



Work life balance and its influence on milenial performance of BUMN plantation

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ABSTRACT

The purpose of this study was to determine the effect of Work Life Balance on individual performance and Talent Management at PTPN IV, which is a subsidiary of BUMN Plantation with main commodities of CPO and Black Tea. Based on the formulation and the relationship between variables processed using the Partial Least Square (PLS) Model and Smart PLS 3.0 Program with a total of 408 respondents who are employees with managerial positions. The results of the study show that there is a positive and significant influence between Work Life Balance and individual performance and talent management.

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INTRODUCTION

Industrial transformation towards seamless interaction between people and technology requires organizations to consistently find effective innovations to deal with volatility, uncertainty, complexity and ambiguity (VUCA). In the book Learning 5.1, Denny, A., & Pratomo, T. P. (2021) mentions that transformation starts from the mindset that the responsibility for learning lies with the learner – not other people, not schools, and not companies either. So, the mindset of the learner as the center of learning and learn how to learn is the main thing that must be owned by all human resources in a company. Each individual must have the will and ability to engage in active learning in order to adapt the opportunities for activities from experience (learning agility), and apply that learning to perform successfully in new, ever-changing situations and conditions. (Gravett et al., 2016).

Indonesia, as a country that relies on the agricultural sector as the basis of the economy, both in the long term of economic development and for short term economic recovery must ensure that the products produced have high competitiveness. Of the many variations of plantation commodities, palm oil is one of the plantation product commodities that has an important role and is a primadonna in Indonesia's economic activities. (Astuti, 2017).

As the largest palm oil producing country in the world, Indonesia has great potential to market palm oil and palm kernel both at home and abroad. The Directorate of Production Balance of the Central Bureau of Statistics (2021) said that the agricultural sector is a sector that has a fairly important role in economic activity in Indonesia.

PT. Perkebunan Nusantara IV or abbreviated as PTPN IV is one of the largest BUMN Holding Plantation subsidiaries in Indonesia with a working area in the North Sumatra region that has consistently transformed, and in 2022 posted a profit of 2.1 trillion which is the highest profit in history since the merger in 1996. This success cannot be separated from the role of all individuals in achieving performance and especially the consistency of the Board of Management in implementing Talent Management.

A survey conducted by Michaels, *et al.*, (2001) of 13,000 executives in more than 120 companies, as well as case studies at 27 leading (world-class) companies to identify programs and behaviors that help these world-class leading companies attract and retain their best employees, found a relationship between top performers and superior company performance.

According to them, there are five things that strengthen talent from companies, namely: "Embracing the Talent Mindset, Creating a Winning Employee Value Proposition, Renewing Recruitment Strategy, Implementing Talent Development into the Organization, Differentiating and Strengthening people in the company." These five things need to be built into a practical framework so that they can be implemented in companies, as has been done by: General Electric, The Home Depot, PerkinElmer, Amgen, and others. In connection with the explanation above, researchers want to know whether learning agility in BUMN Plantations has an influence on individual performance and talent management.

The effect of learning agility on talent management and individual performance will be analyzed using the Structural Equation Modeling-Partial Least Square (SEM-PLS) method which utilizes SmartPLS 3.0 software, where the research subjects in this study are all Managerial Employees or known as Leadership Employees in one of the BUMNs Plantations namely PTPN IV which is included in the talent management system.

The SEM-PLS analysis consists of a measurement model and a structural model. The measurement model shows how the latent variable is represented by the manifest variable and the structural model shows how the latent or construct variable is estimated. By using SEM-PLS latent variable indicators can be reflexive or formative (Ghozali & Latan, 2015). In this study, latent variable indicators are reflective. In order to make data processing easier, statistical software is used. SmartPLS was chosen in this study because SmartPLS has advantages that can be utilized in research, namely: (1) The relationship between variables can be tested using SmartPLS (2) SmartPLS does not use assumptions that must be fulfilled in other software (3) The number of samples required is relatively small (4) Data does not have to be normally distributed (Harahap & Pd, 2020).

RESEARCH METHOD

PTPN IV is a subsidiary of BUMN Holding Plantations with a working area in North Sumatra which is engaged in the agro-industrial sector and focuses on managing oil palm and tea as the main commodities. PTPN IV has managed Talent Management consistently since 2016 in accordance with the Board of Directors Decree Regarding Talent Management with talent management programs namely Talent Mapping (Identification), Talent Development (Development), Talent Retention (Maintenance) and Talent Mobility (Placement).

