

# Analysis of Work-Life Balance Effect on Employee Performance of Nurses in Type B Hospital in Batam City

Antony S

*Management, Universitas Internasional Batam*

**Abstract** -This research was conducted with the aim of knowing the effect of independent variables on employee performance variables mediated by two mediating variables. The independent variable used in this study is Work-Family Conflict and Employee Assistant Program, then the mediation variables used are Competence and Training. The method in this study uses primary data by distributing questionnaires manually and using a google form that is distributed to nurses inpatient type B hospitals in Batam City. 175 data sets of this study were processed using Smart PLS 3.0 and SPSS. The results show that there are significant differences between work-family priority conflicts and employee assistant programs on employee performance mediated by competence and training.

**Keywords:** employee performance, work-family conflict, EAP, competence, training.

## I. INTRODUCTION

### *Preliminary*

Competition continues to increase as a result of technological developments that are quite rapid, it encourages companies to think of strategies such as what so organizations can participate in competition in this Global era. In addition to the implementation of the latest innovations, the creation of competitive advantage, in order to keep up with the flow of global competition and the main thing that companies need to pay attention to is the quality of the human resources they have. Health service is a potential market due to the ease of licensing procedures in building hospitals in Indonesia, in addition to that, the increasing standard of living of Indonesian people is one of the factors of concern. With the rising standard of living, many Indonesians prefer to undergo treatment, or medical treatment, to foreign hospitals such as neighboring Singapore and Malaysia. Batam has a very strategic location because it is dealing directly with the two countries, so the Batam City Hospital must be able to overcome the competition, but it can also make the challenge an opportunity that can improve the quality of existing facilities and infrastructure through collaboration with Houses Sick in both countries (LakipKepri Health Office, 2016).

The hospital must pay attention to the factors that can support the implementation of the hospital's objectives, as sophisticated or as good as any facility owned by the hospital cannot be used if it does not have a competent HR and understands how to use it. Human resources are important

factors in an organization where human resources have a role as individuals in the process of creating and implementing strategies for the implementation of goals (Lakip Health Office Kepri, 2016).

The objectives of the research are:

1. To find out whether there is a significant effect between Work-Family Conflict on Employee Performance.
2. To find out whether there is a significant influence between the Employee Assistant Program on Employee Performance.
3. To find out whether there is a significant influence between Work-Family Conflict on Employee Performance mediated by Competence.
4. To find out whether there is a significant influence between the Employee Assistant Program on Employee Performance mediated by Competence.
5. To find out whether there is a significant effect between Work-Family Conflict on Employee Performance mediated by Training.
6. To find out whether there is a significant influence between the Employee Assistant Program on Employee Performance mediated by Training.

### *Theoretical Basis and The Formulation Of Hypothesis*

#### *Performance*

Performance is used to review the contributions individuals make to organizations in empowering them. (Stewart & Brown, 2011). Employee performance is the result of effort, ability, and task perception (Khan & Rehman, 2012). on the other hand, "Employee Performance is behavior that can be evaluated in terms of the extent to which these contributions contribute to organizational effectiveness" (Motowidlo et.al, 2011).

Employee Performance can be interpreted as the ability of an employee to do work in a certain way that leads to the organization and employees to achieve goals and objectives. Performance can be interpreted as the end result of the activities of a person or organization (Mendis and Weerakkody, 2014).

*Relationship Between Work-Family Conflict and Employee Performance*

As a consequence of Work-Family Conflict, De Janasz (2007) found that Work-Family Conflict can reduce job satisfaction and reduce organizational commitment. To address Work-Family Conflicts, Boyar et.al (2008) suggested that organizations can work to reduce Family Conflict by adopting a family program that can help employees in balancing work and family demands.

Family-work priority conflicts are defined as the suitability between work role demands and family role demands. Work and family responsibilities are a common experience for many employees. Although being involved between work and family roles can have a positive impact on individuals, if the worker cannot balance his responsibilities related to the two roles, the potential for conflict between roles increases. (Frone Russell and Cooper, 2010). Work-Family Conflict is defined as a complement between the demands of roles in work with the demands of roles within the family.

