

Lampiran 1: Ringkasan Penelitian Terdahulu

No	Nama Peneliti	Judul Penelitian	Metode Analisis	Hasil Penelitian
1	Talukder, A. K. M., Vickers, M., dan Khan, A. (2018)	<i>Supervisor Support and Work-Life Balance: Impacts on Job Performance in the Australian Financial Sector</i>	<i>Structural Equation Modelling (SEM)</i>	<ol style="list-style-type: none"> 1. <i>Supervisor support</i> berhubungan positif dengan <i>work-life balance</i>; 2. <i>Work-life balance</i> berhubungan positif dengan kepuasan kerja; 3. <i>Work-life balance</i> berhubungan positif dengan kepuasan kerja, komitmen organisasional, dan kepuasan hidup; 4. Kepuasan kerja, komitmen organisasional, dan kepuasan hidup berhubungan positif dengan kinerja karyawan.
2	Oyewobi, L. O., Oke, A. E., Adeneye, T. D., dan Jimoh, R. A. (2019)	<i>Influence of Organizational Commitment on Work-Life Balance and Organizational Performance of Female Construction Professionals</i>	<i>Partial Least Square Structural Equation Modelling (PLS-SEM)</i>	<ol style="list-style-type: none"> 1. Komitmen organisasional secara positif dan signifikan berhubungan dengan kinerja organisasi; 2. Komitmen organisasional karyawan memediasi hubungan antara <i>work-life balance</i> dan kinerja organisasi; 3. <i>Work-life balance</i> positif dan signifikan dengan kinerja organisasi; 4. <i>Work-life balance</i> secara positif dan signifikan berhubungan dengan komitmen organisasional.

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3	Abdirahman, H. I. H., Najeemdeen, I. S., Abidemi, B. T., dan Ahmad, R. B. (2020)	<i>The Relationship between Job Satisfaction, Work-Life Balance and Organizational Commitment on Employee Performance</i>	<i>Multiple Regression</i>	<ol style="list-style-type: none"> 1. <i>Work-life balance</i> berhubungan signifikan dan positif dengan kinerja karyawan; 2. Kepuasan kerja berhubungan positif dengan kinerja karyawan; 3. Komitmen organisasional juga menunjukkan hubungan positif dengan kinerja karyawan.
4	Pandu, A., dan Sankar, R. (2018)	<i>The Relationship between Work Life Balance and Job Satisfaction: An Empirical Evidence from Married Women IT Employees and School Teachers in Chennai</i>	<i>Multiple Regression</i>	<ol style="list-style-type: none"> 1. <i>Work-family conflict</i> memiliki hubungan yang signifikan dengan kepuasan kerja; 2. Tidak ada perbedaan yang signifikan antara <i>work-family conflict</i> dan kepuasan kerja; 3. Ada korelasi yang signifikan antara lingkungan kerja dan kepuasan kerja; 4. Perasaan tentang pekerjaan sangat terkait dengan kepuasan kerja; 5. Ada hubungan positif dan signifikan antara <i>work-life balance</i> dan kepuasan kerja.
5	Kaushal, P. (2019)	<i>Work Life Balance in Relation to Work Stress: A Study of IT Professionals of Pune City</i>	<i>Regression Analysis</i>	<ol style="list-style-type: none"> 1. Ada hubungan yang signifikan antara beragam tugas dan <i>work-life balance</i> para profesional IT; 2. Ada hubungan yang signifikan antara otonomi kerja dan <i>work-life balance</i> para profesional IT; 3. Ada hubungan yang signifikan antara

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				<p>ambiguitas kerja dan <i>work-life balance</i> para profesional <i>IT</i>;</p> <p>4. Ada hubungan yang signifikan antara dukungan kerja dan <i>work-life balance</i> para profesional <i>IT</i>;</p> <p>5. Ada hubungan yang signifikan antara kelebihan peran kerja dan <i>work-life balance</i> para profesional <i>IT</i>;</p> <p>6. Ada hubungan yang signifikan antara fleksibilitas jadwal kerja dan <i>work-life balance</i> para profesional <i>IT</i>.</p>
6	Dash, M., Anand, V., dan Gangadharan, A. (2012)	<i>Perceptions of Work-Life Balance Among IT Professionals</i>	<i>Factor Analysis and Reliability Analysis</i>	<p>1. Ada korelasi positif yang signifikan antara interferensi kehidupan pribadi dengan pekerjaan, interferensi pekerjaan dengan kehidupan pribadi, dan <i>work-life balance</i> yang negatif;</p> <p>2. Ada korelasi positif yang signifikan antara peningkatan pekerjaan / kehidupan pribadi dengan <i>work-life balance</i>;</p> <p>3. Ada korelasi negatif yang signifikan antara pekerjaan / kehidupan pribadi, interferensi kehidupan pribadi dengan pekerjaan, dan interferensi kerja dengan kehidupan pribadi.</p>

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7	Manasa, K. V. L., dan Showry, M. (2018)	<i>The Impact of Work-Life Balance Practices on Women Employees in the IT Sector</i>	<i>Regression</i>	Ada hubungan positif antara kepuasan dengan praktik <i>work-life balance</i> dan <i>work-life balance</i> karyawan perempuan di perusahaan.
8	Pandita, S., dan Singhal, R. (2017)	<i>The Influence of Employee Engagement on the Work-Life Balance of Employees in the IT Sector</i>	<i>Correlation Analysis</i>	Tidak ada korelasi yang signifikan antara <i>employee engagement</i> dan <i>work-life balance</i> .
9	Pandu, A. (2019a)	<i>Measuring Work-Life Balance among Married Women IT Professionals, School Teachers and Self-Employed</i>	<i>Structural Equation Modelling (SEM)</i>	<ol style="list-style-type: none"> 1. Ada perbedaan yang signifikan antara <i>job descriptions</i> mengenai <i>work-life balance</i>, <i>workload</i>, dan tanggung jawab, lingkungan kerja, perasaan tentang pekerjaan, tanggungan keluarga, <i>work-family conflict</i>, dan <i>family-work conflict</i>, kecuali untuk absen dari pekerjaan; 2. <i>Work-life balance</i> memiliki hubungan positif dengan kepuasan kerja; 3. Tidak ada hubungan positif antara <i>labor turnover intentions</i> dan <i>work-life balance</i> responden wanita; 4. Model-I <i>good fit</i>; 5. Model-II <i>good fit</i>.
10	Pandu, A. (2019b)	<i>Predictors and Outcomes of Work-Life Balance among IT Employees</i>	<i>Structural Equation Modelling (SEM)</i>	Model <i>good fit</i> dan model struktural diterima.

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		<i>and School Teachers in Chennai: A SEM Model Approach</i>		
11	Sathyannarayana, S., Gargasha, S., dan Bellave, L. (2018)	<i>An Empirical Investigation on Determinants of Work Life Balance in IT Sector: Evidence from India</i>	<i>Multiple Regression</i>	Ada hubungan yang signifikan antara variabel <i>supervisor support</i> , otonomi kerja, budaya organisasi, <i>work expectation</i> , kepuasan kerja, dukungan keluarga, <i>self-management</i> , dan <i>work-life balance</i> .
12	Semlali, S., dan Hassi, A. (2016)	<i>Work-Life Balance: How can we help Women IT Professionals in Morocco?</i>	<i>Content Analysis</i>	Dukungan keluarga memainkan peran penting dalam <i>work-life balance</i> di antara spesialis IT Maroko yang diwawancarai.
13	Syrek, C. J., Apostel, E., dan Antoni, C. H. (2013)	<i>Stress in Highly Demanding IT Jobs: Transformational Leadership Moderates the Impact of Time Pressure on Exhaustion and Work-Life Balance</i>	<i>Regression Analysis</i>	Kepemimpinan transformasional memoderasi dampak negatif dari <i>time pressure</i> pada rasa kelelahan dan <i>work-life balance</i> karyawan.
14	Walia, P. (2015)	<i>Gender and Age as Correlates of Work-Life Balance</i>	<i>Point Biserial Correlations</i>	<ol style="list-style-type: none"> 1. Korelasi negatif yang signifikan ditemukan antara <i>gender</i> dan <i>work-life balance</i> (termasuk dimensinya) dari para profesional yang bekerja di industri IT dan ITES; 2. Tidak ada korelasi signifikan yang ditemukan antara usia dan <i>work-life balance</i> (termasuk dimensinya) dari para profesional

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				<p>yang bekerja di industri <i>IT</i> dan <i>ITES</i>;</p> <p>3. Ada perbedaan yang signifikan antara skor rata-rata <i>work-life balance</i> dan dimensinya pada pria dan wanita profesional yang bekerja di industri <i>IT</i> dan <i>ITES</i>;</p> <p>4. Tidak ada perbedaan signifikan yang ditemukan antara skor rata-rata berbagai tingkat usia pada <i>work-life balance</i> dan dimensinya pada profesional yang bekerja di industri <i>IT</i> dan <i>ITES</i>.</p>
15	Warrier, U. (2013)	<i>A Study on Work-Life Balance as a Function of Demographic Variables at an IT Company in Bangalore</i>	<i>Quantitative Research</i>	<p>1. Tidak ada pengaruh perbedaan <i>gender</i> dalam indeks <i>work-life balance</i>;</p> <p>2. Ada perbedaan yang signifikan dalam <i>work-life balance</i> antara karyawan yang sudah menikah dan yang belum menikah;</p> <p>3. Ada perbedaan yang signifikan dalam <i>work-life balance</i> antara tingkat manajerial senior dan karyawan tingkat manajerial yang lebih rendah;</p> <p>4. Ada perbedaan usia yang signifikan dalam indeks <i>work-life balance</i>;</p> <p>5. Tingkat gaji tidak memiliki dampak signifikan pada indeks <i>work-life balance</i>.</p>

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16	Muse, L., Harris, S. G., Giles, W. F., dan Feild (2008)	<i>Work-Life Benefits and Positive Organizational Behavior: is there a connection?</i>	<i>Structural Equation Modelling (SEM)</i>	<ol style="list-style-type: none"> 1. Penggunaan <i>work-life benefits</i> memiliki hubungan langsung yang positif dengan komitmen afektif; 2. Hubungan antara <i>work-life benefits</i> dan komitmen afektif tidak memiliki hubungan tidak langsung yang dimediasi melalui <i>perceived organizational support</i>; 3. Nilai manfaat yang dirasakan memiliki hubungan positif dengan komitmen afektif yang sepenuhnya dimediasi melalui <i>perceived organizational support</i>; 4. Komitmen afektif sepenuhnya memediasi hubungan positif penggunaan manfaat dengan kinerja; 5. Komitmen afektif secara parsial memediasi hubungan positif penggunaan manfaat dengan dimensi kinerja kontekstual dari fasilitasi interpersonal dan dedikasi kerja; 6. Komitmen afektif sepenuhnya memediasi hubungan positif dari <i>perceived organizational support</i> dengan kinerja; 7. Komitmen afektif sepenuhnya memediasi hubungan positif dari <i>perceived organizational support</i>

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				dengan dimensi kinerja kontekstual dari fasilitasi interpersonal dan dedikasi kerja.
17	Shore, L. M., dan Martin (1989)	<i>Job Satisfaction and Organizational Commitment in Relation to Work Performance and Turnover Intentions</i>	<i>Regression Analysis</i>	<ol style="list-style-type: none"> 1. Komitmen organisasi berhubungan lebih kuat daripada kepuasan kerja dengan <i>turnover intentions</i> untuk <i>teller</i>, tetapi tidak untuk para profesional; 2. Kepuasan kerja berhubungan lebih kuat daripada komitmen organisasi dengan peringkat kinerja atasan untuk kedua sampel.
18	Sutanto (1999)	<i>The Relationship between Employee Commitment and Job Performance</i>	-	Terdapat hubungan positif dan signifikan antara komitmen untuk atasan dan kinerja.
19	Zain, A. N. D., dan Setiawati (2019)	<i>Influence of Work Family Conflict and Job Satisfaction on Medical Employee Performance through Organizational Commitment</i>	<i>Multiple Regression and Path Analysis</i>	<ol style="list-style-type: none"> 1. <i>Work-family conflict</i> tidak berpengaruh signifikan terhadap komitmen organisasi; 2. Kepuasan kerja berpengaruh signifikan dan positif terhadap komitmen organisasi; 3. <i>Work-family conflict</i> berpengaruh signifikan dan negatif terhadap kinerja karyawan; 4. Kepuasan kerja berpengaruh positif signifikan terhadap kinerja karyawan; 5. Komitmen organisasi berpengaruh positif signifikan terhadap kinerja karyawan;

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				<p>6. <i>Work-family conflict</i> dan kepuasan kerja berpengaruh secara simultan terhadap komitmen organisasi;</p> <p>7. <i>Work-family conflict</i> dan kepuasan kerja berpengaruh secara simultan terhadap kinerja karyawan;</p> <p>8. Pengaruh langsung (<i>work-family conflict</i> terhadap kinerja karyawan) lebih besar daripada pengaruh tidak langsung (<i>work-family conflict</i> terhadap kinerja karyawan melalui komitmen organisasi);</p> <p>9. Pengaruh langsung (kepuasan kerja terhadap kinerja karyawan) lebih besar daripada pengaruh tidak langsung (kepuasan kerja terhadap kinerja karyawan melalui komitmen organisasi).</p>

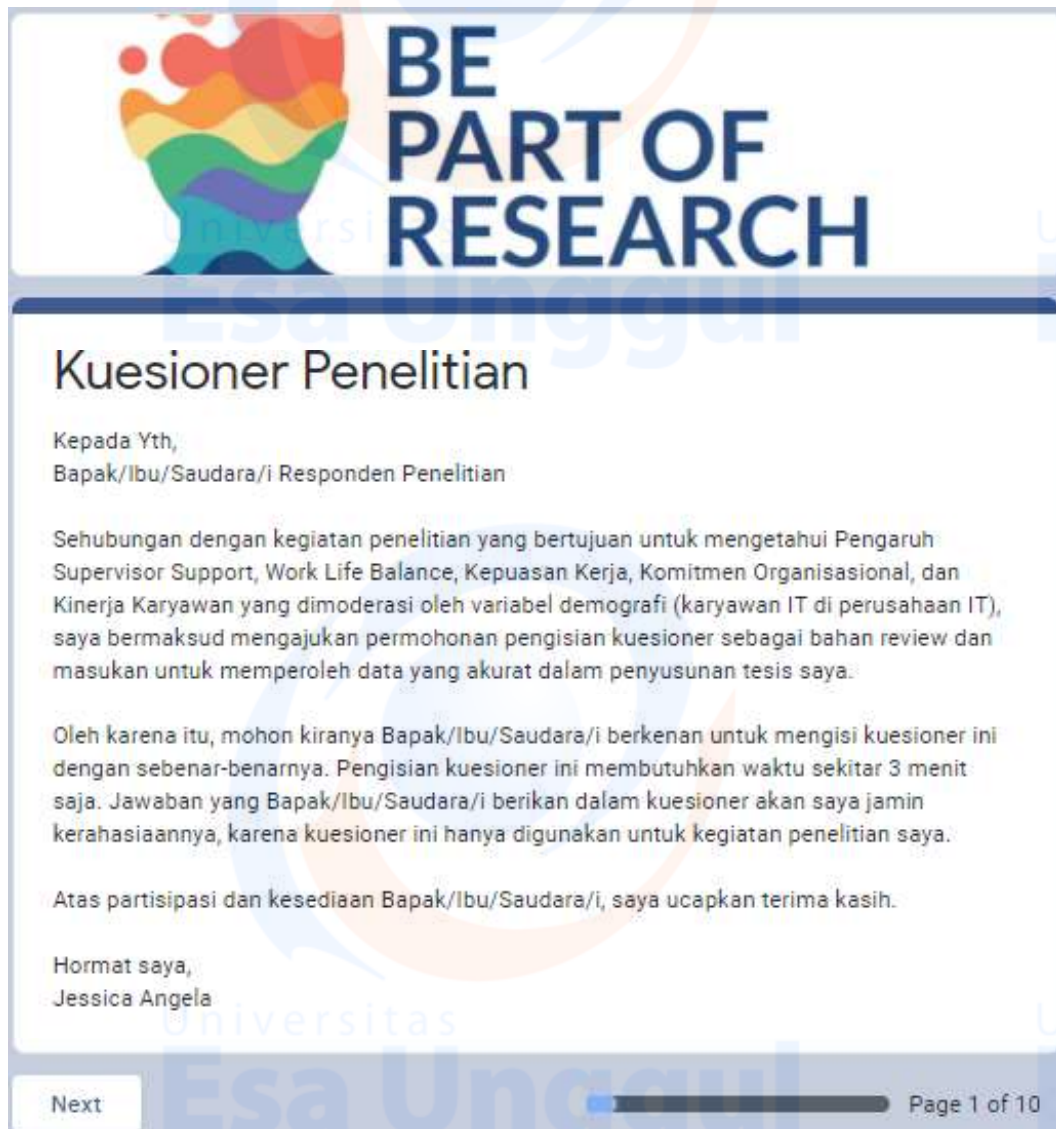
Lampiran 2: Definisi Operasional Variabel

