

MODEL OF IMPROVING WORK LOAD AND FAMILY WORK CONFLICT BASED HR PERFORMANCE ON REGIONAL FINANCIAL AGENCY OF SEMARANG REGENCY

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Abstract:

This research is intended to test the effect of workload and family work conflict on HR performance with social capital as moderation. The problem is how to improve HR performance through the reduction of workload, family work conflict and work stress with social capital as moderation. The sample of this study is employees of Regional financial agency of Semarang as many as 117 respondents. Regression Analysis was done by software package for statistical social science (spss). The analysis showed that the workloads and family work conflict have significant effect on HR performance with social capital as moderation. The empirical findings indicated that workload has significant effect on HR performance; family work conflict has a significant effect on HR performance; workload has significant effect on work stress; family work conflict has significant effect on work stress; social capital moderates workload to affect HR performance; and social capital moderates the effect of family work conflict to affect HR performance.

Keywords : workload, family work conflict, work stress, social capital and HR performance.

INTRODUCTION

Human resources or employees who have a good performance is part of the expectations of an organization that provides employment to employees, because it is expected that HR performance as a whole is able to improve organizational performance (Chao *et al.*, 2010). Low and moderate stress level for many people allow human resources to do the job well which is able to create an HR increase the intensity of his work, reaction time, and alertness. However, the stress which is relatively high, moderate and prolonged, will lead to a decrease in performance (Shahzad *et al.*, 2011).

Stress is a force or stimulus that suppresses human resources to cause a response to tension, the tension is experienced in the form of

changes. Stress is part of the psychology and physiology that a human resource responds to the stresses of its external environment, where *stressors are* able to suppress the high level of stress of a human resource. High stress can be triggered by family work conflict as stated by Wallace, (2005). Conflict which is common in the life of an organization, if nothing is done, will cause adverse effects in achieving organizational goals. This will have an impact on the decline in HR performance that will eventually decrease the productivity of the organization (Yang, 2000). Conflicts that occur need to be resolved well, so that can satisfy both parties. Lingering conflicts are capable of generating pressures that affect high stress pressure (Nasrudin and Kumaresan, 2006). Signs of high stress are indicated by a high level of absenteeism; high employee absenteeism can be used as the basis of an indication of HR stress.

Research related to this research is supported by the differences in the previous research (*research gap*) of the results of previous studies, where the effect of work stress on human performance showed inconsistent results. Shahzad et al., (2011) showed a negative effect of work stress on HR performance, while Peters (2013) did not show the negative and significant impact of work stress on human resource performance.

Wallace, (2005) in his research found a significant and positive effect between family work conflict with the stress of work, this is different from the results of Anafarta (2011) which shows that family work conflict has a positive and no significant effect on work stress.

The effect of family-work conflict on work stress showed different result. Wallace, (2005) showed a positive effect of family-work conflict on work stress, while Anafarta (2011) did not show any significant effect of family work conflict on work stress, so it is necessary to do follow-up on family work conflict on work stress.

The effect of family work conflict on human resource performance shows different results. Yang (2000) showed a negative and significant effect of family work conflict on the performance of human resources, while Anafarta (2011) research results did not indicate a significant negative effect of work - family conflict on the human resources performances.

Crouter et al., (2001) in his research found there is a significant and negative effect of workload on HR performance. It is different with the results Singh, (2013) which shows a negative and insignificant effect of workload on HR performance.

The effect of workload on work stress shows the opposite result. Crouter et al. (2001) showed a positive and significant effect of the workload on work stress. While Buckingham, (2004) do not indicate a positive and significant effect of workload on work stress. Khuong and Yen, (2016) showed a positive effect of workload on work stress.

