

# Influence Perception Support Organization and Workload Through Organizational Climate To *Work Life Balance* in Unit The work of the Food and Drug Monitoring Agency in Manado (BBPOM in Manado)

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## ABSTRACT

*Study carried out throughout civil servant employees of BBPOM in Manado with population totaling 73 respondents . Variable its independence is perception support organization , burden Where do you work climate organization as intervening variables , whereas variables its dependents is Work Life Balance. Measurement variables through Likert scale . Data analysis using regression multiple through SPSS application . The results of the validity test and the reliability test each show mark coefficient relation  $\geq 0.30$  and  $> 0.7$ , so the data is valid and can be trusted . Assumption test results classic based Based on Ordinary Leas Square (OLS), a regression model was obtained which was free from deviation assumptions and fulfill provision For get good linearity . The results show perception support organization influential positive and significant to climate organization , burden Work influential negative and significant to climate organization , perception support organization influential positive and significant on work life balance, workload Work influential negative and significant on work life balance, climate organization influential positive and significant regarding work life balance, perception support organization through climate organization influential positive and significant in a way direct on work life balance, and workload Work through climate organization influential in a way No direct positive and significant towards work life balance.*

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## INTRODUCTION

Food and Drug Monitoring Agency in Manado (BBPOM in Manado) as one of the Technical Implementation Units (UPT) of the Food and Drug Monitoring Agency The Republic of Indonesia must operate duties and functions with optimally Possible For transform in a way continously fulfil demands improvement service public , oversight , and accountability , in the midst of situations and conditions in the environment non - ideal organization of side adequacy fulfillment the number of ASN based on on Workload Analysis (ABK) in 2023 with the total number of employees owned as many as 81 ASN employees fulfilled their HR achievements still at 74.31 % ( data source : [siasn.pom.go.id](http://siasn.pom.go.id)). The BBPOM Performance Report in Manado informs that 3 year development final scope agreement performance show the more big assignment responsibilities assigned to BBPOM in Manado. Initially In 2022 , there were 29 Key Performance Indicators (KPI), then in 2024 there were 34 KPIs.

Phenomenon the worried can influential bad to *Work Life Balance* (WLB) that can be done influence achievement performance and goals organization , as stated by Sari and Sahrah, (2023) that existence connection negative between burden Work with WLB.

Survey results measurement level welfare and opinion employees for the 2018, 2020 and 2022 periods are available mark aspect *Quality of Life* , especially its sub- aspects namely WLB enter in category relatively low and not yet exhilarating , in a row hovering at a value of 2.81; 2.90; 3.19, on a scale index 1-4, still at an unstable value Far from score ideal index (3).

### **Organization**

Organization can it is said as something tool For achievement goals and not positioned as goals (Hamdani & Ramdhani, 2019). More carry on in Hamdani, (2019) according to Robbins & Judge, (2017) states that organization as coordination a social unit in a way consciously , between two or more people more together with their respective functions for achievement goals set and running in a way Keep going continuously .

Parts small assignment to the organization this by structure must can combined and coordinated to achieve the expected output can achieved (Griffin & Moorhead, 2014) in Hamdani & Ramdhani, (2019). Structure organization This expected can operate his role For present support organization , and creation interactions and behaviors that form climate Good for its employees .

### **Perception Support Organization**

Context This corner view employee depends on readiness and level capable support provided by the organization . Aspects that can be associated with perception support organization (Rhoades and Eisenberger, 2002), namely : (a) Justice organization - Perception employee on enforcement justice by the organization on taking decisions made ; (c) Support from supervisor/ superior - Representation superior is representative from organization , to become indicator to what extent the organization value they with through view to action superior /supervisor to they ; (c) Awards organization and conditions work - Perception employee when valued or not by organization on effort achievement performance , ideas new , innovation that has been done connected with impact achievement performance ,

### **Organizational Climate**

Organizational climate according to Lussier, (2017) is conditions felt by employees on quality environment in the organization which is relatively settled and has walking for a long time , with its dimensions namely : (a) Structure - Clarity structure associated organizations with product the rules or regulations including procedures ; (b) Identity and loyalty - Explain level identification carried out employee to its organization and level loyalty employees ; (c) Awards - Accuracy giving awards given by organizations to employees ; (d) Support - Size level cooperation between employees and businesses they For each other help ; (e) Responsibility answer - Level of control employee in run and finish his/her duties ; (f) Warmth - Level of satisfaction employee in interpersonal relationships in the environment organization ; (g) Risk - The level of risk that must be taken employee in environment his work .

