

# The effect of Work Life Balance on Employee Performance through Subjective Well Being Study on Employees of PT. Biofarma (Persero)

Gianti Gunawan<sup>1\*</sup>, Meilani Rohinsa<sup>2</sup>

<sup>1</sup>Maranatha Christian University, Indonesia

<sup>2</sup>Maranatha Christian University, Indonesia

\* gianti.gunawan@psy.maranatha.edu

---

## ABSTRACT

The challenge in industrial world to face the globalization with all its implications is not easy. The resources owned by companies such as capital, methods and machines can't provide an optimum results when not supported by human resources that have high performance. Work life balance has the role, not only enhancing the performance at an individual level, but can also improve the organization performance, and will have positive impact in well-being and positive impact for the Organization, which is employee's satisfaction and performance. This research aims to determine The effect of Work Life Balance on Employee Performance through subjective well-being as mediator. This research was conducted against 460 permanent employees at PT. Biofarma (Persero). The results showed that work life balance had an effect on the employee's performance through subjective well-being as mediator.

## Keywords

work life balance, subjective well-being, employee performance

---

## Introduction

Individuals when entering the organization will bring a certain number of needs and expectations. Based on the hierarchy of employee needs theory from Stum (2001) which is a revision of Maslow's Needs theory, there are 5 levels of workforce needs, as shown in the performance pyramid. The first is a sense of security. Employees must first and foremost feel physically and psychologically safe in the work environment. Second, rewards, extrinsic rewards that must be met in the hierarchy next. Third, the need for affiliation, in the form of a sense of belonging to the work team and/or organization. Fourth, growth, meaning the need for positive changes in individuals and organizations. Fifth Work/Life Harmony/Work/Life Harmony. At this level, the drive is to achieve a sense of satisfaction in balancing work and life responsibilities. One of the complaints felt during the process of forming organizational-employee values, namely family problems, especially relationships with spouse and children due to the difficulty of employees dividing time between work and family and lack of involvement and satisfaction, both at work and in the family. The impact of personal and family life problems has an impact on employee performance, such as high absenteeism, decreased work discipline, low job involvement, and low job satisfaction. Based on data from the Directorate of Human Resources PT. Biofarma (Persero) in 2016, the level of employee job satisfaction was 59%.

Through this fulfillment, there will also be a positive impact on the organization, namely good and satisfactory employee performance. Individuals who have a match between their own values and organizational values and live their needs are met by the organization where they work, will produce better well-being and output at work (positive behavior and low turnover) (Vilela, González, & Ferrín, 2008).

## Work Life-Balance

In their efforts, PT. Biofarma (Persero) pays more attention to the needs of its employees, both the need for security, rewards, affiliation, growth, and work/life harmony. For the needs at the highest hierarchy, discussed in the Annual Report of PT. Biofarma (Persero) in 2016 regarding work life balance. Work-life balance is a way of working without neglecting all aspects of life, namely work, personal, family, spiritual, and social so as to produce the ability to take full responsibility for work, family, personal life and social life to be able to provide the best contribution and service. Work life balance not only improves performance at the individual level, but work life balance can also improve organizational performance (Singh & Amanjot, 2013). Individuals who successfully use their resources to be used in dealing with the demands of life from the field of work and personal life, will cause positive affect that leads to the emergence of high performance (Ghislieri, Martini, Gatti, Colombo, 2011). Work life balance has an effect on job performance and well-being (Allen, Herst, Bruck & Sutton, 2000 in Gliseri, Mrtini, Gatti, Colombo, 2011). In Kaiser (2011), it is concluded that, individuals who are able to balance between their work and personal life, more effectively allocate time and energy for various demands, and can significantly improve their well-being (Mariotti, 1998). They also have sufficient energy to be productive at work and to enjoy personal life (O'Reilly, 2006).

The concept of Work-Life Balance is defined according to (Fisher, 2002), work-life balance is defined as a multi-dimensional construct which consists of the use of time, energy, behavior / goals, and this in work and personal life. Aspects of work-life balance, namely demands, which

consist of interference with work and personal life and disruption of personal life with work; and resources personal work life. There are several benefits of work-life balance, both individually and organizationally. For individuals, the benefits include physical and psychological health, satisfaction in certain domains of life or overall satisfaction, role quality, and reduced stress. The advantages for the organization are organizational commitment, professional commitment, and reduce turnover intention, improve employee performance, company reputation, and external communication. A real advantage for the company, work life balance can reduce absenteeism, improve company performance, and retention and increase recruitment (Kaiser et al., 2011). Based on the preliminary research conducted, at the structural level the percentage of employees has a lower work life balance than employees at the operational level.

Work life balance is also proven to contribute 31.8% to subjective well-being in a study conducted by Cintantya and Nurtjahjanti (2018). In line with what was expressed by Fisher (2002) that work life balance has an influence on aspects of subjective well-being, namely job satisfaction and life satisfaction. Individuals who have balance means that roles in work and life outside of work are lived to enrich each area of life, so this will lead to well-being (Rantanen, 2013).

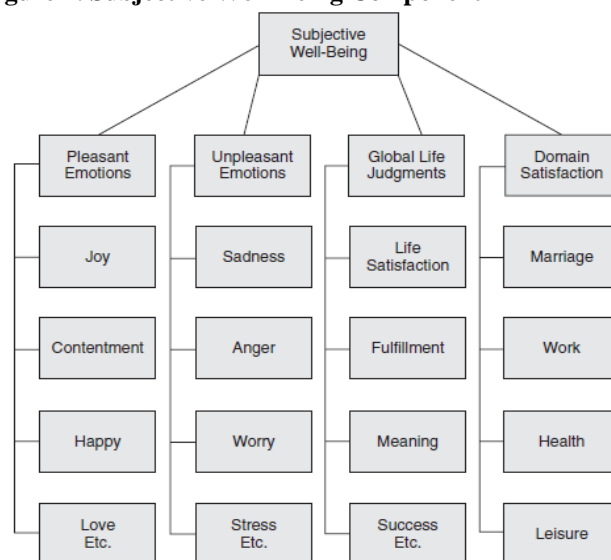
### Subjective Well-Being

Based on previous studies, performance is also influenced by subjective well-being variables, both individual and organizational performance (Tenney, Poole, & Diener, 2016). Based on research conducted by Jalali and Heidari (2016), performance is most strongly influenced by subjective well-being. In line with this, Diener (2018) states that individuals with high performance have high subjective well-being aspects. Individuals with higher job satisfaction will have better job performance (Boehm & Lyubomirsky, 2008; Hakim, Thoreson, Bono, & Patton, 2001, in Diener 2018), and a positive mood is associated with better performance (George, 1995 in Diener, 2018).

Subjective well-being plays an important role as a mediator variable in this study. According to Resick, Giberson, Dickson, Wynnne, & Bajdo (in Brown, 2013), if individuals live the environment that has relevance to themselves, it will encourage cognitive and affective aspects to bring up positive behavior. Subjective health as an individual evaluation of life as a whole. This evaluation includes cognitive assessments of life satisfaction and fulfillment as well as reactions to events experienced by individuals as affective judgments.

consisting of improving personal work life, and improving

**Figure 1. Subjective Well-Being Component**



### Employee Performance

Performance is defined as the behavior that employees need to show that is considered valuable to the organization (Campbell, McCloy, Oppler, and Sager, 1993 in Landy & Conte, 2013). In Johnson and Meade (2010), according to the definition of Rotundo & Sackett (2002) performance is behavior under the control of individuals who have contributed to the achievement of organizational goals. Campbell (1990) also says that performance is a multi-dimensional concept, an assessment shared by most performance researchers (eg, Borman & Motowidlo, 1993; Campbell, Gasser, & Oswald, 1996; Hesketh & Neal, 1999; Motowidlo, Borman, & Schmit, 1997; Murphy & Shiarella, 1997). Johnson & Meade (2010) states that there are 2 types of performance, namely:

a. Task performance

Task performance, refers to behaviors and activities that contribute to the company's main goals, which can involve the implementation of technical processes (turning raw materials into goods or services provided by the company) or maintaining those processes, for example by providing raw materials, distributing products, or through the planning and coordination functions (Borman & Motowidlo, 1993; Motowidlo, et al., 1997). There are several other terms for task performance, including job-specific task proficiency, technical proficiency, or in-role performance (Koopmans et al., 2011).

b. Contextual performance

Contextual performance was created by Borman and Motowidlo (1993 in Johnson & Meade, 2010) who argue that evaluation evaluation is used in research and practice activities such as persisting, helping, and supporting goals. Contextual performance can be defined as individual behavior that supports the core goals of the organization. There are other terms for this dimension, such as non-job-specific task proficiency, extra-role performance,

organizational citizenship behavior, or interpersonal relationships (Koopmans et al., 2011).