No	Original	Translated	Operationalization
Supervisor Support: Clark (2001) dan Thompson et al. (1999)			
1	<i>My supervisor understands my family demands.</i>	Atasan saya mengerti tuntutan keluarga saya.	Atasan saya mengerti akan tuntutan keluarga saya.
2	<i>My supervisor listens when I talk about my family.</i>	Atasan saya mendengarkan ketika saya berbicara tentang keluarga saya.	Atasan saya mendengarkan saya ketika berbicara tentang keluarga saya.
3	<i>My supervisor acknowledges that I have obligations as a family member.</i>	Atasan saya mengakui bahwa saya memiliki kewajiban sebagai anggota keluarga.	Atasan saya mengakui bahwa saya juga memiliki kewajiban di luar pekerjaan saya, yaitu sebagai anggota keluarga.
4	<i>My supervisor is a good role model for work and non-work balance.</i>	Atasan saya adalah panutan yang baik untuk keseimbangan kerja dan non-kerja.	Atasan saya adalah panutan yang baik dalam menyeimbangkan antara pekerjaan dan non-pekerjaan.
5	<i>My supervisor demonstrates how a person can jointly be successful on and off the job.</i>	Atasan saya menunjukkan bagaimana seseorang dapat bersama-sama berhasil di dalam dan di luar pekerjaan.	Atasan saya menunjukkan bagaimana seseorang bisa sama-sama sukses di dalam dan di luar pekerjaan.
Work-Life Balance: Greenhaus et al. (2012), Brough et al. (2014), dan Carlson et al. (2009)			
6	<i>I have sufficient time away from my job at workplace to maintain adequate work and personal / family life balance.</i>	Saya memiliki waktu yang cukup jauh dari pekerjaan saya di tempat kerja untuk mempertahankan pekerjaan dan keseimbangan kehidupan pribadi / keluarga yang memadai.	Saya memiliki waktu yang cukup untuk menjaga keseimbangan antara pekerjaan dan kehidupan pribadi / keluarga.
7	<i>I currently have a good balance between the time I spend at work and the time I have available for non-work activities.</i>	Saat ini saya memiliki keseimbangan yang baik antara waktu yang saya habiskan di tempat kerja dan waktu yang saya miliki untuk kegiatan yang tidak bekerja.	Saat ini saya memiliki keseimbangan waktu yang baik antara yang saya habiskan untuk bekerja dan yang tersedia untuk kegiatan pribadi di luar pekerjaan.

No	Original	Translated	Operationalization
8	<i>I feel that the balance between my work demands and non-work activities is currently about right.</i>	Saya merasa bahwa keseimbangan antara tuntutan pekerjaan dan kegiatan bukan kerja saya saat ini sudah tepat.	Saya merasa bahwa keseimbangan antara tuntutan pekerjaan dan kegiatan non-pekerjaan saya saat ini sudah tepat.
9	<i>I am able to negotiate and accomplish what is expected of me at work and in my family.</i>	Saya dapat bernegosiasi dan mencapai apa yang diharapkan dari saya di tempat kerja dan di keluarga saya.	Saya bisa menjalani dan memenuhi apa yang diharapkan dari saya di tempat kerja dan di keluarga saya.
10	<i>I am able to accomplish the expectations that my supervisors and my family have for me.</i>	Saya dapat mencapai harapan yang dimiliki pengawas dan keluarga saya untuk saya.	Saya bisa memenuhi apa yang diharapkan oleh atasan dan keluarga saya.
Kepuasan Kerja: Brayfield dan Rothe (1951)			
11	<i>My job is like a hobby to me.</i>	Pekerjaan saya seperti hobi bagi saya.	Pekerjaan saya seperti sebuah hobi bagi saya.
12	<i>My job is usually interesting enough to keep me from getting bored.</i>	Pekerjaan saya biasanya cukup menarik untuk membuat saya tidak bosan.	Pekerjaan saya biasanya cukup menarik untuk membuat saya tidak bosan.
13	<i>I feel that I am happier in my work than most other people.</i>	Saya merasa bahwa saya lebih bahagia dalam pekerjaan saya daripada kebanyakan orang lain.	Saya merasa bahwa saya lebih bahagia dalam pekerjaan saya daripada orang lain kebanyakan.
14	<i>I like my job better than the average worker does.</i>	Saya menyukai pekerjaan saya lebih baik daripada pekerja rata-rata.	Saya menyukai pekerjaan saya secara lebih baik daripada karyawan lainnya.
15	<i>I find real enjoyment in my work.</i>	Saya menemukan kenikmatan nyata dalam pekerjaan saya.	Saya menemukan kepuasan yang nyata dalam pekerjaan saya.
Komitmen Organisasional: Mowday et al. (1979)			
16	<i>I am willing to put in a great deal of effort beyond that normally expected to help this organization be successful.</i>	Saya bersedia melakukan banyak upaya di luar yang biasanya diharapkan dapat membantu organisasi ini menjadi sukses.	Saya bersedia melakukan upaya lebih dari biasanya untuk mendukung kesuksesan perusahaan ini.
17	<i>I talk up this organization to my friends as a great organization to work for.</i>	Saya berbicara organisasi ini kepada teman-teman saya sebagai organisasi yang hebat untuk bekerja.	Saya berbicara kepada teman-teman saya tentang perusahaan ini sebagai tempat kerja yang hebat.

No	Original	Translated	Operationalization
18	<i>I would accept almost any type of job assignment to keep working for this organization.</i>	Saya akan menerima hampir semua jenis penugasan pekerjaan untuk tetap bekerja untuk organisasi ini.	Saya akan menerima hampir semua jenis penugasan pekerjaan untuk tetap bekerja di perusahaan ini.
19	<i>I find that my values and the organization's values are very similar.</i>	Saya menemukan bahwa nilai-nilai saya dan nilai-nilai organisasi sangat mirip.	Saya merasa bahwa nilai-nilai saya dan nilai-nilai perusahaan sangat mirip.
20	<i>For me this is the best of all possible organizations for which to work.</i>	Bagi saya ini adalah yang terbaik dari semua organisasi yang memungkinkan untuk bekerja.	Bagi saya perusahaan ini adalah yang terbaik dari semua perusahaan yang memungkinkan untuk bekerja.
Kinerja Karyawan: Williams dan Anderson (1991) dan Lynch et al. (1999)			
21	<i>I adequately complete assigned duties.</i>	Saya cukup menyelesaikan tugas yang ditugaskan.	Saya cukup menyelesaikan tugas-tugas yang ditugaskan kepada saya.
22	<i>I meet formal performance requirements of the job.</i>	Saya memenuhi persyaratan kinerja formal dari pekerjaan itu.	Saya memenuhi persyaratan standar kinerja pekerjaan saya.
23	<i>I don't neglect aspects of the job that I am obligated to perform.</i>	Saya tidak mengabaikan aspek pekerjaan yang harus saya lakukan.	Saya tidak mengabaikan aspek-aspek pekerjaan yang harus saya lakukan.
24	<i>I fulfill responsibilities specified in job description.</i>	Saya memenuhi tanggung jawab yang ditentukan dalam uraian tugas.	Saya memenuhi tanggung jawab yang sudah ditentukan dalam uraian pekerjaan (<i>job desc.</i>) saya.
25	<i>I engage in activities that can positively affect my performance evaluation.</i>	Saya terlibat dalam kegiatan yang dapat secara positif mempengaruhi evaluasi kinerja saya.	Saya terlibat dalam kegiatan-kegiatan yang secara positif dapat mempengaruhi evaluasi kinerja saya.
26	<i>I perform tasks that are expected of me.</i>	Saya melakukan tugas-tugas yang diharapkan dari saya.	Saya melakukan tugas-tugas yang diharapkan dari saya.
27	<i>I can make constructive suggestions to the overall functioning of my work group.</i>	Saya dapat membuat saran konstruktif untuk memfungsikan keseluruhan kelompok kerja saya.	Saya dapat memberikan saran-saran yang membangun untuk fungsi keseluruhan <i>team</i> kerja saya.
28	<i>I encourage others to try new and more</i>	Saya mendorong orang lain untuk mencoba cara-	Saya mendorong orang lain untuk mencoba cara-

No	<i>Original</i>	<i>Translated</i>	<i>Operationalization</i>
	<i>effective ways of doing their jobs.</i>	cara baru dan lebih efektif dalam melakukan pekerjaan mereka.	cara baru dan lebih efektif dalam melakukan pekerjaan mereka.
29	<i>I am well informed where opinion might benefit the organization.</i>	Saya mendapat informasi dengan baik di mana pendapat mungkin bermanfaat bagi organisasi.	Saya memahami bahwa memberikan pendapat akan bermanfaat bagi perusahaan.
30	<i>I continue to look for new ways to improve the effectiveness of my work.</i>	Saya terus mencari cara baru untuk meningkatkan efektivitas pekerjaan saya.	Saya terus mencari cara baru untuk meningkatkan efektivitas pekerjaan saya.

Lampiran 3: Kuesioner Penelitian

The image shows a digital questionnaire form titled "BE PART OF RESEARCH". The form is presented in a clean, professional layout with a blue and white color scheme. At the top left, there is a colorful logo consisting of overlapping circles in red, orange, yellow, green, and blue. To the right of the logo, the text "BE PART OF RESEARCH" is written in a bold, blue, sans-serif font. Below the header, the title "Kuesioner Penelitian" is centered. The main body of the form contains a letter addressed to the respondent, explaining the purpose of the research and requesting their participation. The letter is signed by Jessica Angela. At the bottom of the form, there is a "Next" button on the left and a progress indicator on the right showing "Page 1 of 10".

**BE
PART OF
RESEARCH**

Kuesioner Penelitian

Kepada Yth,
Bapak/Ibu/Saudara/i Responden Penelitian

Sehubungan dengan kegiatan penelitian yang bertujuan untuk mengetahui Pengaruh Supervisor Support, Work Life Balance, Kepuasan Kerja, Komitmen Organisasional, dan Kinerja Karyawan yang dimoderasi oleh variabel demografi (karyawan IT di perusahaan IT), saya bermaksud mengajukan permohonan pengisian kuesioner sebagai bahan review dan masukan untuk memperoleh data yang akurat dalam penyusunan tesis saya.

Oleh karena itu, mohon kiranya Bapak/Ibu/Saudara/i berkenan untuk mengisi kuesioner ini dengan sebenar-benarnya. Pengisian kuesioner ini membutuhkan waktu sekitar 3 menit saja. Jawaban yang Bapak/Ibu/Saudara/i berikan dalam kuesioner akan saya jamin kerahasiaannya, karena kuesioner ini hanya digunakan untuk kegiatan penelitian saya.

Atas partisipasi dan kesediaan Bapak/Ibu/Saudara/i, saya ucapkan terima kasih.

Hormat saya,
Jessica Angela

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Kuesioner Penelitian

***Required**

Mohon dijawab sesuai dengan data Bapak/Ibu/Saudara/i.

Saya bekerja di perusahaan yang bergerak di bidang *

IT

Other: _____

Posisi Saat Ini *

Non IT

IT (Programmer/Developer/Engineer/etc)

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Mohon dijawab sesuai dengan data Bapak/Ibu/Saudara/i.

Jabatan Saat Ini *

Non Managerial (Anggota/Team/Member)

Managerial (Manager/Supervisor/Team Leader)

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Identitas Responden

Mohon dijawab sesuai dengan data Bapak/Ibu/Saudara/i.

1. Jenis Kelamin *

- Pria
- Wanita

2. Usia Saat Ini *

- 18–35 Tahun
- 36–55 Tahun

3. Status Pernikahan *

- Belum Menikah
- Sudah Menikah

4. Pendidikan Terakhir *

- SMA/SMK
- Diploma
- S1
- S2

5. Status Kepegawaian *

- Contract
- Permanent

6. Lokasi Kantor / Penempatan Saat Ini *

- Tangerang
- Jakarta

7. Masa Kerja *

- < 1 Tahun
- 1-5 Tahun
- 5-10 Tahun
- 10-15 Tahun
- > 15 Tahun

8. Rata-rata pengeluaran dalam sebulan *

- Kurang dari 3 juta rupiah
- 3-5 juta rupiah
- 5-7 juta rupiah
- Lebih dari 7 juta rupiah

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Petunjuk Pengisian Bagian Selanjutnya

Mohon dibaca dengan cermat setiap item pernyataan tanpa ada yang terlewatkan dan mohon dijawab dengan memilih salah satu alternatif jawaban sesuai dengan pendapat Bapak/Ibu/Saudara/i.

