

Empowering Nurses: The Influence of Work-Life Balance, Work Ethic, and Organizational Commitment on Nurse Performance

Listyorini Rarasingtyas¹

Joko Suyono²

Yunita Sari³

Queen Azizah⁴

Damarsari Ratnasahara Elisabeth⁵

^{1,2,3,4} Universitas Narotama, Surabaya – Indonesia

⁵ Sekolah Tinggi Ilmu Ekonomi Mahardhika, Surabaya – Indonesia

¹e-mail: listyorinir@gmail.com

²e-mail: joko.suyono@narotama.ac.id

³e-mail: yunitasari1283@gmail.com

⁴e-mail: queen.azizah.73@gmail.com

ABSTRAK

Tujuan dari penelitian ini adalah untuk menganalisa pengaruh work-life balance, etitka kerja dan komitmen organisasi terhadap kinerja perawat RSUD dr Mohamad Soewandie Surabaya. Sampel dalam penelitian ini adalah perawat RSUD dr Mohamad Soewandie Surabaya berjumlah 84 orang. Teknik pengumpulan data menggunakan kuesioner, sedangkan teknik analisa data menggunakan regresi linier berganda. Hasil penelitian membuktikan bahwa work-life balance, etitka kerja dan komitmen organisasi berpengaruh secara parsial dan simultan terhadap kinerja perawat RSUD dr Mohamad Soewandie Surabaya. Di antara ketiga variabel tersebut, komitmen organisasi terbukti memiliki pengaruh dominan terhadap kinerja perawat RSUD dr Mohamad Soewandie Surabaya.

Kata kunci: komitmen organisasi, profesionalisme, lingkungan kerja, kinerja

ABSTRACT

The aim of this research is to analyze the influence of work-life balance, work ethics and organizational commitment on nurses' performance of dr Mohamad Soewandie Hospital in Surabaya. The sample in this study was 84 nurses of dr. Mohamad Soewandie Hospital in Surabaya. The data collection technique uses a questionnaire, while the data analysis technique uses multiple linear regression. The research results prove that work-life balance, work ethics and organizational commitment have a partial and simultaneous influence on nurses performance of dr. Mohamad Soewandie Hospital in Surabaya. Among these three variables, organizational commitment is proven to have a dominant influence on nurses performance of dr Mohamad Soewandie Hospital in Surabaya.

Keywords: organizational commitment, professionalism, work environment, performance.

INTRODUCTION

The performance of health workers, especially nurses, is one of the important indicators in determining the quality of health services in hospitals. Nurses play a central role in providing direct care to patients, from initial treatment to rehabilitation. The quality of nurse interaction with patients, accuracy in providing care, and the ability to handle emergency situations greatly determine the final outcome of the health services provided. The high quality of nurse performance will have a direct impact on patient satisfaction, which in turn increases the reputation and public trust in the hospital.

RSUD Dr. Mohamad Soewandhie Surabaya, as one of the referral hospitals in Surabaya City, continues to strive to improve the performance of nurses to meet the needs and expectations of patients and maintain the reputation of the institution. This hospital not only serves the people of Surabaya but also serves as a referral for patients from the surrounding areas. With a high service load and a variety of medical cases handled, RSUD Dr. Mohamad Soewandhie faces a major challenge in ensuring that every nurse can give their best performance. Good nurse performance is not only seen from the technical medical aspects, but also from interpersonal skills, empathy, and mental and physical resilience in dealing with various clinical situations.

The phenomenon of the importance of employee performance, especially nurses, at Dr. Mohamad Soewandhie Hospital Surabaya in providing health services to the community is very crucial in the context of modern health services. As the frontline in providing medical services, nurse performance has a direct impact on the quality of service received by patients. In a dynamic and often stressful hospital environment, optimal performance from nurses is a determining factor in achieving patient recovery and their safety.

Nurses at Dr. Mohamad Soewandhie Hospital Surabaya face various challenges that require high competence and extraordinary dedication. Every day, they are faced with various medical situations, ranging from routine cases to emergency conditions that require a quick and precise response. In these situations, good performance includes not only medical knowledge and technical skills, but also the ability to communicate with patients and their families, provide emotional support, and work together with other medical teams.

Another phenomenon that shows the importance of nurse performance is the increasing expectations and demands of the community for health services. Patients are now increasingly aware of their rights and expect high-quality services. They demand fast, effective, and empathetic treatment from nurses. Nurses who are able to meet these expectations will increase patient satisfaction and strengthen the reputation of Dr. Mohamad Soewandhie Hospital as a trusted health service provider.