Based on the explanation above, work life balance can be seen as a factor that exists within the individual that affects subjective well-being, which then has consequences for employee performance. However, the efforts made by PT. Biofarma (Persero) in order to help employees deal with changes in organizational culture and overcome problems that arise during the transition period, such as work-life balance problems, have not been in line with improving their performance. Diener (2009) says that individuals with well-being will do more voluntary work, display better performance, and other expected behaviors.

## Methods

This research was conducted to examine the effect of work life balance on the performance of employees of PT. Biofarma (Persero) through subjective well-being, with the research design used in this study is a descriptive and explanative research design.

## Methodology

### Instrument of Work Life Balance

The measuring instrument used to measure work life balance is to use a questionnaire developed by Gwenith G. Fisher, Carrie A. Bulger and Carlla S. Smith (in Journal of Occupational Health Psychology 2009, Vol. 14, No. 4, 441–456). This questionnaire consists of 17 items and has been translated into Indonesian by a certified language institution. The resource aspect consists of 2 sub-aspects, represented by 5 and 6 items. The demands aspect consists of 2 sub-aspects and is represented by 3 items each, with a range of validity using CFA of 0.75-0.912 and reliability of CR = 0.976 and VE = 0.707 which are classified as reliable.

### Instrument of Subjective Well-Being

The questionnaire used has two parts, namely SWLS (Satisfaction With Life Scale) to see the overall degree of life satisfaction and SPANE (Scale of Positive and Negative Experience) to see how often the sample experiences positive or negative affect. These two questionnaires were prepared by Ed Diener and Robert Biswas-Diener, January 2009. These questionnaires were translated by a certified language valley. The SWLS (Satisfaction With Life Scale) measuring instrument is a standard measuring instrument compiled by Diener, Emmons, Larsen, and Griffin in 1985. This measuring instrument is used to measure the assessment component of the overall degree of life satisfaction. The SWLS consists of 5 statements related to life satisfaction that must be filled out by the sample on a scale of 1-7 (1. Strongly disagree, 2. Disagree, 3. Disagree. 4. Uncertain, 5. Moderately agree, 6. Agree, 7. Strongly agree). The SPANE (Satisfaction With Life Scale) measuring instrument is a standard measuring instrument compiled by Diener and Biswas-Diener (1991) to measure the affective aspects of individuals regarding the moods and emotions they feel in life. SPANE consists of 6 statements about positive experiences and 6 statements about negative experiences that must be filled out by the sample on a scale

of 1-5 (1. Very rarely, 2. Rarely, 3. Quite often, 4. Often, 5. Very often). This measuring instrument is arranged using a Likert scale and will produce ordinal data. The subjective welfare questionnaire variable consists of 17 items. Subjective well-being consists of 2 aspects. The first aspect is represented by 5 items. The second aspect is divided into 2 sub-aspects and each is represented by 6 items, with a range of validity using CFA of 0.81-0.907 and reliability of CR = 0.982 and VE = 0.762 which are classified as reliable.

## Instrument of Employee Performance

The measuring instrument used to measure performance was developed from the values derived in the main competencies owned by PT. Biofarma (Persero), which consists of 5 items with each aspect of professionalism, integrity, teamwork, innovation, and customer orientation. The questionnaire has a validity magnitude using CFA with a range of 0.839-0.913 and a reliability of CR = 0.943 and VE = 0.767 which is classified as reliable

## Participants

The subjects of this study were permanent employees of PT Biofarma (Persero). The organizational structure of PT Biofarma (Persero) consists of the Main Directorate in charge of the Finance Directorate, Marketing Directorate, Human Resources Directorate, Production Directorate, and Planning & Development Directorate. Each consists of employees from the executive level, staff, youth staff, section heads, young experts, section heads, middle experts, and division heads. As of December 31, 2017 the number of employees of PT. Biofarma (Persero) recorded as many as 1,812 people, namely 1,186 people who are permanent employees, 130 people are contract employees, and 496 people are outsourcing employees.

## Data Analysis

To answer the research questions, in this study 2 (two) stages of statistical calculations were carried out, namely:

### 1. Descriptive Analysis

In descriptive analysis, the collected data is processed and presented so that the general description of the respondents can be known (Dancey & Reidy, 2011). The first picture is about the demographics of the research respondents. This picture is obtained through a statistical frequency analysis approach of respondents which includes age, gender, marital status, income, length of work, source of income, number of children, position, and directorate. The analysis technique used in this research is data from respondents' responses, so that it can be seen how the condition of each variable indicator is being studied. In order to make it easier to interpret the variables being studied, the respondent's response scores were categorized.

**Table 1. Score Interpretation Category**

Value	WLB	SWLS	AFFECT	PERFORMAN CE
Minimum Scale	1	1	1	1

Maximum Scale	5	7	5	5
Distance Interval	1,00	1,50	1,00	1,00
Very high	>4,00-5,00	>5,50-7,00	>4,00-5,00	>4,00-5,00
High	>3,00-4,00	>4,00-5,50	>3,00-4,00	>3,00-4,00
Low	>2,00-3,00	>2,50-4,00	>2,00-3,00	>2,00-3,00
Very low	1,00-2,00	1,00-2,50	1,00-2,00	1,00-2,00

The description of the results of the frequency analysis of each variable is used to enrich the discussion, using SPSS 22.0 in the form of a percentage (%). The results of this frequency analysis are then interpreted as a description of the condition of the variables in the research sample.

## 2. Inferential Analysis

Inferential analysis was carried out to be able to answer research hypotheses and generalize to a wider population (Dancey & Reidy, 2011). Inferential analysis in this study uses structural equation modeling with Structural Equation Modeling (SEM) approach. By using SEM it is possible to answer research problems, namely testing the EFFECT between work life balance variables on the performance of employees of PT. Biofarma (Persero) through subjective welfare. The endogenous variable in this study is employee performance, while in this study the exogenous variable is work-life balance, and the mediating variable in this study is subjective well-being.

## Results

### Work-Life Balance

**Table 2. Table of Calculation of the Average Value of Work Life Balance Variables**

Variable	Sub Aspect	The average of sub-aspects
Work Life Balance Variable Demands aspect	WIPL	2,32
	PLIW	2,99
Work Life Balance Variable Resources aspect	WEPL	3,00
	PLEW	3,72
<b>The average value of the Work Life Balance Demands aspect</b>		<b>2,66</b>
<b>The average value of the Work Life Balance Resources aspect</b>		<b>3,36</b>
<b>The average value of the Work Life (overall)</b>		<b>3,01</b>

Based on the table above, it can be seen that overall, respondents perceive that responsibilities at work and responsibilities in life (family) are quite balanced (the average value of Work Life Balance is 3.01 in the sufficient category). This condition can be seen through the average score on two aspects of the work life balance variable, namely the demands aspect and the resources aspect, where when viewed from these two aspects, most respondents perceive that work and personal life are quite demanding of attention from themselves, but most respondents also perceive that the quality of his personal life can be improved enough by his work life and that the quality of his work can be improved enough by the quality of their personal life.

