



The Influence of Work-Life Balance and Occupational Health Safety (K3) on Employee Job Satisfaction at Pt. Indonesia Comnets Plus Medan

Jihan Fahira^{*1} , Ainun Mardhiyah² 

¹University of North Sumatera, Medan, 20222, Indonesia

²University of North Sumatera, Medan, 20222, Indonesia

*Corresponding Author: jihanfahira@gmail.com

ARTICLE INFO

Article history:

Received 03 May 2023

Revised 27 August 2023

Accepted 09 Oct 2023

Available online 31 January 2023

E-ISSN 2963-4377

How to cite:

Fahira, J. Mardhiyah, A. (2024). The Influence of Work-Life Balance and Occupational Health Safety (K3) on Employee Job Satisfaction at PT. Indonesia Comnets Plus Medan. *JBA: Entrepreneurship & Creative Industry*, 3(1), 1-10.

ABSTRACT

An company to improve its performance must have employees who are skilled, qualified, and must be productive. In order for this to be realised, there must be a good work life balance or equality and a healthy and safe work environment safety, so as to reduce the probability of work accidents that result in deficiency of employee job satisfaction. This study aims to analyse the effect of work life balance and occupational health safety partially and simultaneously on employee job satisfaction at PT Indonesia Comnets Plus Medan. The method used is quantitative by involving 58 employees of PT Indonesia Comnets Plus Medan as samples. The results of this study indicate that work-life balance has no significant effect on job satisfaction of PT Indonesia Comnets Plus Medan employees. While occupational health safety has a significant effect on the performance of employees of PT Indonesia Comnets Plus Medan. Simultaneously work-life balance and occupational health safety affect employee satisfaction at PT Indonesia Comnets Plus Medan and are able to influence employee satisfaction by 55%, the remaining 45% is explained by other variables or factors.

Keywords: Work Life Balance, Occupational Health Safety, Work Satisfaction, Employee Job Satisfaction

ABSTRAK

Suatu perusahaan untuk meningkatkan suatu kinerjanya harus mempunyai karyawan yang terampil, berkualitas, dan harus produktif. Agar hal tersebut dapat terwujud harus dengan adanya keseimbangan atau kesetaraan kehidupan kerja yang baik dan keselamatan lingkungan kerja yang sehat dan aman, sehingga dapat mengurangi probabilitas kecelakaan kerja yang mengakibatkan defisiensi kerpuasan kerja karyawan. Penelitian ini bertujuan untuk menganalisis pengaruh keseimbangan kehidupan kerja dan keselamatan kesehatan kerja secara parsial dan simultan terhadap kepuasan kerja karyawan di PT Indonesia Comnets Plus Medan. Metode yang digunakan kuantitatif dengan melibatkan 58 karyawan PT Indonesia Comnets Plus Medan sebagai sampel. Hasil penelitian ini menunjukkan bahwa work-life balance tidak berpengaruh signifikan terhadap kepuasan kerja karyawan PT Indonesia Comnets Plus Medan. Sedangkan keselamatan kesehatan kerja berpengaruh signifikan terhadap kinerja karyawan PT Indonesia Comnets Plus Medan. Secara simultan work-life balance dan keselamatan kesehatan kerja berpengaruh terhadap kepuasan karyawan pada PT Indonesia Comnets Plus Medan dan mampu mempengaruhi kepuasan karyawan sebesar 55%, sisanya sebesar 45% dijelaskan oleh variabel atau faktor lain.

Kata Kunci: Kesetimbangan Kehidupan Kerja, Keselamatan Kesehatan Kerja, Kepuasan Kerja Karyawan



This work is licensed under a Creative Commons Attribution-ShareAlike 4.0 International.

<https://doi.org/10.32734/jba.v3i1.11667>

1. Introduction

Human resources for companies are not only utilized by the workforce, but companies are currently making these human resources in asset positions, where everything that is sacrificed by a company will be in line with what is obtained by a company in the future. The importance of an employee in supporting all operational activities of the company, then each company is required to pay attention to employee job satisfaction as a form of company efforts. Many factors can affect employee job satisfaction including work life balance and occupational health safety (K3).