Interestingly, in the talent development management program (Talent Development) since 2020 PTPN IV has given freedom to every individual at the Line Management level to learn according to his wishes (learning agility) which is known as the Learning Wallet Development Program, which is a program that frees employees to learn according to their personal needs analysis (self training need analysis).

This study aims to look at the relationship between learning agility on individual performance and Talent Management with the following conceptual framework:

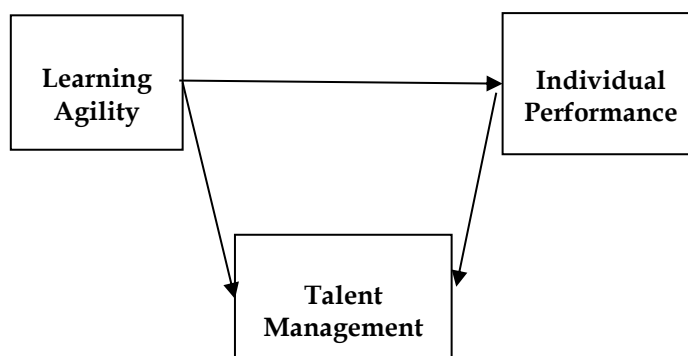


Figure 1. Research model

Hypotheses Development

Learning Agility

According to Gravett & Caldwell (2016), learning agility is the willingness and ability of individuals to engage in active learning in order to adapt activity opportunities from experience, and apply that learning to perform successfully in new, changing situations and conditions. The concept captures an important aspect of selecting and developing individuals in organizations so that individuals are accustomed to adapting. Individuals with these characteristics have a constructive perspective, work with the best results, are reliable, and always improve their skills. According to Hallenbeck (2016), learning agility is a key factor that differentiates those who are able to extract the most learning from any experience and then apply it. Hallenbeck also stated that learning agility is a difference maker in the success of a career. From the various definitions above, it can be concluded that learning agility is a person's ability in the learning process to then be successfully applied to his work.

According to Eichinger & Lombardo (2004) in Kchildani, *et al.*, (2021) learning agility measures four dimensions. Learning agility is a concept that connects human behavior, cognitive processes, and social learning to learn from experience so that individuals can always improve their potential, abilities, be flexible, and can learn new things. Learning agility is developed based on the four dimensions, namely people agility, results agility, mental agility, and change agility.

All of these dimensions need to be mastered by individuals to assess their level of competence in receiving and programming new information, responding to change, and succeeding in a changing work environment, namely: First: People Agility. Refers to individuals who know themselves well, learn from experience, treat others constructively, and are resilient under pressure of change and diversity. Individuals with high people agility understand the value of different perspectives and form diverse teams. Second, Result Agility. Describes an individual who gets results in difficult conditions, inspires others to stand out for themselves, and builds confidence in others. Individuals with results agility are characterized by being resourceful and repeatedly delivering the best results in new and challenging situations. Third, Mental Agility. Describes an individual who thinks about problems from new angles, is comfortable with complexity, ambiguity, and can explain his thinking to others. Characteristics of individuals with mental agility tend to examine problems carefully. Fourth, Change Agility. Refers to individuals who like to experiment and can deal with the discomfort of quick changes effectively. The characteristics of individuals with change abilities are having a passion for ideas, liking to experiment, and being involved in skills development activities.

Table 1. Dimensions of learning agility

Dimensions	Indicators
People Agility	a. Learn from experience. b. Treat others constructively.
Result Agility	a. Creating satisfactory results under difficult conditions.

- | | |
|----------------|--------------------------------------------------------------------------|
| Mental Agility | b. Inspire others. |
| Change Agility | a. The extent to which the individual thinks from a new perspective. |
| | b. Get comfortable with ambiguity. |
| | c. Have a passion for ideas and engage in skills development activities. |
| | d. The degree to which the individual wants to know. |

Source: Eichinger & Lombardo (2004) in Khildani, et al., (2021)

Talent Management

According to Pella (2011), talent is a differentiating factor in organizational performance. Talents are human beings that the company wants to nurture because of their strengths. Talent can also be interpreted as employees who are identified as having the potential to become future leaders of the company. The definition above shows that talent is something that is owned by employees who are built and nurtured through training and development programs by an organization for a long-term process to be able to improve their performance so that it can be the driving force behind their contribution to organizational success. Therefore, it is the duty of every company to analyze and develop the talent possessed by each of its employees.