*Relationship Between Employee Assistant Program and Employee Performance*

The Employee Assistant Program can be defined as a work-based intervention program designed to be able to identify and assist employees in solving personal problems (for example, emotional, marital problems, financial problems, family problems, and substance / alcohol abuse) that can affect Employee Performance.

The Employee Assistant Program is usually paid 100% by the employer and can include other services such as, nurse pathways, basic legal and referral assistance, assistance assistance. Employee assistance services can be provided to employee families or anyone who stays at home (SHRM, 2015).

*The Relationship Between Work-Family Conflict and Employee Performance Mediated by Competence*

Nuryanto (2017), argues that competence is one part of personality and behavior that is inherent in individuals. Competence is used to predict a person's performance, the intention is that when he has high competence, the performance will be high too.

*The Relationship Between The Employee Assistant Program and Employee Performance Mediated by Competence*

According to SKKNI (Indonesian Competency National Standards), interpreted as an explanation of the knowledge, skills and attitudes needed by employees to be able to work in an industry, as a basis for training in determining qualifications and assessments. (BNSP, 2016).

*The Relationship Between Work-Family Conflict and Employee Performance Mediated by Training*

A Nassazi study (2013), proves that training positively influences employee performance through developing

knowledge, skills, abilities and attitudes that are summarized as competencies. Both employees and organizations will benefit from the effects of training and competence on their performance.

*The Relationship Between The Employee Assistant Program and Employee Performance Mediated by Training*

Bishi (2009) and Nelson et.al,(2012) stated that training produces benefits for employees as well as organizations by positively influencing employee performance, which leads to the development of knowledge, skills, abilities of employees, competencies and behavior.

*Hypothesis Formulation*

H1: There is a significant influence between Work-Family Conflict on Employee Performance.

H2: There is a significant influence between the Employee Assistant Program on Employee Performance.

H3: There is a significant influence between Work-Family Conflict on Employee Performance and Competence as a mediating variable.

H4: There is a significant influence between the Employee Assistant Program on Employee Performance and Competence as a mediating variable.

H5: There is a significant influence between Work-Family Conflict on Employee Performance with Training as a mediating variable.

H6: There is a significant influence between the Employee Assistant Program on Employee Performance with Training as a mediating variable.

**II. RESEARCH METHODS**

The research technique used is descriptive design. Descriptive design is considered as an appropriate strategy in conducting research because it is possible to be able to obtain more information from the area under study, then indirectly descriptive as a test of theory or model of some behaviors or situations that cannot be learned in other ways, as well as, helping in understanding the characteristics of a population group in certain situations. The data that will be used in this study are primary data, by distributing questionnaires to respondents who have met the research criteria (Sugiyono, 2011).

The purpose of this study is to analyze the effect of Work-life balance through work-family priorities conflicts and employee assistant programs on Employee Performance mediated by competence and training as mediating variables.

*Object of research*

The population used in this study is inpatient nurses in type B hospitals in Batam City. Nurses have a number and role that is quite dominant for the continuity of hospital operational activities. Sampling uses the Purposive Sampling method, a

method in which the researcher determines sampling by setting criteria that are consistent with the research objectives so that it is expected to answer the research problem. These criteria are as follows: Nurse on duty in the inpatient room, Type B Hospital in Batam City that applies the BPJS system. The Type B hospitals that implement the BPJS are as follows:

Table 1 List Of Hospital Type B

No.	Hospital
1	RS UMUM AWAL BROS
2	RS UMUM BUDI KEMULIAAN
3	RS BADAN PENGUSAHAAN BATAM
4	RS UMUM EMBUNG FATIMAH

Source: Social Security Administrator (2016).

Then, this study uses primary and secondary data. Primary data was obtained by the writer from the research sample directly, by distributing questionnaires manually to the Embung Fatimah Regional Hospital and through a Google form to the Awal Bros Hospital which contained several statements of each variable to the respondents and then collected them again. Meanwhile, secondary data is obtained by researchers through other parties, such as journals, official websites, and internet.