Employee satisfaction at work will increase if employee needs are met, to increase employee job satisfaction. So companies need to pay attention to and respond to employee needs, including the work life balance with occupational health safety (K3) (Mella, 2019). The meaning of work life balance is how employees divide their focus, energy and thoughts between personal and work matters. So that when there are problems employees can still carry out their responsibilities properly without being disturbed by their personal problems.

Work life balance has the meaning of a person's ability to balance his responsibilities at work and things that are not related to work. Work life balance also helps employees to get satisfaction at work. If the work life balance is implemented properly, employees will also be able to be more productive and the balance of life of employees will increase their motivation and reduce employee disappointment with the company at work.

Occupational Safety and Health (K3) has the goal of increasing the effectiveness of measurable structured work safety and health guarantees. Reducing the occurrence of accidents at work is one of the efforts to improve employee performance. Prevention is not always only for work accidents, but can also be for diseases resulting from the implementation of work, for example in companies that have high noise levels, usually if the company does not get attention, the consequences will have an impact on employee hearing. Companies are also guided to improve employee safety and health, companies must understand and implement the values of occupational health and safety as much as possible.

Through this explanation it can be ascertained that work life balance and occupational health safety (K3) are one of the important factors to increase employee job satisfaction. This also applies to PT. Indonesia Connets Plus Medan. Many factors affect the level of employee job satisfaction, one of which is the workload of employees. The more aspects of a job that are in accordance with the wishes of the individual, the higher the satisfaction felt by the individual. When an employee can feel satisfaction at work, an employee will make every effort with all the capabilities of an employee to complete their duties which will ultimately result in good performance and achievements for the company.

Thus, to increase employee performance satisfaction, and to find out the triggers of what is done by the company PT Indonesia Connets Plus Medan must have skilled, qualified, and productive employees so that the performance of employees is more satisfying or increasing. Based on this description, the objectives of this study are to (1) to analyse the effect of work-life balance on employee job satisfaction, (2) to analyse the effect of occupational safety and health on job satisfaction, (3) to analyse the effect of work-life balance and occupational safety and health on employee job satisfaction at PT Indonesia Connets Plus Medan?

2. Literature Review

2.1 Human Resource

Human resources are the main component for the organization in achieving its goals. Human resources are important because they involve the life of an organization. Human resources are employees, employees, labourers who work for an organization, company, government agency, educational institution, army, police, and so on who are recruited to carry out organizational management activities in achieving organizational goals. Organizations that do not have good human resources can be sure that there will be many problems and failures that occur. The human resource component according to Utomo (2020) is a management function and an operations function. Where the management function is divided into planning, organizing, directing and controlling. Meanwhile, the operational functions are procurement, development, compensation, integration, maintenance and segregation.

2.2 Work-Life Balance

According to Lockwood in (Purwati: 2016) work-life balance is a balance between two individual demands where these demands are work and individual personal life in the same circumstances. According to Clark (Delina: 2013) work-life balance is defined as the employee's perception that several parts of personal life, family care, and work are maintained and integrated by causing role conflict. According to Lazard et al (Pangemanan: 2017) the benefits of work life balance for companies are: (1) Reducing absenteeism; (2) Reducing delays; (3) Increasing productivity and corporate image; (4) Increasing employee commitment and loyalty and (5) Reducing staff turnover.

2.3 Occupational Safety Health (K3)

Occupational Health and Safety (K3) is a field of activity aimed at preventing all types of accidents related to the environment from work situations. According to Rachmawati (Fajri: 2017) occupational safety and health (K3) can be seen from two aspects, namely the philosophical and technical aspects. Where philosophically Occupational Safety and Health (K3) is the concept of thinking and real efforts to ensure occupational safety and health (K3) in particular and for every employee in general, along with the results of their work and culture in an effort to create a just, prosperous and prosperous society. Meanwhile, technically, Occupational Safety and Health (K3) is a protection effort that is intended so that employees and workers and other people in the workplace or company are always safe and healthy so that every source of production can be used safely and efficiently.

According to Firda (2009), Occupational Safety and Health (K3) has steps that can be taken to deal with work accidents, namely: (1) Setting Working Hours; (2) Worker's immune system; (3) Health Examination; (4) Periodic Health Examination; (5) Education about OSH; (6) Lighting before work; (7) Protective Clothing; (8) Isolation; (9) Local Ventilation; (10) General Ventilation; and (11) Substitution.