According to them, talent management is a process to ensure a company fills the key positions of future leaders and positions that support the company's core competencies (unique skill and high strategic value).

Berger (2004) suggests that the talent management process is fuel for organizations to achieve excellence by: First, Identify and develop patterns of career paths, development and reward programs for superkeepers. This will ensure that these high quality role models will actually support the organization to achieve and maintain its excellence. Second, Determine key positions (positions) and pay close attention to key positions that do not have replacement candidates and pay attention to whether existing replacement candidates truly meet the quality required. This must be ensured to maintain the continuity of the organization so as not to continue to lose human resources (especially superior ones). Third, Segmenting the talent pool according to the investment category that must be made (superkeeper, keeper, solid citizen, and misfit) so that the investment can be implemented more precisely.

Table 2. Talent management dimensions

Dimensions	Indicators
Identification	a. Recruiting talented people. b. Selecting talented people.
Development	a. Developing talented people. b. The goal is for the sustainability of the company.
Defense	a. Retaining talented people. b. Maintaining the maximum level of enterprise.
Placement	a. Distributing talented people appropriately according to the talents they have. b. Ensuring organizational performance can be maintained by investing in Human Resources.

Source: (Nisa, R. C., Astuti, E. S., & Prasetya, 2016)

Individual Performance

Performance is the result of work that has a strong relationship with the organization's strategic goals, customer satisfaction, and contributes to the economy. Performance is about doing the work and the results achieved from the work. Performance is about what is done and how to do it. The concept of performance is basically a change or paradigm shift from the concept of productivity. At first, people often used the term productivity to express the ability of a person or organization to achieve certain goals or objectives. According to Sudarmanto (2009) the new

productivity paradigm is an actual paradigm that demands actual measurement of the overall performance of the organization, not only the efficiency or physical dimension, but also the non-physical (intangible) dimension.

Individual performance is the achievement of a work result in a work process based on natural abilities or abilities obtained from the learning process and motivation to achieve and to improve individual performance and achieve company goals. (Nisa, R. C., Astuti, E. S., & Prasetya, 2016).

This variable is measured by a research instrument adopted from Koopmans, *et al.*, (2011) in Batubara (2018) which consists of 4 (four) aspects, namely: First, Task performance, namely task performance can be defined as the ability (competence) with which a person performs the main job duties. Second, Contextual performance can be defined as individual behavior that supports the organizational, social, and psychological environment in which the technical core must function. Third, Adaptive performance is defined as the extent to which an individual adjusts to changes in the work system or work role. Fourth, Counterproductive performance (counterproductive) work behavior is counterproductive, defined as behavior that harms the welfare of the organization.

Table 3. Individual performance dimensions

Dimensions	Indicators
Task Performance	a. Get satisfactory results. b. Doing work on time and on target.
Contextual Performance	a. Follow organizational rules and procedures. b. Help and cooperate with other colleagues.
Adaptive Performance	a. Ability to interact socially. b. Adjust the style of language in communicating.

Source: Koopmans, *et al.*, (2011) in Batubara (2018)

This research is a quantitative study using the Structural Equation Modeling-Partial Least Squares (SEM-PLS) method using SmartPLS 3.0 software. The variables consist of YouTube usage, interest, and motivation in previous studies. However, the impact has not been discussed. Therefore, this study will adopt and adapt the relevant literature to produce construct variable measurements as shown in Figure 1 with details of the hypothesis: (H1) Work Life Balance has a direct positive effect on employee performance; (H2) Work Life Balance has a direct positive effect on individual performance; (H3) Talent management has a direct positive effect on individual performance; and (H4) Work Life Balance has an indirect positive effect on individual performance through talent management.

Conceptual framework

As a subsidiary of BUMN Holding Plantations with a working area in North Sumatra which is engaged in the agro-industrial sector and focuses on managing palm oil and tea as the main commodities, PTPN IV requires all of its employees to live in plantations and manage plantations to ensure business processes run well. . In its management, the company provides excellent facilities which are not only limited to remuneration but housing facilities. Due to job demands that require managerial management employees to be able to make decisions immediately in the field, employees are often required to remain at work for quite a long time. And this is a challenge for companies to retain employees and be able to create a balance between work and family.

Since 2016, PTPN IV has seriously managed the Talent Management System based on the Board of Directors Decree Regarding Talent Management where the programs include Talent Mapping (Identification), Talent Development (Development), Talent Retention (Maintenance) and Talent Mobility (Placement). However, in managing the talent management system, work life balance has not become an indicator in identifying talented employees.