Table 2 Inpatient Nurse Population

Hospital	Number of Inpatient Nurses
RS AWAL BROS	120
RSUD EMBUNG FATIMAH	120
TOTAL	240

Source: sirs.yankes.kemkes.go.id

Based on Table 2 above, it can be seen that the population of inpatient nurses from both hospitals is 240 nurses. The sample size in this study was determined using the Slovin formula, as follows:

$$n = \frac{N}{1 + Ne^2}$$

Where:

n = number of elements / sample members

N = number of elements / members of the population

e = error level

(note: generally 1% or 0.01.5% or 0.05 is used and 10% or 0.01)

The population in this study amounted to 240 nurses and the precision set or the significance level of 0.05, the sample size in this study was:

$$n = \frac{240}{1 + 240 \cdot (0,05)^2}$$

So, the minimum sample size in this study is 150 nurses. The questionnaire that the authors distributed for the two hospitals was 200 questionnaires, in order to avoid incomplete data, or the questionnaire was lost and did not return.

*Definition of Variable Operations*

Describe in detail the questions used in the research questionnaire to be distributed. The total questions asked were 27 questions covering 7 general questions such as the characteristics of respondents containing: age, gender, last education, years of service, status, work shifts and hospital institutions. Next 20 other questions are questions raised consisting of 5 variables.

*Employee Performance*

Performance can be interpreted as the end result of the activities of a person or organization. This variable is tested with 3 questions such as ' My performance is better than colleagues in a company with similar qualifications', 'I am satisfied with the performance that I have because I think it's good' and 'My performance is better than employees of other companies with similar qualifications' then each question is measured by a 5 point Likert scale, starting from strongly disagree (1) to strongly agree (5).

*Work-Family Priorities Conflicts*

Family-work priority conflicts are defined as compatibility between the demands of work roles and the role of the family. Work and family responsibilities are a common experience for many employees. Although being involved between work and family roles can have a positive impact on individuals, if the worker cannot balance his responsibilities related to the two roles, the potential for conflict between roles increases (Frone Russell and Cooper, 2010). The work-family conflict variable is tested with 5 questions and measured by a 5-point Likert scale, starting from strongly disagree (1) to strongly agree (5).

*Employee Assistant Program*

The Employee Assistant Program is usually paid 100% by the employer and can include other services such as, nurse pathways, basic legal and referral assistance, assistance assistance. Employee assistance services can be provided to employee families or anyone who stays at home (SHRM, 2015). The EAP variable was tested with 5 questions and measured with a 5 point Likert scale, ranging from strongly disagree (1) to strongly agree (5).

*Competence*

The Competencies variable was tested with 3 questions such as ' Confidence in the ability to do work ', ' Mastering the skills needed to do work ', and ' Having good communication skills ' each question was measured with a 5 point Likert scale, starting from the very disagree (1) to strongly agree (5).

### *Training*

The Training Variable was tested with 3 questions such as 'I was given enough training to do a better job', 'Training has helped me to do my work better' and 'Training helped me to achieve' then each question was measured by 5 Likert scale points, ranging from strongly disagree (1) to strongly agree (5).

### *Data Collection Technique*

Through the distribution of 200 questionnaires to complete the questionnaire distributed to nurses in the inpatient from Awal Bros and Embung Fatimah hospitals, the data is data obtained directly from the study sample. The data needed in this study is the perception of inpatient nurses about the effect of work-life balance on employee performance mediated by competence and training. While secondary data obtained through articles, journals, the internet and books.

### *Data Analysis Method*

The data that has been collected will be inputted and processed using the SmartPLS 3.0 application to analyze the results of respondents' answers covering five research variables. Meanwhile, to find out the data based on the characteristics of the respondents the researcher will use the SPSS application.

Along with structural models and measurement models, the path model in PLS consists of three sets of relationships: (1) inner models that specify relationships between latent variables, (2) outer models that specify the relationship between latent variables and their indicators or manifests, and (3) weight relation that can calculate the latent variable score (Sanchez, 2013).

### *Common Method Biases (CMB)*

The general bias method is the test commonly used by researchers to show the results of CMB testing, namely Harman's one factor or Single factor test using this technique so that no single factor explains variance of more than 50% so that it can be concluded that CMB does not occur in a study.

