

## **The Effect of Change Management, Training and Work Life Balance on Employee Performance at the Regional Personnel and Human Resources Development Agency of Pangkalpinang City**

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### **ABSTRACT**

This study aims to determine whether there is an effect of change management, training and work life balance on employee performance. The population in this study were all employees at the Badan Kepegawaian dan Pengembangan Sumber Daya Manusia Daerah Kota Pangkalpinang by sampling with the saturated sample method. The data analysis techniques used were validity and reliability tests, classical assumption tests, multiple linear regression analysis tests, t tests, f tests, and R<sup>2</sup> tests using the Statistical Package for Social Science (SPSS) version 24.

Based on descriptive analysis on the variables of change management and work life balance are in the very high category, and training is in the high category. Based on multiple linear regression analysis shows that Change Management, Training, Work Life Balance partially and simultaneously have a positive and significant effect on employee performance. The results of the analysis of the coefficient of determination (R<sup>2</sup>) with Adjusted R Square of 0.74 or 74%. It states that the variable of employee performance is influenced by the variables of management, training, and work-life balance by 74%, the remaining 26% is influenced by other variables from the research variables.

**Keywords:** Change Management, Training, Work Life Balance, Employee Performance

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### **INTRODUCTION**

Human Resources (HR) is one of the determinants of organizational success because of the role of human resources as a valuable asset in planning, implementing and controlling various operational activities of the organization (Ardana, 2012). Agencies need to plan strategies and create good and professional human resource management (HR) so that performance targets can be implemented in accordance with the provisions of the agency (Putri, 2018). Performance Management produces performance that is the

result of work from a strong relationship with employee satisfaction, organizational strategic goals and contributing to the economy (Wibowo, 2015). Badan Kepegawaian dan Pengembangan Sumber Daya Manusia Daerah Kota Pangkalpinang is a supporting element of the regional apparatus in the field of Regional Human Resources and Human Resources Development. BKPSDMD Pangkalpinang has the main task, namely Carrying out the formulation of technical policies, coordination, guidance and administration of government affairs in the field of Civil Service and Regional Human Resources Development based on the principle of decentralization and assistance tasks.

**Table 1 Performance Data 2019-2020 Regional Personnel and Human Resources Development Agency of Pangkalpinang city**

Target	Indicator	years	Target	Realization	Achievements
Increasing the quality of public services and the professionalism of the State Civil Apparatus	ASN professionalism index (State Civil Apparatus)	2019	76,80%	63,46%	82,63%
		2020	77,20%	53,00%	68,65%
		2021	78,00%	57,25%	73,40%

Source: Regional Personnel and Human Resources Development Agency of Pangkalpinang city,, 2021.

Based on Table 1 it states that the realization target has not been achieved due to the employee's performance that has not been optimal, where the employees have not been supported by adequate capabilities in meeting the achievement of the realization target. According to Coffan and Lutes in Suparno Eko Widodo (2014) Change Management is a structured approach to help organizations of people to transition slowly but surely to the desired state.

**Table 2 Data on Change of Position Regional Personnel and Human Resources Development Agency of Pangkalpinang city 2021**

Job Change Data		
No	Initial Position	Position Now
1	Pangkalpinang City Secretariat General Administration Assistant	Head of the Pangkalpinang City BKPSDMD Agency
2	Head of Planning, Procurement, Movement and Data	Secretary of the Pangkalpinang City BKPSDMD Agency
3	General Functional	Sub Coordinator of Education and Training Section
4	General Functional	Sub Coordinator of ASN Professional Section and Employee Welfare
5	Head of Procurement and Appointment	Head of Planning, Procurement, Movement and Data
6	Employee Manager	Plt. Sub Coordinator of Procurement & Appointment Section
7	SAPK Operators	Administration Officer

Source: Regional Personnel and Human Resources Development Agency of Pangkalpinang city, 2021.

Based on Table 2 regarding the change in position data obtained from the Regional Personnel and Human Resources Development Agency of Pangkalpinang City explained that there was a change in position from the results of the inauguration of functional

positions. thatwith the change in position and the re-filling of the Head of the Agency or the change in leadership that was originally the executor of the task, the BKPSDMD of Pangkalpinang Citybecomes more focused and disciplined at work.

**Figure 1 Administration Service Application Regional Personnel and Human ResourcesDevelopment Agency of Pangkalpinang city 2021**



Source: Regional Personnel and Human Resources Development Agency of Pangkalpinang city, 2021.