Catatan:

- 1 = Sangat Tidak Setuju
- 2 = Tidak Setuju
- 3 = Antara Setuju dan Tidak Setuju
- 4 = Setuju
- 5 = Sangat Setuju

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Supervisor Support (Dukungan Atasan)

9. Atasan saya mendengarkan saya ketika berbicara tentang keluarga saya. *

1 2 3 4 5

Sangat Tidak Setuju Sangat Setuju

10. Atasan saya adalah panutan yang baik dalam menyeimbangkan antara pekerjaan dan non-pekerjaan. *


1 2 3 4 5

Sangat Tidak Setuju Sangat Setuju

11. Atasan saya menunjukkan bagaimana seseorang bisa sama-sama sukses di dalam dan di luar pekerjaan. *

1 2 3 4 5

Sangat Tidak Setuju Sangat Setuju

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Work Life Balance (Keseimbangan Kehidupan & Pekerjaan)

12. Saya memiliki waktu yang cukup untuk menjaga keseimbangan antara pekerjaan dan kehidupan pribadi / keluarga. *

1 2 3 4 5

Sangat Tidak Setuju Sangat Setuju

13. Saat ini saya memiliki keseimbangan waktu yang baik antara yang saya habiskan untuk bekerja dan yang tersedia untuk kegiatan pribadi di luar pekerjaan. *

1 2 3 4 5

Sangat Tidak Setuju Sangat Setuju

14. Saya merasa bahwa keseimbangan antara tuntutan pekerjaan dan kegiatan non-pekerjaan saya saat ini sudah tepat. *

1 2 3 4 5

Sangat Tidak Setuju Sangat Setuju

15. Saya bisa menjalani dan memenuhi apa yang diharapkan dari saya di tempat kerja dan di keluarga saya. *

1 2 3 4 5

Sangat Tidak Setuju Sangat Setuju

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Kepuasan Kerja

16. Pekerjaan saya seperti sebuah hobi bagi saya. *

1 2 3 4 5

Sangat Tidak Setuju Sangat Setuju

17. Pekerjaan saya biasanya cukup menarik untuk membuat saya tidak bosan. *

1 2 3 4 5

Sangat Tidak Setuju Sangat Setuju

18. Saya merasa bahwa saya lebih bahagia dalam pekerjaan saya daripada orang lain kebanyakan. *

1 2 3 4 5

Sangat Tidak Setuju Sangat Setuju

19. Saya menyukai pekerjaan saya secara lebih baik daripada karyawan lainnya. *


1 2 3 4 5

Sangat Tidak Setuju Sangat Setuju

20. Saya menemukan kepuasan yang nyata dalam pekerjaan saya. *

1 2 3 4 5

Sangat Tidak Setuju Sangat Setuju

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Komitmen Organisasional

yaitu sikap yang mencerminkan loyalitas karyawan kepada organisasi yang ditandai dengan nilai-nilai bersama dan keinginan untuk tetap berada dalam organisasi.

21. Saya bersedia melakukan upaya lebih dari biasanya untuk mendukung kesuksesan perusahaan ini. *

	1	2	3	4	5	
Sangat Tidak Setuju	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	Sangat Setuju

22. Saya berbicara kepada teman-teman saya tentang perusahaan ini sebagai tempat kerja yang hebat. *

	1	2	3	4	5	
Sangat Tidak Setuju	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	Sangat Setuju

23. Saya merasa bahwa nilai-nilai saya dan nilai-nilai perusahaan sangat mirip. *

	1	2	3	4	5	
Sangat Tidak Setuju	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	Sangat Setuju

24. Bagi saya perusahaan ini adalah yang terbaik dari semua perusahaan yang memungkinkan untuk bekerja. *

	1	2	3	4	5	
Sangat Tidak Setuju	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	Sangat Setuju

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Kinerja Karyawan	
Mohon dijawab sesuai persepsi kinerja diri sendiri.	
<p>25. Saya tidak mengabaikan aspek-aspek pekerjaan yang harus saya lakukan. *</p> <p style="text-align: center;">1 2 3 4 5</p> <p>Sangat Tidak Setuju <input type="radio"/> <input type="radio"/> <input type="radio"/> <input type="radio"/> <input type="radio"/> Sangat Setuju</p>	
<p>26. Saya memenuhi tanggung jawab yang sudah ditentukan dalam uraian pekerjaan (job desc.) saya. *</p> <p style="text-align: center;">1 2 3 4 5</p> <p>Sangat Tidak Setuju <input type="radio"/> <input type="radio"/> <input type="radio"/> <input type="radio"/> <input type="radio"/> Sangat Setuju</p>	
<p>27. Saya melakukan tugas-tugas yang diharapkan dari saya. *</p> <p style="text-align: center;">1 2 3 4 5</p> <p>Sangat Tidak Setuju <input type="radio"/> <input type="radio"/> <input type="radio"/> <input type="radio"/> <input type="radio"/> Sangat Setuju</p>	

28. Saya dapat memberikan saran-saran yang membangun untuk fungsi keseluruhan team kerja saya. *

1 2 3 4 5

Sangat Tidak Setuju Sangat Setuju

29. Saya mendorong orang lain untuk mencoba cara-cara baru dan lebih efektif dalam melakukan pekerjaan mereka. *

1 2 3 4 5

Sangat Tidak Setuju Sangat Setuju

30. Saya memahami bahwa memberikan pendapat akan bermanfaat bagi perusahaan. *

1 2 3 4 5

Sangat Tidak Setuju Sangat Setuju

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Lampiran 4: Jawaban Responden Penelitian

KUESIONER PENELITIAN TESIS

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	B	C	D	O	P	Q	R	S	T	U
1	Saya	Posisi	Jabatan Saat Ini	9. Atasan saya mending	10. Atasan saya adalah	11. Atasan saya menunjuk	12. Saya memiliki waktu	13. Saat ini saya memiliki	14. Saya merasa bahwa	15. Saya bisa menjalani
2	IT	(Pro	Non Managerial	3	3	4	2	3	3	4
3	IT	(Pro	Non Managerial	3	2	2	4	4	4	4
4	IT	(Pro	Non Managerial	5	5	5	5	3	4	5
5	IT	(Pro	Non Managerial	4	2	4	2	2	4	4
6	IT	(Pro	Non Managerial	5	5	5	5	5	5	4
7	IT	(Pro	Non Managerial	4	3	3	4	4	5	4
8	IT	(Pro	Non Managerial	5	5	5	4	4	4	4
9	IT	(Pro	Non Managerial	4	4	3	4	4	4	4
10	IT	(Pro	Non Managerial	3	2	2	3	3	3	3
11	IT	(Pro	Non Managerial	4	5	5	5	5	5	5
12	IT	(Pro	Non Managerial	5	3	3	2	3	5	5
13	IT	(Pro	Non Managerial	4	5	5	5	5	5	4
14	IT	(Pro	Non Managerial	3	3	3	3	3	2	3
15	IT	(Pro	Non Managerial	5	3	4	4	4	1	1
16	IT	(Pro	Non Managerial	3	3	4	4	4	4	4
17	IT	(Pro	Non Managerial	3	4	4	4	3	3	4
18	IT	(Pro	Non Managerial	3	4	4	4	4	3	3
19	IT	(Pro	Non Managerial	3	5	4	4	4	4	4
20	IT	(Pro	Non Managerial	2	3	2	4	4	4	4

Form responses 1

Lampiran 5: Output Uji Validitas dan Reliabilitas dengan SPSS

```

FACTOR
/VARIABLES SS1 SS2 SS3
/MISSING LISTWISE
/ANALYSIS SS1 SS2 SS3
/PRINT INITIAL CORRELATION SIG DET KMO INV REPR AIC EXTRACTION
/CRITERIA MINEIGEN(1) ITERATE(25)
/EXTRACTION PC
/ROTATION NOROTATE
/METHOD=CORRELATION.

```

Factor Analysis

Correlation Matrix^a

		SS1	SS2	SS3
Correlation	SS1	1.000	.381	.382
	SS2	.381	1.000	.682
	SS3	.382	.682	1.000
Sig. (1-tailed)	SS1		.000	.000
	SS2	.000		.000
	SS3	.000	.000	

a. Determinant = .442

Inverse of Correlation Matrix

	SS1	SS2	SS3
SS1	1.209	-.273	-.276
SS2	-.273	1.931	-1.213
SS3	-.276	-1.213	1.933

KMO and Bartlett's Test

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		.623
Bartlett's Test of Sphericity	Approx. Chi-Square	147.790
	df	3
	Sig.	.000

Anti-image Matrices

		SS1	SS2	SS3
Anti-image Covariance	SS1	.827	-.117	-.118
	SS2	-.117	.518	-.325
	SS3	-.118	-.325	.517
Anti-image Correlation	SS1	.819 ^a	-.178	-.181
	SS2	-.178	.589 ^a	-.628
	SS3	-.181	-.628	.589 ^a

a. Measures of Sampling Adequacy(MSA)

Communalities

	Initial	Extraction
SS1	1.000	.461
SS2	1.000	.759
SS3	1.000	.759

Extraction Method: Principal Component Analysis.

Total Variance Explained

Component	Total	Initial Eigenvalues		Extraction Sums of Squared Loadings		
		% of Variance	Cumulative %	Total	% of Variance	Cumulative %
1	1.979	65.977	65.977	1.979	65.977	65.977
2	.703	23.423	89.400			
3	.318	10.600	100.000			

Extraction Method: Principal Component Analysis.

Component Matrix^a

	Component
	1
SS1	.679
SS2	.871
SS3	.871

Extraction Method: Principal Component Analysis.^a

a. 1 components extracted.

Reproduced Correlations

		SS1	SS2	SS3
Reproduced Correlation	SS1	.461 ^a	.591	.592
	SS2	.591	.759 ^a	.759
	SS3	.592	.759	.759 ^a
Residual ^b	SS1		-.210	-.210
	SS2	-.210		-.077
	SS3	-.210	-.077	

Extraction Method: Principal Component Analysis.

a. Reproduced communalities

b. Residuals are computed between observed and reproduced correlations. There are 3 (100.0%) nonredundant residuals with absolute values greater than 0.05.

```
RELIABILITY
/VARIABLES=SS1 SS2 SS3
/SCALE('ALL VARIABLES') ALL
/MODEL=ALPHA.
```

Reliability

Scale: ALL VARIABLES

Case Processing Summary

		N	%
Cases	Valid	184	100.0
	Excluded ^a	0	.0
	Total	184	100.0

a. Listwise deletion based on all variables in the procedure.

Reliability Statistics

Cronbach's	
Alpha	N of Items
.741	3

```

FACTOR
/VARIABLES WLB1 WLB2 WLB3 WLB4
/MISSING LISTWISE
/ANALYSIS WLB1 WLB2 WLB3 WLB4
/PRINT INITIAL CORRELATION SIG DET KMO INV REPR AIC EXTRACTION
/CRITERIA MINEIGEN(1) ITERATE(25)
/EXTRACTION PC
/ROTATION NOROTATE
/METHOD=CORRELATION.
    
```

Factor Analysis

Correlation Matrix^a

		WLB1	WLB2	WLB3	WLB4
Correlation	WLB1	1.000	.813	.667	.494
	WLB2	.813	1.000	.667	.545
	WLB3	.667	.667	1.000	.524
	WLB4	.494	.545	.524	1.000
Sig. (1-tailed)	WLB1		.000	.000	.000
	WLB2	.000		.000	.000
	WLB3	.000	.000		.000
	WLB4	.000	.000	.000	

a. Determinant = .113

Inverse of Correlation Matrix

	WLB1	WLB2	WLB3	WLB4
WLB1	3.218	-2.104	-.706	-.075
WLB2	-2.104	3.365	-.584	-.488
WLB3	-.706	-.584	2.082	-.423
WLB4	-.075	-.488	-.423	1.524

KMO and Bartlett's Test

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		.788
Bartlett's Test of Sphericity	Approx. Chi-Square	393.670
	df	6
	Sig.	.000

Anti-image Matrices

		WLB1	WLB2	WLB3	WLB4
Anti-image Covariance	WLB1	.311	-.194	-.105	-.015
	WLB2	-.194	.297	-.083	-.095
	WLB3	-.105	-.083	.480	-.133
	WLB4	-.015	-.095	-.133	.656
Anti-image Correlation	WLB1	.736 ^a	-.639	-.273	-.034
	WLB2	-.639	.736 ^a	-.221	-.215
	WLB3	-.273	-.221	.866 ^a	-.237
	WLB4	-.034	-.215	-.237	.887 ^a

a. Measures of Sampling Adequacy(MSA)

Communalities

	Initial	Extraction
WLB1	1.000	.793
WLB2	1.000	.817
WLB3	1.000	.717
WLB4	1.000	.542

Extraction Method: Principal Component Analysis.

Total Variance Explained

Component	Initial Eigenvalues			Extraction Sums of Squared Loadings		
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
1	2.869	71.721	71.721	2.869	71.721	71.721
2	.572	14.307	86.028			
3	.374	9.362	95.389			
4	.184	4.611	100.000			

Extraction Method: Principal Component Analysis.

Component Matrix^a

	Component 1
WLB1	.890
WLB2	.904
WLB3	.847
WLB4	.736

Extraction Method: Principal Component Analysis.^a

a. 1 components extracted.

Reproduced Correlations

		WLB1	WLB2	WLB3	WLB4
Reproduced Correlation	WLB1	.793 ^a	.805	.754	.656
	WLB2	.805	.817 ^a	.765	.666
	WLB3	.754	.765	.717 ^a	.623
	WLB4	.656	.666	.623	.542 ^a
Residual ^b	WLB1		.008	-.086	-.161
	WLB2	.008		-.099	-.121
	WLB3	-.086	-.099		-.100
	WLB4	-.161	-.121	-.100	

Extraction Method: Principal Component Analysis.

a. Reproduced communalities

b. Residuals are computed between observed and reproduced correlations. There are 5 (83.0%) nonredundant residuals with absolute values greater than 0.05.

```
RELIABILITY
/VARIABLES=WLB1 WLB2 WLB3 WLB4
/SCALE('ALL VARIABLES') ALL
/MODEL=ALPHA.
```

Reliability

Scale: ALL VARIABLES

Case Processing Summary

		N	%
Cases	Valid	184	100.0
	Excluded ^a	0	.0
	Total	184	100.0

a. Listwise deletion based on all variables in the procedure.

Reliability Statistics

Cronbach's	
Alpha	N of Items
.867	4


```

FACTOR
/VARIABLES JS1 JS2 JS3 JS4 JS5
/MISSING LISTWISE
/ANALYSIS JS1 JS2 JS3 JS4 JS5
/PRINT INITIAL CORRELATION SIG DET KMO INV REPR AIC EXTRACTION
/CRITERIA MINEIGEN(1) ITERATE(25)
/EXTRACTION PC
/ROTATION NOROTATE
/METHOD=CORRELATION.
    
```

Factor Analysis

Correlation Matrix^a

		JS1	JS2	JS3	JS4	JS5
Correlation	JS1	1.000	.652	.456	.394	.592
	JS2	.652	1.000	.456	.397	.616
	JS3	.456	.456	1.000	.641	.502
	JS4	.394	.397	.641	1.000	.550
	JS5	.592	.616	.502	.550	1.000
Sig. (1-tailed)	JS1		.000	.000	.000	.000
	JS2	.000		.000	.000	.000
	JS3	.000	.000		.000	.000
	JS4	.000	.000	.000		.000
	JS5	.000	.000	.000	.000	

a. Determinant = .116

Inverse of Correlation Matrix

	JS1	JS2	JS3	JS4	JS5
JS1	1.979	-.855	-.257	.012	-.524
JS2	-.855	2.059	-.241	.038	-.662
JS3	-.257	-.241	1.901	-.949	-.132
JS4	.012	.038	-.949	1.925	-.613
JS5	-.524	-.662	-.132	-.613	2.121

KMO and Bartlett's Test

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		.798
Bartlett's Test of Sphericity	Approx. Chi-Square	388.487
	df	10
	Sig.	.000

Anti-image Matrices

		JS1	JS2	JS3	JS4	JS5
Anti-image Covariance	JS1	.505	-.210	-.068	.003	-.125
	JS2	-.210	.486	-.062	.010	-.152
	JS3	-.068	-.062	.526	-.259	-.033
	JS4	.003	.010	-.259	.519	-.150
	JS5	-.125	-.152	-.033	-.150	.471
Anti-image Correlation	JS1	.813 ^a	-.423	-.133	.006	-.256
	JS2	-.423	.799 ^a	-.122	.019	-.317
	JS3	-.133	-.122	.792 ^a	-.496	-.066
	JS4	.006	.019	-.496	.752 ^a	-.303
	JS5	-.256	-.317	-.066	-.303	.831 ^a

a. Measures of Sampling Adequacy(MSA)

Communalities

	Initial	Extraction
JS1	1.000	.621
JS2	1.000	.633
JS3	1.000	.593
JS4	1.000	.562
JS5	1.000	.696

Extraction Method: Principal Component Analysis.