2.4 Employee Job Satisfaction

Job satisfaction is a positive attitude of the workforce including feelings and behaviour towards work through evaluating one job as a sense of respect in achieving one of the important values of work (Afandi: 2018). As for the effect of job satisfaction on employees, namely: (1) High productivity can lead to an increase in job satisfaction only if employees perceive that what has been achieved by the company is in accordance with what they receive, namely fair and reasonable and associated with superior work performance; (2) Absence is more spontaneous and reflects less dissatisfaction; (3) Employee departure. Quitting or leaving employees from work has major economic consequences, so it is most likely related to job dissatisfaction; (4) Response to job dissatisfaction.

3. Method

This research uses a form of quantitative research with an associative approach. This research aims to determine the relationship between two or more variables and analyse the relationship between variables using data analysis tools in the form of numbers. The relationship between variables to be known in this study is the effect of work life balance and occupational safety, health (K3) on employee job satisfaction at PT Indonesia Comnets Plus Medan. This research is located at Jalan Kasuari No. 8 Medan, North Sumatra, which is the work area of PT Indonesia Comnets Plus Medan. This research was conducted from October to November 2022. In this study, data were obtained from questionnaires distributed to several employees who had been sampled and processed using SPSS version 26.

The population of this study were all employees at PT Icon Plus Medan, totalling 140 employees. Sampling in this study using Nonprobability sampling method with purposive sampling technique using the following criteria: 1. TKO / TKD employees and permanent employees of PT Indonesia Comnets Plus Medan. Work experience of at least 2 years with the consideration that employees better understand the conditions in the company. With the number of samples in this study as many as 58.33, it was rounded up to 58 employees of PT Indonesia Comnets Plus Medan to make calculations easier. Which was obtained using the Slovin formula (Fakhri: 2021), which is:

$$n = \frac{N}{1+N(e)^2}$$

Information:

- n : Sample size
- N : Number of Total Population
- e : Error Rate

The types of data used in this research are primary and secondary data. Primary data is observation (observation) or interview techniques. Observation is a technique of measuring and recording behaviour by recording what respondents do in certain situations. The primary data can be obtained through three alternative methods, namely observation (observation), survey (interview), and experiment. Verification of the truth of existing data in the field is needed to test whether the hypothesis is accepted or not. Meanwhile, Secondary Data is data collection obtained from previous research and literature studies. The variable measurement used in this study is a Likert scale. The Likert scale is a research scale used to measure an attitude and opinion.

4. Result and Discussion

I. Instrument Test

Instrument test is a tool used to measure questionnaire statements or questionnaires used by the authors to examine work-life balance and occupational health safety (K3) on employee job satisfaction at PT. Indonesia Comnets Plus Medan. The instruments used to measure variables are available and tested for validity and reliability

1) Validity Test

a. Work Life Balance (X1)

Table 1 Work Life Balance (X1)

No	Statement	r count	rtable	Information
1.	I can divide my time between work and social and family life	0.876		
2.	I can set aside time in the middle of a busy time at work	0.879		
3.	I feel that I have a role at work that is just as important as a role in family life	0.831	0.3357	Valid
4.	I have a professional behavior at work	0.624		
5.	My contribution is valued by the company	0.622		
6.	Motivation in meeting family needs and career opportunities encourages me to work hard with	0.560		
	0.560 Valid			

Source: Results of Primary Data Processing (2022)

Based on the test results above, all statement items on the Work-Life Balance variable have a calculated r value greater than r table (0.3357) with an alpha of 0.01 (1%), so that each question item on this variable is declared valid and feasible to use to measure research variables and given to respondents.

b. Occupational Safety and Health (X2)

Table 2 Occupational Safety and Health (X2)

No	Statement	r count	rtable	Information
1.	The safety level of my work environment is good	0.847		
2.	I feel comfortable when I am at work	0.847		
3.	The working equipment is in good condition	0.917		
4.	Technical damage to work equipment makes maximum work	0.685		
5.	Each work space is provided with good air circulation	0.861	0.3357	Valid
6.	The air in my office is quite comfortable	0.930		
7.	My physical and health condition while working is good	0.722		
8.	The company provides health protection to me while working	0.812		
9.	The lighting level in my office is quite good	0.859		
10.	I feel that the lighting in each workspace is exactly what I need	0.901		