In addition, good nurse performance contributes to the operational efficiency of the hospital. Nurses who work effectively can reduce patient care time, prevent medical errors, and optimize the use of hospital resources. This not only improves the quality of service but also reduces operational costs and increases the competitiveness of hospitals in a competitive health system.

The phenomenon of increasing complexity of medical cases and the development of health technology also emphasizes the importance of high nurse performance. With the development of medical technology, nurses are required to continue to improve their knowledge and skills in order to operate sophisticated equipment and follow the latest medical protocols. Good performance in this aspect ensures that Dr. Mohamad Soewandhie Hospital can provide services that meet international medical standards.

High nurse performance also has an impact on the work environment in the hospital. Motivated and committed nurses can create a positive work atmosphere, improve team morale, and facilitate effective collaboration among medical staff. This is important for building a healthy and productive organizational culture, which will ultimately improve the quality of service to patients.

Overall, the phenomenon of the importance of employee performance, especially nurses, at Dr. Mohamad Soewandhie Hospital Surabaya, is a key factor in providing high-quality health services to the community. Optimal nurse performance not only meets patient expectations but also strengthens the hospital's reputation, improves operational efficiency, and supports a positive and productive work environment.

From previous empirical research, there are several factors that influence employee performance, including work life balance (Arifin and Muharto, 2022; Asari, 2022; Lukmiati, et al, 2020; Hasugian, et al, 2023; Dwitanti, et al, 2023; Aisya, et al, 2023; Ramansyah, et al, 2023), work ethic (Budianto, et al, 2017; Goper, et al, 2023;

Kobis, et al, 2023; Rum, et al, 2019; Aini, et al, 2021; Rapanna, et al, 2022) and organizational commitment (Astuti, 2022; Santosa, 2019; Pribowo, 2020; Kristian and Ferijani, 2020; Ginanjar and Berliana, 2021; Serim, et al, 2014).

However, there is still a research gap from previous studies, including research by Irwandi and Sanjaya (2022) which proves that work-life balance has no effect on employee performance, Ardiyansah (2023). Julindrastuti and Karyadi (2023), Ardiansah and Mon (2023) prove that organizational commitment has no effect on employee performance. Haryati, et al (2023) proves that organizational commitment has no effect on employee performance.

Considering that there are still gaps in this study, further research is needed. Therefore, the author is interested in continuing the research with the topic "The Influence of Work Life Balance, Work Ethics and Organizational Commitment on the Performance of Nurses at Dr. Mohamad Soewandie Hospital, Surabaya."

Dessler (2015) stated that employee or nurse performance is the achievement expected from nurse. Meanwhile, according to Mathis and Jackson (2019), performance is basically what employees or nurses do or do not do. Rivai (2018) defines employee or nurse performance as real behavior displayed by each nurse as an achievement resulting from their work that is in accordance with their respective roles in the company. According to Gibson, et al., (2017), employee or nurse performance is a measure that can be used to determine the comparison of the results of carrying out tasks, responsibilities given by the organization. Mangkunegara (2019) defines employee or nurse performance as the results of work in terms of quality and quantity achieved by an employee in carrying out their duties.

Schermerhorn (2008) stated that work-life balance is the ability of employees to balance work demands with personal and family needs. This concept emphasizes the importance of maintaining a healthy balance between various professional responsibilities and aspects of personal life, including time spent with family and for oneself. In other words, work-life balance includes how individuals manage their time, energy, and commitments to not only be successful in their careers but also be able to meet emotional,

social, and physical needs outside of work.

Kalliath and Brough (2008) define work-life balance as an employee's view or perception where activities at work and life outside of work can run side by side, and support personal growth according to each person's life priorities. Fisher (2009) stated that work-life balance is an individual's effort to organize and balance the various roles they play in everyday life. They emphasize the importance of an individual's ability to divide their time and energy effectively between work responsibilities and personal or family obligations, so that both aspects of life can run harmoniously without interfering with each other. Research on the effect of work-life balance on employee performance (nurses) has been conducted by several previous researchers including Asari (2022), Lukmiati, et al (2020), Hasugian, et al (2023), Dwitanti, et al (2023), Aisya, et al (2023), and Ramansyah, et al (2023). The results of their research prove that work-life balance affects employee performance (nurses). Thus, a hypothesis can be made as follows:

H1: Work life balance partially influences nurse performance.