### *Model Evaluation*

The PLS evaluation model is done by assessing the results shown by the outer model and the inner model.

### *Validity test*

Validity or construct validity refers to the extent to which a measure is sufficient to represent the construct that should be measured. Testing the validity of the instrument to be performed is convergent validity, that is, the closeness between the measurement and the construct that is measured (Bhattacharjee, 2012).

Validity test can be seen through the values held in outer loadings, it is recommended that the value must be more than 0.6 - 0.7, but it can also be seen in the average variance extracted value must be greater than 0.5.

### *Reliability Test*

Reliability testing can use two methods, namely through Composite Reliability and Cronbach's Alpha. However, the use of Cronbach's Alpha to test the reliability of the construct will give a lower value (under estimate) so it is recommended to use Composite Reliability to test the reliability of a construct (Ghozali & Latan, 2012).

### *Indirect Effect*

Indirect effect shows the amount of influence indirectly from latent variables to other latent variables through mediating variables. The significance of this relationship can also be seen in the Total Indirect Effects table, namely the T-Statistics column (Ghozali and Latan, 2012). A relationship is said to be significant with a significance level of 5% if it has a T-statistics value of more than 1.96 or P-values <0.05 (Hair et al., 2011).

### *Path Coefficients*

Path coefficients indicate the amount of influence shown by latent variables to other latent variables. The significance of this relationship can also be seen in the path coefficients table, namely the T-Statistics column (Ghozali and Latan, 2012).

### *R-Square*

R-Squares value is a goodness fit model test. Changes in the value of R-Squares are used to explain the effect of certain exogenous latent variables on endogenous latent variables, whether they have substantive effects. R-Squares values of 0.67, 0.33 and 0.19 for endogenous latent variables in the structural model show strong, moderate, and weak models (Ghozali, 2012).

## III. ANALYSIS AND DISCUSSION

### *Demographics of Respondents*

From 200 questionnaires distributed, there were 175 respondent data that could be used as research data. The sample used was inpatient nurses working at Awal Bros Hospital and Embung Fatimah. Questionnaires distributed for each hospital amounted to 100 questionnaires.

In Table 3 there were 100 questionnaires returned from the Awal Bros hospital and from 100 questionnaires distributed at Embung Fatimah Hospital there were 12 questionnaires that did not return, 88 returned questionnaires but only 75 questionnaires could be used because the remaining 13 questionnaires the data received were not complete.

### *Validity Test Results*

From the 20 statements submitted, 19 remarks were declared valid, consisting of work-family priorities conflicts, which previously had 6 questions to 5 questions, employee assistant program 5 statements, competencies 3 questions, training 3 questions and employee performance 3 questions. Based on the results of the validity test of 19 questions found valid because all of these questions have an Average Variance

Extracted (AVE) value of more than 0.5. The number of questionnaire questions raised can be seen in table 3.

Table 3 Number of Questionnaire Questions Asked

Variable	Before	After
<i>Work-Family Priorities Conflicts</i>	6	5
<i>Employee Assistant Program</i>	5	5
<i>Competencies</i>	3	3
<i>Training</i>	3	3
<i>Employee Performance</i>	3	3

Source: Data processed, (2020)

It can be seen that the results of Table 4 below describe the results of the validity test of all items raised questions declared valid because it has a value of more than 0.5. The results of the data validity test are presented in table 4.

Table 4 Validity Test

Variable	Average Variance Extracted (AVE)	Conclusion
<i>Work-Family Priorities Conflicts</i>	0.551	Valid
<i>Employee Assistant Program</i>	0.645	Valid
<i>Competence</i>	0.854	Valid
<i>Training</i>	0.867	Valid
<i>Employee Performance</i>	0.739	Valid

Source: Data processed, (2020)

Work-Family Conflicts, Employee Assistant Programs, Competence, Training, and Employee Performance when tested for validity show AVE values of more than 0.5. Based on these results it can be concluded that the five variables are valid and meet the requirements of convergent validity (Ghozali, 2011).