Therefore, this study aims to look at the relationship between work life balance on individual

performance and Talent Management with the following conceptual framework:

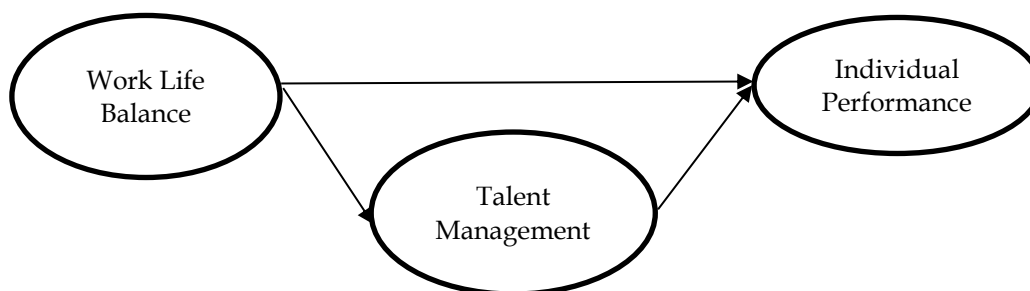


Figure 1. Relationship model between variables

Research Hypothesis

Based on the problem formulation and conceptual framework above, the research hypothesis put forward by the researcher is as follows: First, Work life balance has a positive and significant influence on individual performance. Second, Work life balance has a positive and significant influence on talent management. Third, Talent management has a positive and significant influence on individual performance.

Types of research

The method used in this paper is a quantitative research.

Location and Time of Research

With a total permanent workforce of 15,400 people in 2022, spread across 29 Palm Oil Units, 1 Plasma Unit, 16 Palm Oil Mills and 1 Tea Unit, of which 4.4% or 689 people are employees in line management who have a role very important as a performance driver in PTPN IV. The research was conducted in January 2023 using primary data and secondary data. Primary data was obtained directly from the company through observation methods, interviews with decision makers and by distributing questionnaires to 689 people who are employees at the bottom, middle and top line management and are the types of employees managed at PTPN IV Talent Management. While secondary data obtained through documents, company data, books, and articles related to this research.

Sampling technique

The data measurement method or sampling in this study uses the Simple Random Sampling method where each member of the population has the same opportunity to be sampled (Lubis et al., 2018) to 689 people as a population.

Types of Research Data

The data that has been collected is then analyzed quantitatively using PLS-SEM (partial least square) 3.0. Wold in Ghazali & Latan (2015), reveals Partial Least Squares is a powerful analysis method and is often referred to as soft modeling because it eliminates the assumptions of OLS (Ordinary Least Squares) regression, such as data must be normally distributed in multivariate and there is no multicollinearity problem between exogenous variables.

Measurement Scale

The tools used in this study include a questionnaire, in which respondents can choose answers according to their perceptions (closed questions) using a Likert scale with the following

sizes:

- 1 = Strongly disagree / very less
- 2 = Disagree / less
- 3 = Fairly agree/good enough
- 4 = Agree/good
- 5 = Strongly agree/very good

Data Analysis Techniques

The data that has been collected is then analyzed quantitatively using PLS-SEM (partial least square) 3.0. The choice of PLS-SEM as an analytical tool is based on the consideration that PLS-SEM software can be used not only to predict a model or theory but can also be used to confirm a theory.

RESULTS AND DISCUSSIONS

A random sample was taken of 408 employees consisting of 376 male employees (92.16%) and 32 female employees (7.84%).

Table 4. Loading, Rho, CR, dan AVE

	Loading	Rho	CR	AVE
Individual Performance		0.887	0.913	0.637
- Individual Performance 1	0.750			
- Individual Performance 2	0.812			
- Individual Performance 3	0.777			
- Individual Performance 4	0.862			
- Individual Performance 5	0.810			
- Individual Performance 6	0.771			
Work Life Balance		0.952	0.955	0.727
- Work Life Balance 1	0.815			
- Work Life Balance 2	0.697			
- Work Life Balance 3	0.643			
- Work Life Balance 4	0.769			
- Work Life Balance 5	0.695			
- Work Life Balance 6	0.775			
- Work Life Balance 7	0.744			
Talent Management		0.864	0.892	0.542
- Talent Management 1	0.899			
- Talent Management 2	0.857			
- Talent Management 3	0.848			
- Talent Management 4	0.871			
- Talent Management 5	0.770			
- Talent Management 6	0.841			
- Talent Management 7	0.900			
- Talent Management 8	0.830			

Sources: *Processed Data (2023)*

Measurement Model.