According to Mathis and Jackson (2017), work ethics encompass the totality of a person's personality and how they express, believe, and motivate themselves to act and achieve optimal goals. Employees who have a strong work ethic will demonstrate attitudes, character, and beliefs in carrying out tasks effectively and efficiently. Employees who have a good work ethic will try to demonstrate an attitude, character, and belief in carrying out a job by acting and working optimally. According to Yanesti (2018), work ethics is a series of positive and high-quality work behaviors, which come from a deep understanding and strong belief in closely interrelated work principles. Work ethics reflect a person's commitment to following high moral standards in the context of their work, ensuring that every action they take is in accordance with the values and paradigms they embrace. Sinamo (2019) stated that work ethic does not only encompass the totality of a person's personality, but also how the individual expresses their values, beliefs, and views on work and life as a whole. Work ethic describes the attitude and inner spirit that guides individuals in carrying out their tasks with high commitment and dedication. It also includes the ability of individuals to give deep meaning to every aspect of their work, thus encouraging them to act optimally and achieve optimal results in accordance with the goals that have been set. Rini and Intan (2015) stated that work ethic

is related to the adoption of good living habits, both at the individual level and in the context of social or community groups.

Ethics include values about a good way of life, good rules in life, and all habits that are upheld and passed down from generation to generation. This concept emphasizes the importance of following norms that promote responsible behavior and benefit individuals and society at large.

Previous research on the influence of work ethics on employee performance (nurses) has been conducted by several previous researchers including Budianto, et al (2017), Goper, et al (2023), Kobis, et al (2023), Rum, et al (2019), Aini, et al (2021), Rapanna, et al (2022). The results of this study prove that work ethics have an effect on employee performance (nurses). Thus, a hypothesis can be made as follows:

H2: Work ethics partially influences nurse performance.

Robbins (2018) explains that organizational commitment is an attitude that indicates the extent to which an individual identifies with and is attached to their organization. Individuals with a high level of commitment to the organization tend to exhibit reliable habits, plan to remain with the organization in the long term, and dedicate more effort to carrying out their tasks. According to Robbins (2018), commitment to an organization is a condition in which an employee serves with sincerity to a particular organization, agrees with its objectives, and intends to maintain a long-term relationship with the organization by continuing to be a member of it. High commitment from an employee is often demonstrated through loyalty to the organization that employs them. Sutrisno (2019) defines organizational commitment as the willingness of an employee to strive to achieve organizational goals by utilizing all of their skills and consistently adhering to company regulations while supporting the policies implemented by the company. This organizational commitment also demonstrates an employee's closeness in reflecting high loyalty to the organization. Employees with high commitment will always try to give their best efforts to improve their performance in order to achieve organizational goals and

contribute to the organization's success. Nasution (2018) explains that organizational commitment is the bond that connects an individual with an organization, idea, or project, as reflected in their dedication to achieving the mission of the organization.

Organizational commitment represents the attitude of employees who are committed to staying in the organization and actively participating in efforts to achieve the mission, values, and goals of the company. It is a tangible form of loyalty, seen in how much employees contribute their ideas and responsibilities to help the company achieve its organizational goals. From the above definitions, it can be concluded that organizational commitment is the degree of dedication, loyalty, and attachment an individual has toward the organization where they work. It includes the attitude that reflects the extent to which an individual identifies with and aligns with the values, goals, and culture of the organization, as well as the desire to make significant contributions and remain in the organization for the long term. Individuals with high organizational commitment tend to have consistent work habits, plan to stay with the organization for a long period, and strive to achieve organizational goals.

Research on the influence of organizational commitment on employee (nurse) performance has been conducted by several previous researchers, including Astuti (2022), Santosa (2019), Pribowo (2020), Kristian and Ferijani (2020), Ginanjar and Berliana (2021). The results of their research prove that organizational commitment has an effect on employee (nurse) performance. Thus, a hypothesis can be made as follows:

H3: Organizational commitment partially influences nurse performance.

H4: Work life balance, work ethics and organizational commitment simultaneously influence nurse performance.