### **Workload**

Hue and Wicken, (2000) in Ardyatno , Retnowati , and Imamah , (2017), burden Work defined many demands required tasks For done and usually own constraint time , with its components is amount work to be done work , time , and experience subjective employees in matter This can indicated from level error in finish his work , his business mentally and physically in respond assigned tasks .

### **Work Life Balance**

Fisher, Bulger, and Smith, (2009) stated that WLB there is involvement effort individual For balance demands of the two roles being played . The other side is in the company own position also important in support employee For reach WLB balanced .

Two aspects related to WLB (Fisher, Bulger, and Smith, 2009), namely : (a) Aspects *Demands*, including *work interference with personal life* that is impact work can give disturbance in life personal life *interference with work* or impact life personal somebody bother life his work ; (b ) Resource aspects ,

including *work enhancement of personal life* is how far is the work from individual can push improvement quality life *personal life enhancement of work* , namely see limitation life personal individual can push improvement performance on his job .

Perception support organization against WLB by Gumanti , (2023) and Rabani & Budiani , (2021) as well as Thakur & Kumar, (2015) stated that existence direction connection between perception support organization with WLB. Mulyana, Izzati, Puspitadewi , and Budiani , (2022) stated that the more positive perception employee to climate organization so the more WLB height to employees in the organization . In general partial variables burden Work own connection negative with WLB as revealed by Taufik, (2022) and Sari and Sahrah, (2023). Based on matter above , assessed interesting developed on a number of suspected variables own influence towards WLB , namely variables burden work and perception support organization through climate organization .

Hypothesis 1: It is suspected that the perception of organizational support has a positive and significant effect on organizational climate.

Hypothesis 2: It is suspected that workload has a negative and significant effect on organizational climate.

Hypothesis 3: It is suspected that the perception of organizational support has a positive and significant effect on *work life balance*.

Hypothesis 4: It is suspected that workload has a negative and significant effect on *work life balance* .

Hypothesis 5: It is suspected that organizational climate has a positive and significant influence on *work life balance* .

Hypothesis 6: It is suspected that the perception of organizational support through organizational climate has a positive and significant effect on *work life balance* .

Hypothesis 7: It is suspected that workload through organizational climate has a positive and significant effect on *work life balance* .

### **Methods, Data, and Analysis**

Study This done with take sample to all over employees at the POM Center in Manado, 73 respondents . From the total distribution questionnaire as many as 73 pieces , no There is questionnaire that is not back and not complete so that the total data can be obtained processed is as many as 73 data were input into the application data processor , namely SPSS.

#### *Variables Independent*

- 1) Perception support organization measured with indicator : Justice organization ; Support superiors , and organizational *rewards* and conditions work. Variable Perception Support Organization ( notation  $X_1$  ).
- 2) Workload measured through indicator : Number work to be done done ; Aspect time ; and experience subjective employees , Workload Variable ( notation  $X_2$  ) .

#### *Intervening Variables*

Organizational climate measured with Indicators : Structure ; Identity and Loyalty ; Respect ; Support ; Responsibility Responsibility ; Warmth ; and Risk . Organizational Climate Variables as intervening variable ( notation Y).

#### *Variables Dependent*

*Work Life Balance* is variables dependent , with measured indicators includes two aspects , the aspect *demand* and *resources* aspects . The work life balance variable is given Z notation .

#### *Validity Test*

Validity Test done with respondents as many as 73 respondents . Significance test done with compare mark coefficient correlation more big from 0.30, with validity test results to measured variables served in **Table 1** .