To evaluate the model, construct validity and reliability tests will be carried out through measurement model tests. In table 1 it is clear that almost all indicators have an outer loading greater than 0.7 except for Work Life Balance 2 (0.697<0.07), Work Life Balance 3 (0.697<0.07) and Work Life Balance 5 (0.697<0.07). Table 1 also shows that the Composite Reability (CR) value for each variable is greater than 0.7. Furthermore, it can also be seen that the AVE values for all variables are greater than 0.5 which indicates that all of these indicators are valid and can reliably

describe the variables (Hair et al., 2019). In addition, the rho value for all variables is greater than 0.6 so that the instrument is reliable (Lestari & Yudhanegara, 2017).

Furthermore, the AVE value for the Individual Performance variable is 0.637, meaning that 63.7% of the individual performance indicators used have described the variables. The AVE value for the Work Life Balance variable is 0.542, meaning that 54.2% of the Work Life Balance indicators used have described the variables and the AVE value for the talent management variable is 0.727, meaning 72.7% of the talent management indicators used have described the variables. The value of the Heterotrait-Monotrait ratio (HTMT) indicates that the measurement model has acceptable discriminant validity because the values on the diagonal are less than the recommended maximum value of 0.9 (Henseler et al., 2015).

Table 5. Heterotrait-Monotrait Ratio (HTMT)

	Individual Performance	Work Life Balance	Talent Management
Individual Performance			
Work Life Balance	0.814		
Talent Management	0.656	0.810	

Sources: Processed Data (2023)

Structural Modelling.

A bootstrap procedure using 5000 iterations will be carried out to evaluate the significance of the indicators and path coefficients. Value From the output it can be seen that the model meets the structural model criteria where the VIF value is less than five, which means that there is no multicollinearity between the variables in this study (Hair et al., 2019).

Furthermore, from the R-Square value it is known that the effect of Work Life Balance on individual performance is high because $0.677 > 0.67$ and the effect of Work Life Balance and talent management on individual performance is moderate because $0.67 < 0.376 < 0.33$.

Furthermore, the results of H1, H2, and H3 are accepted, which means that Work Life Balance has a direct positive effect on individual performance significantly (p value = $0.000 < 0.05$) where the path coefficient is 0.611, Work Life Balance has a direct positive effect on talent management as a whole significant (p value = $0.000 < 0.05$) where the path coefficient is 0.613, talent management has a direct positive effect on individual performance significantly (p value = $0.000 < 0.05$) where the path coefficient is 0.292.

It has been found that Work Life Balance has a direct positive effect on individual performance significantly, so it is clear that employees who are agile towards learning can improve individual performance. And vice versa, if employees are not agile towards learning, the performance of individual employees will decrease.

Furthermore, it has been found that Work Life Balance has a direct positive effect on talent management significantly. Employees who are agile in learning will have a high opportunity to enter the talent management system. Conversely, employees who are not agile in learning have a low chance of entering the talent management system.

It has been found that talent management has a direct positive effect on individual performance significantly. If the talent management system is used consistently, individual performance will increase. Vice versa, if the talent management system is not used consistently, individual performance will not increase. The test results regarding the direct effect between these variables are presented in Table 3.

Table 6. Direct effects test

Track Variable	Direct Influence	<i>p</i> value
Work Life Balance \Rightarrow Individual Performance	0.538	0.000

Work Life Balance ⇒ Talent Management	0.721	0.000
Talent Management ⇒ Individual Performance	0.228	0.004

Sources: Processed Data (2023)