In the Demands aspect, it is generally seen that respondents perceive that the demands of their personal life are sufficient to interfere with their work life (PLIW) and in general respondents also perceive that the demands of work are quite disturbing to their personal life (WIPL). Specifically, in terms of Demands, it can be seen that respondents generally perceive that the demands of their personal life often interfere with their work.

In the Resources aspect, it can be seen that respondents perceive that personal life conditions can improve the quality of their work life (PLEW), as well as the conditions they face at work can improve the quality of their personal life (WEPL). Specifically, in the Resources aspect, it can be seen that in general, respondents perceive more that conditions in their personal lives often improve the quality of their work life.

### Subjective Well-Being

**Table 3. Recapitulation Table of Average Score Calculations Subjective Well-Being Variable**

Variable	Aspect	Aspect Average
<i>Subjective Well Being</i>	<i>Life Satsfication</i>	4,83
	<i>Positive Affect</i>	3,48
	<i>Negative Affect</i>	2,59
<b>The average value of the overall Subjective Well Being Variable</b>		<b>4,23</b>

Based on the table above, it is illustrated that overall, in general, respondents perceive very positively about their quality of life and respondents perceive that they experience positive emotional reactions more often than negative emotional reactions when dealing with events in their lives (mean value subjective well). being 4.23 occupies the very good category). This condition can be seen through the average score on two aspects of the subjective well-being variable, namely the life satisfaction aspect and the Affect aspect, where when viewed from these two aspects, in general, respondents perceive that they are satisfied with their quality of life and in general respondents perceive more frequent affect. positive in everyday life.



## Employee Performance

**Table 4. Table of Respondent's Responses to Employee Performance Variables**

Variable	Aspect	Average value
Employee Performance	<i>Achievement Orientation</i>	3,03
	<i>Integrity</i>	2,99
	<i>Teamwork and Cooperation</i>	3,75
	<i>Commitment to Learning</i>	3,46
	<i>Client Service Orientation</i>	3,02
<b>The Average Value of Employee Performance Variable</b>		<b>3,26</b>

Based on the data above, in general, employees perceive that they have shown that they have shown enough behaviors that are important for the success of the organization in which they work. In general, respondents perceive that they have shown the highest teamwork and cooperation behavior compared to other sub-aspects of employee performance, while in general respondents perceive integrity behavior as the lowest sub-aspect of employee performance compared to other sub-aspects of employee performance.

## Discussions

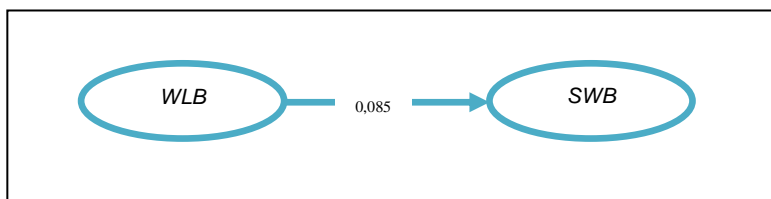
### The Effect of Work-Life Balance on Subjective Well-Being

The tested hypotheses are:

H0 : Work Life Balance has no effect on Subjective Well Being

H1: Work Life Balance affects Subjective Well Being

**Figure 2. 1<sup>st</sup> Hypotheses**



The value of the standardized regression weight coefficient between the Work Life Balance variable and the Subjective Well Being variable is 0.085 (positive) and has a t count of 2.076 or greater than 1.96, so H0 is rejected. This means that the Work Life Balance variable has a significant effect on the Subjective Well Being variable, so that hypothesis 1 can be accepted.

The coefficient of 0.085 indicates that if the Effort Expectancy is increased by one unit, the Behavior Intention will increase by 0.085 units. Because this coefficient is positive, it means that the higher the Effort Expectancy given ideally will be followed by the increasing Behavior Intention.

The influence with a positive and significant direction between work life balance and subjective well-being on employees of PT. Bifarma (Perssero) is in line with research by Kaiser (2011) which shows that individuals who are able to balance their work and personal life more effectively allocate time and energy for various demands, and can significantly improve their well-being (Mariotti, 1998). They also have sufficient energy to be productive at work and to enjoy personal life (O'Reilly, 2006).

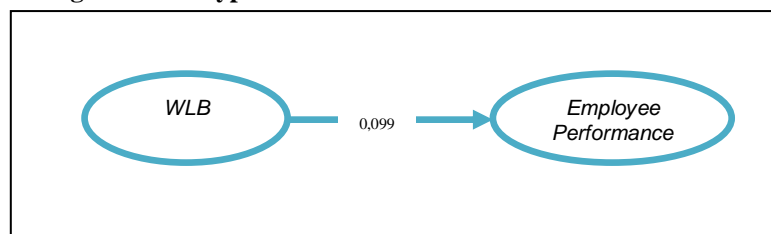
### The Effect of Work-Life Balance on Employee Performance

The tested hypotheses are:

H0 : Work Life Balance has no effect on Employee Performance

H1: Work Life Balance has an effect on Employee Performance

**Figure 3. 2<sup>nd</sup> Hypotheses**



The value of the standardized regression weight coefficient between the Work Life Balance variable and the Employee Performance variable is 0.099 (positive) and has a t count of 2.622 or greater than 1.96 then H0 is rejected. This means that the Work Life Balance variable has a significant effect on the Employee Performance variable, so hypothesis 2 can be accepted.

The coefficient of 0.099 indicates that if the Work Life Balance is increased by one unit, the Behavior Intention will increase by 0.099 units. Because this coefficient is positive, it means that the higher the Work Life Balance that is given, ideally, it will be followed by an increase in employee performance.

Work life balance in the majority of employees of PT. Biofarma (Persero) is classified as high. In line with the performance of employees of PT. Biofarma (Persero) the majority have high employee performance and quite high as well. Individuals who are able to balance between their work and personal life, they also have sufficient energy to be productive at work and to enjoy personal life (O'Reilly, 2006). Work life balance not only improves performance at the individual level, but work life balance can also improve organizational performance (Singh & Amanjot, 2013).

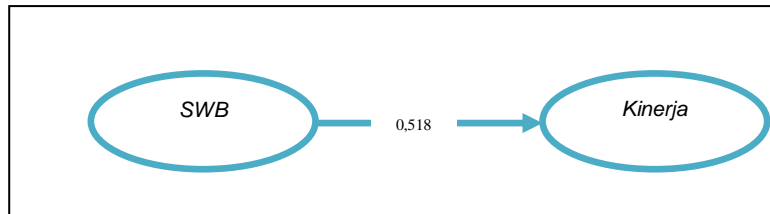
### The Effect of Subjective Well-Being on Employee Performance

The tested hypotheses are:

H0 : Subjective Well Being has an effect on Employee Performance

H1 : Subjective Well Being has no effect on Employee Performance

**Figure 4. 3<sup>rd</sup> Hypotheses**



The value of the standardized regression weight coefficient between the Subjective Well Being variable and the Performance variable is 0.518 (positive) and has a t count of 9.031 or greater than 1.96 then H0 is rejected. This means that the Subjective Well Being variable has a significant effect on the Performance variable, so hypothesis 3 can be accepted.

The coefficient of 0.518 indicates that if Subjective Well Being is increased by one unit, then Employee Performance will increase by 0.518 units. Because this coefficient is positive, it means that the higher the Subjective Well Being given, ideally, it will be followed by the increase in employee performance.

Subjective well-being acts as a mediator variable in this study. Employee appreciation of satisfaction with life and often feel positive affect compared to negative affect, will result in higher performance. Individuals who experience positive emotions more often tend to have greater social ties and social resources, resulting in better social relationships (Lyubomirsky et al. 2005b). In this transitional period of organizational culture, social support for employees becomes more important for work-life balance, which in turn will improve performance. This is in accordance with the conditions at PT. Biofarma (Persero) where subjective well-being is classified as high with a high level of life satisfaction and positive affect and negative affect which is classified as low, thereby increasing the influence of work life balance on employee performance.