**Reliability Test Results**

The composite reliability value of work-family priorities conflicts 0.857, employee assistant program 0.900, competence 0.945, training 0.951 and employee performance 0.894. This shows that all variables have composite reliability values of more than 0.70, which means reliable (Imam, 2012).

**Hypothesis 1**

The value of t-statistics is 5.055 or more than 1.96 with a p-value of 0.000 or smaller than 0.05. This means that work-family priorities conflicts have a significant influence on employee performance held by inpatients at Awal Bros and Embung Fatimah hospitals. This is consistent as revealed by

previous researchers Samson et.al, (2015), A. Laode et.al, (2017), Wambui et.al, (2017). So it can be concluded that work family conflict conflicts negatively affect the performance improvement of inpatients in Awal Bros and Embung Fatimah hospitals due to several factors such as errors in determining priorities between roles in work and roles in the family, resulting in decreased performance for the nurse. Where the nurse experiences stress due to the conflict.

**Hypothesis 2**

The t-statistics value of 3.144 with a p-value of 0.002 smaller than 0.05. This means that the employee assistant program has a significant influence on employee performance held by inpatients in Awal Bros and Embung Fatimah. This is consistent with previous research conducted by Matolo and Mukulu (2016), Dilhani and Dayarathna (2016), Wambui et.al, (2017). So it can be concluded that the holding of employee assistant programs such as counseling and health programs in hospitals can have a positive influence on improving the performance of inpatients at Awal Bros and Embung Fatimah hospitals.

**Hypothesis 3**

The t-statistics value of 0.242 with p-values of 0.809 or greater than 0.05. This means that work-family conflict priorities have no significant effect on employee performance mediated by competence. This is consistent as revealed by previous researchers Ma'mun et.al, (2017). Thus it can be concluded that work-family priorities conflicts do not affect the level of performance held by inpatients of Awal Bros and Embung Fatimah hospitals because the level of competency of the nurses of the two hospitals is high.

**Hypothesis 4**

The t-statistics of 0.264 with p-values of 0.792 or greater than 0.05. This means that there is no significant effect between employee assistant programs on employee performance mediated by competence. This is consistent with previous research conducted by Ma'mun et.al, (2017). So it can be concluded that the employee assistant program does not affect the level of performance of inpatient nurses in Awal Bros and Embung Fatimah hospitals, but rather helps in increasing the competency of inpatients of the two hospitals.

**Hypothesis 5**

The t-statistics value 2.308 with p-values 0.042 or smaller than 0.05. This means that there is a significant influence between work-family conflict priorities on employee performance mediated by training. This is consistent with previous research conducted by Obiageli et.al, (2015), Mangkunegara and Waris (2015), Hafeez and Akbar (2015), Afroz (2018), Kingsly (2018), Younas Waqar et.al, (( 2018).

**Hypothesis 6**

The t-statistics are 4,219 with p-values of 0,000 or smaller than 0.05. This means that there is a significant influence

between the employee assistant program on employee performance mediated by training. This is consistent with previous research conducted by Obiageli et.al, (2015), Mangkunegara and Waris (2015), Hafeez and Akbar (2015), Afroz (2018), Kingsly (2018), Younas Waqar et.al, (2018). So it can be concluded that the holding of employee assistant programs such as counseling and health programs in hospitals directly has a positive effect through indirect training activities that can improve the performance of inpatients of Awal Bros and Embung Fatimah hospitals.

#### *Adjusted R square Test Results*

Tabel 6 Hasil Uji Adjusted R<sup>2</sup>

X→ Y	Adjusted R <sup>2</sup> Square	Description
Competence	0.458	Moderate
Employee Performance	0.628	Strong
Training	0.421	Moderate

Source: Data processed, (2020)

Referring to the results of Table 6 above the authors draw three conclusions. First, it can be concluded that the Adjusted R square Work-Family Priorities Conflicts and Employee Assistant Program against Competence is 45.8% where these results prove that the ability of independent variables in explaining mediation variables. So it can be concluded that as many as 45.8% of Work-Family Priorities Conflicts and Employee Assistant Program variables are able to explain the Competence mediation variables and the remaining 54.2% are explained through other factors not contained in the model. According to Michael Zwell (2000), there are 8 factors that can affect a person's level of competence, such as: beliefs and values, skills, personality characteristics, experience, motivation, emotional issues, intellectual abilities and organizational culture.