Source: Results of Primary Data Processing (2022)

Based on the test results above, all statement items on the Occupational Health Safety (K3) variable have a calculated r value greater than r table (0.3357) with an alpha of 0.01 (1%), so that each question item on this variable is stated valid and feasible to use to measure research variables and given to respondents.

c. Employee Job Satisfaction (Y)

No	Statement	r count	r table	Information
1.	I am satisfied with the working conditions and facilities provided at the workplace	0.785		
2.	The condition of my work space is in accordance with the needs of my work	0.818		
3.	The salary I get is in accordance with my workload in the company	0.885		
4.	The salary I receive is in accordance with my performance in the company	0.861		
5.	I am satisfied with the policies and rules set by the company	0.761	0.3357	Valid
6.	All employees in the company are given equal opportunities in their roles in the company	0.870		
7.	Supervision at work makes my work more organized and safe	0.757		
8.	Supervision by the company does not hinder my freedom at work	0.828		
9.	I feel my work is in accordance with my educational background and expertise	0.516		
10.	The company provides opportunities for all employees to get promoted	0.650		

Source: Results of Primary Data Processing (2022)

Based on the test above, all statement items on the Employee Job Satisfaction variable have a calculated r value greater than r table (0.3357) with an alpha of 0.01 (1%), so that each question item on this variable is declared valid and feasible to use for measuring research variables and given to respondents.

2) Reliability Test

Variable	Cronbach's Alpha	Information
Work Life Balance	0.831	
Occupational Health and Safety	0.984	reliable
Employee Satisfaction	0.914	

Source: Results of Primary Data Processing (2022)

Based on the test above, the value of Cronbach's Alpha is greater than 0.6, so the research questionnaire is reliable. Based on the table above, Work-Life Balance has Cronbach's Alpha > 0.6 ($0.831 > 0.6$), occupational health safety (K3) has Cronbach's Alpha > 0.6 ($0.948 > 0.6$), and employee satisfaction has Cronbach's Alpha > 0.6 ($0.914 > 0.6$). All variables have a Cronbach's Alpha value > 0.6 , so these variables are reliable

II. Classic Assumption Test

Before testing with multiple linear regression, it is necessary to test the quality of the data which is indicated by the fulfillment of a number of regression assumptions.

a. Normality Test

Table 5 Normality Test Kolmogorov-Smirnov

<i>One-Simple Kolmogorove Smirnov</i>		
		<i>Standardize d Residual</i>
N		58
Normal Parameters	Means	,0000000
	Std Deviatipn	3.49078480
Most Extreme Differences	absolute	,163
	Positive	,163
	Negative	,138
Test Statistics		,163
asymp. Sig. (2-tailed)		,200
a. Test distribution is Normal		
b. Calculated from data		
c. Liliefors Significance Correction		

Source: Results of Primary Data Processing (2022)

Based on the test above, the significant value of the variable work-life balance (X1), occupational health safety (X2) and employee satisfaction (Y) is $0.200 > 0.05$. So in the table above it can be proven that all variables meet the assumption of normality or are normally distributed. The results of this test are also supported by graphical analysis which can be seen through the P-P Plot charts.

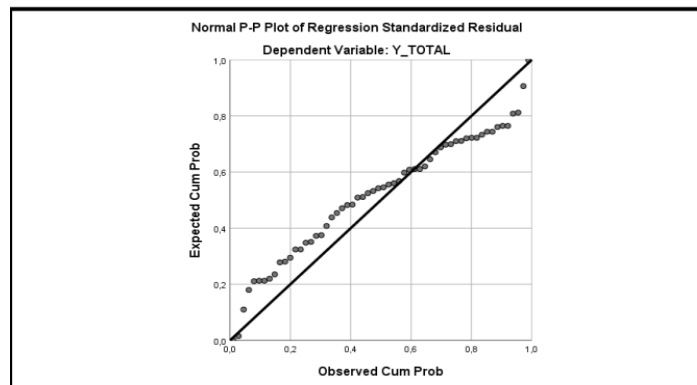


Figure 2. Graphic P-P Plot

The display of the p-p plot graph above shows the dots that spread around the diagonal line, and the direction of their spread follows the direction of the diagonal line. This shows that the regression model is feasible to use because it meets the assumption of normality

b. Multicollinearity Test

Table 6 Multicollinearity Test

Coefficients		
Model	Collinearity Statistics	
	Tolerance	VIF
1 (Constant)		
<i>Work Life Balance</i>	,993	1.007
<i>Occupational Health Safety</i>	,993	1.007
a. Dependent Variable: Employee Job Satisfaction		

