study at the Social Service of East Java Province, Surabaya). *Journal of Business Administration* 61(4):47–53.
- Sari, Ni Luh Putu Dian Yunita. 2014. Relationship between Workload and *Burnout Syndrome* in Intermediate Room Nurses at Sanglah Hospital. *World Journal of Health* 5(2):87–92.
- Shoinuddin, Ahmad. 2020. The Effect of Workload on Employee Performance Mediated by Compensation at PT Agaricus Sido Makmur Sentosa Lawang-Malang. Thesis. UIN Maulana Malik Ibrahim, Malang.
- Singh, Preeti, and Parul Khanna. 2011. Work-Life Balance a Tool for. Increased Employee Productivity and Retention. *Lachoo Management* 2(2):188–206.
- Tamping, Nurrahmi Utami, Rita N. Taroreh, and Arrazi Hasan Jan. 2021. The Effect of Workload, Compensation and Job Rotation on Job Satisfaction Through Job Stress at PT. Central Sulawesi Bank Luwuk Banggai. *Aksara: Journal of Non-formal Education* 7(2):619.