Furthermore, the second, it can be concluded that the Adjusted R square Work-Family Priorities Conflicts and Employee Assistant Program for Employee Performance is 62.8% where these results prove that the ability of the independent variable in explaining the dependent variable. So it can be concluded that as many as 62.8% of the Work-Family Priorities Conflicts variable and the Employee Assistant Program are able to explain the dependent variable Employee Performance and the remaining 37.2% are explained through other factors not contained in the model.

Finally, it can be concluded that the Adjusted R square Work-Family Priorities Conflicts and Employee Assistant Program for Training is 42.1% where these results prove that the ability of independent variables in explaining mediation variables. So it can be concluded that as much as 42.1% of the Work-

Family Priorities Conflicts variable and the Employee Assistant Program were able to explain the Training mediation variable and the remaining 57.9% were explained through other factors not contained in the model.

#### IV. CONCLUSIONS, LIMITATIONS AND RECOMMENDATIONS

##### *Conclusion*

The conclusion of the results of 175 questionnaires processed from 6 hypotheses submitted 4 of which were accepted and 2 others rejected, the following hypothesis:

There is a significant influence between work-family priorities conflict on employee performance with a t-statistic value of 5.055 or greater than 1.96, then (H1) is accepted. There is a significant influence between employee assistant program on employee performance with a t-statistic value of 3.144, then (H2) is accepted. There is no significant effect between work-family priorities conflict on employee performance mediated by competence with a t-statistic value of 0.242 or smaller than 1.96, then (H3) is rejected.

There is no significant effect between employee assistant program on employee performance mediated by competence with a t-statistic value of 0.264, then (H4) is rejected. There is a significant influence between work-family priorities conflict on employee performance mediated by training with a t-statistic value of 2.308 or more than 1.96, then (H5) is accepted. There is a significant influence between employee assistant program on employee performance mediated by training with a t-statistic value of 4.219 or more than 1.96, then (H6) is accepted.

##### *Limitation*

The limitations possessed in this thesis research are as follows:

1. This research was conducted only covering 2 Type B Hospitals in Batam City, so that it has not been able to fully represent the Hospitals in Batam City.
2. The number of questionnaires lost or not returned and the questionnaire is incomplete causes the data received is less than optimal.
3. Nursing staff have a level of work activity that is busy enough to allow the answers to the questionnaire received not to be fully read in its entirety and filled in origin.
4. The author only conducted this study at hospitals that received research permission that the authors submitted previously.
5. This research variable only covers the scope of Work-family priorities conflicts, employee assistant program, competence, training and employee performance.

### Recommendation

Here are some recommendations that might be used for future researchers:

1. The selection of research objects is appropriate and appropriate, where the object can represent the research we are aiming for.
2. Broadening the scope of the spread of research in order to maximize the sample received as research objects.
3. Distribution of questionnaires is done evenly and make sure respondents fill out the questionnaire correctly and completely.

Here are some recommendations for hospitals:

1. The importance of maintaining the level of performance and work loyalty that is owned by a Nursing Staff because nurses are one of the human resources who have an important role for the implementation of hospital activities.
2. Implementation of EAP activities such as counseling, health programs or some other benefit and service programs provided by the hospital can improve the performance of nurses.
3. In order to improve the competence of human resources, the hospital can provide regular training activities for nurses.
4. Provide motivation both internally and externally can increase productivity and performance.