### Limitations and Future Studies

The following are suggestions for other research so that they can contribute more to the development of science:

1. For the development of Industrial and Organizational Psychology, the development of a fit theoretical concept regarding Employee Performance with a focus on the role of work life balance and subjective well-being that has been determined in this research is expected to be useful for further similar research.
2. In this study, the variables and measuring instruments include the level of perceptual and behavior (behavioral). Future research can measure the level of behavior by using an assessment of

work behavior from multi raters, such as superiors, coworkers, or subordinates.

3. This research was only conducted at PT. Biofarma (Persero), further research can expand the subject of research in other companies. Similar research can also be done with subjects outside the organization that produces goods, for example in service sector organizations.

### Conclusion

Research on the effect of person organization fit and work life balance on the performance of employees of PT. Biofarma (Persero) through subjective well-being produces several findings that are expected to bring benefits to the development of science and practical interests. This study resulted in specific findings regarding the pattern of performance formation of employees of PT. Biofarma (Persero). The following are the conclusions obtained from the results of the study:

1. Work life balance has the greatest influence on subjective well-being and employee performance in this study. The success and success of an organization in achieving its vision, mission and goals is not an instant process, but a dynamic process of a professional human resource management system. Organizations that are able to implement the integral complexity of values and goals, as well as the demands and resources of individual roles, are capital that can support the quality of life of employees holistically which has implications for organizational success.
2. Work life balance has an influence on the performance of employees of PT. Biofarma (Persero) through subjective well-being. Subjective well-being plays an important role in maintaining employee performance levels in the face of high demands on individual roles, both in work and personal life. With positive cognitive and affective assessments of employees as individuals and part of the organization, further support for employee behavior is important for organizational success.
3. Demographic factors at the job level affect work life balance and employee performance, and income demographic factors affect work life balance.

### Acknowledgement

In this study, it is necessary to review the placement of employees, including the rewards obtained, both from the aspect of employee competence, the level of education that has been taken by the employee, or the period of service of the employee so that the employee can feel more prosperous and ultimately display optimal performance.

### References

- [1] Abdillah, W.& Jogyianto. (2015). *Partial Least Square (PLS), Alternatif SEM dalam Penelitian Bisnis*. Yogyakarta: ANDI Offset.

- [2] Aguinis, Herman. (2014). *Performance Management*. United State America: Pearson Education Limited.
- [3] Argyle, M. (1999). *Causes and correlates of happiness*. Dalam D. Kahneman, E. Diener, & N. Schwarz (Eds.). *Well-being: The foundations of hedonic psychology* (hal. 353-373). New York: Russell Sage Foundation.
- [4] Arikunto, S. (2013). *Prosedur Penelitian: Suatu Pendekatan Praktik*. Jakarta: Rineka Cipta.
- [5] Aryee, S., Srinivas ES, & Tan HH. (2005). Rhythms of life: antecedents and outcomes of work-family balance in employed parents. *Journal of Applied Psychology*, 90, 132-146.
- [6] Aycan, Zeynep & Roya Ayman. (2017). *The Work-Family Interface In Global Context*. New York: Routledge
- [7] Azmi, Feza T. & Irfan, A. *Antecedents and Outcomes of Work-life Balance*.
- [8] *Bad Work-Life Balance Sees Relationship Suffer*. (2011). IOSH Inteface.
- [9] Bakker, Arnold. B., & Evangelia, Demerouti. (2007). The Job-Demands-Resources model: state of the art. *Journal of Managerial Psychology* Vol.22, No.3, pp. 309-328.
- [10] Ballout, Hassan I. (2007). Career Success: The Effects of Human Capital, Person-Environment Fit, and Organizational Support. *Journal of Managerial Psychology*. Lebanon: The Lebanes University.
- [11] Bandura, Albert. (1977). *Social Learning Theory*. Prentice-Hall, Inc., New Jersey
- [12] Banu, A. R., & Duraipandian, K. (2014). Development of An Instrument to Measure Work-Life Balance of It Professionals in Chennai. *International Journal of Management*, 5, 21-33.
- [13] Baron, M. R. & Kenny, D. A. (1986). The moderator-mediator variable distinction in social psychological research: Conceptual, strategic, and statistical considerations. *Journal of Personality and Social Psychology*, 51(6), 1173-1182.
- [14] Bastian, B., Kuppens, P., De Roover, K., & Diener, E. (2014). *Is valuing positive emotion associated with life satisfaction?* *Emotion*, 14(4), 639-645.
- [15] Bauer, T. N., & Green, S. G. (1996). Development of Leader-Member Exchange: A Longitudinal Test. *The Academy of Management Journal*, Vol. 39, No. 6: 1538-1567.
- [16] Belén Bande Vilela., José A. Varela González., Pilar Fernández Ferrín. (2008). *Person-Organization Fit, OCB and Performance Appraisal: Evidence from Matched Supervisor-Salesperson Data Set in a Spanish Context*. Elsevier
- [17] Billsberry, J., Talbot, D. L., Ambrosini, V., & Kristof-Brown A. L. (Ed.). (2013). *Mapping Fit: Maximizing Idiographic and Nomothetic Benefits*. John Wiley & Sons, Ltd.
- [18] Black, Russell Iain & Jamieson, Suzanne. (2007). *Up, Up and Fading Away: The Work and Family Life of Executive International Travellers*.
- [19] Borman, W.C. & Motowidlo, S.J. (1993). Expanding The Criterion Domain to Include Elements of Extra-role Performance, dalam Schmitt, N. & Borman, W.C (editors). *Personnel Selection in Organizations*. San Francisco: Jossey-Bass.
- [20] Borman, W.C. & Motowidlo, S.J. (1997). *Human Performance: Organizational Citizenship Behavior and Contextual Behavior*. New Jersey: Lawrence Erlbaum Associates.
- [21] Bradburn, Norman N. (1969). *The Structure of Psychological Well-Being*. Chicago: Aldine Publishing Company.
- [22] Bret L. Simmons. (2014). *Organizational Characteristics of Happy Organizations*. John Wiley & Sons, Ltd.
- [23] Brombacher, Anna-Louise M. (2014). *The Relation Between Work-Life Balance Crafting, Work Engagement and Life Satisfaction of Dual-Earner Couples*.
- [24] Bryson, A., Forth, J., & Stokes, L. (2017). *Does employees' subjective well-being affect workplace performance?* *Human Relations*, 70(8), 1017-1037.
- [25] Byrne, D. (1971), *"The Attraction Paradigm"*. New York: Academic Press.
- [26] C. Ashley Fulmer., Michele J. Gelfand., Arie W. Kruglanski., Chu Kim-Prieto., Ed Diener., Antonio Pierro., and E. Tory Higgins. (2010). On "Feeling Right" in Cultural Contexts: How Person-Culture Match Affects Self-Esteem and Subjective Well-Being. *Psychological Science*, 21(11) 1563-1569.
- [27] C. Carr, J.C, Pearson, A.W, Vest, M.J, & Boyar, S.L. (2006). Prior occupational experience, anticipatory socialization, and employee retention. *Journal of Management*. 32:343-359.
- [28] Cameron, K. S., & Quinn, R. E. (2011). *Diagnosing And Changing Organizational Culture Based on The Competing Values Framework Third Edition* (Third Edit). San Francisco, California: Jossey-Bass A Wiley Imprint.
- [29] Campbell, A., Converse, P. E., & Rodgers W. L., (1976). *The quality of American life: Perceptions, evaluations, and satisfaction*. New York: Russell Sage.
- [30] Campbell. J. P., and Campbell, R. J., (1990). *Productivity in organizations*. San Fransisco: Josey-Bass Publisher
- [31] Caplan, R. D. (1987). Person-environment fit theory and organizations: Commensurate dimensions, time perspectives, and mechanisms. *Journal of Vocational Behavior*, 31, 248-267
- [32] Carlson, S. S., Grzywacz, J. G., & Zivnуска, S. (2009). *Is Work-Family Balance More than Conflict and Enrichment?*