Total Variance Explained

Component	Total	Initial Eigenvalues		Extraction Sums of Squared Loadings		
		% of Variance	Cumulative %	Total	% of Variance	Cumulative %
1	3.105	62.098	62.098	3.105	62.098	62.098
2	.808	16.156	78.254			
3	.429	8.573	86.827			
4	.348	6.964	93.791			
5	.310	6.209	100.000			

Extraction Method: Principal Component Analysis.

Component Matrix^a

	Component 1
JS1	.788
JS2	.796
JS3	.770
JS4	.750
JS5	.834

Extraction Method: Principal Component Analysis.^a

a. 1 components extracted.

Reproduced Correlations

		JS1	JS2	JS3	JS4	JS5
Reproduced Correlation	JS1	.621 ^a	.627	.607	.591	.657
	JS2	.627	.633 ^a	.613	.597	.664
	JS3	.607	.613	.593 ^a	.577	.642
	JS4	.591	.597	.577	.562 ^a	.625
	JS5	.657	.664	.642	.625	.696 ^a
Residual ^b	JS1		.024	-.151	-.197	-.065
	JS2	.024		-.157	-.200	-.048
	JS3	-.151	-.157		.064	-.140
	JS4	-.197	-.200	.064		-.076
	JS5	-.065	-.048	-.140	-.076	

Extraction Method: Principal Component Analysis.

a. Reproduced communalities

b. Residuals are computed between observed and reproduced correlations. There are 8 (80.0%) nonredundant residuals with absolute values greater than 0.05.

```
RELIABILITY
/VARIABLES=JS1 JS2 JS3 JS4 JS5
/SCALE('ALL VARIABLES') ALL
/MODEL=ALPHA.
```

Reliability

Scale: ALL VARIABLES

Case Processing Summary

		N	%
Cases	Valid	184	100.0
	Excluded ^a	0	.0
	Total	184	100.0

a. Listwise deletion based on all variables in the procedure.

Reliability Statistics

Cronbach's	
Alpha	N of Items
.845	5

```

FACTOR
/VARIABLES OC1 OC2 OC3 OC4
/MISSING LISTWISE
/ANALYSIS OC1 OC2 OC3 OC4
/PRINT INITIAL CORRELATION SIG DET KMO INV REPR AIC EXTRACTION
/CRITERIA MINEIGEN(1) ITERATE(25)
/EXTRACTION PC
/ROTATION NOROTATE
/METHOD=CORRELATION.
    
```

Factor Analysis

Correlation Matrix^a

		OC1	OC2	OC3	OC4
Correlation	OC1	1.000	.614	.604	.418
	OC2	.614	1.000	.690	.549
	OC3	.604	.690	1.000	.585
	OC4	.418	.549	.585	1.000
Sig. (1-tailed)	OC1		.000	.000	.000
	OC2	.000		.000	.000
	OC3	.000	.000		.000
	OC4	.000	.000	.000	

a. Determinant = .182

Inverse of Correlation Matrix

	OC1	OC2	OC3	OC4
OC1	1.781	-.662	-.601	-.029
OC2	-.662	2.281	-.918	-.439
OC3	-.601	-.918	2.362	-.626
OC4	-.029	-.439	-.626	1.619

KMO and Bartlett's Test

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		.801
Bartlett's Test of Sphericity	Approx. Chi-Square	308.500
	df	6
	Sig.	.000

Anti-image Matrices

		OC1	OC2	OC3	OC4
Anti-image Covariance	OC1	.561	-.163	-.143	-.010
	OC2	-.163	.438	-.170	-.119
	OC3	-.143	-.170	.423	-.164
	OC4	-.010	-.119	-.164	.618
Anti-image Correlation	OC1	.825 ^a	-.328	-.293	-.017
	OC2	-.328	.785 ^a	-.395	-.229
	OC3	-.293	-.395	.774 ^a	-.320
	OC4	-.017	-.229	-.320	.841 ^a

a. Measures of Sampling Adequacy(MSA)

Communalities

	Initial	Extraction
OC1	1.000	.632
OC2	1.000	.756
OC3	1.000	.770
OC4	1.000	.579

Extraction Method: Principal Component Analysis.

Total Variance Explained

Component	Total	Initial Eigenvalues		Extraction Sums of Squared Loadings		
		% of Variance	Cumulative %	Total	% of Variance	Cumulative %
1	2.738	68.445	68.445	2.738	68.445	68.445
2	.587	14.684	83.130			
3	.368	9.194	92.324			
4	.307	7.676	100.000			

Extraction Method: Principal Component Analysis.

Component Matrix^a

	Component 1
OC1	.795
OC2	.870
OC3	.878
OC4	.761

Extraction Method: Principal Component Analysis.^a

a. 1 components extracted.

Reproduced Correlations

		OC1	OC2	OC3	OC4
Reproduced Correlation	OC1	.632 ^a	.691	.698	.605
	OC2	.691	.756 ^a	.763	.662
	OC3	.698	.763	.770 ^a	.668
	OC4	.605	.662	.668	.579 ^a
Residual ^b	OC1		-.078	-.094	-.187
	OC2	-.078		-.073	-.113
	OC3	-.094	-.073		-.083
	OC4	-.187	-.113	-.083	

Extraction Method: Principal Component Analysis.

a. Reproduced communalities

b. Residuals are computed between observed and reproduced correlations. There are 6 (100.0%) nonredundant residuals with absolute values greater than 0.05.

```
RELIABILITY
/VARIABLES=OC1 OC2 OC3 OC4
/SCALE('ALL VARIABLES') ALL
/MODEL=ALPHA.
```

Reliability

Scale: ALL VARIABLES

Case Processing Summary

		N	%
Cases	Valid	184	100.0
	Excluded ^a	0	.0
	Total	184	100.0

a. Listwise deletion based on all variables in the procedure.

Reliability Statistics

Cronbach's	
Alpha	N of Items
.845	4


```

FACTOR
/VARIABLES EP1 EP2 EP3 EP4 EP5 EP6
/MISSING LISTWISE
/ANALYSIS EP1 EP2 EP3 EP4 EP5 EP6
/PRINT INITIAL CORRELATION SIG DET KMO INV REPR AIC EXTRACTION
/CRITERIA MINEIGEN(1) ITERATE(25)
/EXTRACTION PC
/ROTATION NOROTATE
/METHOD=CORRELATION.
    
```

Factor Analysis

Correlation Matrix^a

		EP1	EP2	EP3	EP4	EP5	EP6
Correlation	EP1	1.000	.595	.596	.566	.445	.555
	EP2	.595	1.000	.786	.638	.505	.588
	EP3	.596	.786	1.000	.639	.489	.566
	EP4	.566	.638	.639	1.000	.699	.549
	EP5	.445	.505	.489	.699	1.000	.557
	EP6	.555	.588	.566	.549	.557	1.000
Sig. (1-tailed)	EP1		.000	.000	.000	.000	.000
	EP2	.000		.000	.000	.000	.000
	EP3	.000	.000		.000	.000	.000
	EP4	.000	.000	.000		.000	.000
	EP5	.000	.000	.000	.000		.000
	EP6	.000	.000	.000	.000	.000	

a. Determinant = .031

Inverse of Correlation Matrix

	EP1	EP2	EP3	EP4	EP5	EP6
EP1	1.867	-.326	-.377	-.395	.037	-.434
EP2	-.326	3.050	-1.675	-.440	-.047	-.398
EP3	-.377	-1.675	2.991	-.541	.060	-.233
EP4	-.395	-.440	-.541	2.720	-1.223	-.029
EP5	.037	-.047	.060	-1.223	2.137	-.546
EP6	-.434	-.398	-.233	-.029	-.546	1.926

KMO and Bartlett's Test

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		.859
Bartlett's Test of Sphericity	Approx. Chi-Square	627.109
	df	15
	Sig.	.000

Anti-image Matrices

		EP1	EP2	EP3	EP4	EP5	EP6
Anti-image Covariance	EP1	.536	-.057	-.068	-.078	.009	-.121
	EP2	-.057	.328	-.184	-.053	-.007	-.068
	EP3	-.068	-.184	.334	-.067	.009	-.040
	EP4	-.078	-.053	-.067	.368	-.210	-.005
	EP5	.009	-.007	.009	-.210	.468	-.133
	EP6	-.121	-.068	-.040	-.005	-.133	.519
Anti-image Correlation	EP1	.923 ^a	-.137	-.160	-.175	.019	-.229
	EP2	-.137	.840 ^a	-.555	-.153	-.018	-.164
	EP3	-.160	-.555	.837 ^a	-.190	.024	-.097
	EP4	-.175	-.153	-.190	.847 ^a	-.507	-.012
	EP5	.019	-.018	.024	-.507	.818 ^a	-.269
	EP6	-.229	-.164	-.097	-.012	-.269	.908 ^a

a. Measures of Sampling Adequacy(MSA)

Communalities

	Initial	Extraction
EP1	1.000	.594
EP2	1.000	.729
EP3	1.000	.716
EP4	1.000	.714
EP5	1.000	.570
EP6	1.000	.611

Extraction Method: Principal Component Analysis.

Total Variance Explained

Component	Total	Initial Eigenvalues		Extraction Sums of Squared Loadings		
		% of Variance	Cumulative %	Total	% of Variance	Cumulative %
1	3.933	65.549	65.549	3.933	65.549	65.549
2	.664	11.070	76.619			
3	.498	8.298	84.917			
4	.438	7.306	92.223			
5	.254	4.238	96.460			
6	.212	3.540	100.000			

Extraction Method: Principal Component Analysis.

Component Matrix^a

	Component 1
EP1	.771
EP2	.854
EP3	.846
EP4	.845
EP5	.755
EP6	.782

Extraction Method: Principal Component Analysis.^a

a. 1 components extracted.

Reproduced Correlations

		EP1	EP2	EP3	EP4	EP5	EP6
Reproduced Correlation	EP1	.594 ^a	.658	.652	.651	.582	.602
	EP2	.658	.729 ^a	.722	.721	.644	.667
	EP3	.652	.722	.716 ^a	.715	.639	.661
	EP4	.651	.721	.715	.714 ^a	.638	.660
	EP5	.582	.644	.639	.638	.570 ^a	.590
	EP6	.602	.667	.661	.660	.590	.611 ^a
Residual ^b	EP1		-.063	-.056	-.085	-.137	-.048
	EP2	-.063		.064	-.083	-.139	-.079
	EP3	-.056	.064		-.076	-.150	-.096
	EP4	-.085	-.083	-.076		.061	-.111
	EP5	-.137	-.139	-.150	.061		-.033
	EP6	-.048	-.079	-.096	-.111	-.033	

Extraction Method: Principal Component Analysis.

a. Reproduced communalities

b. Residuals are computed between observed and reproduced correlations. There are 13 (86.0%) nonredundant residuals with absolute values greater than 0.05.

```
RELIABILITY
/VARIABLES=EP1 EP2 EP3 EP4 EP5 EP6
/SCALE('ALL VARIABLES') ALL
/MODEL=ALPHA.
```

Reliability

Scale: ALL VARIABLES

Case Processing Summary

		N	%
Cases	Valid	184	100.0
	Excluded ^a	0	.0
	Total	184	100.0

a. Listwise deletion based on all variables in the procedure.

Reliability Statistics

Cronbach's	
Alpha	N of Items
.892	6

Lampiran 6: *Output Analisis PLS-SEM dan MGA dengan SmartPLS*

Setting

Data file Settings	
Data file	Tabulasi SmartPLS [184 records]
Missing value marker	none
Data Setup Settings	
Algorithm to handle missing data	None
Weighting Vector	-
PLS Algorithm Settings	
Data metric	Mean 0, Var 1
Initial Weights	1.0
Max. number of iterations	300
Stop Criterion (10^{-X}):	7
Use Lohmoeller settings?	No
Weighting scheme	Path
Construct Outer Weighting Mode Settings	
EP	Automatic
JS	Automatic
OC	Automatic
SS	Automatic
WLB	Automatic

Outer Loadings

	EP	JS	OC	SS	WLB
EP1	0.763				
EP2	0.846				
EP3	0.837				
EP4	0.833				
EP5	0.765				
EP6	0.805				
JS1		0.796			
JS2		0.816			
JS3		0.744			
JS4		0.726			
JS5		0.847			
OC1			0.835		
OC2			0.871		
OC3			0.870		
OC4			0.715		
SS1				0.630	
SS2				0.898	
SS3				0.878	
WLB1					0.860
WLB2					0.873
WLB3					0.855
WLB4					0.786

Outer Loadings

	EP	JS	OC	SS	WLB
EP1	0.763				
EP2	0.846				
EP3	0.837				
EP4	0.833				
EP5	0.765				
EP6	0.805				
JS1		0.796			
JS2		0.816			
JS3		0.744			
JS4		0.726			
JS5		0.847			
OC1			0.835		
OC2			0.871		
OC3			0.870		
OC4			0.715		
SS2				0.929	
SS3				0.905	
WLB1					0.861
WLB2					0.874
WLB3					0.855
WLB4					0.785

Path Coefficients

	EP	JS	OC	SS	WLB
EP					
JS	0.290				
OC	0.361				
SS					0.456
WLB		0.343	0.526		

R Square

	R Square	R Square Adjusted
EP	0.318	0.310
JS	0.118	0.113
OC	0.277	0.273
WLB	0.207	0.202

Construct Reliability and Validity

	Cronbach's Alpha	rho_A	Composite Reliability	Average Variance Extracted (AVE)
EP	0.894	0.899	0.919	0.654
JS	0.847	0.860	0.890	0.620
OC	0.845	0.871	0.895	0.681
SS	0.811	0.822	0.913	0.840
WLB	0.866	0.872	0.908	0.713

Discriminant Validity

Fornell-Larcker Criterion

	EP	JS	OC	SS	WLB
EP	0.809				
JS	0.469	0.787			
OC	0.505	0.496	0.825		
SS	0.398	0.503	0.603	0.917	
WLB	0.386	0.343	0.526	0.454	0.844

Cross Loadings

	EP	JS	OC	SS	WLB
EP1	0.763	0.341	0.347	0.312	0.313
EP2	0.846	0.377	0.405	0.362	0.349
EP3	0.837	0.345	0.423	0.338	0.335
EP4	0.833	0.366	0.325	0.302	0.275
EP5	0.765	0.426	0.392	0.330	0.197
EP6	0.805	0.406	0.517	0.290	0.390
JS1	0.373	0.796	0.397	0.372	0.253
JS2	0.409	0.816	0.421	0.444	0.312
JS3	0.302	0.744	0.317	0.309	0.230
JS4	0.316	0.726	0.333	0.338	0.213
JS5	0.423	0.847	0.460	0.484	0.321
OC1	0.535	0.579	0.835	0.572	0.476
OC2	0.421	0.343	0.871	0.472	0.464
OC3	0.387	0.417	0.870	0.522	0.456
OC4	0.265	0.223	0.715	0.399	0.304
SS2	0.399	0.443	0.568	0.929	0.443
SS3	0.327	0.483	0.537	0.905	0.387
WLB1	0.273	0.197	0.418	0.358	0.861
WLB2	0.355	0.237	0.341	0.330	0.874
WLB3	0.276	0.310	0.466	0.434	0.855
WLB4	0.388	0.376	0.509	0.387	0.785