The phenomenon of gap in this research is the decrease of employee performance which is indicated by high work load; high family work conflicts and high work stress. Therefore, it requires an objective attitude of management in implementing organizational strategy, such as involving employees in determining the objectives of work, specify how to achieve that goal and set targets. This involvement will build a high HR performance for the organization. Based on the above description, the good performance of human resources needs to be supported by low work stress from human resources, the lower the work stress then the better the performance. The decrease of human resource work stress needs to be supported by low work load from human resources and low family work conflict so as to encourage the decrease of work stress

of human resources to improve its performance, but work load and family work conflict are moderated work stress from human resources, where the stronger the moderation of work stress is, the higher the workload and family work conflict in improving HR performance will be.

LITERATURE REVIEW

Shahzad et al., (2011) stated that the high stress over time will make performance decline, the intensity of work decreases, less ability and ability to react. Formulation of the first hypothesis (H1) is supported Shahzad et al., (2011) which showed that work stress affects the negative performance of human resources. Khuong and Yen, (2016) showed that the work stress can reduce the performance of human resources. Therefore, it can be formulated as follows:

H 1: Work stress has a negative effect on HR performance

Raduan et al., (2006) shows that a human resource needs to increase work productivity to achieve high performance. It is necessary to concentrate and focus on the work. With high concentration, it will increase confidence to achieve the targeted workload, with low feelings of fear will not reach the needs in the family, then a human resource will work with a sense of comfort to achieve his performance (Yang, 2000).

Wallace, (2005) argued that conflicts within the family are caused by the less time a family feels for its role as a human resource in an organization, the more days the conflict will escalate when human resources are unable to share its roles as employees of an organization's organization and as a family member who has its own function, the higher the conflict in the family then the work stress will increase. Based on the above, the proposed hypothesis is as follows:

H2: family work conflict have a positive effect on work stress

Sarooj and Maad, (2008) pointed out that there is a correlation of family work conflict to HR performance. Therefore, a human resource needs to be able to share his role as a family member and as an employee in an organization. A human resource capable of reducing conflict in his family and bringing it to work can improve its performance. Raduan *et al.* , (2006) showed a negative and significant effect of family-work conflict on HR performance.

Nasurdin and Kumaresan, (2006) showed that a human resource needs to focus on his work in order to be able to achieve the target of the job well. The interference from the outside can reduce the concentration, the conflict that arises from the family will create a feeling of worry if it continues to increase, it can reduce its performance.

Based on the above description, the proposed hypothesis is as follows:

H3: family work conflicts have a negative effect on HR performance

Too much work load is not good for human resources, this causes the time of a human resource to self-actualization becomes less, it is able to reduce the creativity and the level of activity of human resources (Crouter et al., 2001). The increased workload needs to be supported by the welfare of its human resources, where it can make the human resources work well in an organization (Shahzad et al., 2011).

Shahzad et al., (2011) stated that employees with high workloads will work with high levels of fatigue, this causes the focus of work is reduced, and encourage a high work stress. Pearson et al., (2009) stated that the workload is able to affect work stress with positive and significant. Khuong and Yen, (2016) showed that workload can increase work stress. Based on

the above description, the proposed hypothesis is as follows:

H4: Work load has a positive effect on work stress

Raduan et al. (2006) stated that workloads need to be taken into account by organizational management, where too high workload will cause the human resources to work not at their best. As a result, the loss of concentration is a common thing that will be faced with human resources with high workload. Raduan et al., (2006) showed a negative effect of workload on human resource performance.

Crouter et al. (2001) found that *overload* workload significantly and negatively affects performance. The effects of workload on HR performance showed different results. Crouter et al. (2001) shows the negative effect of workload on HR performance. Tahir and Kaleem, (2016) showed that the workload can reduce the performance of human resources. Based on the above, the proposed hypothesis is as follows:

H5: Workload has a negative effect on HR performance

Social capital is one of the new concepts used to measure the quality of relationships within communities, organizations, and society (Ali et al., 2013). The social model is not an entity, but different entities have two common characteristics. Social capital comprises several aspects of social structure, and facilitates the actions of individuals within the structure. Social capital is a feature of social organizations such as networks, social norms and beliefs that facilitate mutual coordination and cooperation.