Based on Figure 1 is the Sipunai application that is used to facilitate the visiting Pangkalpinang City Civil Service and Human Resources Development Agency employees andASN. The Sipunai application is the latest breakthrough from the Pangkalpinang City BKPSDMD for ASN visiting for administrative purposes so that this application makes it easierfor Pangkalpinang City BKPSDMD to recap data using technology that is developing rapidly and reduces interactions in dealing with COVID-19. Training is an effort to develop human resources, especially to develop intellectual and human personality (Handoko, 2012).

**Table 3 Training Data employees of the Regional Personnel and Human Resources Development Agency of Pangkalpinang City 2020**

Type of Training	Name of Training	Already Follow	Not Following
Technical/ Functional Training	Leadership Training	6	-
	Functional Training	3	-
	Technical Training and Seminar	21	9
	Public Service Training	23	7
	Information System Training	1	-
	Regional Goods Training	2	-
	Archival Training	3	4
	Service and Operational Training	30	13
	Sipunai App	89	40
Amount		89	40

Source: Regional Personnel and Human Resources Development Agency of Pangkalpinang city, 2020

Based on Table 3, it indicates that employees in the Regional Personnel and Human Resources Development Agency of Pangkalpinang City still have employees who are lackingor have not even attended training in their fields. The absence of a work-life balance in humanindividuals causes poor and inconsistent employee performance at work and the level of absenteeism increases that employees are absent or lazy to work (Kim, 2014).

**Table 4 Attendance for August-December 2021 employee Regional Personnel and Human Resources Development Agency of Pangkalpinang city**

Number of Employees		Number of No Attendance	Late for Work	Go home early	Month/year
PNS	PHL				
27 people	17 people	2	-	-	Agu-21
		16	3	-	Sep-21
		7	-	1	Okt-21
		7	3	8	Nov-21
		37	13	5	Des-21
amount		69	19	14	

Source: Regional Personnel and Human Resources Development Agency of Pangkalpinang city 2020

Based on Table 4 the table explains that there are still many employees who are still often absent and don't come on time and even go home early. With this, the work life balance for employees is still unstable.

## LITERATURE REVIEW

Yoyo Sudaryo, Agus Aribowo, and Nunung Ayu Sofiati (2018), human resource management is an important factor in an organization, because human resources are a collection of a group of people who work together to achieve certain goals. Wayne Mondy R in Yoyo Sudaryo, Agus Aribowo, and Nunung Ayu Sofiati (2018) defines human resource management as the use of a number of individuals to achieve organizational goals.

John P. Kotter and Dan Cohen (2014) assume that the heart of change is in the heart itself or the emotions of individual employees, where companies must touch individual feelings to commit to making changes, so that it will motivate employees to change behavior, and only changes in individual behavior. that can drive the success of organizational change.

Mangkunegara (2016) training is a short-term educational process that uses systematic and organized procedures in which non-managerial employees learn technical knowledge and skills for limited purposes. According to Dessler (2015), training is a process of teaching new or existing employees the basic skills they need to carry out their jobs.

Work life balance related to other factors of the work environment helps managers to integrate work and life balance in a broader discussion, which has the aim of testing individuals against work that mediates the relationship between work-life balance and work outcomes. 2018). McDonald and Bradley (2005) in Pangemanan et.al (2017) state that work life balance is the extent to which a person is satisfied with carrying out all roles in life outside and with in his work.

## HYPOTHESES

H<sub>1</sub>: Change Management has a positive and significant effect on employee performance in the Regional Personnel and Human Resources Development Agency of

Pangkalpinang City.

H<sub>2</sub>: Training has a positive and significant effect on employee performance in the Regional Personnel and Human Resources Development Agency of Pangkalpinang City.

H<sub>3</sub>: Work Life Balance has a positive and significant effect on employee performance in the Regional Personnel and Human Resources Development Agency of Pangkalpinang City.

H<sub>4</sub>: Change Management, Training, and Work Life Balance simultaneously have a positive and significant effect on the performance of the Civil Service and Human Resources Development Agency employees in the Pangkalpinang City.

## METHODS

The research approach carried out by the researcher uses descriptive analysis and quantitative methods. This research was conducted at the BKPSDMD Pangkalpinang. Secondary data and primary data are the types of data used in this study. The performance data of BKPSDMD Pangkalpinang, training data, attendance, education level data, profile, vision and mission, main tasks and organizational structure are secondary data used in this study. The primary data used in this study is the distribution of questionnaires to BKPSDMD employees in Pangkalpinang City. The data collection techniques in this study used questionnaires and literature methods. The analysis was carried out on the results of distributing questionnaires using descriptive statistical analysis methods, then tested for validity, reliability tests, normality tests, multicollinearity tests, heteroscedasticity tests, multiple linear regression analysis tests, t tests, f tests, coefficients of determination test ( $r^2$ ) and the data was processed using the Statistical Package for social science (SPSS) Version 24.