METHOD

The approach in this study is to use a quantitative approach. Quantitative research is a systematic scientific process that focuses on the analysis of parts and phenomena and their relationships. In this study, the measurement process has a central role because it forms the basis of the relationship between empirical observations and mathematical representations of quantitative

relationships. As explained by Sugiyono (2020), quantitative research involves collecting data in the form of numbers or qualitative data that can be converted into numbers. Thus, a quantitative approach is chosen to ensure accuracy and precision in measuring the phenomena observed in the study.

The population in this study were all nurses who worked at RSUD Dr. Mohamad Soewandie Surabaya, totaling 504 people. Meanwhile the technique for determining the sample size uses the Slovin Formula and a sample of 84 nurses was obtained. The sampling technique in this research used a random sampling technique. In this study, data collection was carried out using a questionnaire technique using a Likert scale with a choice of five alternative answers. While the data analysis in this study used multiple linear regression.

RESULTS

This Multiple Linear Regression Analysis Method is used to determine the influence of work-life balance variables, employee engagement, and organizational commitment on employee job satisfaction. Detailed calculations can be seen in the appendices and the results of the analysis can be seen in the following table.

Table 1. Multiple Linear Regression Analysis Results

Independent Variable	Unstandardized Coefficients		Standardized Coefficients	t	Sig
	B	Std. Error	Beta		
1 (Constant)	87.134	12.925298		7.739467	
Work-Life Balance	.716	.121055	.61086	3.90565	.000
Work Ethics	.741	.158494	.70964	4.08111	.000
Organizational Commitment	.824	.173820	.81076	4.91418	.000

Table 2. ANNOVA

Model	Sum of Squares	Df	Mean Square	F	Sig
1 Regression	493.887	3	163.792	34.178	.000 ^a
	84.365	81	4.149		

	578.252	84			
Residual Total					

Table 1 above is a summary of the results of multiple regression analysis involving the independent variables work-life balance, work ethics, and organizational commitment on nurses performance, which can be explained as follows:

1. Partially, the influence of work-life balance on nurses performance can be seen from the t value and the following t significance. Where t value is 3.90565 with the following
- 2.

t significance of 0.000 which means that work-life balance has a partial influence on nurses performance. This can be seen from the significance value of 0.000 which is smaller than 0.05 (t significance < 0.05). Thus, the hypothesis that states "work-life balance influences nurse performance" is proven and true.

2. The influence of work ethics on nurse performance can be seen from the t value and the following t significance. Where the t value is 4.08111 with the following t significance of 0.000 which means that work ethics has a partial influence on nurse performance. This can be seen from the t significance value of 0.000 which is smaller than 0.05 (t significance < 0.05). Thus, the hypothesis stating that "work ethics influences nurse performance" is proven and true.
3. The influence of organizational commitment on nurse performance can be seen from the t value and the following t significance. Where the t value is 4.91418 with the following t significance of 0.000 which means that organizational commitment has a partial influence on nurse performance. This can be seen from the t significance value of 0.000 which is smaller than 0.05 (t significance < 0.05). Thus, the hypothesis that states "organizational commitment influence nurse performance" is proven and true.

Table 2 above is a summary of the results of multiple regression analysis involving independent variables of work-life balance, work ethics and organizational commitment to nurse performance. Thus it can be explained as follows:

4. Simultaneously, the influence of work-life balance, work ethics and organizational commitment on nurse performance, as can be

seen from the value of F and Significance F. Where the calculated F value is 34.178 and Significance F is 0.000, which means that simultaneously there is a significant influence of the three independent variables of work-life balance, work ethics and organizational commitment on nurse performance. This can be seen from the Significance F value of 0.000 which is smaller than 0.05 (Significance F < 0.05). Thus, the hypothesis that states "work-life balance, work ethics and organizational commitment simultaneously influence nurse performance" is proven and true.

DISCUSSION

In the previous chapter, it has been presented about the general description of the research object, general description of respondents, description of research variables and the results of the analysis of hypothesis proof. In relation to that, this chapter will discuss the variables that affect the performance of nurses at dr. Mohamad Soewandie Hospital, Surabaya, as follows:

1. Work-life balance partially influences nurse performance of RSUD dr. Mohamad Soewandie Surabaya. The results of this study indicate that the balance between work and personal life (work-life balance) has an important influence on the performance of nurses at RSUD dr. Mohamad Soewandie Surabaya, although its influence is not completely determining. This means that nurses who are able to balance the demands of work with their personal lives tend to show better performance. However, there are other factors outside of work-life balance that also play a role in improving nurse performance, such as support from management, good working conditions, and intrinsic motivation. Thus, although work-life balance plays a significant role, improving overall performance also requires attention to other factors.