Collinearity Statistics (VIF)

Outer VIF Values

	VIF
EP1	1.867
EP2	3.050
EP3	2.991
EP4	2.720
EP5	2.137
EP6	1.926
JS1	1.979
JS2	2.059
JS3	1.901
JS4	1.925
JS5	2.121
OC1	1.781
OC2	2.281
OC3	2.362
OC4	1.619
SS2	1.870
SS3	1.870
WLB1	3.218
WLB2	3.365
WLB3	2.082
WLB4	1.524

Model_Fit

Fit Summary

	Saturated Model	Estimated Model
SRMR	0.077	0.131
d_ULS	1.371	3.991
d_G	0.544	0.665
Chi-Square	587.225	665.606
NFI	0.758	0.726

rms Theta

rms Theta	0.175
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Setting

Data file Settings	
Data file	Tabulasi SmartPLS [184 records]
Missing value marker	none
Data Setup Settings	
Algorithm to handle missing data	None
Weighting Vector	-
PLS Algorithm Settings	
Data metric	Mean 0, Var 1
Initial Weights	1.0
Max. number of iterations	300
Stop Criterion (10^{-X}):	7
Use Lohmoeller settings?	No
Weighting scheme	Path
Bootstrapping Settings	
Complexity	Basic Bootstrapping
Confidence interval method	Bias-Corrected and Accelerated (BCa) Bootstrap
Parallel processing	Yes
Samples	500
Significance level	0.05
Test type	Two Tailed
Construct Outer Weighting Mode Settings	
EP	Automatic
JS	Automatic
OC	Automatic
SS	Automatic
WLB	Automatic

Path Coefficients

Mean, STDEV,
T-Values, P-Values

	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics (O/STDEV)	P Values
JS -> EP	0.290	0.295	0.081	3.593	0.000
OC -> EP	0.361	0.367	0.089	4.073	0.000
SS -> WLB	0.454	0.461	0.061	7.444	0.000
WLB -> JS	0.343	0.358	0.082	4.169	0.000
WLB -> OC	0.526	0.531	0.052	10.079	0.000

Setting

Data file Settings	
Data file	Tabulasi SmartPLS [184 records]
Missing value marker	none
Data Setup Settings	
Algorithm to handle missing data	None
Weighting Vector	-
PLS Algorithm Settings	
Data metric	Mean 0, Var 1
Initial Weights	1.0
Max. number of iterations	300
Stop Criterion (10^{-X}):	7
Use Lohmoeller settings?	No
Weighting scheme	Path
Permutation Algorithm Settings	
Groups A	Older
Groups B	Younger
Parallel processing	Yes
Samples	500
Significance level	0.05
Test type	Two Tailed
Construct Outer Weighting Mode Settings	
EP	Automatic
JS	Automatic
OC	Automatic
SS	Automatic
WLB	Automatic

MICOM

Step 2

	Original Correlation	Correlation Permutation Mean	5.0%	Permutation p-Values
EP	0.991	0.994	0.979	0.158
JS	0.964	0.983	0.958	0.078
OC	0.995	0.994	0.983	0.368
SS	1.000	0.996	0.984	0.922
WLB	0.999	0.993	0.982	0.748

Step 3

	Mean - Original Difference (Older - Younger)	Mean - Permutation Mean Difference (Older - Younger)	2.5%	97.5%	Permutation p-Values
EP	-0.100	0.002	-0.360	0.376	0.584
JS	-0.262	-0.007	-0.353	0.355	0.152
OC	-0.087	-0.002	-0.337	0.351	0.616
SS	-0.122	-0.008	-0.342	0.308	0.514
WLB	-0.190	-0.007	-0.387	0.329	0.294

	Variance - Original Difference (Older - Younger)	Variance - Permutation Mean Difference (Older - Younger)	2.5%	97.5%	Permutation p-Values
EP	0.361	-0.043	-0.631	0.670	0.364
JS	0.255	-0.032	-0.583	0.489	0.382
OC	0.437	-0.050	-0.715	0.593	0.202
SS	0.227	-0.042	-0.525	0.427	0.390
WLB	0.075	-0.038	-0.679	0.444	0.774

Setting

Data file Settings	
Data file	Tabulasi SmartPLS [184 records]
Missing value marker	none
Data Setup Settings	
Algorithm to handle missing data	None
Weighting Vector	-
PLS Algorithm Settings	
Data metric	Mean 0, Var 1
Initial Weights	1.0
Max. number of iterations	300
Stop Criterion (10^{-X}):	7
Use Lohmoeller settings?	No
Weighting scheme	Path
Bootstrapping Settings	
Complexity	Basic Bootstrapping
Confidence interval method	Bias-Corrected and Accelerated (BCa) Bootstrap
Parallel processing	Yes
Samples	500
Significance level	0.05
Test type	Two Tailed
Multi-Group Analysis Settings	
Groups A	[Older]
Groups B	[Younger]
Construct Outer Weighting Mode Settings	
EP	Automatic
JS	Automatic
OC	Automatic
SS	Automatic
WLB	Automatic

Path
Coefficients

PLS-MGA

	Path Coefficients-diff (Older - Younger)	p-Value original 1- tailed (Older vs Younger)	p-Value new (Older vs Younger)
JS -> EP	-0.082	0.558	0.884
OC -> EP	0.166	0.271	0.543
SS -> WLB	0.059	0.301	0.602
WLB -> JS	0.028	0.401	0.801
WLB -> OC	0.198	0.043	0.086

Parametric Test

	Path Coefficients-diff (Older - Younger)	t-Value (Older vs Younger)	p-Value (Older vs Younger)
JS -> EP	-0.082	0.398	0.691
OC -> EP	0.166	0.816	0.415
SS -> WLB	0.059	0.392	0.696
WLB -> JS	0.028	0.142	0.888
WLB -> OC	0.198	1.620	0.107

Welch-
Satterthwait Test

	Path Coefficients-diff (Older - Younger)	t-Value (Older vs Younger)	p-Value (Older vs Younger)
JS -> EP	-0.082	0.302	0.764
OC -> EP	0.166	0.696	0.490
SS -> WLB	0.059	0.423	0.674
WLB -> JS	0.028	0.141	0.888
WLB -> OC	0.198	1.646	0.107

Confidence
Intervals
(Bias Corrected)

	2.5% (Older)	97.5% (Older)	2.5% (Younger)	97.5% (Younger)
JS -> EP	-0.283	0.610	0.161	0.484
OC -> EP	0.100	0.914	0.130	0.489
SS -> WLB	0.189	0.672	0.305	0.584
WLB -> JS	-0.370	0.596	0.128	0.493
WLB -> OC	0.486	0.812	0.369	0.589

Bootstrapping Results

	Path Coefficients Original (Older)	Path Coefficients Original (Younger)	Path Coefficients Mean (Older)	Path Coefficients Mean (Younger)
JS -> EP	0.267	0.348	0.210	0.350
OC -> EP	0.467	0.301	0.531	0.308
SS -> WLB	0.501	0.441	0.515	0.445
WLB -> JS	0.373	0.345	0.406	0.357
WLB -> OC	0.679	0.481	0.672	0.485

	STDEV (Older)	STDEV (Younger)	t-Value (Older)	t-Value (Younger)	p-Value (Older)	p-Value (Younger)
JS -> EP	0.261	0.082	1.022	4.255	0.307	0.000
OC -> EP	0.225	0.089	2.080	3.378	0.038	0.001
SS -> WLB	0.121	0.073	4.144	6.009	0.000	0.000
WLB -> JS	0.179	0.095	2.087	3.636	0.037	0.000
WLB -> OC	0.107	0.058	6.356	8.250	0.000	0.000

Setting

Data file Settings	
Data file	Tabulasi SmartPLS [184 records]
Missing value marker	none
Data Setup Settings	
Algorithm to handle missing data	None
Weighting Vector	-
PLS Algorithm Settings	
Data metric	Mean 0, Var 1
Initial Weights	1.0
Max. number of iterations	300
Stop Criterion (10 ^{-X}):	7
Use Lohmoeller settings?	No
Weighting scheme	Path
Permutation Algorithm Settings	
Groups A	Female
Groups B	Male
Parallel processing	Yes
Samples	500
Significance level	0.05
Test type	Two Tailed
Construct Outer Weighting Mode Settings	
EP	Automatic
JS	Automatic
OC	Automatic
SS	Automatic
WLB	Automatic

MICOM

Step 2

	Original Correlation	Correlation Permutation Mean	5.0%	Permutation p-Values
EP	1.000	0.993	0.979	0.996
JS	0.950	0.984	0.950	0.048
OC	0.999	0.994	0.982	0.824
SS	1.000	0.995	0.982	0.876
WLB	0.994	0.992	0.980	0.282

Step 3

	Mean - Original Difference (Female - Male)	Mean - Permutation Mean Difference (Female - Male)	2.5%	97.5%	Permutation p-Values
EP	-0.414	0.009	-0.361	0.338	0.026
JS	-0.587	0.000	-0.390	0.338	0.002
OC	-0.464	0.004	-0.371	0.362	0.012
SS	-0.424	-0.002	-0.386	0.373	0.026
WLB	-0.251	0.007	-0.368	0.369	0.186

	Variance - Original Difference (Female - Male)	Variance - Permutation Mean Difference (Female - Male)	2.5%	97.5%	Permutation p-Values
EP	-0.368	-0.056	-0.548	0.683	0.308
JS	-0.238	-0.047	-0.706	0.566	0.510
OC	-0.533	-0.056	-0.757	0.564	0.120
SS	-0.050	-0.036	-0.658	0.457	0.872
WLB	-0.084	-0.062	-0.625	0.454	0.706

Setting

Data file Settings	
Data file	Tabulasi SmartPLS [184 records]
Missing value marker	none
Data Setup Settings	
Algorithm to handle missing data	None
Weighting Vector	-
PLS Algorithm Settings	
Data metric	Mean 0, Var 1
Initial Weights	1.0
Max. number of iterations	300
Stop Criterion (10^{-X}):	7
Use Lohmoeller settings?	No
Weighting scheme	Path
Bootstrapping Settings	
Complexity	Basic Bootstrapping
Confidence interval method	Bias-Corrected and Accelerated (BCa) Bootstrap
Parallel processing	Yes
Samples	500
Significance level	0.05
Test type	Two Tailed
Multi-Group Analysis Settings	
Groups A	[Female]
Groups B	[Male]
Construct Outer Weighting Mode Settings	
EP	Automatic
JS	Automatic
OC	Automatic
SS	Automatic
WLB	Automatic

Path Coefficients

PLS-MGA

	Path Coefficients-diff (Female - Male)	p-Value original 1-tailed (Female vs Male)	p-Value new (Female vs Male)
JS -> EP	-0.261	0.893	0.214
OC -> EP	0.221	0.084	0.168
SS -> WLB	-0.015	0.513	0.975
WLB -> JS	-0.045	0.533	0.934
WLB -> OC	-0.117	0.798	0.404

Parametric Test

	Path Coefficients-diff (Female - Male)	t-Value (Female vs Male)	p-Value (Female vs Male)
JS -> EP	-0.261	1.289	0.199
OC -> EP	0.221	1.087	0.279
SS -> WLB	-0.015	0.097	0.923
WLB -> JS	-0.045	0.216	0.830
WLB -> OC	-0.117	0.812	0.418

Welch-Satterthwait Test

	Path Coefficients-diff (Female - Male)	t-Value (Female vs Male)	p-Value (Female vs Male)
JS -> EP	-0.261	1.208	0.234
OC -> EP	0.221	1.406	0.166
SS -> WLB	-0.015	0.089	0.930
WLB -> JS	-0.045	0.196	0.846
WLB -> OC	-0.117	0.867	0.391

Confidence Intervals
(Bias Corrected)

	2.5% (Female)	97.5% (Female)	2.5% (Male)	97.5% (Male)
JS -> EP	-0.440	0.407	0.148	0.495
OC -> EP	0.139	0.718	0.122	0.495
SS -> WLB	0.076	0.676	0.307	0.569
WLB -> JS	-0.565	0.539	0.109	0.499
WLB -> OC	0.079	0.595	0.396	0.650

Bootstrapping Results

	Path Coefficients Original (Female)	Path Coefficients Original (Male)	Path Coefficients Mean (Female)	Path Coefficients Mean (Male)
JS -> EP	0.072	0.332	0.081	0.337
OC -> EP	0.542	0.321	0.554	0.322
SS -> WLB	0.437	0.452	0.442	0.455
WLB -> JS	0.309	0.354	0.343	0.367
WLB -> OC	0.422	0.539	0.453	0.541

	STDEV (Female)	STDEV (Male)	t-Value (Female)	t-Value (Male)	p-Value (Female)	p-Value (Male)
JS -> EP	0.200	0.088	0.358	3.785	0.720	0.000
OC -> EP	0.127	0.096	4.279	3.347	0.000	0.001
SS -> WLB	0.154	0.065	2.836	6.948	0.005	0.000
WLB -> JS	0.216	0.090	1.433	3.944	0.153	0.000
WLB -> OC	0.120	0.065	3.524	8.272	0.000	0.000

Setting

Data file Settings	
Data file	Tabulasi SmartPLS [184 records]
Missing value marker	none
Data Setup Settings	
Algorithm to handle missing data	None
Weighting Vector	-
PLS Algorithm Settings	
Data metric	Mean 0, Var 1
Initial Weights	1.0
Max. number of iterations	300
Stop Criterion (10^{-X}):	7
Use Lohmoeller settings?	No
Weighting scheme	Path
Permutation Algorithm Settings	
Groups A	HighSch_Diploma
Groups B	BachelorDeg_MasterDeg
Parallel processing	Yes
Samples	500
Significance level	0.05
Test type	Two Tailed
Construct Outer Weighting Mode Settings	
EP	Automatic
JS	Automatic
OC	Automatic
SS	Automatic
WLB	Automatic

MICOM

Step 2

	Original Correlation	Correlation Permutation Mean	5.0%	Permutation p-Values
EP	0.977	0.993	0.981	0.036
JS	0.995	0.980	0.952	0.684
OC	0.996	0.994	0.982	0.442
SS	0.996	0.995	0.986	0.238
WLB	0.999	0.994	0.981	0.780

Step 3

	Mean - Original Difference (HighSch_Diploma - BachelorDeg_MasterDeg)	Mean - Permutation Mean Difference (HighSch_Diploma - BachelorDeg_MasterDeg)	2.5%	97.5%	Permutation p-Values
EP	0.229	-0.005	-0.384	0.334	0.212
JS	0.054	-0.016	-0.412	0.324	0.798
OC	0.012	-0.009	-0.422	0.356	0.934
SS	0.125	-0.011	-0.363	0.304	0.502
WLB	0.005	-0.010	-0.359	0.354	0.976

	Variance - Original Difference (HighSch_Diploma - BachelorDeg_MasterDeg)	Variance - Permutation Mean Difference (HighSch_Diploma - BachelorDeg_MasterDeg)	2.5%	97.5%	Permutation p-Values
EP	-0.573	-0.085	-0.660	0.661	0.116
JS	-0.179	-0.038	-0.654	0.587	0.564
OC	-0.255	-0.062	-0.663	0.617	0.526
SS	-0.188	-0.048	-0.559	0.467	0.478
WLB	-0.253	-0.042	-0.598	0.431	0.336