## RESULTS

### Validity test

This validity test is used to measure whether or not a questionnaire item is used as a research instrument. The calculation of the  $r$  table in this study is  $43-2 = 41$ , then the  $r$  table value is 0.3008, the results of the validity test in this study are as follows:

Table 5 result validity test				
Variable	Items	R count	R table	Information
Change Management	1	0,543	0,3008	Valid
	2	0,587		Valid
	3	0,584		Valid
	4	0,708		Valid
	5	0,57		Valid
	6	0,629		Valid
	7	0,528		Valid
	8	0,755		Valid
	9	0,646		Valid
	10	0,551		Valid

(X1)	11	0,553		Valid
	12	0,71		Valid
	13	0,52		Valid
	14	0,462		Valid
	15	0,401		Valid
	16	0,381		Valid
	17	0,33		Valid
Training (X2)	1	0,892	0,3008	Valid
	2	0,873		Valid
	3	0,703		Valid
	4	0,668		Valid
	5	0,701		Valid
	6	0,652		Valid
	7	0,383		Valid
	8	0,545		Valid
	9	0,348		Valid
	10	0,742		Valid
	11	0,675		Valid
Work Life Balance (X3)	1	0,747	0,3008	Valid
	2	0,822		Valid
	3	0,784		Valid
	4	0,816		Valid
	5	0,79		Valid
	6	0,688		Valid
	7	0,605		Valid
	8	0,666		Valid
	9	0,875		Valid
	10	0,692		Valid
Employee Performance (Y)	1	0,737	0,3008	Valid
	2	0,769		Valid
	3	0,547		Valid
	4	0,846		Valid
	5	0,749		Valid
	6	0,456		Valid
	7	0,79		Valid
	8	0,592		Valid

Source: Primary Data by researcher, 2022

## Reliability Test

Table 6 reliability test results

Variable	Cronbach's Alpha value	Information
Change Management (X1)	0,86	Reliabel
Training (X2)	0,851	Reliabel
Work Life Balance (X3)	0,913	Reliabel
Employee Performance (Y)	0,824	Reliabel

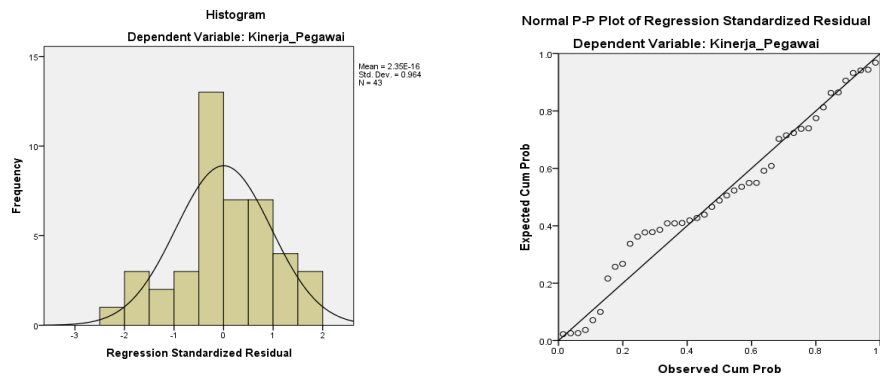
Source: Primary Data by researcher, 2022

Based on the table above regarding the results of the reliability test, it states that all variables have Cronbach's alpha values greater than 0.60, so it can be concluded that the questionnaire instrument of each research variable is reliable.

## Classic assumption test

### Normality test

Figure 2 Normality Test Results



Source: Primary Data by researcher, 2022

Based on the results of the normality test in Figure 2, the histogram graph diagram provides a normal circulation model, the graph does not tend to skew to the right or to the left. While the probability plot graph also provides a normal circulation model, because the points are seen to spread around the diagonal line and their distribution follows the direction of the diagonal line. It is concluded that these two graphs indicate that the regression model meets the assumption of normality or is feasible to use.