The results of this study are supported by the research results of Asari (2022), Lukmiati, et al (2020), Hasugian, et al (2023), Dwitanti, et al (2023), Aisya, et al (2023), and Ramansyah, et al (2023). The results of their research prove that work life balance affects employee performance (nurses).

2. Work ethics partially influence nurse performance of RSUD dr. Mohamad Soewandie Surabaya. The results of the study which show that "Work ethics have a partial effect on the performance of nurses at RSUD dr. Mohamad Soewandie Surabaya" indicate that professional behavior and work values upheld by nurses play an important role in improving their performance. Good work ethics, such as discipline, responsibility, and dedication, can encourage nurses to work more effectively and efficiently, which in turn improves the quality of services provided to patients. However, because the effect is partial, this also shows that work ethics is not the only factor that

determines nurse performance. There are other factors such as the work environment, support from management, and work-life balance that also affect overall performance. Therefore, to improve nurse performance comprehensively, there needs to be balanced attention and management of all these factors.

The results of this study are supported by the results of research by Budianto, et al (2017), Goper, et al (2023), Kobis, et al (2023), Rum, et al (2019), Aini, et al (2021), Rapanna, et al (2022). The results of this study prove that work ethics have an effect on employee performance (nurses).

3. Organizational commitment partially influences nurse performance of RSUD dr. Mohamad Soewandie Surabaya. The results of the study showed that "Organizational commitment has a partial effect on the performance of nurses at RSUD dr. Mohamad Soewandie Surabaya" emphasized that the level of loyalty and emotional attachment of nurses to the organization has an important influence in improving their performance. Nurses who have a high commitment to the hospital tend to be more motivated to work well, show dedication, and contribute positively to organizational goals. However, because the effect is only partial, this indicates that organizational commitment is not the only factor that influences nurse performance. Other factors such as work ethic, work environment, and work-life balance also play an important role in shaping the overall performance of nurses. Therefore, although it is important to build a strong organizational commitment, comprehensive performance improvement requires attention to various other aspects that

affect the daily lives of nurses in the workplace.

The results of this study are supported by the results of research by Astuti (2022), Santosa (2019), Pribowo (2020), Kristian and Ferijani (2020), Ginanjar and Berliana (2021). Their research results prove that organizational commitment influences nurse performance.

4. Work-life balance, work ethics and organizational commitment simultaneously influence nurse performance of dr. Mohamad Soewandie Hospital, Surabaya. The results of this study indicate that work-life balance, work ethics, and organizational commitment jointly affect the performance of nurses at RSUD dr. Mohamad Soewandie Surabaya. These three factors complement each other and together create a conducive work environment, where nurses can give their best performance.

A balance between personal life and work (work-life balance) helps nurses to remain productive and reduce stress, a good work ethic ensures that nurses work with integrity and professionalism, while organizational commitment ensures that nurses feel committed and loyal to the institution where they work. With the combination of these three factors, nurse performance can be significantly improved, resulting in better health services for patients and supporting the achievement of hospital organizational goals.

CONCLUSION

Based on the findings of this study, it can be concluded that work-life balance, work ethic, and organizational commitment significantly influence the performance of nurses at RSUD dr. Mohamad Soewandie Surabaya, both partially and simultaneously.

First, the study reveals that work-life balance has a significant partial effect on nurses' performance. This indicates that nurses who can effectively manage their work and personal life tend to perform better in their job roles. Maintaining a balance between professional responsibilities and personal life reduces stress and increases job satisfaction, thereby enhancing overall performance.

Second, work ethic is found to have a significant partial impact on performance. Nurses who exhibit a strong work ethic, characterized by discipline, responsibility, and integrity, are more likely to be committed to completing their tasks effectively. This aligns with the principle that a strong work ethic fosters accountability and reliability, contributing to higher performance outcomes.

Third, organizational commitment also shows a significant partial influence on nurse performance. Nurses who are dedicated to the organization and align themselves with its values and objectives tend to demonstrate greater job loyalty and are more motivated to achieve organizational goals. This sense of commitment encourages them to go beyond their basic duties, resulting in improved performance.