Source: Results of Primary Data Processing (2022)

Based on the results of table processing, it can be seen that the Tolerance Value of all independent variables is greater than the determination value of 0.1 and the VIF value of all independent variables is less than the determination value of 5. Therefore, the data in this study can be said to be negative experiencing multicollinearity problems.

c. Heteroscedasticity Test

Based on this figure, it can be seen that the distribution of research data does not form a particular pattern. This means that we can conclude that the assumptions are fulfilled so that in the regression model in this study there is no heteroscedasticity and the assumptions are accepted.

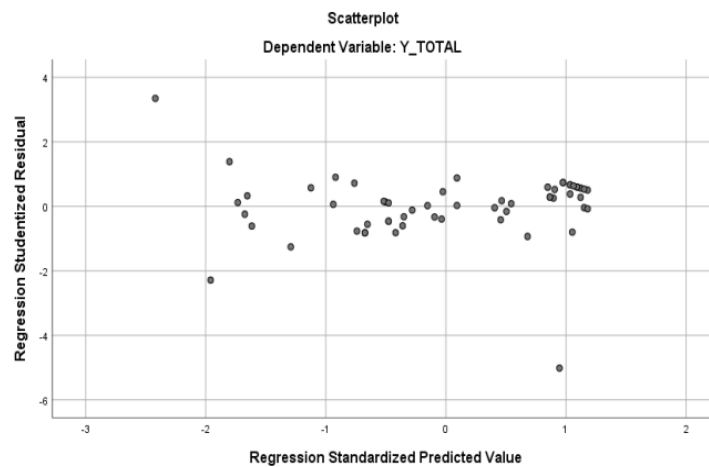


Figure 3 Heteroscedasticity Test

III. Multiple Linear Regression Analysis

Table 7 Multiple Linear Regression Analysis

Model	Coefficients				
	Unstandardized Coefficients		Standardized Coefficients	t	Sig _
	B	std. Error	Betas		
Constants	13,431	4,749		2,828	,007
Work Life Balance	,177	,128	,081	,915	,364
Occupational Health Safety (K3)	,629	,074	,756	8.505	,000

a. Employee Work Dependent Variable

Source: Results of Primary Data Processing (2022)

Based on table 4.37, the multiple linear regression equation is obtained as follows:

$$Y = 13.431 + 0.017 X_1 + 0.629 X_2 + e$$

From the results of the table above, it can be seen that the regression coefficient value of the work-life balance variable is 0.017, and the regression coefficient value of the occupational health safety variable is 0.629. It is known that the value of the regression coefficient on the variables used in this study is positive. This shows that the variable work-life balance and occupational health and safety have a positive influence on employee job satisfaction.

IV. Hypotesis Test

a. Partial Significance Test (T Test)

Table 8 Partial Significance Test (T Test)

Model	Coefficients				
	Unstandardized Coefficients		Standardized Coefficients	t	Sig _
	B	std. Error	Betas		
Constants	13,431	4,749		2,828	,007
Work Life Balance	,177	,128	,081	,915	,364
Occupational Health Safety (K3)	,629	,074	,756	8.505	,000

a. Employee Work Dependent Variable

Source: Results of Primary Data Processing (2022)

Based on table 4.38, it is known that the coefficient value of work-life balance is 0.017, which is positive. This means that work-life balance has a positive effect on employee satisfaction. It is known that the calculated t value of work-life balance 89 is $|0.915| < t \text{ table } |2,004|$ and the significance level of the work-life balance variable is $0.364 > 0.05$, so work-life balance has no significant effect on employee satisfaction. It is known that the coefficient value of occupational health safety is 0.629, which is positive. This means that occupational health safety has a positive effect on employee satisfaction. It is known that the calculated t value of occupational health safety is $|8.505| > t \text{ table } |2,004|$ and the significant level of the occupational health safety variable is $0.000 < 0.05$, then occupational health safety has a positive and significant effect on employee satisfaction.