Social Capital refers to the essence of social organization, such as trust, norms and social networks that enable the implementation of more coordinated activities, and community members can participate and cooperate effectively and efficiently to achieve common goals, and affect the productivity individually or in groups. Bourdieu explained that social capital as an aggregate of actual or potential resources is bound to create a long-term network so as to institutionalize a mutually beneficial friendship (acquaintance).

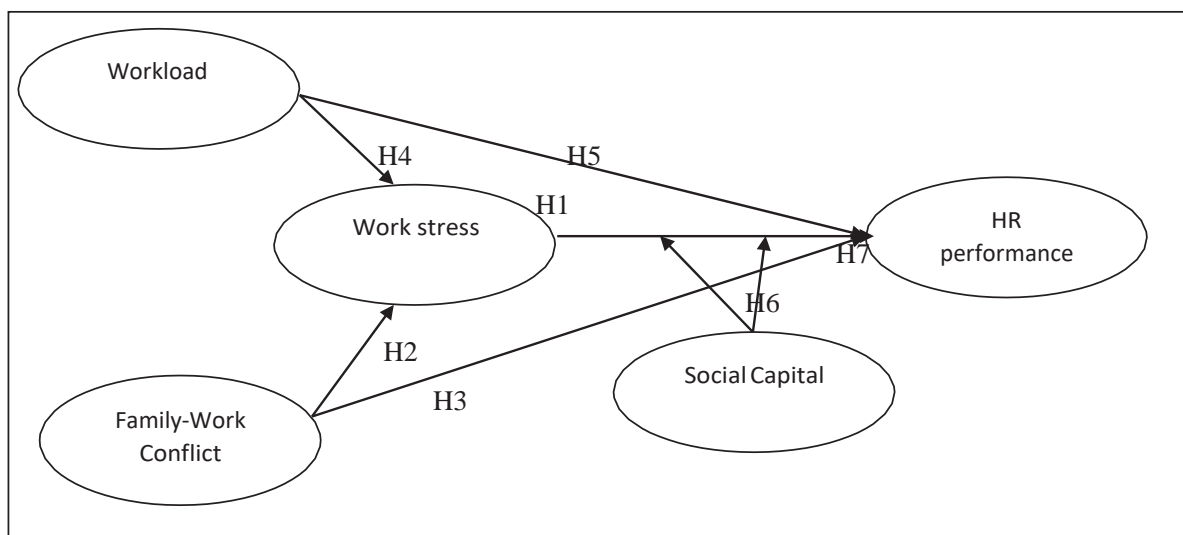
Rezazadeh et al., (2016) stated that social capital is a variable that can strengthen the effect of relations between two variables, where the role of social capital as a moderating variable is very appropriate. Song (2016) showed that social capital is able to moderate the effect of workload and family work conflict on HR performance.

H 6 : Social capital moderates the effect of workload on HR performance

H 7 : Social capital moderates the effect of family work conflict on HR performance .

Good HR performance needs to be supported with low work stress from human resources, the lower the work stress is, the better the performance will be. The decrease of human resource work stress needs to be supported by low work load from human resources and low family work conflict so as to encourage the decrease of work stress of human resources to improve its performance. However, work load and family work conflict moderate work stress from human resources, where the stronger the moderation of work stress, then the stronger the effect of work stress and family work conflict on improving HR performance.

Based on the description in literature review and previous research, it can be formulated as follows:



RESEARCH METHODS

Population in this research is employees of Regional Finance Board of Semarang Regency, as many as 121. This research used census where all available population is used as sample, so this research employed 121 respondents. The analysis technique used in this research is regression analysis to test the effect of variables by using independent and dependent variables. To test the effects of intervening variables, the researcher used path analysis. Path analysis is an extension of multiple linear regression analysis. Path analysis is a regression analysis to estimate the causality relationship between variables that have been established based on the theory (Ghozali, 2001).