Table 7 Normality Test Results  
One-Sample Kolmogorov-Smirnov Test

		Unstandardized Residual
N		43
Normal Parameters <sup>a,b</sup>	Mean	.0000000
	Std. Deviation	153.957.917
Most Extreme Differences	Absolute	.125
	Positive	.077
	Negative	-.125
Test Statistic		.125
Asymp. Sig. (2-tailed)		.091 <sup>c</sup>

Source: Primary Data by researcher, 2022

Based on Table 4.3 the results of the Kolmogorov Smirnov normality test, the Asymp value is obtained. Sig. (2-tailed) of 0.091 or greater than 0.050 so it can be concluded that the data is normally distributed.

## Multicollinearity Test

Table 8 Multicollinearity Test Results

Variabel	Tolerance	VIF	Keterangan
Change Management	0.607	1.647	Tidak Multikolinearitas
Training	0.604	1.655	Tidak Multikolinearitas

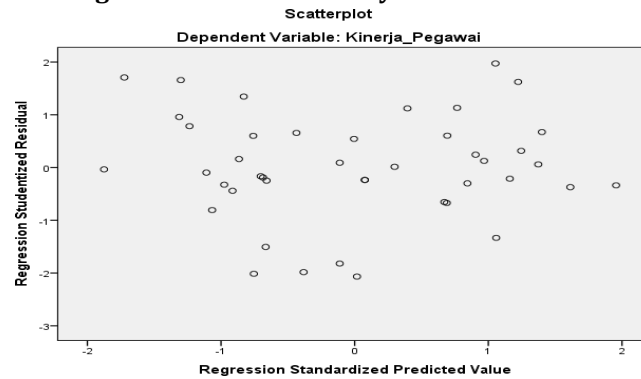
Work Life Balance	0.980	1.021	Tidak Multikolinearitas
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Source: Primary Data by researcher, 2022

Based on Table 4.4 from the results of the multicollinearity test, in calculating the tolerance value, it can be seen that all independent variables have a tolerance value of each variable > 0.1 and the VIF value of each variable <10, it can be concluded that there is no multicollinearity between the independent variables in the regression model.

### Heterocadasticity Test

**Figure 3 Hetroscedasticity Test Results**



Source: Primary Data by researcher, 2022

Based on Figure 4.2 regarding the results of heteroscedasticity testing using the ScatterPlot method, it is obtained as shown above, namely because there is no clear pattern, and the points spread above and below the number 0 on the Y axis, it can be concluded that the data does not experience problems. heteroscedasticity.

**Table 9 Heteroscedasticity Test Results**

Coefficients <sup>a</sup>					
Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
(Constant)	.173	2.191		.079	.937
1 Change Management	.006	.030	.038	.193	.848
Training	-.030	.036	-.162	-.830	.411
Work Life Balance	.045	.026	.264	1.718	.094

a. Dependent Variable: RES2

Source: Primary Data by researcher, 2022

Table 4.5 shows that the significance value of each variable is 0.848 0.411 and 0.094 where this value is greater than 0.05. This shows that the data does not experience heteroscedasticity problems.

### Multiple Linear Regression Analysis

This study uses multiple regression to prove the research hypothesis. This analysis uses input based on data obtained from questionnaires. This test was conducted to measure how much influence the independent variables, namely Change Management (X1), Training (X2), and Work Life Balance (X3), on the dependent variable, namely Employee Performance (Y).



**Table 10 Result Multiple Linear Regression Analysis**

Model	Unstandardized Coefficients	
	B	Std. Error
(Constant)	3.527	3.547
1 Manajemen Perubahan	.105	.049
Pelatihan	.421	.059
<i>Work Life Balance</i>	.092	.042

Source: Primary Data by researcher, 2022

Table 4.6 shows the results of multiple linear regression analysis, so in this study the following regression equation was obtained:

$Y = 3,527 + 0,105X_1 + 0,421X_2 + 0,092X_3$  Based on this calculation, the results of multiple linear regression analysis can be explained as follows:

a) Constant 3,527

Based on the table above, the constant value of 3.527 is obtained. This shows that if the value of the independent variable is 0, it will be obtained Y of 3.527.

b) Change management regression coefficient ( $\beta_1$ ) = 0.105

It means that the change management variable affects employee performance by 0.105 or has a positive influence on employee performance, which means that if the change management variable increases by one unit while the other variables remain, it causes an increase in employee performance by 0.105. Conversely, if the work facilities variable decreases by one unit, it will cause the employee performance variable to decrease by 0.105.

c) Job Satisfaction Regression Coefficient ( $\beta_2$ ) = 0.421

It means that the training variable affects employee performance by 0.421 or has a positive influence on employee performance, which means that if the training variable increases by one unit while the other variables remain, it causes an increase in employee performance by 0.421. Conversely, if the training variable decreases by one unit, it will cause the employee performance variable to decrease by 0.421.

d) Work Life Balance Regression Coefficient ( $\beta_3$ ) = 0.092

It means that the work life balance variable affects employee performance by 0.092 or has a positive influence on employee performance, which means that if the work life balance variable increases by one unit while other variables remain, it causes an increase in employee performance by 0.092. On the other hand, if the work life balance variable decreases by one unit, it will cause the employee performance variable to decrease by 0.092.