b. Simultaneous Test (F test)

Table 9 Simultaneous Test (F test)

ANOVA					
Model	Sum of Squares	Df	Mean Square	F	Sig
Regression	913,853	2	456,927	36,182	,000
Residual	694,578	55	12,629		
Total	1608,431	57			
a. Dependent Variable Employee Job Satisfaction					
b. Predictors: (Constant), Occupational Health Safety (K3), Work Life Balance					

Source: Results of Primary Data Processing (2022)

Based on table 9, it is known that the F table value is 3.164 and the calculated F value is 36.182. Note that because the value of F count $> F \text{ table } (36.182 > 3.164)$, it is concluded that there is a significant influence between Work-Life Balance, Occupational Health Safety (K3) together or simultaneously on employee satisfaction.

c. Coefficient of Determination (R²)

Table 10 Coefficient of Determination (R²)

Summary models				
Model	R	R Square	Adjusted R Square	std. Error of the Estimate
1	,754	,568	,552	3,554
a. Predictors: (Constant), Occupational Health Safety (K3), Work Life Balance				
b. Dependent Variable: Employee Job Satisfaction				

Source: Results of Primary Data Processing (2022)

Based on table 10, the value of the coefficient of determination R² is located in the R-Square column. It is known that the coefficient of determination (R-Square) is 0.552. This value can be interpreted as the Work-Life Balance variable and the Occupational Health Safety (K3) variable capable of influencing employee satisfaction by 55%, the rest is explained by other variables or factors.

V. Discussion

A. Effect of Work-life balance on Employee Job Satisfaction at PT Indonesia Comnets Plus Medan

Work-life balance in the view of employees is being able to carry out and manage obligations as an employee, namely working and being responsible for his own life and that of his family. The results of the research hypothesis test show that work-life balance has no significant effect on employee satisfaction. This is indicated by the calculated t value of the work-life balance which is $|0.915| < t \text{ table } |2,004|$ and the significance level of the work-life balance variable is $0.364 > 0.05$. So it can be concluded that H₀₁ is accepted and H_{a1} is rejected.

The balance of employee roles between professional life and personal life does not have a significant impact because each employee has different roles and contributions, both professionally and personally. PT Indonesia Comnets Plus Medan pays attention to employee welfare by providing a platform for career development as well as clear and balanced work achievement targets so that employees tend to feel valued.

B. Effect of Occupational Health Safety to Employee Job Satisfaction at PT Indonesia Comnets Plus Medan

Based on the results of research that has been done, it is known that the calculated t value of occupational health safety is 8.505 greater than t table 2.004 and the significance level of the occupational health safety variable is $0.000 < 0.05$. This shows that occupational health safety has a positive and significant effect on employee performance. Therefore H02 is accepted and Ha2 is rejected. PT Indonesia Comnets Plus Medan's work environment and facilities are good and support employees to remain positive and productive so that employees feel comfortable while working. Occupational health safety (K3) facility at PT. Indonesia Comnets Plus Medan is already good, such as having a Fire Alarm, APAR, and an existing evacuation route.

C. Effect of Work-life Balance and Occupational Health Safety to Employee Job Satisfaction at PT Indonesia Comnets Plus Medan

It is known that the table F value is 3.164 and the calculated F value is 36.182. Note that because the value of F count $>$ F table ($36.182 > 3.164$), it is concluded that there is a significant influence between Work-Life Balance, Occupational Health Safety (K3) together or simultaneously on employee satisfaction. Based on the results of this study, it is known that there is a work-life balance relationship that can affect activities that can increase employee job satisfaction, although not significant. This is because each employee has a different role and contribution both professionally and personally. PT Indonesia Comnets Plus Medan pays attention to employee welfare by providing a platform for career development as well as clear and balanced work achievement targets so that employees tend to feel valued.