ANALYSIS AND DISCUSSION

Equation 1

To test the hypothesis by using t-test and f-test, regression analysis is needed, linear regression analysis is used in this study with the aim to know whether there is an effect of independent variables (Imam Ghozali, 2001), namely: work load and family work conflict on work stress. The statistical calculations in the linear regression analysis used in this study was by using the *SPSS for Windows 11.0* computer. The summary of data processing results by using SPSS program are as follows:

Table 1 . Regression Results Equation 1

		Coefficients ^a				
		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
Model		B	Std. Error	Beta		
1	(Constant)	.732	.193		3.796	.000
	Workload	.156	.073	.273	2.136	.038
	FWC	.593	.100	.613	5.902	.000

a. Dependent Variable: Work-stress

Source: Primary Data Processed, 2017

From table 4. 1 then we can compile multiple linear regression equation as follows:

$$\text{Work-Stress} = 0.273 \text{ Workload} + 0.613 \text{ Family Work Conflicts}$$

Coefficient of determination is a pointer on the magnitude of the effect of independent variables on the dependent variable. The coefficient of determination is shown by the adjusted R². The result of this research gives result of adjusted R² equal to 0.571. This indicates that 57.1% of work stress can be explained by workload and family work conflict, while the rest 42.9% of work stress is influenced by other variables not included in this model. This indicates that work stress is not only influenced by work load and family work conflict but there are other variables that affect work stress.

Table 2 . Coefficient of Determination

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.760 ^a	.578	.571	.61961

The Effect of Workload (X1) on Work Stress (Y1)

Partial test of variable X₁ (work load) has regression coefficient equal to 0.273 with significance equal to 0.038. A significance value which is smaller than 0.05 indicates that the workload variable gives a significant effect on work stress.

Direction of positive regression coefficient indicates a positive effect of work load on work stress. This indicates that employees who have a high workload have a higher work stress.

The Effect of Family Work Conflict (X2) on Work Stress (Y1)

Partial test of variable X₂ (family work conflict) has a regression coefficient of 0.613 with a significance of 0.000. A value of significance which is smaller than 0.05 indicates that the family work conflict variable has a significant effect on work stress.

The direction of positive regression coefficient indicates a positive effect of family work conflict on work stress. This indicates that employees who have high family work conflict have higher work stress.

F-Test

The overall regression test is performed by using F test. This test is done by using 5% significance level.

Table 3 . f-Test

ANOVA ^a						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	59.943	2	29.972	78.068	.000 ^b
	Residual	43.767	114	.384		
	Total	103.710	116			

a. Dependent Variable: SK

b. Predictors: (Constant), Family work conflict, workload

The result of the f-test on the simultaneous effect has an estimated F of 78.068 with a significance of 0.000. This indicates that workload and family work conflicts have a positive effect on work stress and the significance value is smaller than 0.05. This shows that workload and family work conflict have a significant effect on work stress.

EQUATION 2

The summary of data processing results using SPSS program is as follows:

Table 4. Regression Result of Equation 2

		Coefficients ^a				
		Unstandardized Coefficients		Standardized Coefficients		
Model		B	Std. Error	Beta	t	Sig.
1	(Constant)	.737	.313		2,359	.020
	workload	-.332	.153	-.342	-2.129	.033
	FWC	-.296	.122	-.361	-2.426	.014
	Work stress	-.524	.246	-.346	-2.130	.025
	ModWL-SC	.145	.071	.310	2,042	.045
	ModFWC-SC	.166	.077	.335	2.155	.029

a. Dependent Variable: HR performance

Source: Primary Data Processed, 2017

From table 4:18, then it can be compiled multiple linear regression equation as follows:

$$\text{HR Performance} = -0.342 \text{ Workload} - 0.361 \text{ Family work Conflict} - 0.346 \text{ Work Stress} + 0.310 \text{ Moderating Workload} * \text{ Social Capital} + 0.335 \text{ Moderating Family Work Conflict} * \text{ Social Capital}$$

Coefficient of determination is a pointer on the magnitude of the effect of independent variables on the dependent variable. The coefficient of determination is shown by the adjusted R². The result of this research gives result of adjusted R² equal to 0.511. This indicates that 51 % of HR performance can be explained by workload, family work conflict, work stress and social capital while the remaining 49% of HR performance is influenced by other variables not included in this model. This indicates that HR performance is not only influenced by workload, family work conflict, work stress and social capital but there are other variables that affect HR performance.