Setting

Data file Settings	
Data file	Tabulasi SmartPLS [184 records]
Missing value marker	none
Data Setup Settings	
Algorithm to handle missing data	None
Weighting Vector	-
PLS Algorithm Settings	
Data metric	Mean 0, Var 1
Initial Weights	1.0
Max. number of iterations	300
Stop Criterion (10^{-X}):	7
Use Lohmoeller settings?	No
Weighting scheme	Path
Bootstrapping Settings	
Complexity	Basic Bootstrapping
Confidence interval method	Bias-Corrected and Accelerated (BCa) Bootstrap
Parallel processing	Yes
Samples	500
Significance level	0.05
Test type	Two Tailed
Multi-Group Analysis Settings	
Groups A	[HighSch_Diploma]
Groups B	[BachelorDeg_MasterDeg]
Construct Outer Weighting Mode Settings	
EP	Automatic
JS	Automatic
OC	Automatic
SS	Automatic
WLB	Automatic

Path
Coefficients

PLS-MGA

	Path Coefficients-diff (HighSch_Diploma - BachelorDeg_Master Deg)	p-Value original 1- tailed (HighSch_Diploma vs BachelorDeg_Master Deg)	p-Value new (HighSch_Diplo ma vs BachelorDeg_Ma sterDeg)
JS -> EP	0.033	0.383	0.767
OC -> EP	-0.264	0.788	0.424
SS -> WLB	-0.109	0.722	0.556
WLB -> JS	-0.691	0.971	0.058
WLB -> OC	-0.150	0.746	0.508

Parametric Test

	Path Coefficients-diff (HighSch_Diploma - BachelorDeg_Master Deg)	t-Value (HighSch_Diploma vs BachelorDeg_Master Deg)	p-Value (HighSch_Diploma vs BachelorDeg_Master Deg)
JS -> EP	0.033	0.160	0.873
OC -> EP	-0.264	1.180	0.240
SS -> WLB	-0.109	0.686	0.493
WLB -> JS	-0.691	3.044	0.003
WLB -> OC	-0.150	0.916	0.361

Welch-Satterthwait Test

	Path Coefficients-diff (HighSch_Diploma - BachelorDeg_Master Deg)	t-Value (HighSch_Diploma vs BachelorDeg_Master Deg)	p-Value (HighSch_Diploma vs BachelorDeg_Master Deg)
JS -> EP	0.033	0.145	0.886
OC -> EP	-0.264	0.898	0.375
SS -> WLB	-0.109	0.616	0.541
WLB -> JS	-0.691	1.996	0.054
WLB -> OC	-0.150	0.652	0.519

Confidence Intervals (Bias Corrected)

	2.5% (BachelorDeg_Master Deg)	97.5% (BachelorDeg_Master Deg)	2.5% (HighSch_Diploma)	97.5% (HighSch_Diploma)
JS -> EP	0.111	0.450	-0.274	0.579
OC -> EP	0.238	0.579	-0.449	0.631
SS -> WLB	0.300	0.594	-0.246	0.580
WLB -> JS	0.263	0.579	-0.700	0.497
WLB -> OC	0.388	0.649	-0.339	0.691

Bootstrapping Results

	Path Coefficients Original (BachelorDeg_MasterDeg)	Path Coefficients Original (HighSch_Diploma)	Path Coefficients Mean (BachelorDeg_MasterDeg)	Path Coefficients Mean (HighSch_Diploma)
JS -> EP	0.271	0.304	0.275	0.283
OC -> EP	0.415	0.151	0.414	0.191
SS -> WLB	0.475	0.366	0.479	0.369
WLB -> JS	0.455	-0.236	0.467	-0.253
WLB -> OC	0.554	0.403	0.559	0.387

	STDEV (Bachelor Deg_MasterDeg)	STDEV (HighSch h_Diploma)	t-Value (Bachelor Deg_MasterDeg)	t-Value (HighSch h_Diploma)	p-Value (Bachelor Deg_MasterDeg)	p-Value (HighSch h_Diploma)
JS -> EP	0.089	0.212	3.059	1.435	0.002	0.152
OC -> EP	0.088	0.285	4.720	0.529	0.000	0.597
SS -> WLB	0.069	0.165	6.934	2.218	0.000	0.027
WLB -> JS	0.077	0.342	5.934	0.690	0.000	0.491
WLB -> OC	0.061	0.226	9.089	1.784	0.000	0.075

Setting

Data file Settings	
Data file	Tabulasi SmartPLS [184 records]
Missing value marker	none
Data Setup Settings	
Algorithm to handle missing data	None
Weighting Vector	-
PLS Algorithm Settings	
Data metric	Mean 0, Var 1
Initial Weights	1.0
Max. number of iterations	300
Stop Criterion (10^{-X}):	7
Use Lohmoeller settings?	No
Weighting scheme	Path
Permutation Algorithm Settings	
Groups A	Single
Groups B	Married
Parallel processing	Yes
Samples	500
Significance level	0.05
Test type	Two Tailed
Construct Outer Weighting Mode Settings	
EP	Automatic
JS	Automatic
OC	Automatic
SS	Automatic
WLB	Automatic

MICOM

Step 2

	Original Correlation	Correlation Permutation Mean	5.0%	Permutation p-Values
EP	0.999	0.995	0.986	0.938
JS	0.989	0.987	0.964	0.380
OC	0.997	0.995	0.986	0.516
SS	0.986	0.997	0.989	0.030
WLB	0.998	0.996	0.987	0.518

Step 3

	Mean - Original Difference (Single - Married)	Mean - Permutation Mean Difference (Single - Married)	2.5%	97.5%	Permutation p-Values
EP	-0.243	0.002	-0.318	0.314	0.144
JS	-0.389	0.001	-0.308	0.318	0.010
OC	0.144	0.008	-0.311	0.321	0.370
SS	0.183	0.011	-0.294	0.334	0.298
WLB	0.190	-0.004	-0.311	0.314	0.284

	Variance - Original Difference (Single - Married)	Variance - Permutation Mean Difference (Single - Married)	2.5%	97.5%	Permutation p-Values
EP	-0.297	0.033	-0.598	0.607	0.384
JS	0.024	0.039	-0.485	0.644	0.930
OC	-0.394	0.031	-0.568	0.659	0.240
SS	-0.315	0.004	-0.479	0.500	0.204
WLB	-0.381	0.029	-0.421	0.509	0.148

Setting

Data file Settings	
Data file	Tabulasi SmartPLS [184 records]
Missing value marker	none
Data Setup Settings	
Algorithm to handle missing data	None
Weighting Vector	-
PLS Algorithm Settings	
Data metric	Mean 0, Var 1
Initial Weights	1.0
Max. number of iterations	300
Stop Criterion (10^{-X}):	7
Use Lohmoeller settings?	No
Weighting scheme	Path
Bootstrapping Settings	
Complexity	Basic Bootstrapping
Confidence interval method	Bias-Corrected and Accelerated (BCa) Bootstrap
Parallel processing	Yes
Samples	500
Significance level	0.05
Test type	Two Tailed
Multi-Group Analysis Settings	
Groups A	[Single]
Groups B	[Married]
Construct Outer Weighting Mode Settings	
EP	Automatic
JS	Automatic
OC	Automatic
SS	Automatic
WLB	Automatic

Path Coefficients

PLS-MGA

	Path Coefficients-diff (Single - Married)	p-Value original 1-tailed (Single vs Married)	p-Value new (Single vs Married)
JS -> EP	-0.102	0.725	0.549
OC -> EP	0.062	0.365	0.730
SS -> WLB	0.183	0.084	0.168
WLB -> JS	0.193	0.179	0.357
WLB -> OC	-0.030	0.615	0.771

Parametric Test

	Path Coefficients-diff (Single - Married)	t-Value (Single vs Married)	p-Value (Single vs Married)
JS -> EP	-0.102	0.576	0.565
OC -> EP	0.062	0.358	0.721
SS -> WLB	0.183	1.519	0.130
WLB -> JS	0.193	1.144	0.254
WLB -> OC	-0.030	0.255	0.799

Welch-Satterthwait Test

	Path Coefficients-diff (Single - Married)	t-Value (Single vs Married)	p-Value (Single vs Married)
JS -> EP	-0.102	0.509	0.613
OC -> EP	0.062	0.313	0.756
SS -> WLB	0.183	1.382	0.173
WLB -> JS	0.193	0.941	0.351
WLB -> OC	-0.030	0.255	0.800

Confidence Intervals (Bias Corrected)

	2.5% (Married)	97.5% (Married)	2.5% (Single)	97.5% (Single)
JS -> EP	-0.201	0.594	-0.038	0.366
OC -> EP	0.005	0.714	0.238	0.547
SS -> WLB	0.052	0.552	0.400	0.634
WLB -> JS	-0.192	0.569	0.257	0.559
WLB -> OC	0.289	0.714	0.382	0.621

Bootstrapping Results

	Path Coefficients Original (Married)	Path Coefficients Original (Single)	Path Coefficients Mean (Married)	Path Coefficients Mean (Single)
JS -> EP	0.339	0.237	0.342	0.256
OC -> EP	0.339	0.401	0.340	0.397
SS -> WLB	0.342	0.525	0.372	0.528
WLB -> JS	0.240	0.433	0.250	0.445
WLB -> OC	0.547	0.517	0.561	0.522

	STDEV (Married)	STDEV (Single)	t-Value (Married)	t-Value (Single)	p-Value (Married)	p-Value (Single)
JS -> EP	0.185	0.084	1.838	2.833	0.067	0.005
OC -> EP	0.182	0.081	1.862	4.948	0.063	0.000
SS -> WLB	0.120	0.058	2.846	9.030	0.005	0.000
WLB -> JS	0.193	0.074	1.245	5.824	0.214	0.000
WLB -> OC	0.101	0.060	5.411	8.660	0.000	0.000

Lampiran 7: Output ANOVA dengan SPSS

ONEWAY JS EP BY Age
/STATISTICS DESCRIPTIVES HOMOGENEITY.

Oneway

Descriptives

		N	Mean	Std. Deviation	Std. Error	95% Confidence Interval for Mean		Minimum	Maximum
						Lower Bound	Upper Bound		
Job Satisfaction	Younger	143	3.5972	.69037	.05773	3.4831	3.7113	1.80	5.00
	Older	41	3.4049	.79182	.12366	3.1549	3.6548	1.00	4.60
	Total	184	3.5543	.71646	.05282	3.4501	3.6586	1.00	5.00
Employee Performance	Younger	143	4.2331	.54785	.04581	4.1425	4.3236	2.50	5.00
	Older	41	4.1832	.66203	.10339	3.9742	4.3921	1.50	5.00
	Total	184	4.2220	.57370	.04229	4.1385	4.3054	1.50	5.00

Test of Homogeneity of Variances

		Levene Statistic	df1	df2	Sig.
Job Satisfaction	Based on Mean	.276	1	182	.600
	Based on Median	.047	1	182	.829
	Based on Median and with adjusted df	.047	1	164.782	.829
	Based on trimmed mean	.190	1	182	.663
Employee Performance	Based on Mean	.427	1	182	.514
	Based on Median	.304	1	182	.582
	Based on Median and with adjusted df	.304	1	155.114	.582
	Based on trimmed mean	.575	1	182	.449

ANOVA

		Sum of Squares	df	Mean Square	F	Sig.
Job Satisfaction	Between Groups	1.179	1	1.179	2.313	.130
	Within Groups	92.758	182	.510		
	Total	93.937	183			
Employee Performance	Between Groups	.079	1	.079	.240	.625
	Within Groups	60.152	182	.331		
	Total	60.231	183			

ONEWAY JS EP BY Gender
/STATISTICS DESCRIPTIVES HOMOGENEITY.

Oneway

Descriptives

		N	Mean	Std. Deviation	Std. Error	95% Confidence Interval for Mean		Minimum	Maximum
						Lower Bound	Upper Bound		
Job Satisfaction	Male	148	3.6365	.71220	.05854	3.5208	3.7522	1.00	5.00
	Female	36	3.2167	.63853	.10642	3.0006	3.4327	1.80	4.20
Total		184	3.5543	.71646	.05282	3.4501	3.6586	1.00	5.00
Employee Performance	Male	148	4.2692	.58327	.04794	4.1744	4.3639	1.50	5.00
	Female	36	4.0278	.49378	.08230	3.8607	4.1948	2.50	4.83
Total		184	4.2220	.57370	.04229	4.1385	4.3054	1.50	5.00

Test of Homogeneity of Variances

		Levene Statistic	df1	df2	Sig.
Job Satisfaction	Based on Mean	.351	1	182	.554
Employee Performance	Based on Median	.365	1	182	.547
	Based on Median and with adjusted df	.365	1	179.998	.547
	Based on trimmed mean	.320	1	182	.572
Job Satisfaction	Based on Mean	2.197	1	182	.140
	Based on Median	2.240	1	182	.136
	Based on Median and with adjusted df	2.240	1	181.147	.136
Total		1.971	1	182	.162

ANOVA

		Sum of Squares	df	Mean Square	F	Sig.
Job Satisfaction	Between Groups	5.104	1	5.104	10.456	.100
Within Groups		88.833	182	.488		
Total		93.937	183			
Employee Performance	Between Groups	1.688	1	1.688	5.246	.230
Within Groups		58.543	182	.322		
Total		60.231	183			

ONEWAY JS EP BY Edu
 /STATISTICS DESCRIPTIVES HOMOGENEITY
 /POSTHOC=TUKEY ALPHA(0.05).