Lastly, the findings confirm that work-life balance, work ethic, and organizational commitment collectively influence the performance of nurses at RSUD dr. Mohamad Soewandie Surabaya. The simultaneous effect of these three variables

underscores the importance of fostering a work environment that not only supports a healthy work-life balance but also encourages ethical work practices and nurtures strong organizational commitment.

Thus, the study concludes that efforts to enhance nurse performance should focus on strategies that promote work-life balance, reinforce a strong work ethic, and cultivate organizational commitment, as these factors are proven to have a significant and simultaneous impact on nurse performance.

REFERENCE

- Aini, L.N., et al. (2021). The Effect of Work Ethics and Motivation on The Job Performance of Ony Comp Employees Malang. *Economics & Business Solutions Journal* Volume 05, Number 02, 2021.
- Aisya, C., et al. (2023). The Effect of Work Life Balance on Employee Performance in Manufacture Companies (Case Study at PT. Gemilang Mitra Sejahtera). *Journal of Contemporary Administration and Management (ADMAN)*, Vol 1, Issue 1, April 2023

- Allen dan Meyer. (2020). *The Measurement and Antecedents of Affective, Continuanance and Normative Commitment to Organitazion*. Jakarta: PT Elex Media Komputindo.
- Anoraga, P. (2019). *Manajemen Bisnis*. Semarang: PT. Rineka Cipta.
- Ardiyansah, I. dan Mon, M.D. (2023). Organizational Culture, Organizational Commitment, and Job Satisfaction on Employee Performance Using OCB as an Intervening at State-Owned Enterprises Insurance Company in Batam City. *BUSINESS AND ENTREPRENEURIAL REVIEW*, Volume 23 Nomor 1 April 2023.
- Arifin, M. dan Muharto, A. (2022). Pengaruh Worklife Balance Terhadap Kinerja Karyawan (Studi Pada PT. Livia Mandiri Sejati Pasuruan). *Jurnal Riset Ekonomi dan Bisnis*, 15 (1) (2022).
- Arikunto, S. (2020). *Prosedur Penelitian Suatu Pendekatan Praktik*. Jakarta: Rineka Cipta.
- Asari, A.F. (2022). Pengaruh Work-Life Balane Terhadap Kinerja Karyawan Melalui Kepuasan Kerja Pada Karyawan BPJS Ketenagakerjaan. *Jurnal Ilmu Manajemen* Volume 10 Nomor 3.
- Astuti, D., dan Suwandi, S. (2022). PENGARUH EMPLOYEE ENGAGEMENT TERHADAP KINERJA KARYAWAN YANG DI MEDIASI KEPUASAN KERJA. *Eqien - Jurnal Ekonomi Dan Bisnis*, 11(04).
- Budianto, A., et al. (2017). Pengaruh etika kerja, motivasi kerja dan kompensasi finansial terhadap kinerja karyawan. *K I N E R J A*, Volume 14 (1) 2017.
- Delecta, P. (2011). Work Life Balance. *International Journal of Current Research* Vol. 33, Issue, 4, pp.186-189.
- Dessler. G. (2015). *Human Resources Management (Manajemen Sumber Daya Manusia)*, Edisi Empat Belas Bahasa Indonesia. Jakarta: Indeks.
- Dwitanti, E., et al. (2023). Pengaruh etika kerja, motivasi kerja dan kompensasi finansial terhadap kinerja karyawan. *K I N E R J A*, Volume 14 (1) 2017.
- Fisher, G., et al. (2009). Beyond Work and Family: A Measure of Work/Nonwork Interference and Enhancement. *Journal of Occupational Health Psychology*. 14(4), 441-456.
- Fisher, G., et al. (2009). Beyond Work and Family: A Measure of Work/Nonwork Interference and Enhancement. *Journal of Occupational Health Psychology*. 14(4), 441-456.
- Ghozali, I. (2021). *Aplikasi Analisis Multivariate Dengan Program IBM SPSS 26*. Edisi 10. Badan Penerbit Universitas Diponegoro.
- Gibson, J. L. (2017). *Organisasi: Perilaku, Struktur, Proses*. (Terjemahan) Edisi Delapan. Jakarta: Binarupa Aksara.
- Ginanjar, H. dan Berliana. (2020). Pengaruh Komitmen Organisasi Terhadap Kinerja Karyawan Pada PT. Sinar Citra Abadi Di Jakarta. *Jurnal Ekonomi Efektif*, Vol. 3, No. 4, Juli 2021.
- Gomes, F. (2018). *Manajemen Sumber Daya Manusia (Edisi Terjemahan)*. Yogyakarta: Andi Offset.
- Goper, E., et al. (2023). The Effect of Work Ethics on Employee Performance CV. Gaza Perdana Palembang. *International Journal of Marketing & Human Resource Research*, Vol. 4, No. 3 July 2023.
- Greenberg dan Baron. (2018). *Behaviour in Organizations, Understanding and Managing The Human Side of Work*. Massachuscets : Allinand Bacon, A Division of Schuster.
- Greenhaus, J. H., et al (2003). The relation between work– family balance. *Journal of Vocational Behavior*, 551-531.
- Handoko, T. H. (2020). *Manajemen Personalia & Sumberdaya Manusia*. Yogyakarta: BPFE.
- Haryati, L., et al. (2023). Analysis Of Work Ethics And Workload On Job Satisfaction Impact On Employee Performance. *International Journal of Management Research and Economics* Vol. 1 No. 3 August 2023.
- Hasugian, G.A. et al. (2023). Hubungan Antara Work-Life Balance Dengan Kinerja Karyawan Pada PT Kurnia Ciptamoda Gemilang. *Jrnal Ilmiah Manajemen Dan Bisnis*, Vol 6. No 1. Mei 2023.
- Irwandi, F.Y. dan Sanjaya, A. (2022). Pengaruh