Table 5 . Coefficient of Determination

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.729 ^a	.532	.511	.58541

The Effect of Workload (X1) on Human Resource Performance (Y2)

Partial test of variable X_1 (work load) has a regression coefficient of -0.342 with a significance of 0.033. A significance value which is smaller than 0.05 indicates that the workload variable gives a significant effect on HR performance.

The direction of the negative regression coefficient indicates a negative effect of workload on HR performance. This indicates that employees who have a high workload have lower HR performance.

The effect of Family Work Crisis (X2) on HR Performance (Y2)

Partial test of variable X_2 (family work conflict) has regression coefficient equal to -0.361 with significance equal to 0.014. A significance value which is smaller than 0.05 indicates that family work variable has a significant effect on HR performance.

The direction of negative regression coefficient indicates the negative effect of family work conflict on HR performance. This indicates that employees who have high family work conflict have lower human resource performance.

The effect of Work stress (Y1) on HR Performance (Y2)

Partial test of variable Y_1 (work stress) has a regression coefficient of -0.346 with significance of 0.025. A significance value which is smaller than 0.05 indicates that the family work conflict variable has a significant effect on HR performance.

The direction of negative regression coefficient indicates a negative effect of work stress on HR performance. This indicates that employees who have high work stress have lower HR performance.

Social Capital (X3) Moderates the Effects of Workload on Human Performance (Y2)

Partial test of variable X_3 (social capital) has a regression coefficient of 0.310 with a significance of 0.045. A significance value which is smaller than 0.05 indicates that social capital variable is able to moderate the effect of workload on HR performance.

The direction of positive regression coefficient indicates the existence of social capital as moderation to strengthen the effect of workload on HR performance. This indicates that high social capital is able to strengthen the effect of workload on improving HR performance.

Social Capital (X3) Moderates the Effect of Family Work Conflict on Human Resource Performance (Y2)

Partial test on X_3 (social capital) has a regression coefficient of 0.335 with a significance of 0.029. A significance value which is smaller than 0.05 indicates that social capital variables are able to moderate the effect of family work conflict on HR performance.

The direction of positive regression coefficient indicates the existence of social capital as moderation to strengthen the effect of family work conflict on human resource performance. This indicates that high social capital can strengthen the effect of family work conflict on improving HR performance.

est

The overall regression test was performed by using F test. This test was performed by using 5% significance level.

Table 6. f-Test

ANOVA ^a						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	43.236	5	8.647	25.232	.000 ^b
	Residual	38.040	111	.343		
	Total	81.277	116			

a. Dependent Variable: HR Performance

b. Predictors: (Constant), ModFWC-SC, Workload, Family work conflict, Work-stress, ModWork-stress-Social capital.

The result of the f-test test that examines the effect of simultaneously having an estimated F of 25.232 with a significance of 0.000. This indicates that work load, family work conflict, work stress and social capital have a positive effect on HR performance, meaning that the significance value is smaller than 0.05. This shows that workload, family work conflict, work stress and social capital have a significant effect on HR performance.

DISCUSSION

Partial test result on variable X_1 (work load) has a regression coefficient of 0.273 with a significance of 0.038. A significance value which is smaller than 0.05 indicates that the workload has a significant effect on work stress. Direction of positive regression coefficient indicate the positive effect of work load on work stress. This indicates that employees who have a high workload have a higher work stress.

Partial test results variable X_1 (work load) has a regression coefficient of -0.342 with a significance of 0.033. The value of significance which is smaller than 0.05 indicates that the workload variable gives a significant effect on HR performance. The negative regression coefficient indicates the existence of a negative effect of workload on HR performance. This indicates that employees who have a high workload have lower HR performance.

Partial test of variable X_2 (family work conflict) has a regression coefficient of 0.613 with a significance of 0.000. A value of significance which is smaller than 0.05 indicates that the family work conflict has a significant effect on work stress. The direction of positive regression coefficient indicates a positive effect of family work conflict on work stress. This indicates that employees who have high family work conflict have higher work stress.