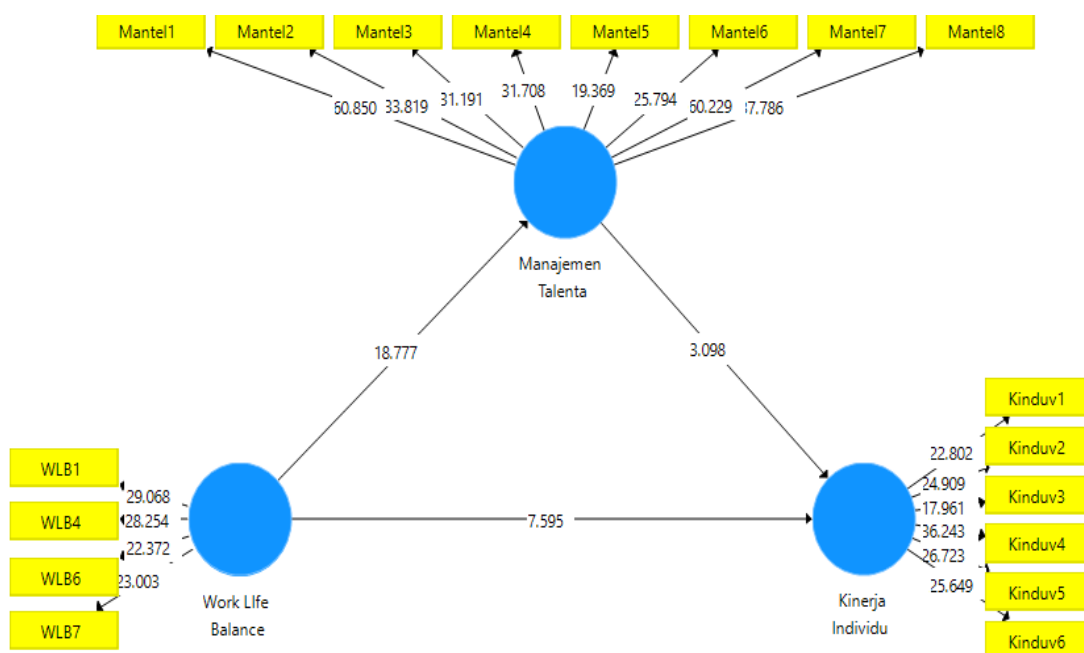


Figure 2. Conclusion of relationships between variables

Furthermore, the indirect and total effects are written in Table 7 as follows. The results show that the H4 hypothesis is accepted, which means that Work Life Balance has an indirect positive effect on individual performance through talent management significantly (p value = 0.000 < 0.05) where the path coefficient is 0.179. If employees carry out an agile learning process (Work Life Balance), then the need for talent management processes will increase, and if employee needs for talent management processes increase, individual employee performance will also increase.

Table 7. Indirect effects test

	Path Coefficient	T Statistics	P Values
Work Life Balance ⇒ Talent Management ⇒ Individual Performance	0.179	6.335	0.000

Sources: Processed Data (2023)

The path coefficient value from the direct effect and the total variable of work life balance to the individual performance variable is the same, which is equal to 0.538. This can happen because there is no indirect influence from the work life balance variable to the individual performance variable. Furthermore, the path coefficient value from direct influence and the total variable of interest in work life balance to the variable of talent management, which is equal to 0.721. This can happen because there is no indirect influence from the interest in learning variable to the learning motivation variable.

Furthermore, the path coefficient value of the direct influence and the total variable of talent management to the individual performance variable is different, where the direct effect of

the path coefficient is 0.228 while the total influence of the path coefficient is 0.179 because there is an indirect effect of the variable talent management on individual performance through interest in talent management. So, whether the path coefficient value of the direct and total effect is the same or not, it is influenced by whether there is an indirect relationship between variables.

CONCLUSION

The conclusion based on the description and analysis of the effect of performance on work life balance and talent management using the Structural Equation Modeling-Partial Least Square (SEM-PLS) method using smartPLS 3.0 software is that the R-Square value is known that the effect of Work Life Balance on individual performance is high because it is $0.677 > 0.67$ and the effect of work life balance and talent management on individual performance is moderate because $0.67 < 0.376 < 0.33$. The results of Hypothesis-1, Hypothesis-2, and Hypothesis-3 are accepted, which means that work life balance has a direct positive effect on individual performance significantly (p value = $0.000 < 0.05$) where the path coefficient is 0.611, work life balance has a direct positive effect on talent management significantly (p value = $0.000 < 0.05$) where the path coefficient is 0.613, talent management has a direct positive effect on individual performance significantly (p value = $0.000 < 0.05$) where the path coefficient is 0.292. Based on the conclusions of research results regarding work life balance having an influence on individual performance with talent management as an intervening variable at PTPN IV, so the authors convey ideas that can provide benefits to related parties in this study. In improving employee performance, PTPN IV needs to pay attention to work-life balance and employee talents in managing the company's business processes properly. Employees who have a good work-life balance and talent management will support making the right decisions and improving employee performance at PTPN IV. With the limited variables used in this study, as a reference for future researchers with a theme similar to human resource management, it is hoped that the variables used will be more complete and the discussion organized in accordance with the reality of the problems to be studied at PTPN IV..

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