Oneway

Descriptives

		N	Mean	Std. Deviation	Std. Error	95% Confidence Interval for Mean		Minimum	Maximum
						Lower Bound	Upper Bound		
Job Satisfaction	HighSch	12	3.6667	.72530	.20938	3.2058	4.1275	2.60	5.00
	Diploma	25	3.5440	.65452	.13090	3.2738	3.8142	1.80	4.60
	BachelorDeg	136	3.5676	.73685	.06318	3.4427	3.6926	1.00	5.00
	MasterDeg	11	3.2909	.60242	.18164	2.8862	3.6956	2.00	4.00
	Total	184	3.5543	.71646	.05282	3.4501	3.6586	1.00	5.00
Employee Performance	HighSch	12	4.3617	.54099	.15617	4.0179	4.7054	3.33	5.00
	Diploma	25	4.3004	.41909	.08382	4.1274	4.4734	3.67	5.00
	BachelorDeg	136	4.2094	.60544	.05192	4.1067	4.3121	1.50	5.00
	MasterDeg	11	4.0464	.50627	.15264	3.7062	4.3865	3.00	5.00
	Total	184	4.2220	.57370	.04229	4.1385	4.3054	1.50	5.00

Test of Homogeneity of Variances

		Levene Statistic	df1	df2	Sig.
Job Satisfaction	Based on Mean	.312	3	180	.817
	Based on Median	.313	3	180	.816
	Based on Median and with adjusted df	.313	3	177.128	.816
	Based on trimmed mean	.301	3	180	.825
Employee Performance	Based on Mean	1.669	3	180	.175
	Based on Median	1.790	3	180	.151
	Based on Median and with adjusted df	1.790	3	168.511	.151
	Based on trimmed mean	1.669	3	180	.175

ANOVA

		Sum of Squares	df	Mean Square	F	Sig.
Job Satisfaction	Between Groups	.942	3	.314	.607	.611
	Within Groups	92.995	180	.517		
	Total	93.937	183			
Employee Performance	Between Groups	.749	3	.250	.755	.521
	Within Groups	59.482	180	.330		
	Total	60.231	183			

Post Hoc Tests

Multiple Comparisons

Tukey HSD

Dependent Variable	(I) Education	(J) Education	Mean Difference (I-J)	Std. Error	Sig.	95% Confidence Interval	
						Lower Bound	Upper Bound
Job Satisfaction	HighSch	Diploma	.12267	.25243	.962	-.5319	.7773
		BachelorDeg	.09902	.21645	.968	-.4623	.6603
		MasterDeg	.37576	.30003	.594	-.4023	1.1538
	Diploma	HighSch	-.12267	.25243	.962	-.7773	.5319
		BachelorDeg	-.02365	.15641	.999	-.4293	.3820
		MasterDeg	.25309	.26006	.765	-.4213	.9275
	BachelorDeg	HighSch	-.09902	.21645	.968	-.6603	.4623
		Diploma	.02365	.15641	.999	-.3820	.4293
		MasterDeg	.27674	.22531	.610	-.3075	.8610
	MasterDeg	HighSch	-.37576	.30003	.594	-1.1538	.4023
		Diploma	-.25309	.26006	.765	-.9275	.4213
		BachelorDeg	-.27674	.22531	.610	-.8610	.3075
Employee Performance	HighSch	Diploma	.06127	.20188	.990	-.4623	.5848
		BachelorDeg	.15225	.17311	.815	-.2967	.6012
		MasterDeg	.31530	.23996	.555	-.3070	.9376
	Diploma	HighSch	-.06127	.20188	.990	-.5848	.4623
		BachelorDeg	.09099	.12509	.886	-.2334	.4154
		MasterDeg	.25404	.20799	.614	-.2853	.7934
	BachelorDeg	HighSch	-.15225	.17311	.815	-.6012	.2967
		Diploma	-.09099	.12509	.886	-.4154	.2334
		MasterDeg	.16305	.18020	.802	-.3042	.6303
	MasterDeg	HighSch	-.31530	.23996	.555	-.9376	.3070
		Diploma	-.25404	.20799	.614	-.7934	.2853
		BachelorDeg	-.16305	.18020	.802	-.6303	.3042

Homogeneous Subsets

Job Satisfaction

Tukey HSD^{a,b}

Education	N	Subset for alpha	
		= 0.05	
		1	
MasterDeg	11	3.2909	
Diploma	25	3.5440	
BachelorDeg	136	3.5676	
HighSch	12	3.6667	
Sig.		.398	

Means for groups in homogeneous subsets are displayed.

a. Uses Harmonic Mean Sample Size = 18.051.

b. The group sizes are unequal. The harmonic mean of the group sizes is used. Type I error levels are not guaranteed.

Employee Performance

Tukey HSD^{a,b}

Education	N	Subset for alpha	
		= 0.05	
		1	
MasterDeg	11	4.0464	
BachelorDeg	136	4.2094	
Diploma	25	4.3004	
HighSch	12	4.3617	
Sig.		.355	

Means for groups in homogeneous subsets are displayed.

a. Uses Harmonic Mean Sample Size = 18.051.

b. The group sizes are unequal. The harmonic mean of the group sizes is used. Type I error levels are not guaranteed.

ONEWAY JS EP BY Marital
/STATISTICS DESCRIPTIVES HOMOGENEITY.

Oneway

Descriptives

		N	Mean	Std. Deviation	Std. Error	95% Confidence Interval for Mean		Minimum	Maximum
						Lower Bound	Upper Bound		
Job Satisfaction	Single	136	3.4809	.70863	.06076	3.3607	3.6011	1.00	5.00
	Married	48	3.7625	.70458	.10170	3.5579	3.9671	2.20	5.00
	Total	184	3.5543	.71646	.05282	3.4501	3.6586	1.00	5.00
Employee Performance	Single	136	4.1840	.54625	.04684	4.0913	4.2766	2.50	5.00
	Married	48	4.3296	.63908	.09224	4.1440	4.5152	1.50	5.00
	Total	184	4.2220	.57370	.04229	4.1385	4.3054	1.50	5.00

Test of Homogeneity of Variances

		Levene Statistic	df1	df2	Sig.
Job Satisfaction	Based on Mean	.022	1	182	.882
	Based on Median	.022	1	182	.881
	Based on Median and with adjusted df	.022	1	181.012	.881
	Based on trimmed mean	.021	1	182	.885
Employee Performance	Based on Mean	.285	1	182	.594
	Based on Median	.308	1	182	.580
	Based on Median and with adjusted df	.308	1	168.813	.580
	Based on trimmed mean	.332	1	182	.565

ANOVA

		Sum of Squares	df	Mean Square	F	Sig.
Job Satisfaction	Between Groups	2.814	1	2.814	5.620	.190
	Within Groups	91.123	182	.501		
	Total	93.937	183			
Employee Performance	Between Groups	.752	1	.752	2.302	.131
	Within Groups	59.479	182	.327		
	Total	60.231	183			

ONEWAY OC EP BY Age
/STATISTICS DESCRIPTIVES HOMOGENEITY.

Oneway

Descriptives

		N	Mean	Std. Deviation	Std. Error	95% Confidence Interval for Mean		Minimum	Maximum
						Lower Bound	Upper Bound		
Organizational Commitment	Younger	143	3.7657	.65557	.05482	3.6574	3.8741	2.00	5.00
	Older	41	3.7195	.80272	.12536	3.4661	3.9729	1.00	5.00
	Total	184	3.7554	.68898	.05079	3.6552	3.8556	1.00	5.00
Employee Performance	Younger	143	4.2331	.54785	.04581	4.1425	4.3236	2.50	5.00
	Older	41	4.1832	.66203	.10339	3.9742	4.3921	1.50	5.00
	Total	184	4.2220	.57370	.04229	4.1385	4.3054	1.50	5.00

Test of Homogeneity of Variances

		Levene Statistic	df1	df2	Sig.
Organizational Commitment	Based on Mean	.091	1	182	.764
	Based on Median	.051	1	182	.821
	Based on Median and with adjusted df	.051	1	158.949	.821
	Based on trimmed mean	.073	1	182	.787
Employee Performance	Based on Mean	.427	1	182	.514
	Based on Median	.304	1	182	.582
	Based on Median and with adjusted df	.304	1	155.114	.582
	Based on trimmed mean	.575	1	182	.449

ANOVA

		Sum of Squares	df	Mean Square	F	Sig.
Organizational Commitment	Between Groups	.068	1	.068	.143	.706
	Within Groups	86.801	182	.477		
	Total	86.870	183			
Employee Performance	Between Groups	.079	1	.079	.240	.625
	Within Groups	60.152	182	.331		
	Total	60.231	183			

ONEWAY OC EP BY Gender
/STATISTICS DESCRIPTIVES HOMOGENEITY.

Oneway

Descriptives

		N	Mean	Std. Deviation	Std. Error	95% Confidence Interval for Mean		Minimum	Maximum
						Lower Bound	Upper Bound		
Organizational Commitment	Male	148	3.8142	.70718	.05813	3.6993	3.9291	1.00	5.00
	Female	36	3.5139	.55403	.09234	3.3264	3.7013	2.25	4.25
	Total	184	3.7554	.68898	.05079	3.6552	3.8556	1.00	5.00
Employee Performance	Male	148	4.2692	.58327	.04794	4.1744	4.3639	1.50	5.00
	Female	36	4.0278	.49378	.08230	3.8607	4.1948	2.50	4.83
	Total	184	4.2220	.57370	.04229	4.1385	4.3054	1.50	5.00

Test of Homogeneity of Variances

		Levene Statistic	df1	df2	Sig.
Organizational Commitment	Based on Mean	1.203	1	182	.274
	Based on Median	1.169	1	182	.281
	Based on Median and with adjusted df	1.169	1	174.973	.281
	Based on trimmed mean	1.195	1	182	.276
Employee Performance	Based on Mean	2.197	1	182	.140
	Based on Median	2.240	1	182	.136
	Based on Median and with adjusted df	2.240	1	181.147	.136
	Based on trimmed mean	1.971	1	182	.162

ANOVA

		Sum of Squares	df	Mean Square	F	Sig.
Organizational Commitment	Between Groups	2.611	1	2.611	5.640	.190
	Within Groups	84.258	182	.463		
	Total	86.870	183			
Employee Performance	Between Groups	1.688	1	1.688	5.246	.230
	Within Groups	58.543	182	.322		
	Total	60.231	183			

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Oneway

Descriptives

		N	Mean	Std. Deviation	Std. Error	95% Confidence Interval for Mean		Minimum	Maximum
						Lower Bound	Upper Bound		
Organizational Commitment	HighSch	12	3.9167	.30773	.08883	3.7211	4.1122	3.50	4.50
	Diploma	25	3.6800	.72356	.14471	3.3813	3.9787	1.75	5.00
	BachelorDeg	136	3.7537	.71620	.06141	3.6322	3.8751	1.00	5.00
	MasterDeg	11	3.7727	.59639	.17982	3.3721	4.1734	2.75	5.00
	Total	184	3.7554	.68898	.05079	3.6552	3.8556	1.00	5.00
Employee Performance	HighSch	12	4.3617	.54099	.15617	4.0179	4.7054	3.33	5.00
	Diploma	25	4.3004	.41909	.08382	4.1274	4.4734	3.67	5.00
	BachelorDeg	136	4.2094	.60544	.05192	4.1067	4.3121	1.50	5.00
	MasterDeg	11	4.0464	.50627	.15264	3.7062	4.3865	3.00	5.00
	Total	184	4.2220	.57370	.04229	4.1385	4.3054	1.50	5.00

Test of Homogeneity of Variances

		Levene Statistic	df1	df2	Sig.
Organizational Commitment	Based on Mean	1.967	3	180	.121
	Based on Median	2.221	3	180	.087
	Based on Median and with adjusted df	2.221	3	174.777	.087
	Based on trimmed mean	2.007	3	180	.115
Employee Performance	Based on Mean	1.669	3	180	.175
	Based on Median	1.790	3	180	.151
	Based on Median and with adjusted df	1.790	3	168.511	.151
	Based on trimmed mean	1.669	3	180	.175

ANOVA

		Sum of Squares	df	Mean Square	F	Sig.
Organizational Commitment	Between Groups	.458	3	.153	.318	.812
	Within Groups	86.412	180	.480		
	Total	86.870	183			
Employee Performance	Between Groups	.749	3	.250	.755	.521
	Within Groups	59.482	180	.330		
	Total	60.231	183			

Post Hoc Tests

Multiple Comparisons

Tukey HSD

Dependent Variable	(I) Education	(J) Education	Mean Difference (I-J)	Std. Error	Sig.	95% Confidence Interval	
						Lower Bound	Upper Bound
Organizational Commitment	HighSch	Diploma	.23667	.24333	.765	-.3943	.8677
		BachelorDeg	.16299	.20865	.863	-.3781	.7041
		MasterDeg	.14394	.28922	.960	-.6061	.8939
	Diploma	HighSch	-.23667	.24333	.765	-.8677	.3943
		BachelorDeg	-.07368	.15077	.962	-.4647	.3173
		MasterDeg	-.09273	.25069	.983	-.7428	.5574
	BachelorDeg	HighSch	-.16299	.20865	.863	-.7041	.3781
		Diploma	.07368	.15077	.962	-.3173	.4647
		MasterDeg	-.01905	.21719	1.000	-.5823	.5442
	MasterDeg	HighSch	-.14394	.28922	.960	-.8939	.6061
		Diploma	.09273	.25069	.983	-.5574	.7428
		BachelorDeg	.01905	.21719	1.000	-.5442	.5823
Employee Performance	HighSch	Diploma	.06127	.20188	.990	-.4623	.5848
		BachelorDeg	.15225	.17311	.815	-.2967	.6012
		MasterDeg	.31530	.23996	.555	-.3070	.9376
	Diploma	HighSch	-.06127	.20188	.990	-.5848	.4623
		BachelorDeg	.09099	.12509	.886	-.2334	.4154
		MasterDeg	.25404	.20799	.614	-.2853	.7934
	BachelorDeg	HighSch	-.15225	.17311	.815	-.6012	.2967
		Diploma	-.09099	.12509	.886	-.4154	.2334
		MasterDeg	.16305	.18020	.802	-.3042	.6303
	MasterDeg	HighSch	-.31530	.23996	.555	-.9376	.3070
		Diploma	-.25404	.20799	.614	-.7934	.2853
		BachelorDeg	-.16305	.18020	.802	-.6303	.3042

Homogeneous Subsets

Organizational Commitment

Tukey HSD^{a,b}

Education	N	Subset for alpha = 0.05 1
Diploma	25	3.6800
BachelorDeg	136	3.7537
MasterDeg	11	3.7727
HighSch	12	3.9167
Sig.		.734

Means for groups in homogeneous subsets are displayed.

a. Uses Harmonic Mean Sample Size = 18.051.

b. The group sizes are unequal. The harmonic mean of the group sizes is used. Type I error levels are not guaranteed.

Employee Performance

Tukey HSD^{a,b}

Education	N	Subset for alpha = 0.05 1
MasterDeg	11	4.0464
BachelorDeg	136	4.2094
Diploma	25	4.3004
HighSch	12	4.3617
Sig.		.355

Means for groups in homogeneous subsets are displayed.

a. Uses Harmonic Mean Sample Size = 18.051.

b. The group sizes are unequal. The harmonic mean of the group sizes is used. Type I error levels are not guaranteed.