Partial test on variable X_2 (family work conflict) has a regression coefficient of -0.361 with a significance of 0.014. A value of significance which is smaller than 0.05 indicates that the family work conflict has a significant effect on HR performance. The direction of negative regression coefficient indicates the negative effect of family work conflict on HR performance. This indicates that employees who have high family work conflict have lower human resource performance.

The partial test result on variable Y_1 (work stress) has a regression coefficient of -0.346 with a significance of 0.025. The value of significance which is smaller than 0.05 indicates that the variable of work stress gives a significant effect on HR performance. The negative

direction of regression coefficient indicates the existence of negative effects of work stress on HR performance. This indicates that employees who have high work stress have lower HR performance

Partial test results variable X_3 (social capital) has a regression coefficient of 0.310 with a significance of 0.045. A value of significance which is smaller than 0.05 indicates that social capital variables are able to moderate the effect of workload on HR performance. The positive direction of regression coefficient indicates the existence of social capital as moderation to strengthen the effect of workload on HR performance. This indicates that high social capital is able to strengthen the effect of workload on improving HR performance better.

Partial test results variable X_3 (social capital) has a regression coefficient of 0.335 with a significance of 0.029. A value of significance which is smaller than 0.05 indicates that social capital variables are able to moderate the effect of family work conflict on HR performance. The positive regression coefficient indicates the existence of social capital as moderation to strengthen the effect of family work conflict on human resource performance. This indicates that high social capital can strengthen the effect of family work conflict on improving HR performance.

CONCLUSION

Conclusion

There are seven hypotheses proposed in this research and the conclusions of the seven hypotheses are as follows:

1. Workload has a significant effect on work stress, the organization needs to reduce the workload that exceeds job description in order to improve the performance of human resources because a low-level workload can make employees work well.
2. Workload has a significant effect on HR performance, organization need to give workload in accordance with job demands and maximize working hours to be able to improve the performance of human resources because a low-level workload can make employees work well.
3. Family work conflict has a significant effect on work stress, organizations need to provide opportunities for employees to be able to follow the important activities of the family as long as it does not interfere with the performance of the organization. A low family work conflict can lower levels of work stress and make employees work well.
4. Family work conflict has a significant effect on HR performance. The above results show that in general the pattern of family work conflict at the Regional Finance Board of Semarang Regency has not in the ideal position which means that it is still need improvement. It should be seen also the view that showed disagreement because the figure still shows a high percentage. Indicators of not being able to follow important family activities indicate the weakest indicator of family work conflict, this indicates that the organization needs to give priority to employees in order to follow important family activities by adjusting the situation and working conditions. As a result, it will improve the performance of human resources because a low-level family work conflict can make employees work well.

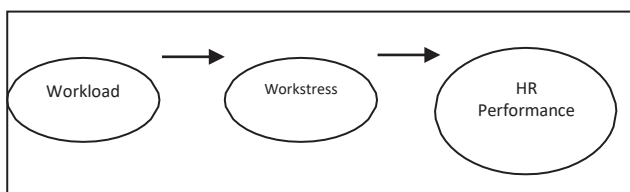
5. Work stress provides a significant effect on HR performance. Indicators of concentration loss indicate the weakest indicator of work stress, this indicates that the organization needs to brainstorm so that employees can work with good concentration and able to improve HR performance. A low level of work stress can make employees work well and improve performance.
6. Social capital is able to moderate the effect of workload on HR performance. Indicator of Commitment in achieving organizational goal showed the weakest indicator of social capital in strengthening HR performance. Clearly, it indicates that the organization needs to do a contract position or a pact of integrity so that employees are able to work with a commitment and able to improve HR performance. A good social capital makes employees work well.
7. Social capital is able to moderate the effect of family work conflict on HR performance. What Knowledge indicator shows the weakest indicator of social capital in strengthening the performance of human resources. This shows that the organization needs to conduct soft skills training, so that employees can work well and able to improve the performance.