**Table 1.** Summary of Validity Test Results

Question Items	r Count	P- Value	r Table	Note:	Question Items	r Count	P- Value	r Table	Note:
1	0.697	0.000	0.300	Valid	18	0.427	0.000	0.300	Valid
2	0.774	0.000	0.300	Valid	19	0.415	0.000	0.300	Valid
3	0.730	0.000	0.300	Valid	20	0.348	0.000	0.300	Valid
4	0.880	0.000	0.300	Valid	21	0.626	0.000	0.300	Valid
5	0.880	0.000	0.300	Valid	22	0.626	0.000	0.300	Valid
6	0.880	0.000	0.300	Valid	23	0.370	0.000	0.300	Valid
7	0.402	0.000	0.300	Valid	24	0.581	0.000	0.300	Valid
8	0.378	0.000	0.300	Valid	25	0.357	0.000	0.300	Valid
9	0.365	0.000	0.300	Valid	26	0.370	0.000	0.300	Valid
10	0.489	0.000	0.300	Valid	27	0.702	0.000	0.300	Valid
11	0.520	0.000	0.300	Valid	28	0.652	0.000	0.300	Valid
12	0.427	0.000	0.300	Valid	29	0.664	0.000	0.300	Valid
13	0.304	0.000	0.300	Valid	30	0.702	0.000	0.300	Valid
14	0.348	0.000	0.300	Valid	31	0.358	0.000	0.300	Valid
15	0.431	0.000	0.300	Valid	32	0.664	0.000	0.300	Valid
16	0.427	0.000	0.300	Valid	33	0.353	0.000	0.300	Valid
17	0.392	0.000	0.300	Valid	34	0.438	0.000	0.300	Valid

Source : Process data

Coefficient value correlation obtained The same with or more big from 0.30, then grains instrument declared valid.

#### *Realibility Test*

Data Reliability Test was conducted with method method Cronbach's Alpha coefficient through SPSS. It is stated reliable If Cronbach's alpha value  $\geq 0.70$  ( Siyoto & Sodik , 2017). Based on reliability test results with the help of the SPSS computer program can summarized as in **Table 2** .

**Table 2.** Reliability Test Results

Variables	Crobach's Alpha Coefficient	Critical Value	Information
Perception Support Organization	0.883	0.70	Reliable
Workload	0.721	0.70	Reliable
Organizational Climate	0.711	0.70	Reliable
WLB	0.767	0.70	Reliable

Sumber: Data proses

It is known that mark coefficient *Cronbach's Alpha* for variables on more big from 0.7. With referring to the theory above so all grains question in variables study This is reliable .

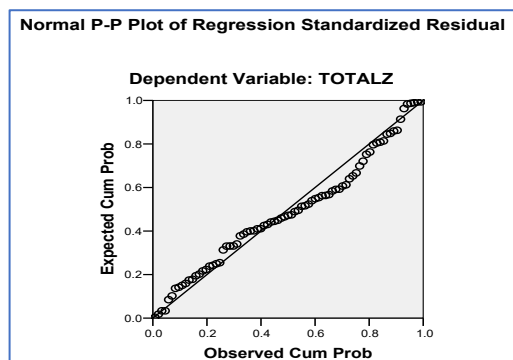
### *Assumption Test Classic*

Assumption test classic is condition statistics that must be fulfilled in the analysis multiple linear regression based on ordinary least square (OLS). For ensure that the regression model obtained is the best model , in matter accuracy estimation , unbiased , and consistent , then need done testing assumptions classic ( Juliandi et al., 2014). Assumption test classic For ensure equality functional regression accurate and valid.

#### a) Normality Test

Normality test in study This used with see *normal probability plot* that compares distribution cumulative from the data in **Figure 1**.

#### Normality Test



#### b) Multicollinearity Test

Multicollinearity is situation the existence of multiple correlations between variables free One with others or in other words between variables free the can formed connection between one variable with other variables . For test There is whether or not symptom multicollinearity VIF ( *Variance Inflation Factor* ) is used . If the VIF value is below 10 , then the proposed regression model No there is symptom multicollinearity , so on the contrary if VIF is more big 10 then happen symptom multicollinearity . Multicollinearity test results presented in **Table 3**.

**Table 3.** Multicollinearity Test

Variables	Tolerance	VIF	Information
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Perception Support Organization	0.847	1,181	n't any Multicollinearity
Workload	0.814	1,228	n't any Multicollinearity
Organizational Climate	0.958	1,044	n't any Multicollinearity

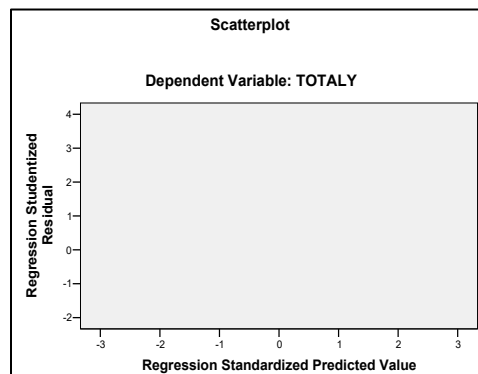
Source : Process data

Based on the table above VIF value for all over variables free consisting of from Perception Support Organization , Workload and Organizational Climate own VIF value is below 10, so the proposed regression model in study This No contain symptom Multicollinearity .

c) Heteroscedasticity Test

Testing heteroscedasticity aim For know whether a regression model the happen inequality variants between variables from One observation to other observations still , then called homoscedasticity and if different called heteroscedasticity . Calculation heteroscedasticity can done in many models, one of them is with scatterplot test . The results of the heteroscedasticity test the can be displayed in **Figure 2** .