- Work-Life Balance dan Work Engagement Terhadap Kinerja Karyawan Melalui Kepuasan Kerja (Studi Pada Bankaltimtara Syariah Cabang Jl. A Yani Samarinda). *Journal of Business Management Education* | Volume 7, Number 2, September 2022.
- Julindrastuti, D. dan Karyadi, D. (2023). Komitmen Organisasi Sebagai Variabel Pemediasi Pengaruh Kepuasan Kerja Terhadap Kinerja Karyawan. *Equilibrium: Jurnal Ekonomi-Manajemen-Akuntansi* Volume 19, Nomor 1, April 2023.
- Kalliath, T., & Brough, P. (2008). Work-life balance: A review of the meaning of the balance construct. *Journal of Management and Organization*, 14(3), 323–327.
- Kasmir. (2016). *Manajemen Sumber Daya Manusia (Teori dan Praktik)*. Depok: PT. Rajagrafindo Persada.
- Kobis, N.K., et al. (2023). Pengaruh Etika Kerja Terhadap Kinerja Pegawai Pada Badan Perencanaan Penelitian Pengembangan Daerah Kota Gorontalo. *ULIL ALBAB : Jurnal Ilmiah Multidisiplin* Vol.2, No.7, Juni 2023.
- Kristian, B.W. dan Ferijani, A. (2020). The Effect of Job Satisfaction and Organizational Commitment on Employee Performance with OCB as the Intervening Variables (A Case Study on PT. Ulam Tiba Halim Distributor Company). *Journal Of Management and Business Environment*, Vol.2 (1) July 2020.
- Lukmiati, R., et al. (2020). Pengaruh Work Life Balance Terhadap Kinerja karyawan Pada Karyawan Staff Produksi PT. Muara Tunggal Cibadak – Sukabumi. *Jurnal Ekobis Dewantara* Vol. 3 No. 3 September 2020
- Mangkunegara, A.A.A.P. (2019). *Manajemen Sumber Manusia Perusahaan*. Bandung: PT Remaja Rosdakarya.
- Maria, S. (2021). Self-Efficacy, Organizational Commitment, and Employee Performance – From Public Office. *Cactus Tourism Journal* Vol. 1, No. 3, 2021.
- Mathis dan Jackson. (2019). *Manajemen Sumber Daya Manusia*. Jakarta: Salemba Empat.
- Mathis, dan Jackson (2017). *Manajemen Sumber Daya Manusia Edisi 9*, dialihbahasakan oleh Jimmy Sadeli dan Bayu Prawira Hie. Jakarta: Salemba Empat.
- Nasution, M.I. (2018). Pengaruh Stres Kerja, Kepuasan Kerja Dan Komitmen Organisasi Terhadap Turnover Intention Medical Representative. *Jurnal Ilmiah Manajemen*, Volume VII, No. 3.
- Notoatmodjo, S. (2018). *Pengembangan Sumber Daya Manusia*. Jakarta: Rineka Cipta.
- Pangemanan F.L. et al (2017), Pengaruh Work-life Balance dan Burnout terhadap Kepuasan kerja, *Jurnal Administrasi Bisnis*, Program studi Administrasi Bisnis, Fakultas Ilmu Sosial dan Politik, Universitas Sam Ratulangi Manado, Indonesia.
- Paulose dan Sudarsan. (2014). Work Life Balance: A Conceptual Review. *International Journal of Advances in Management and Economics*, March – April Vol 3 Issue 2.
- Priansa, D.J. (2018). *Perencanaan Dan Pengembangan SDM*. Bandung. Alfabeta.
- Pribowo, N.G.N.A. (2020). Pengaruh Komitmen Organisasi Terhadap Kinerja Karyawan Tidak Tetap Pada Universitas Muhammadiyah Bengkulu. *Jurnal Media Wahana Ekonomika*, Vol. 17 No.2, Juli 2020.
- Ramansyah, A.M., et al. (2023). The Effect of Work Life Balance and Work Engagement on Employee Loyalty and Performance. *PROFIT: Jurnal Administrasi Bisnis* Vol. 17. No. 1, 2023.
- Rapanna, P., et al, (2022). The Effect of Work Ethics and Work Discipline on Employee Performance at PT. PLN (Persero) Implementing Tello Power Control Unit, Makassar City. *Kontigensi: Scientific Journal of Management* Vol 10, No. 2, Desember 2022.
- Rini dan Intan, H. (2015). *Etika Profesi Dan Pengembangan Pribadi*. Palembang: Citrabooks Indonesia.
- Rivai, V.Z. (2015). *Manajemen Sumber Daya Manusia Untuk Perusahaan*, Edisike-7. Depok: PT Rajagrafindo.
- Robbins, S.P. dan Judge, T.A. (2018). *Perilaku Organisasi*, Edisi Kedua Belas. Jakarta: Salemba Empat.
- Rum, B., et al. (2019). Pengaruh Etika Kerja,