- [33] Carlson, D. S., Kacmar, K. M. (2000). Work-family conflict in the organization: Do life role values make a difference. *Journal of Management* Vol. 26 No.5, pp. 1031– 1054.
- [34] Carlson, D. S., Kacmar, K. M., Wayne, J. H., & Grzywacz, J. G. (2006). Measuring the positive side of the work-family interface: Development and validation of a work-family enrichment scale. *Journal of Vocational Behavior*.
- [35] Carvalho, V. S., Chambel, M. J., (2015). *Perceived High-Performance Work Systems and Subjective Well-Being: Work-to-Family Balance and Well-Being at Work as Mediators*.
- [36] Chatman, A. (1989). Improving Interactional Organizational Research: A Model of Person-Organization fit. *Academy of Management Review*, 14(3), 333–349.
- [37] Cintantya, D., & Nurtjahjanti, H. (2018). Hubungan Antara Work-Life Balance dengan Subjective Well-Being Pada Sopir Taksi Pt . Express Transindo Utama Tbk Di Jakarta. *Jurnal Empati*, 7(1), 339–344.
- [38] Clark, Sue C. (2000). *Work/family Border Theory: A New Theory of Work/Family Balance*.
- [39] Cranny, C.J., Smith, P.C., and Stone, E.F. (1992). *Job Satisfaction: How People feel about their Jobs and how it affects their Performance*. Lexington Books, New York
- [40] Creswell, J.W. (2017). *Research Design: Pendekatan Kualitatif, Kuantitatif, dan Campuran*. Yogyakarta: Pustaka Pelajar.
- [41] Cyr, L., Westerman, J. W., & Cyr, L. A. (2004). An Integrative Analysis of Person – Organization An Integrative Analysis of Person – Organization Fit Theories. *International Journal of Selection and Assessment*, 12(3), 252–261.
- [42] Dancey, Christine P., & Reidy, John. (2011). *Statistics Without Maths for Psychology 5th Edition*. Italy: Pearson Education Limited.
- [43] Dawis, R. V & Lofquist, L. H., (1984). A Psychological Theory Of Work Adjustment. *Department of Psychology. University of Minnesota*. P. 59.
- [44] Delecta, P. (2011). Work life balance. *International Journal of Current Research*, 3(4), 186-189.
- [45] De Neve, J. J.-E., Diener, E., Tay, L., & Xuereb, C. (2013). The objective benefits of subjective well-being. In J. Helliwell, R. Layard, & J. Sachs (Eds.), *World Happiness Report 2013*. New York: UN Sustainable Development Solutions Network.
- [46] Delecta, P. (2011). *Review Article Work-Life Balance*. Department of Management Studies. Chennai: St. Peter's University.
- [47] Dex, S. and Scheibl, F. (1999). *Business Performance and Family Friendly Policies' in Journal of General Management*, 24,4, pp 22-37.
- [48] Diener, E. (2000). Subjective Well-Being (The Science Happiness and a Proposal for a National Index). *The American Psychological Association, Inc.* Vol. 55, No. 1, 34-43
- [49] Diener, E. (1984). Subjective well-being. *Psychological Bulletin*, 95, 542-575.
- [50] Diener, E. (2006). *Understanding Scores on the Satisfaction With Life Scales*.
- [51] Diener, E. (2006). *Guidelines for National Indicators of Subjective Well-Being and WellBeing, Applied Research in Quality of Life*.
- [52] Diener, E., et al. (2009). New Measures of Well-Being. *Social Indicator Research Series 39*.
- [53] \_\_\_\_\_. (2009). *Assessing Well-Being: The Collected Works of Diener (Social Indicators Research Series 39)*. New York: Springer.
- [54] \_\_\_\_\_. (2009). *The Science of Well-Being: The Collected Works of Diener (Social Indicators Research Series 37)*. New York: Springer.
- [55] \_\_\_\_\_. Lucas, Richard E., dan Oishi, S. (2009). *Subjective Well Being. The Science of Happiness and Life Satisfaction*.
- [56] Diener, E., & Biswas-Diener, R. (2008). *Happiness Unlocking the Mysteries of Psychological Wealth*. Blackwell Publishing.
- [57] Diener, E., Lucas, R. E., & Oishi, S. (2002). Subjective Well-Being: The Science of Happiness and Life Satisfaction. In *The Handbook of Positive Psychology* (2nd ed., pp. 63–73).
- [58] Diener, E., Lucas, R. E., dan Oishi, S. (2005). Subjective Well Being: The Science of Happiness and Life Satisfaction. *Handbook of Positive Psychology*. NC: Oxford University Press
- [59] Diener, E., Lucas, R. E., & Oishi, S. (2018). Advances and Open Questions in the Science of Subjective Well-Being. *Collabra Psychology*, 4(1). <https://doi.org/10.1002/cncr.27633>. Percutaneous
- [60] Diener, E., Scollon, C. N., & Lucas, R. E. (2004). The evolving concept of subjective well-being: The multifaceted nature of happiness. In P. T. Costa & I. C. Siegler (Eds.), *Advances in cell aging and gerontology*: Vol. 15 (pp. 187-220). Amsterdam: Elsevier.
- [61] Diener, E., Suh, E. M., Lucas, R. E., & Smith, H. L. (1999). Subjective well-being: Three decades of progress. *Psychological Bulletin*, 125, 276-302.
- [62] Diener, E., & Suh, E. M. (2000). *Culture And Subjective Well-Being*. USA: Massachusetts Institute of Technology.
- [63] Dixon, Marlene A. & Sagas, M. (2007). *The Relationship Between Organizational Support, Work Family conflict, and The Job-Life Satisfaction Of University Coaches*.
- [64] Dodge, Rachel., Daly, Annette P., Huyton, Jan., & Sanders, Lalage D. (2012). The Challenge of Defining Wellbeing. *International Journal of Wellbeing*, 2(3), 222-235. doi:10.5502/ijw.v2i3.4