### REFERENCES

- [1]. Achir Yani S, Hamid. (2007). "Riset Keperawatan." Jakarta: EGC
- [2]. Afroz, Nushrat Nahida. (2018). "Effects of Training on Employee Performance - A Study on Banking Sector, Tangail Bangladesh." *Global Journal of Economics and Business* 4(1): 111–24.
- [3]. Amalia, Lia, and Tressy Saraswati. (2018). "The Impact of Competencies Toward Teacher's Performance Moderated By the Certification in Indonesia." *The International Conference of Organizational Innovation* 86–98.
- [4]. Asfahyadin, L., Nur, N., Taufik, M. H., Sabara, T. G., Rosmawaty., Kartini., . . . Mirad. (2017). "The Influence of Work-Family Conflicts and Work-Stress on Employee Performance." *International Journal of Management and Applied Science*.
- [5]. Badan Standar Nasional Pendidikan. (2016). Retrieved from: <http://bsnp-indonesia.org/tahun-2016/>.
- [6]. Bhattejee, A. (2012). "Research Ethics". In *Social Science Research: Principles, Methods, and Practices*. Textbooks Collection. Book 3.
- [7]. Bishi, M. B. N. (2009). "The Entrances and Methods of Measuring The Impact of Training." *The Institute of Management and Public*. Saudi Arabia.
- [8]. Boyar, S. L., Maertz, C., Jr., Mosley, D. C., Jr., & Carr, J. (2008). "The Impact of Work-Family Demand on Work-Family Conflict." *Journal of Managerial Psychology* 23(3), 215–235.
- [10]. Cermati. (2017). Retrieved from: <https://www.cermati.com/artikel/pejuang-dan-tantangan-dalam-masyarakat-ekonomi-asean-mea>.
- [11]. Dinas Kesehatan Provinsi Kepulauan Riau. (2017). "Laporan Kinerja Dinas Kesehatan Provinsi Kepulauan Riau." Retrieved from: <https://www.dinkesprovkepri.org>.
- [12]. De Janasz, Dowd, & Schneider. (2007). "Interpersonal Skills in Organization." New York: McGraw-Hill.
- [13]. Frone, M. R., Russell, M., & Cooper, M. L. (1992). "Antecedents and Outcomes of Work-Family Conflict: Testing a Model of The Work-Family Interface." *Journal of Applied Psychology*, 77(1), 65-78.
- [14]. Frone, M. R., Russell, M., & Cooper, M. L. (1997). "Relation of work-family Conflict to Health Outcomes: A four-year Longitudinal Study of Employed Parents." *Journal of Occupational and Organizational Psychology*, 70, 325-335.
- [15]. Ghozali, I. Latan, H. (2012). "Partial Least Square : Konsep, Teknik dan Aplikasi SmartPLS 2.0 M3." Semarang: Badan Penerbit Universitas Diponegoro.
- [16]. H.Achmad, Suryana. (2016). "The Effect of Competency, Motivation and Organizational Culture on the Employee Performance at the Jayakarta Hotel, Bandung, Indonesia." *Journal of Business on Hospitality and Tourism* 02(1): 136–46.
- [17]. Hair, J.F., Ringle, C.M., Sarstedt, M., (2011). "PLS-SEM: Indeed a Silver Bullet." *Journal of Marketing Theory and Practice* 19 (2), 139e151.
- [18]. Hafeez, Uzma, and Waqar Akbar. (2015). "Impact of Training on Employees Performance' (Evidence from Pharmaceutical Companies in Karachi, Pakistan)." *Business Management and Strategy* 6(1): 49.
- [19]. Khan, Muhammad Ikhlas. (2012). "The Impact of Training and Motivation on Performance of Employees." *Research Journal of The Institute of Business Administration Karachi-Pakistan* 7 number 2.
- [20]. Kementerian Kesehatan. (2016). "Data Rumah Sakit Online" Retrieved from: [http://sirs.yankes.kemkes.go.id/rsonline/data\\_list.php?a=return](http://sirs.yankes.kemkes.go.id/rsonline/data_list.php?a=return).
- [21]. Lotunani, Alamsyah, M S Idrus, Eka Afnan, and Margono Setiawan. (2014) "The Effect of Competence on Commitment, Performance and Satisfaction with Reward as a Moderating Variable (A Study on Designing Work Plans in Kendari City Government, Southeast Sulawesi)." *International Journal of Business and Management Invention* 3(2): 18–25.
- [22]. Mangkunegara. (2007). "Evaluasi Kinerja sumber Daya Manusia." Bandung Cetakan Pertama. PT. Refikaditama.
- [23]. Matolo, Rose Syombua, and Prof. Elegwa Mukulu. (2016). "Role of Counseling in Employee Performance in Public Universities (A Case Study of Kenyatta University)." *International Journal of Humanities and Social Science* 6(8): 229–39.
- [24]. Mendis, M D V S, and W A S Weerakkody. (2014). "The Relationship between Work Life Balance and Employee Performance : With Reference to Telecommunication Industry of Sri Lanka." *Kelaniya Journal of Human Resource Management* 09(01): 95–117.
- [25]. Najib, Mukhamad, M. Syamsul Ma'arif, and Sujati Sujati. (2017). "The Effect of Motivation and Competence on Employee Performance in Satellite Technology Center - National Institute Aeronautics and Space." *Jurnal Aplikasi Manajemen* 15(2): 229–37.
- [26]. Nassazi, A. (2013). "Effects of Training on Employees Performance : Evidence from Uganda." (Unpublished Master's Thesis). *Vaasa University of Applied Sciences*, Finland.
- [27]. Ngozi, Chukwuemeke Deborah, Onyeizugbe Chinedu Uzochukwu, and Orogbu Lilian Obiageli. (2015). "Work Life Balance and Employee Performance in Selected Commercial Banks in Lagos State." *European Journal of Research and Reflection in Management Sciences* 3(4): 63–77.
- [28]. Nur, Nofal et al. (2017). "The Influence of Work Family Conflict and Work Stress on Employee Performance." *International Journal of Management and Applied Science* 3(2): 1–6.
- [29]. Nursalam. (2007). "Manajemen Keperawatan dan Aplikasinya". Jakarta: Salemba Medika.
- [30]. Samson, Gitahi Njenga, Maina Waiganjo, and Joel Koima. (2015). "Effect of Workplace Environment on the Performance of Commercial Banks Employees in Nakuru Town." *International Journal of Managerial Studies and Research* 3(12): 76–89.
- [31]. Society For Human Resources Management. (2015). "Employee Job Satisfaction and Engagement: Optimizing Organizational Culture for Success." Retrieved from: <https://www.shrm.org/hr>