Conclusion of Research Formulation Problem

The purpose of this research is to find the answer to the research problem proposed in this research is: “how to improve the performance of human resources?”. The results of this study prove and give conclusions to answer the problem of research. Briefly, it produces four (4) basic processes affecting workload and family work conflict that impact on HR performance, among others:

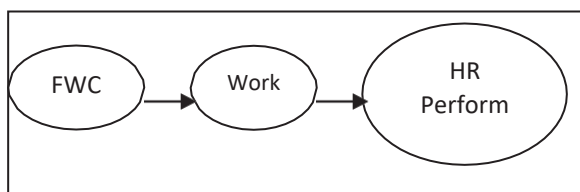
first, to figure out that the stress affects HR performance is to see the amount of workload. The process of achieving HR performance is presented in Figure 5.1 as follows:

Figure 2 : Human Resource Performance - Process 1



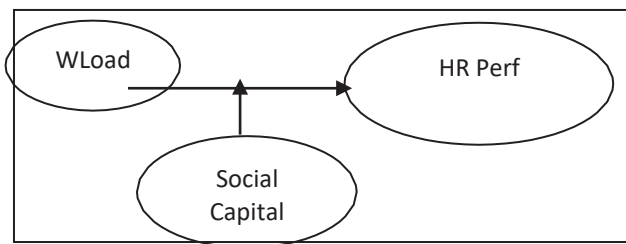
Second, to figure out that stress affects human resource performance is to see the level of family work conflict. The process of achieving HR performance is presented in Figure 5.2 as follows:

Figure 3 : HR Performance -Processes 2



Third, to figure out HR performance is by looking at the size of the workload with the moderation of social capital. The process of achieving HR performance is presented in Figure 5.3 as follows:

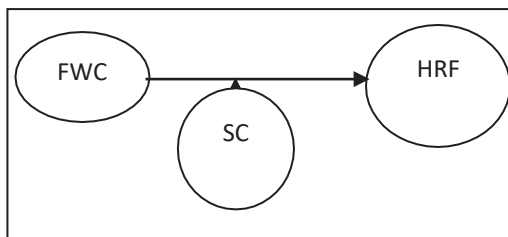
Figure 4 : Performance HR -Processes 3



fourth, to figure out HR performance, it can be done by viewing magnitude of the family work conflict as moderation of social capital. The process of achieving HR performance is presented in Figure 5.4 as follows:

Figure 5.4:

HR performance -Processes 4



THEORETICAL IMPLICATIONS

The theoretical implication of this study can be described as follows:

Previous research

1. Tahir and Kaleem, (2016) in his research stated that the workload has a significant effect on HR performance
2. Khuong and Yen, (2016) in his study claimed that stress has a significant effect on HR Performance

Present research

1. The workload has a significant negative effect on HR performance
2. Work Stress Has a significant negative effect on HR Performance

Contributions of Theory

1. This study reinforces research study by Tahir and Kaleem, (2016) which states that the workload has a significant effect on HR performance.
2. This study reinforces research study by Khuong and Yen, (2016) which states that stress has a significant effect on HR performance.

Policy implications

The policy implications in this study can be suggested through the following points:

1. Regional Finance Agency Semarang regency always attempts to improve employee welfare by providing additional income and incentive target, holiday allowances, as well as health allowance and it can reduce stress.
2. Regional Finance Agency Semarang district provides promotional opportunities more quickly for their potential and skilled HR. As a result, it will reduce the stress within the HR and improve performance.
3. Regional Finance Agency Semarang district has always held a *family gathering, outbound* and recreation once a year to improve relations between the family of employees, it is to minimize family work conflicts.

Research limitations

The limitation in this study is the persistence of the other variables that affect work stress.

Future Research Agenda

Based on the limitations in this study that is testing the model which is still relatively low, it is necessary to add the independent variables that affect work stress. Variables that are suggested are: work satisfaction, intrinsic and extrinsic motivation (Nair, 2007).

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