- Keterlibatan Kerja Dan Kepribadian Terhadap Kinerja Karyawan PT. Telkom (Persero) Area Manado. *Jurnal EMBA* Vol.7 No.1 Januari 2019.
- Santosa, C.K. (2019). Pengaruh budaya organisasi, motivasi kerja, dan komitmen karyawan terhadap kinerja karyawan pada perusahaan Global Tapio di Malaysia. *PERFORMA: Jurnal Manajemen dan Start-Up Bisnis*, Volume 4, Nomor 5, Desember 2019.
- Schermerhorn, J. (2008). *Management. Ninth Edition*. John Wiley & Sons.
- Serim, H., et al. (2014). The effects of employees' perceptions of competency models on employability outcomes and organizational citizenship behavior and the moderating role of social exchange in this effect. *Procedia - Social and Behavioral Sciences* 150 (2014) 1101 – 1110.
- Sinamo, J. (2019). *Delapan Etos Kerja Profesional (Edisi ke-10)*. Bogor: Grafika Mardi Yuana.
- Sopiah. (2018). *Perilaku Organisasi*. Yogyakarta: CV. Andi Offset.
- Susi, S. dan Jawaharrani, K. (2011). Work-Life Balance : The Key Driver Of Employee Engagement. *Asian Journal Of Management Research*, 2(1).
- Sutrisno, E. (2019). *Manajemen Sumber Daya Manusia*. Jakarta: Kencana Prenada Media Group.
- Tebba, S. (2023). *Membangun Etos Kerja dalam Perspektif Tasawuf*. Bandung: Pustaka Nusantara Publishing.
- Utami, D.S. dan Yuniarti, K.W. (2010). To Be Istiqama': Harmonizing Work, Family, Society and Leisure (A Case Study among Muslim Women Lecturer in Yogyakarta). *Book of Abstracts of The 1st International Conference of Cross Cultural and Indigenous Psychology (ICICP)*, Yogyakarta, Indonesia.
- Wibowo. (2019). *Manajemen Sumber Daya Manusia*. Jakarta : Bumi Aksara.
- Wursanto. (2018). *Dasar-Dasar Ilmu Organisasi*. Yogyakarta : CV. Andi Offset.
- Yanesti, R.O. (2018). Pengaruh Etika Kerja Dan Promosi Jabatan Terhadap Kinerja Karyawan Pada PT Tirta Sibayakindo Kabupaten Karo." *Computers and Industrial Engineering* 2 (January): 6.