- today/trends-and-forecasting/research-and-surveys/pages/job-satisfaction-and-engagement-report-optimizing-organizational-culture-for-success.aspx.
- [32]. Sugiyono. (2011). "Metode Penelitian Pendidikan Pendekatan Kuantitatif, Kualitatif, dan R & D." Bandung: Alfabeta.
- [33]. Suyitno. (2017). "Effect of Competence , Satisfaction and Discipline on Performance of Employees in the Office of Women Empowerment and Family Planning of West Papua." *Canadian Center of Science and Education* 13(5): 144–52.
- [34]. W.G.N, Dilhani, and Dayarathna N.W.K.D.K. (2016). "The Impact of Work Life Balance Practices on Employee Performance of Female Machine Operators on the Sri Lankan Apparel Sector." *Human Resource Management Journal* 04(01): 13–26.
- [35]. Wambui, Mwangi Lucy, Boinett Caroline Cherotich, Tumwet Emily, and Bowen Dave. (2017). "Effects of Work Life Balance on Employees ' Performance in Institutions of Higher Learning . A Case Study of Kabarak University." *Kabarak Journal of Research & Innovation* 4(2): 60–79.
- [36]. Waris, Abdul, and Anwar Prabu Mangkunegara. (2016). "Effect of Training, Competence and Discipline on Employee Performance in Company (Case Study in PT. Asuransi Bangun Askrida)." *Procedia - Social and Behavioral Sciences*.
- [37]. Younas, Waqar, Muhammad Farooq, Faisal Khalil-ur-rehman, and Aneeqa Zreen. (2018). "The Impact of Training and Development on Employee Performance :." *IOSR Journal of Business and Management (IOSR-JBM)* 20(7): 20–23.
- [38]. Zwell, Michael. (2000). "Creating a Culture of Competence." New York: John Wiley & Sons, Inc.