## Partial Test (T Test)

**Table 11 Results of t test analysis**

Model	Coefficients <sup>a</sup>		t	Sig.
	Unstandardized Coefficients	Standardized Coefficients		
	B	Std. Error	Beta	

	(Constant)	3.527	3.547		0.994	0.326
1	Change Management	0.105	0.049	0.217	2.150	0.038
	Training	0.421	0.059	0.726	7.168	0.000
	Work Life Balance	0.092	0.042	0.172	2.162	0.037

Source: Primary Data by researcher, 2022

Based on Table 4.61 regarding the results of the t-test analysis, the coefficients were obtained through hypothesis testing and then compared with the t-table. The sample in this study were employees of the Regional Personnel and Human Resources Development Agency of Pangkalpinang City, totaling 43 respondents, with a significance level of 0.05, it was obtained t table is 1.68488. The results of each variable can be seen which variables affect the performance of the employees of the Regional Personnel and Human Resources Development Agency of Pangkalpinang City as follows:

H1: Change Management Hypothesis Testing on Employee Performance

The results of the calculation obtained that the t-count for X1 is  $2.150 >$  from the t-table 1.68488 with a significance level of  $0.038 < 0.05$ . It can be concluded that work facilities partially have a positive and significant effect on the performance of the BKPSDMD Pangkalpinang.

H2: Testing the Training Hypothesis on Employee Performance

The results of the calculation obtained that the t count for X1 is  $2.150 >$  from t table 1.68488 with a significance level of  $0.000 < 0.05$ . So it can be concluded that the training partially has a positive and significant effect on the performance of the BKPSDMD Pangkalpinang.

H3: Work Life Balance Hypothesis Testing on Employee Performance

The calculation results obtained for X1 is  $2.162 >$  from t table 1.68488 with a significance level of  $0.037 < 0.05$ . So it can be concluded that the work life balance partially has a positive and significant effect on the performance of the BKPSDMD Pangkalpinang.

### Simultaneous Test (F Test)

The f test is also called the simultaneous (simultaneous) significance test. The f-test was conducted to determine the independent variables (work facilities, job satisfaction and job description) together on the dependent variable, namely employee performance. (Siahaan and Bahri, 2019).

**Table 12 Results of F Test Analysis**

		ANOVA <sup>a</sup>				
Model		Sum of Squares	df	Mean Square	F	Sig.
	Regression	312.308	3	104.103	40.782	.000 <sup>b</sup>
1	Residual	99.553	39	2.553		
	Total	411.860	42			

Source: Primary Data by researcher, 2022

Table 4.8 shows the results of the f test, it is known that the calculated f is  $40,782 > 2.85$  and the significance value is  $0.000 < 0.05$ , then H4 is accepted, meaning this shows that the variables of change management, training, and work life balance simultaneously have a positive and significant effect on employee performance in the Regional Personnel and Human Resources Development Agency of Pangkalpinang City. The sample of this study were employees at the Regional Personnel and Human Resources Development

Agency of Pangkalpinang City, amounting to 43 people, so the f table was 2.85 with a significance level of 0.05.

### Coefficient of Determination Analysis (R<sup>2</sup>)

**Table 13 Results of the Coefficient of Determination Analysis**

<b>Model Summary<sup>b</sup></b>				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.871 <sup>a</sup>	.758	.740	159.770

Source: Primary Data by researcher, 2022

Table 13 the coefficient of determination (R<sup>2</sup>) shows the Adjusted R Square number of 0.740 or 74%. This means that the variable of employee performance can be explained by the variables of Change Management, training, and work life balance by 74%, the remaining 26% is influenced by other variables outside of the research variables.