VI. Conclusion

Based on the results of research and discussion of the influence of Work-life Balance and Occupational Health Safety on Employee Job Satisfaction at PT Indonesia Comnets Plus Medan, it can be concluded that the results of this study are as follows:

1. The data test results of the Work-life Balance (X1) variable on Employee Job Satisfaction (Y) of PT Indonesia Comnets Plus Medan show that the Work-life Balance (X1) variable does not significantly affect the Employee Job Satisfaction (Y) variable. This shows that a less than optimal work-life balance does not always have a negative effect on job satisfaction, where each individual employee of PT Indonesia Comnets Plus Medan has different preferences, although work-life balance can be said to be an important factor in employee job satisfaction.
2. The data test results of the Occupational Health Safety (X2) variable on Employee Job Satisfaction (Y) at PT Indonesia Comnets Plus Medan show that the Occupational Health Safety (X2) variable has a significant effect on the Employee Job Satisfaction (Y) variable for employees of PT Indonesia Comnets Plus Medan. This shows that good Occupational Health Safety shows that the company cares about the welfare of its employees, where if employees have a work environment that feels safe and comfortable so that it can help reduce their workloads.
3. The results of data testing of Work-life Balance (X1) and Occupational Health Safety (X2) variables on Employee Job Satisfaction (Y) at PT Indonesia Comnets Plus Medan prove that the two Independent variables, namely Work-life Balance and Occupational Health Safety, have a simultaneous or concurrent effect on the dependent variable, namely Employee Job Satisfaction. The R value given by the Work-life Balance and Occupational Health Safety variables to Employee Job Satisfaction is 0.754 so that the relationship between these variables can be categorised as close and the rest. The Adjusted R Square value or the coefficient of determination shows that the Work-life Balance and Occupational Health Safety variables are able to explain the Employee Job Satisfaction variable by 55.2%, while the remaining 44.8% is influenced by other factors outside this research model. These results can prove that Ha3 is accepted and Ho3 is rejected.

References

- Afandi, P. (2018). *Human Resource Management (Theory, Concepts and Indicators)*. Riau: Zanafa Publishing.
- Ahmadi, Chandra, H. D. (2013). *E-Business & E-Commerce*. Yogyakarta: Andi.
- Aini, H. N. (2020). The effect of reward, occupational safety and health (K3), and work environment on job satisfaction of employees of PT Paragon Technology and Innovation Surabaya Branch Office. *Journal of the Indonesian College of Economics*.

- Alifian, R. &. (2019). Pengaruh Work Life Balance dan Konflik Kerja terhadap Kinerja Karyawan di Bpjs Kesehatan Cirebon. *Prosiding Manajemen*, 1217-1225.
- Badeni. (2017). *Leadership & Organizational Behavior*. Bandung: Alfabet Publisher.
- Cushway, B. (2016). *Human Resource Management*. Jakarta: PT Elek Media Kumputindo.
- Griffin, R. W. (2013). *Organizational Behavior*. Jakarta: Selemba Empat.
- H., M. (2018). The Effect of Work Safety Culture, Leadership and Motivation on Job Satisfaction and Employee Performance at "X" Oil and Gas Company in East Kalimantan Province. *Bisma Journal of Business and Management*, 51-65.
- Handoko, T. H. (2001). *Personnel management and human resources*. Yogyakarta: BPFE.
- Hasibuan, M. S. (2015). *Basic Management, Understanding and Problems, Revised Edition*. Jakarta: Bumi Aksara.
- N., N. (2020). The Effect of Work Life Balance on Job Satisfaction with Burnout as an Intervening Variable at BTN Syariah Malang. *Journal of the State Islamic University of Maulana Malik Ibrahim Malang*.
- Nasution, C. E. (2019). Pengaruh Teknologi Digital Terhadap Perilaku Belanja Gen Z.
- Sinambela, L. P. (2016). *Manajemen Sumber Daya Manusia Membangun Kerja yang Solid untuk Meningkatkan Kinerja*. Jakarta: Bumi Aksara.
- Sucipto, C. D. (2014). *Keselamatan dan Kesehatan Kerja*. Yogyakarta: Goshen Publishing.
- Sutrisno, E. (2016). *Human Resource Management*. Jakarta: Kencana Prenada Media Group.
- Widayana, W. (2014). *Occupational Health and Safety*. Yogyakarta: Science Graha.
- Z., L. (2019). The Effect of Work-Life Balance and Organizational Commitment on Employee Performance at PT. Telkom Witel East Java, South Surabaya. *BIMA: Journal of Business and Innovation Management*, 164-171.