- [65] Dow-Clarke, R. Anne. (2002). *Work-Life Balance in An Industrial Setting: Focus on Advocacy*.
- [66] Easterlin, R. A. (1974). Does Economic Growth Improve the Human Lot? Some Empirical Evidence. *Nations and Households in Economic Growth*, 89–125.
- [67] Edwards, J. R., Caplan, R. D., & Harrison R. V. (1998). Person-Environment Fit Theory: Conceptual Foundations Empirical Evidence, and Directions for Future Research. In C. L. Cooper (Ed.). *Theories of Organizational Stress*. Oxford: Oxford University Press.
- [68] Edwards & Shipp. A. J. (2007). The relationship between person-environment fit and outcomes: An integrative theoretical framework. In C. Ostroff & T. A. Judge (Eds.), *Perspectives on organizational fit* (pp. 209-258). San Francisco: Jossey-Bass.
- [69] Edwards, J. R., Caplan, R. D., & Harrison, R. V. (1998). Person-environment fit theory: Conceptual foundations, empirical evidence, and directions for future research. In C. . Cooper (Ed.), *Theories of organizational stress* (pp. 28–67). <https://doi.org/10.1017/CBO9781107415324.004>
- [70] Edwards, Jeffrey R., & Rothbard, N. P. (1999). Work and family stress and well-being: An integrative model of person-environment fit within and between the work and family domains. *Organizational Behavior and Human Decision Processes*, 77(2), 85–129. <https://doi.org/10.4324/9781410611529>
- [71] Edwards, P.J., and Bowen, P.A., (1991). Risk and Risk Management in Construction: A Review and Future Direction for Research. *Engineering Construction and Architectural Management*, Vol. 5, No. 4, pp. 339-349.
- [72] Edwards, V. (2007). *Well-Being in Cohousing: A Qualitative Study*. Thesis. Humboldt State University.
- [73] Ferdinand, Augusty. 2014. *Structural Equation Modeling dalam Penelitian Manajemen*. BP UNDIP. Semarang.
- [74] Fisher, G. (2001). *Work/Personal Life Balance: A Construct Development Study*. ProQuest Dissertations and Theses.
- [75] Fisher, G. G. (2002). Work/personal life balance: A construct development study. *Dissertation Abstracts International: Section B. The Sciences and Engineering*, 63(1), 575.
- [76] Fisher, G. G., Bulger, C. A., & Smith, C. S. (2009). Beyond Work and Family: A Measure of Work/Nonwork Interference and Enhancement. *Journal of Occupational Health Psychology*, 14(4), 441–456. <https://doi.org/10.1037/a0016737>
- [77] Ford, M. T., Cerasoli, C. P., Higgins, J. A., & Decesare, A. L. (2011). Relationships Between Psychological, Physical, and Behavioural Health and Work Performance: A Review and Meta-Analysis. *Work & Stress*, 25, 185–204. <http://dx.doi.org/10.1080/02678373.2011.609035>
- [78] Fredrickson, B. L. (2001). The Role of Positive Emotions in Positive Psychology: The Broaden and Build Theory of Positive Emotions. *American Psychologist*, 56, 218–226
- [79] Frone, M.R.(2003). Work-family balance. In Quick J.C., Tetrick L.R (Eds) *Handbook of occupational health psychology*. American Psychology Association, Washington, DC, pp 143-162.
- [80] Fulmer, C. A., Gelfand, M. J., Kruglanski, A. W., Kim-Prieto, C., Diener, E., Pierro, A., & Higgins, E. T. (2010). On “feeling right” in cultural contexts: How person-culture match affects self-esteem and subjective well-being. *Association For Psychological Science*, 21(11), 1563–1569. <https://doi.org/10.1177/0956797610384742>
- [81] Ghislieri, C., Martini, M., Gatti, P., & Colombo, L. (2011). The “bright side” of the work-family interface: A brief work-family enrichment scale in a sample of health professionals. *TPM–Testing, Psychometrics, Methodology in Applied Psychology*, 18(4), 211-230.
- [82] Ghozali, I. & Latan, H. (2015). *Partial Least Squares, Konsep, Teknik, dan Aplikasi Menggunakan Program Smart PLS 3.0*. Semarang: Badan Penerbit Undip.
- [83] Glenn, N. D., & Weaver, C. N. (1979). A Note on Family Situation and Global Happiness. *Social Forces*, 960–967.
- [84] Goodwin, C. J. (2010). *Research in psychology: Methods and design (6th ed.)*. United States: John Wiley & Sons
- [85] Gracia, Danilo. (2006). *Determinants of Well-Being: An experimental Study Among Adolescents*. Springer.
- [86] Greenhaus, J.H. and Powell, G.N. (2006). When work and family are allies: a theory of work-family enrichment. *Academy of Management Review*. 31(1): 72-92.
- [87] Grzywacz, J.G, & Bass, B.L.(2003). Work, Family, and Mental Health : testing different models of work-family fit. *Journal of Marriage Family*, 65, 248-262.
- [88] Gunawan, Gianti. Nugraha, Yus. Sulastiana, Marina. Harding, Diana. (2018). Work Load Analysis on State-Owned Companies in The Health Sector in Bandung-Indonesia. *Journal of Management and Marketing Review*, 3(2): 84-89.
- [89] Gunawan, Gianti. Nugraha, Yus. Sulastiana, Marina. Harding, Diana. (2019). Reliabilitas Dan Validitas Konstruk Work Life Balance Di Indonesia. *Jurnal Penelitian dan Pengukuran Psikologi*. 8(2): 88-94
- [90] Harter, J. K., Schmidt, F. L., & Hayes, T. L. (2002). Business-Unitlevel Relationship Between Employee Satisfaction, Employee Engagement,

- And Business Outcomes: A Meta-Analysis. *Journal of Applied Psychology*. Vol. 87: hal. 268-279
- [91] Harter, J.K., Schmidt, F., Kilham, E.A., Agarwal, S & Asplund, J.W. (2010). *Causal Impact Of Employee Work Perceptions On The Bottom Line Of Organizations Perspectives on Psychological Science*, 5(4): hal. 378-389
- [92] Hobfoll, S. E. 1989. Conservation of resources: A new attempt at conceptualizing stress. *American Psychologist*, 44: 513-524.
- [93] Huppert, Felicia A. (2014). *The State of Wellbeing Science (Concepts, Measures, Interventions, and Policies)*. Australia: John Wiley & Sons, Inc.
- [94] Jalali, Z., & Heidari, A. (2016). The Relationship between Happiness, Subjective Well-Being, Creativity and Job Performance of Primary School Teachers in Ramhormoz City. *International Education Studies*, 9(6), 45. <https://doi.org/10.5539/ies.v9n6p45>
- [95] Johnson, E. C., & Meade, A. W. (2010). A Multi-Level Investigation of Overall Job Performance Ratings. *Society for Industrial and Organizational Psychology*, 1–8. Retrieved from [http://www4.ncsu.edu/~awmeade/Links/Papers/Johnson\\_HLM\\_\(SIOP10\).pdf](http://www4.ncsu.edu/~awmeade/Links/Papers/Johnson_HLM_(SIOP10).pdf)
- [96] Johnson, R. E., Taing, M. U., Chang, C., & Kawamoto, C. K. (2013). A self-regulation approach to person-environment fit. *Organizational fit: Key issues and new directions*, 1, 74-98.
- [97] Kadiyono, Anisa. L & Suryana Sumantri. (2011). *Identifikasi Hambatan Organisasi dalam Memberdayakan Sumber Daya Manusia serta Hubungannya dengan Kepuasan Kerja Karyawan*. Fakultas Psikologi. Universitas Padjajaran.
- [98] Kahn, R.L., Wolfe, D.M., Quinn, R.P., Snoek, J.D., Rosenthal, R.A. (1964). *Occupational Stress: Studies in Role Conflict and Ambiguity*. New York.
- [99] Kahneman, D. Diener, E. Schwarz, N. (1999). *Well-Being: The Foundations of Hedonic Psychology*. New York: Russell Sage Foundation
- [100] Kaiser, S., Ringlstetter, M., Eikhof, D. R., & Pina e Cunha, M. (2011). *Creating Balance? International Perspectives on the Work-Life Integration of Professionals* (S. Kaiser, M. Ringlstetter, D. R. Eikhof, & M. Pina e Cunha, Eds.). Springer.
- [101] Kammeyer-Mueller, J. D., Schilpzand, P., & Rubenstein, A. L. (2013). Dyadic fit and the process of organizational socialization. *Organizational fit: Key issues and new directions*, 50-73.
- [102] Kazmi, R., Amjad, S., & Khan, D. (2008). Occupational Stress and its effect on Job Performance: A case study of medical house officers of district Abbotabad. *Journal of Ayub Medical College*, 20(3), 135-139.
- [103] Keith M.Himieleski., & Leah D. Sheppard. (2018). *The Yin and Yang of entrepreneurship: Gender differences in the importance of communal and agentic characteristics for entrepreneurs' subjective well-being and performance*. Elsevier Inc.
- [104] Kinnunen, U., Feldt, T., Geurts, S. & Pulkkinen, L. (2006). Types of WorkFamily Interface: Well-being Correlates of negative and positive Spillover between work and Family. *Scandinavian Journal of Psychology*. 47. 149-162.
- [105] Kirchmeyer, C. (1992). Perceptions of nonwork-to-work spillover : challenging the common view of conflict-ridden domain relationships. *Basic Appl Soc Psychol*, 13, 231-249.
- [106] Kluczyk, M. (2013). *The Impact of Work-Life Balance on the Wellbeing of Employees in the Private Sector in Ireland* (National College of Ireland). Retrieved from <https://trap.ncirl.ie/880/1/mkluczyk.pdf>
- [107] Knowles, Lucy. (2008). *Striking a Work/Life Balance*. Poultry World.
- [108] Koopmans, L., Bernaards, C. M., Hildebrandt, V. H., Schaufeli, W. B., de Vet Henrica, C. W., & van der Beek, A. J. (2011). Conceptual Frameworks of Individual Work Performance. *Journal of Occupational and Environmental Medicine*, 53(8), 856–866. <https://doi.org/10.1097/JOM.0b013e318226a763>
- [109] Korabik, Karen, Aycan, Zeynep, Ayman, Roya. (2017). *The Work Family Interface In Global Context*. New York : Taylor & Francis.
- [110] Kotter, John P, & James L. Heskett. (1992). *Corporate Culture and Performance*. USA: Macmillan.
- [111] Kreiner, G. E. (2006). Consequences of work-home segmentation or integration : A person-environment fit perspective. *Journal of Organizational Behavior*, 27, 485–507. <https://doi.org/10.1002/job.386>
- [112] Kristof, A.L., (1996). Person Organization Fit: an integrative review of its conceptualizations, measurement, and implication. *Personnel Psychology* 49. 1- 49.
- [113] Kristof-Brown, A. L., Zimmermann, R. D., & Johnson, E. C. (2005). Consequences of individuals' fit at work: a meta-analysis of person-job, person-organization, person-group and person-supervisor fit. *Personnel Psychology*, 58(2), 281–342.
- [114] Kristof-brown, A. L., & Guay, R. P. (2011). Person-Environment Fit. In S. Zedeck (Ed.), *APA Handbook of Industrial and Organizational Psychology Volume 3: Maintaining, Expanding, and Contracting the Organization*. American Psychological Association.
- [115] Kurmayeva, X., Kurmayev, M., Zainalabidin, M.,