## DISCUSSION

### Description Change Management, Training, and Work Life Balance on Employee Performance

The results of research that has been carried out by researchers based on respondents' responses, it can be concluded that all research variables, namely change management, work life balance, and employee performance are in the very high category with intervals of 4.21-5.00, while the training variable is in the high category. is in the interval 3.41-4.20. This shows that the better the management of change, training, and work life balance for the BKPSDMD Pangkalpinang, the better the performance of employees. Based on the statements submitted to the respondents, the average score of the change management variable (X1) is 4.23, the training variable (X2) is 3.43, the work life balance variable (X3) is 4.24, and the employee performance variable (Y) of 4.27. This shows that change management in the Regional Personnel and Human Resources Development Agency of Pangkalpinang City is functioning well.

### The Effect of Change Management on Employee Performance

Based on the results of research that has been carried out by researchers, it can be concluded that the change management variable partially has a positive and significant effect on the performance of employees at the Regional Personnel and Human Resources Development Agency of Pangkalpinang City. This is in accordance with quantitative calculations where the change management variable produces t count for X1 of 2.150 > from t table 1.68488 which is smaller than the significant level of 0.05.

Based on the results of multiple linear regression, it is known that the product has a coefficient value of 0.038. This means that if the change management has increased by one unit, the employee's performance will also increase by 0.038. The regression value indicates a positive influence between change management and employee performance.

This shows that change management partially has a positive and significant effect. Furthermore, it can be said that H1 is accepted and shows that change management increases the employee's performance will increase. Conversely, if change management decreases, employee performance will decrease.

### **The Effect of Training on Employee Performance**

Based on the results of research that has been carried out by researchers, it can be concluded that the training variable partially has a positive and significant effect on the performance of employees at the Regional Personnel and Human Resources Development Agency of Pangkalpinang City. This is in accordance with quantitative calculations where the change management variable produces tcount for X1 of 7.168 > from t table of 1.68488 with a significance of 0.000 which is smaller than the significant level of 0.05.

The regression value indicates a positive influence between training and employee performance. This shows that the training partially has a positive and significant effect. Furthermore, it can be said that H2 is accepted and H0 is rejected. This shows that increased training will increase employee performance. Conversely, if training decreases, employee performance will decrease.

### **Effect of Work Life Balance on Employee Performance**

Based on the results of research that has been carried out by researchers, it can be concluded that the work life balance variable partially has a positive and significant effect on the performance of employees at the Regional Personnel and Human Resources Development Agency of Pangkalpinang City. This is in accordance with quantitative calculations where the work life balance variable produces tcount for X1 of 2.162 > from t table of 1.68488 with a significance of 0.037 which is smaller than the significant level of 0.05.

The regression value indicates a positive influence between work life balance and employee performance. This shows that the work life balance partially has a positive and significant effect. Furthermore, it can be said that H3 is accepted and H0 is rejected. This shows that the work life balance increases, the employee's performance will increase. On the other hand, if the work life balance decreases, employee performance will decrease.

### **Effect of Change Management, Training, and Work Life Balance on Employee Performance**

Change Management, Training, and Work Life Balance simultaneously have a positive and significant effect on the performance of the Civil Service and Human Resources Development Agency employees in the city of Pangkalpinang. This is based on the results of the respondent's F test research showing that the calculated F is 40,782 which is greater than the F table value of 2.85, the significance value is 0.000, which is smaller than the 0.05 significance level. It can be concluded that change management, training, and work Life Balance simultaneously have a positive and significant effect on the performance of employees of the Pangkalpinang City Civil Service and Human Resources Development Agency.

## CONCLUSION

Based on the results of research and discussions that have been described by researchers regarding change management, training, and work life balance on employee performance in Regional Personnel and Human Resources Development Agency of Pangkalpinang City is that the general change management, training, work life balance and employee performance of the Regional Personnel and Human Resources Development Agency of Pangkalpinang City are included in the high and very high categories. Change management, training, and work life balance partially have a positive and significant effect on employee performance in the Regional Personnel and Human Resources Development Agency of Pangkalpinang City. Change management, training and work life balance simultaneously have a positive and significant effect on employee performance in the Regional Personnel and Human Resources Development Agency of Pangkalpinang City.

Based on the conclusions that have been obtained from the results of the study, there are several suggestions given so that they can be used as references for further research. With this research, it is hoped that the Regional Personnel and Human Resources Development Agency of Pangkalpinang City can use this research as consideration for maturation of strategies that are directly related to change management, training and employee work life balance. For further researchers, this research should be carried out again by using research instruments that are further deepened and developed again and using analytical tools such as PLS (Partial Least Square) and SEM (Structural Equation Model), so that the ability to measure them is better so that they can examine more deeply about the variables. Variables in this study with different objects and different questions on the questionnaire items.

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