Figure 2. Results of Heteroscedasticity Test



d) Hypothesis Testing using *Path Analysis*

At the stage This will count Path Coefficient of Model I and Path Coefficient II.

Model II. **Table 4** *Coefficients* Path coefficient of Model I,

Coefficients <sup>a</sup>					
Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
1					
	(Constant)	1,818	1,334	1,363	,177
	total_X1	,958	,100	,899	9,571
	total_X2	,823	,051	1,503	16,008

a. Dependent Variable: total\_Y

Source : Process data

Referring to the output of Regression Model 1 in section Table 4.5. Coefficients can be known that mark significance from second variables namely X1 = 0.000 and X2 = 0.000 more small of 0.05. This result give conclusion that Regression Model I, namely variables X1 and X2 have an influence significant against Y.

**Table 5** *Model Summary* Path coefficients of Model I,

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	,895 <sup>a</sup>	,801	,796	1,05993

a. Predictors: (Constant), total\_X2, total\_X1

Source : Process data

The size The R Square value is in table 4.6. *Model Summary* is of 0.801, p This show that donation the influence of X1 and X2 on Y is by 80.1% while the remaining 19.9% is contribution from other variables that are not entered in study .

**Table 6** *Coefficients* Model II Track,

Coefficients <sup>a</sup>					
Model		Unstandardized Coefficients		Standardized Coefficients	Sig.
		B	Std. Error	Beta	
1	(Constant)	2,444	,918		,009
	total_X1	1,464	,101	1,027	,000
	total_X2	,094	,073	,129	,000
	total_Y	,192	,078	,143	,016

a. Dependent Variable: total\_Z

Source : Process data

Based on the output of Regression Model II in section table *Coefficients* are known that mark significance from third variables namely X1 = 0.000, X2 = 0.000 and Y = 0.016 more small of 0.05. This result give conclusion that Regression Model II, namely variables X1, X2 and Y have an influence significant against Z.

**Table 7** *Model Summary* Path Model II,

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	,974 <sup>a</sup>	,949	,947	,72084

a. Predictors: (Constant), total\_Y, total\_X1, total\_X2

Source : Process data

The size The R Square value is in table 4.8. *Model Summary* is amounting to 0.949 things This show that the contribution of X1, X2 and Y to Z is by 94.9% while the remaining 5.1% is contribution from other variables that are not researched .

Data obtained from the Refinitiv Eikon platform, which provides company finance information globally and has been standardized to ensure reliability and consistency . To ensure data accuracy, information from Refinitiv Eikon then validated use report annual report published by the Indonesia Stock Exchange (IDX) and the official website of related companies.

Data used in this study covers annual and quarterly financial reports of PT Profesional Telekomunikasi Indonesia Tbk ( Protelindo ) and PT Solusi Tunas Pratama. Tbk (STP) during the period 2018 to 2024. Period This is divided into two phases, namely three years before acquisition (2018–2020) and three years after acquisition (2022–2024). 2021 issued from analysis Because considered as year transition that has not been stable post-acquisition .

This study uses four main indicators to measure a company's financial performance, namely ratio profitability, liquidity, solvency, and activity. Ratio finance data obtained directly from Refinitiv Eikon, then processed by researchers and presented in the form of graphs and tables to make it easier to visualize as well as interpret results .

To test differences in financial performance before and after acquisition, the Two Dependent Samples t-Test was used because the data came from two groups the time considered independent. Statistical test done using device STATA software latest version, with significance level used by 5 percent ( $\alpha = 0.05$ ).

## Discussion

Influence analysis perception support organization (X1) towards climate organization (Y)

D obtained mark The significance of X1 is  $0.000 < 0.05$ . So can concluded that in a way direct there is influence significant X1 against Y. namely perception support organization influential significant and positive to climate organization , which with thus the more Good perception support organization to employee so the more high also created climate good organization .