- Rabbani, S., & Mubarak, H. (2014). *Organizational Culture's Influence of Work-Life Balance*.
- [116] Landy, F. J., & Conte, J. M. (2013). *Work In The 21st Century An Introduction To Industrial And Organizational Psychology* (Fourth Edi). Hoboken, New Jersey: John Wiley & Sons, Inc.
- [117] Larsen, Randy J., dan Eid, Michael. (2008). *Ed Diener and the Science of Subjective Well-Being*. Guilford Publications.
- [118] Lazar, Ioan., Osoian, Codruta., & Ratiu, Patricia. (2010). *The Role of Work-Life Balance Practices in Order to Improve Organizational Performance, European Research Studies*, Volume XIII.
- [119] Levterova, Dora. (2013). *Personal Identity in The Balance Between Work and Family*.
- [120] Lu, Luo. Cooper, C. (2015). *Handbook of Research on Work-Life Balance in Asia*. Edward Elgar Publishing.
- [121] Lykken, & Tellegen. (1999). *Subjective well being the science of happines and a proposal for A national index*. New York: Oxford University Express.
- [122] Lyness, Karen S. & Kropf, Marcia B. (2005). *The Relationships of National Gender Equality and Organizational Support with Work-Family Balance: A Study of European Managers*.
- [123] Lyubomirsky, S., & Lepper, H. S. (1999). *A Measure of Subjective Happiness: Preliminary Reliability and Construct Validation*. Social Indicators Research, Vol 46: 137-155
- [124] Mariati. (2013). *Pengaruh Work Life Balance & Burnout terhadap Kepuasan Kerja*.
- [125] Mariotti, M.S. (2000). Introduction to Proof: The Mediation of a Dynamic Software Environment. *Journal Educational Studies in Mathematics*, 44 (1-2) 25-53.
- [126] Marks, S.R. (1977). Multiple roles and role strain : some notes on human energy, time and commitment. *Am Sociol Rev*, 42, 921-936.
- [127] Mehl, M.R., Vazire, S., Holleran, S.E., Clark, C.S., 2010. Eavesdropping on happiness: well-being is related to having less small talk and more substantive conversations. *Psychological Science* 21, 539–541
- [128] Mehrota, S., & Prasad. K.N. (2011). Quality Of Work Life As A Mediator To Work Life Imbalance of Professional Women. *International Journal of Arts & Science*.
- [129] Mellner, C., Aronsson, G., & Kecklund, G. (2014). *Bunday Management Preferences, Boundary Control, and Work-Life Balance among Full-Time Employed Professionals in Knowledge-Intensive, Flexible Work*
- [130] Merecz, D., & Andysz, A. (2014). Person-organization fit and organizational identification as predictors of positive and negative work-home interactions. *International Journal of Occupational Medicine and Environmental Health*, 27(1), 16–27. <https://doi.org/10.2478/s13382-014-0221-8>
- [131] Mullen, K. (2015). *Barriers to Work-Life Balance for Hospital Nurses*. Workplace Health Saf.
- [132] Neuman, W. Lawrence. (2000). *Social Research Methods 4th Edition*. Needham
- [133] Munchinsky, P. M., & Monahan, C.J. (1987). What is person-environment congruence? Supplementary versus complementary models of fit. *Journal of Vocational Behavior*, 31, 269-277.
- [134] Ng, W., & Diener, E. (2014). What matters to the rich and the poor? Subjective well-being, financial satisfaction, and post-materialistic needs across the world. *Journal of Personality and Social Psychology*, 107(2), 326-338.
- [135] O'Reilly, C. A., Chatman, J., & Caldwell, D. F. (1991). People and Organizational Culture: a Profile Comparison Approach To Assessing Person-Organization Fit. *Academy of Management Journal*, 34(3), 487–516. <https://doi.org/10.5465/256404>
- [136] Oishi, S., Diener, E., & Lucas, R. E. (2002). Subjective well-being : The Science of Happiness and Life Satisfaction. *The Oxford Handbook of Positive Psychology* (2 Ed.), 2(January), 63–73. Retrieved from <http://books.google.com/books?hl=en&lr=&id=2Cr5rP8jOnsC&oi=fnd&pg=PA63&dq=Subjective+Well-Being&ots=ejL1dzzz3W&sig=QhwyYnqYfa8FSZbU4mb2VvsVInY>
- [137] Organ, D. W., & Ryan, K. (1995). A meta-analytic review of attitudinal and dispositional predictors of organizational citizenship behavior. *Personnel Psychology*, 48(4), 775–802.
- [138] Oswald, A. J., Proto, E., & Sgroi, D. (2015). Happiness and productivity. *Journal of Labor Economics*, 33, 789–822.
- [139] Park, H. I., Monnot, M. J., Jacob, A. C., & Wagner, S. H. (2011). Moderators of the Relationship Between Person-Job Fit and Subjective Well-Being Among Asian Employees. *International Journal of Stress Management*, 18(1), 67–87. <https://doi.org/10.1037/a0021854>
- [140] Parmenter, D. (2010). *Key Performance Indicators (KPI): Developing, Implementing, and Using Winning KPIs* (Second Edi). Retrieved from <papers2://publication/uuid/7B1E4244-AEC0-4D66-A11D-A178F982D981>
- [141] Poulouse, S., & Sudarsan, N. (2018). Work life balance: A conceptual review. *IJAME*.
- [142] Pervin, L. A. (1987). Person-environment congruence in the light of the person-situation controversy. *Journal of Vocational Behavior*, 31(3), 222–230. [https://doi.org/10.1016/0001-8791\(87\)90040-6](https://doi.org/10.1016/0001-8791(87)90040-6)



- [143] Phipps, S. T. A., & Prieto, L. C. (2014). *A Discovery of Early Labor Organization and the Women who Advocated Work-Life Balance: An Ethical Perspective*.
- [144] Rantanen, J. (2008). *Work-family interface and psychological well-being: a personality and longitudinal perspective*. Jyväskylä: University of Jyväskylä.
- [145] Rantanen, J., Kinnunen, U., Mauno, S., & Tement, S. (2013). *Patterns of conflict and enrichment in work-family balance: A three-dimensional typology*. *Work and Stress*, 27(2), 141–163. <https://doi.org/10.1080/02678373.2013.791074>
- [146] Resick, C. J., Giberson, T. R., Dickson, M. W., Wynne, K. T., & Bajdo, L. M. (2013). *Person-organization fit, organizational citizenship and social-cognitive motivational mechanisms. Organizational fit: Key issues and new directions*, 99-123.
- [147] Rife, Alison A., Hamilton, Booz A., & Hall, Rosalie J. (2015). *Work-Life Balance*. Durham University.
- [148] Robbins SP, Judge. (2008). *Perilaku Organisasi* Buku 2. Jakarta : Salemba
- [149] Robbins, Stephen P. (1996). *Perilaku Organisasi Edisi ke 7 (Jilid II)*. Jakarta : Prehallindo
- [150] Rogers, C. (1961). *On becoming a person: A therapist's view of psychotherapy*. London: Consta.
- [151] Ryff, C. (1989). *Happiness Is Everything, Or Is It? Explorations On The Meaning Of Psychological Well-Being*. *Journal of Personality and Social Psychology*, vol.57. No.6, 1069-1081.
- [152] Ryff, C., & Keyes, C. L. (1995). *Journal of Personality and Social Psychology* Vol.69. *The Structure of Psychological Well-Being Revisited*, 719-727.
- [153] Sarwono, J.& Narimawati, U. (2015). *Membuat Skripsi, Tesis, dan Disertasi dengan Partial Least Square (PLS-SEM)*. Yogyakarta: Penerbit ANDI.
- [154] Schein, Edgar H. (1992). *Organizational Culture and Leadership*. San Francisco : Jossey Bass.
- [155] Schermerhorn, J. R., Hunt, J. G., dan Osborn, R. N. (2005). *Organization Behavior. 9th Edition*. Amerika Serikat: John Wiley & Sons, Inc.
- [156] Schneider, B. (1987). *The people make the place. Personnel Psychology*, 40, 437-453.
- [157] Schulte, M., Ostroff, C., & Kinicki, A. J. (2006). *Organizational climate systems and psychological climate perceptions: A cross-level study of climate-satisfaction. Journal of Occupational and Organizational Psychology*, 79, 645-671.
- [158] Schumacher, S. (2013). *Achieving Work/Life Balance: Is It Really Possible?*
- [159] Schwartz, S. H., Sagiv & Boehnke, K. (2000). Evaluating the structure of human values with confirmatory factor analysis. *Journal of Research in Personality*, 38, 230-255
- [160] Shaughnessy, J.J., Zechmeister, E.B & Zechmeister, J.S. (2012). *Research Methods in Psychology 9th Edition*. Singapore: Mc Graw Hill
- [161] Shaw, J. D., Gupta, N., & Delery, J. E. (2005). Alternative conceptualizations of the relationship between voluntary turnover and organizational performance. *Academy of Management Journal*, 48(1), 50–68. <http://dx.doi.org/10.5465/AMJ.2005.15993112>.
- [162] Sieber, S.D.(1974). Toward a theory of role accumulation. *Am Sociol Rev*, 39, 567-578
- [163] Singh, A. K., & Sachdeva, A. (2013). *Work Life Balance and Subjective Well Being: a Comparative Study In Public And Private Institutes In Higher Education*. 1–30.
- [164] Singhal, Lovish. *Study to Map the Topology of Work Life Balance to Motivational Policies of Organization*.
- [165] Stum, David L. 2001. *Maslow revisited: building the employee commitment pyramid. Strategy & Leadership*, Vol. 29 Iss: 4, pp.4 – 9.
- [166] Sugiyono. (2015). *Metode Penelitian Pendidikan (Pendekatan Kuantitatif, Kualitatif, dan R&D)*. Bandung: Alfabeta.
- [167] Tamang, Gyan Bahadur. (2008). *Antecedents and Consequence of Work-Life Balance*.
- [168] Tay, L., & Diener, E. (2011). Needs and subjective well-being around the world. *Journal of Personality and Social Psychology*, 101(2), 354–365. <https://doi.org/10.1037/a0023779>
- [169] \_\_\_\_\_, Kuykendall, L., & Diener, E. (2015). Satisfaction and Happiness–The Bright Side of Quality of Life. In *Global Handbook of Quality of Life* (pp. 839-853). Netherlands: Springer.
- [170] Tenney, E. R., Poole, J. M., & Diener, E. (2016). *Does positivity enhance work performance?: Why, when, and what we don't know. Research in Organizational Behavior*, 36, 27–46. <https://doi.org/10.1016/j.riob.2016.11.002>
- [171] Tepeci, M., & Bartlett, A. L. B. (2002). The hospitality industry culture profile: A measure of individual values, organizational culture, and person-organization fit as predictors of job satisfaction and behavioral intentions. *International Journal of Hospitality Management*, 21(2), 151–170. [https://doi.org/10.1016/S0278-4319\(01\)00035-4](https://doi.org/10.1016/S0278-4319(01)00035-4)
- [172] Tierney, P., Farmer, S. M., & Graen, G. B. (1999). An Examination of Leadership and Employee Creativity: The Relevance of Traits and Relationship. *Personnel Psychology*, 52 (3), 591-620.
- [173] Van Vianen, A. E., Stoelhorst, J. W., & De Goede, M. E. (2013). *The construal of person-organization fit during the ASA stages: Content, source, and focus of comparison. Organizational fit: Key issues and new directions*, 145-169.



- [174] Vigoda-Gadot, E., & Meiri, S. (2008). New public management values and Person-Organization Fit: A socio-psychological approach and empirical examination among public sector personnel. *Public Administration*, 86(1), 111–131. <https://doi.org/10.1111/j.1467-9299.2007.00703.x>
- [175] Vilela, B. B., González, J. A. V., & Ferrín, P. F. (2008). Person-organization fit, OCB and performance appraisal: Evidence from matched supervisor-salesperson data set in a Spanish context. *Industrial Marketing Management*, 37(8), 1005–1019.
- [176] Voydanoff, P. (2005). Consequences of boundary-spanning demands and resources for work-to-family conflict and perceived stress. *Journal of Occupational Health Psychology*, 10, 491- 503
- [177] Waterman, A. S. (1993). Two Conceptions of Happiness: Contrasts of Personal Expressiveness (Eudaimonia) and Hedonic Enjoyment. *Journal of Personality and Social Psychology*, 64 (4), 678-691.
- [178] Wayne, J.H., Musisca, N., Fleeson, W.(2004). Considering the role of personality in the work-family experience : relationships of the big five to work-family conflict and facilitation. *Journal of Vocational Behavior*, 64, 108-130.
- [179] Wepfer, Ariane G., Brauchli, R., Jenny, Gregor J., Hämmig, O., & Bauer, Georg F. (2015). *The experience of work-life balance across family-life stages in Switzerland: a cross-sectional questionnaire-based study*.
- [180] Westerman, James W., Cyr, Linda A., (2004). An Integrative Analysis of Person-Organization Fit Theories. *International Journal of Selection and Assessment Volume 12 Number 3*.
- [181] Weissman, Alden E dan Ricks, David F. 1966. *Mood and Personality*. New York: Holt, Reinhart and Winston, Inc
- [182] World Health Organization Regional Office for South-East Asia. (2017). *South-east Asia regional vaccine action plan 2016-2020*. Retrieved from <https://apps.who.int/iris/handle/10665/272397>
- [183] Wright, Charles R. 1978. *Mass Communication: A Sociological Perspective*. Random House Inc. New York.
- [184] Yu, Kang Y. T., Kristof-Brown A. L. (Ed.), & Billsberry, J. (Ed.). (2013). *A Motivational Model of Person-Environment Fit: Psychological Motives as Drivers of Change*. John Wiley and Sons, Ltd.