Influence analysis burden work (X2) against climate organization (Y)

Obtained mark The significance of X2 is  $0.000 < 0.05$ . So can concluded that in a way direct there is influence significant X2 against Y. namely burden Work influential significant and negative to climate organization , which with thus the more tall burden Work then it will also create something condition climate organizations that can result in not enough comfort situation work .

Influence analysis perception support organization (X1) on work life balance (Z)

Results of hypothesis test analysis obtained mark The significance of X1 is  $0.000 < 0.05$  and the Beta value is 1.027. So can concluded that in a way direct there is influence significant X1 against Z, namely perception support organization in a way direct influential significant and positive to *work life balance* , with thus the more tall perception support organization BBPOM employees in Manado, then will increase quality from *work-life balance* employee .

Influence analysis burden work (X2) against *work life balance* (Z)

Results of hypothesis test analysis obtained mark The significance of X2 is  $0.000 < 0.05$  and the Beta value is 0.129. So can concluded that that in a way direct there is influence significant X2 against Z, namely burden Work in a way direct influential in a way significant and negative to *work life balance* , with thus the more height burden work obtained by BBPOM employees in Manado then can pressing level *work-life balance* employee the .

Influence analysis climate organization (Y) towards *work life balance* (Z)

The results of the hypothesis test analysis that have been done obtained that mark significance of Y is  $0.016 < 0.05$  with Beta value is 0.14. So can concluded that that in a way direct there is influence significant Y against Z, namely climate organization influential in a way significant and positive to *work life balance* , with thus the more Good climate organization that occurred at BBPOM in Manado then can create condition *work-life balance* good employee .

Influence Analysis perception support organization (X1) through climate organization (Y) towards *work life balance* (Z)

It is known influence The direct effect given by X1 on Z is 1.027. Meanwhile, influence No direct X1 through Y to Z is multiplication between beta value of X1 against Y with The beta value of Y against Z is :  $0.889 \times 0.143 = 0.128$ . So the total influence that X1 has on Z is influence direct plus with influence No direct namely :  $1.027 + 0.128 = 1.155$ . So matter This stated that perception support organization through climate organization influential significant to *work life balance* . It can be said that perception support good organization from BBPOM employees in Manado through climate organization , increasingly give good impact to level *work life balance* for employees .

Influence analysis burden work (X2) through climate organization (Y) towards *work life balance* (Z)



It is known influence The direct effect given by X2 on Z is 0.129. Meanwhile, influence No direct X2 through Y to Z is multiplication between beta value of X2 against Y with The beta value of Y on Z is :  $1.503 \times 0.143 = 0.214$ . So the total influence that X2 has on Z is influence direct plus with influence No direct namely :  $0.129 + 0.214 = 0.343$ . So matter This it is also stated that burden Work through climate organization influential positive significant to *work life balance* .

## CONCLUSION

Based on results research and discussion that has been described can withdrawn conclusion that overall hypothesis received at the BBPOM locus in Manado, namely Perception of organizational support has a positive and significant effect on *work-life balance*; workload has a negative and significant effect on *work-life balance*; and Perception of organizational support and workload through organizational climate has a positive and significant influence on *work life balance* . matter This more explained that Perception of organizational support through organizational climate has a positive and significant direct effect on *work-life balance*, and related to workload through organizational climate has a positive and significant indirect effect on *work-life balance*.

Some things that can be input to the Food and Drug Monitoring Agency in Manado, as follows: (1) The scope of organizational support perception has a positive and significant effect on employee *work life balance*, it is suggested that providing understanding or internalization of established policies so that each employee can understand well the purpose of implementing the policies or provisions that apply; (2) The scope of workload has a negative and significant effect on *work life balance*, it is suggested that the organization provide space for good and comfortable communication between employees and between management levels, show real support in monitoring performance, build closeness between superiors and subordinates both related to work and outside of work in the implementation process that refers to the performance management guidelines that have been presented by the head office (BPOM); (3) The scope of organizational support perception and workload through organizational climate have an effect on *work life balance* , it is necessary to collect employee aspirations so that the organization better understands and knows the individual perceptions of each BBPOM employee in Manado, and it is necessary to continue to strive to maintain and even improve the organizational climate that has been created well to be able to make each individual feel comfortable amidst the pressure of increasing employee workload.

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