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Oneway

Descriptives

		N	Mean	Std. Deviation	Std. Error	95% Confidence Interval for Mean		Minimum	Maximum
						Lower Bound	Upper Bound		
Organizational Commitment	Single	136	3.7831	.65462	.05613	3.6721	3.8941	1.00	5.00
	Married	48	3.6771	.78034	.11263	3.4505	3.9037	1.75	5.00
	Total	184	3.7554	.68898	.05079	3.6552	3.8556	1.00	5.00
Employee Performance	Single	136	4.1840	.54625	.04684	4.0913	4.2766	2.50	5.00
	Married	48	4.3296	.63908	.09224	4.1440	4.5152	1.50	5.00
	Total	184	4.2220	.57370	.04229	4.1385	4.3054	1.50	5.00

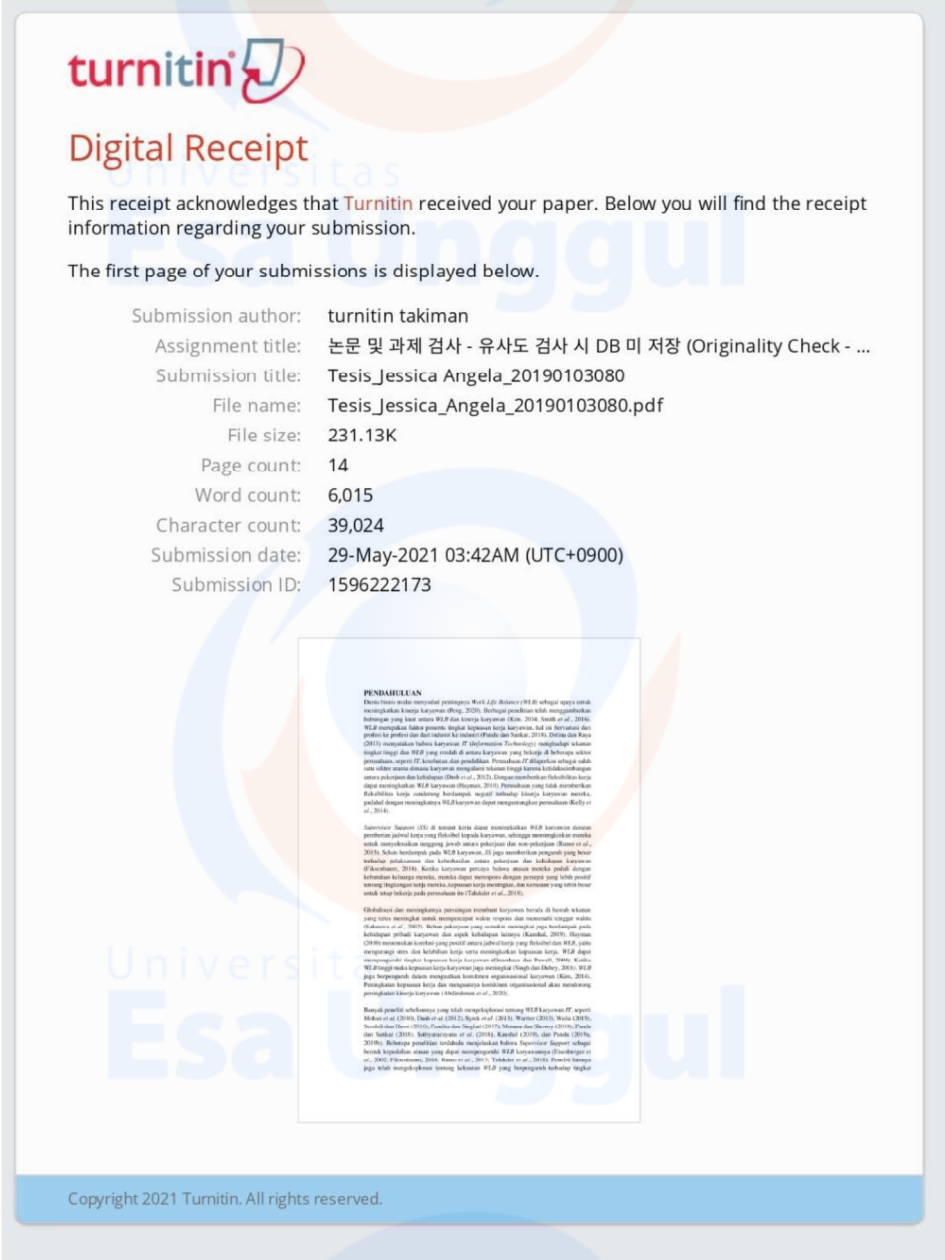
Test of Homogeneity of Variances

		Levene Statistic	df1	df2	Sig.
Organizational Commitment	Based on Mean	2.133	1	182	.146
	Based on Median	1.894	1	182	.170
	Based on Median and with adjusted df	1.894	1	178.527	.171
	Based on trimmed mean	2.006	1	182	.158
Employee Performance	Based on Mean	.285	1	182	.594
	Based on Median	.308	1	182	.580
	Based on Median and with adjusted df	.308	1	168.813	.580
	Based on trimmed mean	.332	1	182	.565

ANOVA

		Sum of Squares	df	Mean Square	F	Sig.
Organizational Commitment	Between Groups	.399	1	.399	.839	.361
	Within Groups	86.471	182	.475		
	Total	86.870	183			
Employee Performance	Between Groups	.752	1	.752	2.302	.131
	Within Groups	59.479	182	.327		
	Total	60.231	183			

Lampiran 8: Laporan Hasil *Plagiarism Check*



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PENDAHULUAN

Di era ini, perkembangan teknologi World Wide Web (WWW) sebagai upaya untuk meningkatkan kerja karyawan (Rasyid, 2020). Berbagai penelitian telah menggunakan teknologi yang bisa menggunakan WWW dan layanan karyawan (Kim, 2016; Usrah et al., 2016). WWW merupakan faktor penting dalam layanan kerja karyawan, hal ini berkaitan dengan proses dan prosedur dari layanan (Panda dan Sarker, 2019). Dalam hal ini, Kim (2016) mengatakan bahwa karyawan IT (Information Technology) merupakan elemen penting dalam WWW yang terdiri dari semua karyawan yang bekerja di berbagai sektor perusahaan, seperti IT, layanan, dan pendidikan. Penelitian IT dilakukan sebagai salah satu cara untuk meningkatkan layanan pelanggan (Suh et al., 2012). Dengan memfokuskan fokus pada layanan digital menggunakan WWW karyawan (Husain, 2013). Penelitian yang telah dilakukan berkaitan dengan layanan kerja karyawan, seperti layanan kerja karyawan, model, model dengan menggunakan WWW karyawan (Raj et al., 2016).

Sementara itu, di sisi lain, dalam meningkatkan WWW karyawan dengan pendekatan jarak jauh yang disebut sebagai layanan, sehingga meningkatkan model untuk meningkatkan layanan jarak jauh antara pekerjaan dan non-pekerjaan (Rana et al., 2016). Selain itu, layanan pada WWW karyawan, ini juga memberikan pengaruh yang besar terhadap peningkatan dan keberhasilan, antara lain, dalam layanan karyawan IT (Kusumawati, 2016). Kerja karyawan jarak jauh akan memiliki pengaruh yang signifikan terhadap kinerja mereka, mereka dapat memperoleh dengan cepat yang lebih positif tentang layanan kerja mereka, kepuasan kerja, motivasi, dan karyawan yang lebih loyal untuk kerja jarak jauh (Taherdoost et al., 2015).

Keberhasilan dan meningkatnya persaingan membuat karyawan harus di bentuk kembali yang terus menerus untuk memperoleh nilai tambah dan mempromosikan dengan nilai (Rahman et al., 2016). Selain itu, karyawan yang semakin meningkat juga berkaitan dengan kebutuhan pribadi karyawan dan aspek kehidupan lainnya (Kusumawati, 2019). Dengan demikian, penelitian ini bertujuan untuk mengetahui pengaruh dari WWW yang menggunakan atau tidak karyawan kerja serta meningkatkan layanan kerja. WWW dapat meningkatkan layanan karyawan (Rahman et al., 2016). Oleh karena itu, Kim (2016) mengatakan bahwa layanan kerja karyawan menggunakan WWW karyawan (Suh et al., 2012). Dengan memfokuskan fokus pada layanan digital menggunakan WWW karyawan (Husain, 2013). Penelitian yang telah dilakukan berkaitan dengan layanan kerja karyawan, model, model dengan menggunakan WWW karyawan (Raj et al., 2016).

Menjadi peneliti sebelumnya yang telah menggunakan tentang WWW karyawan IT seperti Makara et al (2019), Usrah et al (2012), Syah et al (2016), Wati (2016), Wati (2016), Usrah dan Usrah (2016), Pambudi dan Nugroho (2016), Usrah dan Usrah (2016), Pambudi dan Usrah (2016), Salsabillah et al (2016), Kusumawati (2019), dan Panda (2019), 2019). Sehingga penelitian ini adalah penelitian tentang layanan kerja karyawan sebagai bentuk kepedulian akan yang dapat menggunakan WWW karyawan (Usrah et al., 2016; Pambudi dan Usrah, 2016; Usrah et al., 2016; Usrah et al., 2016). Penelitian ini juga telah menggunakan tentang layanan WWW yang menggunakan layanan kerja.

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The model of Supervisor Support, Work-Life Balance, Job Satisfaction, and Organizational Commitment on IT Employee Performance moderated by Demographic factors

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Abstract

This study aims to explore the effect of Supervisor Support (SS), Work-Life Balance (WLB), Job Satisfaction, and Organizational Commitment on Employee Performance moderated by age, gender, education, and marital status on IT employees. Refer to the theory and empirical evidence from previous research, we collect the data by distributing online questionnaires from November to December 2020 at some IT sector companies in the cities of Tangerang and Jakarta. The respondents are IT employees who were selected by purposive sampling method with the category non-managerial level. This study uses the PLS-SEM method. The results prove that SS, WLB, job satisfaction, and organizational commitment all have positive effects on IT employee performance. While the moderation results in this study as a whole there are no significant differences between groups of age, gender, education, and marital status with the effect of job satisfaction and organizational commitment on IT employee performance. The important managerial implications for the companies to improve the performance of IT employees are by changing the company's internal culture to be more open, creating or strengthening the warm and 'kinship' work environment, and organize a routine togetherness program. This will encourage positive changes for employees and be a benefit for the company.

Keywords—Supervisor Support; Work-Life Balance; Job Satisfaction; Organizational Commitment; Employee Performance; Demographic Factors

Abstrak

Penelitian ini bertujuan untuk mengeksplorasi pengaruh *Supervisor Support*, *Work-Life Balance*, Kepuasan Kerja, dan Komitmen Organisasional terhadap Kinerja Karyawan yang dimoderasi oleh usia, *gender*, pendidikan, dan status pernikahan pada karyawan *IT*. Dengan merujuk pada teori dan bukti empiris dari penelitian terdahulu, penulis mengumpulkan data dengan menyebarkan kuesioner secara *online* dari November hingga Desember 2020 pada beberapa perusahaan sektor *IT* di kota Tangerang dan Jakarta. Respondennya adalah karyawan *IT* yang dipilih menggunakan metode *purposive sampling* dengan kategori *non-managerial level*. Penelitian ini menggunakan metode *PLS-SEM*. Hasil penelitian membuktikan bahwa *SS*, *WLB*, kepuasan kerja dan komitmen organisasional seluruhnya berpengaruh positif terhadap kinerja karyawan *IT*. Sedangkan hasil moderasi dalam penelitian ini secara keseluruhan tidak terdapat perbedaan signifikan antara kelompok usia, *gender*, pendidikan, dan status pernikahan dengan pengaruh kepuasan kerja dan komitmen organisasional terhadap kinerja karyawan *IT*. Implikasi manajerial yang penting bagi perusahaan untuk meningkatkan kinerja karyawan *IT* adalah dengan mengubah budaya internal perusahaan menjadi lebih terbuka, menciptakan atau memperkuat lingkungan kerja yang hangat dan bersifat 'kekeluargaan', dan menyelenggarakan suatu program kebersamaan secara rutin. Hal tersebut akan mendorong perubahan positif bagi karyawan dan menjadi keuntungan bagi perusahaan.

Kata kunci—*Supervisor Support*; *Work-Life Balance*; Kepuasan Kerja; Komitmen Organisasional; Kinerja Karyawan; Faktor Demografi

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I. INTRODUCTION

The business world is starting to realize the importance of Work-Life Balance (WLB) as an effort to improve employee performance (Peng, 2020). Various studies have described a strong relationship between WLB and employee performance (Kim, 2014; Smith et al., 2016). WLB is a determining factor for the level of job satisfaction of employees, this varies from profession to profession and from industry to industry (Pandu and Sankar, 2018). Delina and Raya (2013) state that IT (Information Technology) employees face high levels of pressure and low WLB among employees who work in several company sectors, such as IT, health, and education. IT companies are reported as one of the main sectors where employees under high pressure due to an imbalance between work and life (Dash et al., 2012). By providing work flexibility can increase WLB of employees (Hayman, 2010). Companies that do not provide work flexibility tend to have a negative impact on the performance of their employees, whereas increasing WLB of employees can be a benefit for the company (Kelly et al., 2014).

Supervisor Support (SS) in the workplace can increase the WLB of employees by providing flexible work schedules to employees, thus enabling them to complete responsibilities between work and non-work (Russo et al., 2015). In addition to having an impact on WLB of employees, SS also has a great influence on the implementation and success of work and life of employees (Fiksenbaum, 2014). When employees believe that their supervisor cares about their family's needs, they can respond with a more positive perception of their work environment, increased job satisfaction, and a greater willingness to stay with the company (Talukder et al., 2018).

Globalization and increasing competition put employees under pressure that more increasing to speed up response times and meet deadlines (Salanova et al., 2002). The increasing workload also has an impact on employees' personal lives and other aspects of life (Kaushal, 2019). Hayman (2010) found a positive correlation between flexible work schedules and WLB, namely reducing stress and overwork, then increasing job satisfaction. WLB can affect the level of employee job satisfaction (Greenhaus and Powell, 2006). When WLB is high, employee job satisfaction also increases (Singh and Dubey, 2016). WLB is also influential in strengthening employee organizational commitment (Kim, 2014). Increasing job satisfaction and strengthening organizational commitment will encourage employee performance improvement (Abdirahman et al., 2020).

Many previous researchers have explored about WLB of IT employees, such as Mohan et al. (2010), Dash et al. (2012), Syrek et al. (2013), Warriar (2013), Walia (2015), Senglali and Hassi (2016), Pandita and Singhal (2017), Manasa and Showry (2018), Pandu and Sankar (2018), Sathyanarayana et al. (2018), Kaushal (2019), and Pandu (2019a, 2019b). Some previous studies have explained that Supervisor Support as a form of supervisor concern that can affect WLB of employees (Eisenberger et al., 2002; Fiksenbaum, 2014; Russo et al., 2015; Talukder et al., 2018). Other researchers also have explored the strength of WLB that affects the level of job satisfaction and employee organizational commitment (Crede et al., 2007; Muse et al., 2008; Casper et al., 2011; Talukder et al., 2018). Another study found that job satisfaction and organizational commitment have an influence that can drive employee performance (Shore and Martin, 1989; Sutanto, 1999; Talukder et al., 2018; Zain and Setiawati, 2019; Abdirahman et al., 2020). However, it is still rare to find research that examines WLB of IT employees which are associated with the effect of Supervisor Support and WLB on Job Satisfaction and Organizational Commitment to determine the effect on Employee Performance moderated by age, gender, education, and marital status.

This study aims to explore the effect of Supervisor Support, Work-Life Balance, Job Satisfaction, and Organizational Commitment on Employee Performance moderated by age, gender, education, and marital status of IT employees. This research is expected to contribute to the development of organizational management science and provide positive managerial implications for many parties.

II. LITERATURE REVIEW

A. Supervisor Support

Eisenberger et al. (2002) stated the definition of supervisor support as employees' views on whether their supervisors' value their contributions and care about their well-being. Actions such as listening to disputes, informing employees about decisions, implementing employee-focused practices (Dominguez-Falcón et al., 2016), and communicating company information can be seen by employees as forms of supervisor support (Karatepe and Kaviti, 2016). Employees can provide support to their supervisors by providing better

performance to return the favor (Zhou et al., 2016). Gilbreath and Benson (2004) found that supervisor behavior is directly related to employee welfare, affecting physical and mental health. A supervisor who provides a positive welfare atmosphere can improve team performance in the workplace (Han et al., 2016).

B. *Work-Life Balance*

Work-Life Balance (WLB) is a term that refers to the absence of conflict between work roles and family roles (Frone, 2003). According to Soomro et al. (2018), WLB is a division of employee's time for work and for their families. Kaushal (2019) states that WLB is a balanced condition in which an individual manages the demands of job roles and personal roles well. Each role has a different set of demands and when the demands of the two roles do not match, many problems can arise which leads to pressure among employees (Kaushal, 2019).

C. *Job Satisfaction*

Job satisfaction is meaningful as an emotional response in the work environment (Armstrong, 2006 in Cic et al., 2018). Ezeja et al. (2010); Jayasuriya et al. (2012) define job satisfaction as a pleasant and positive emotional reaction to an individual's perception of his or her job, and it is important especially in internal perceptions of individual values and their relationship to perceptions of their current working conditions. Employees with high job satisfaction are less likely to be absent, less likely to leave the company, more productive, more likely to show organizational commitment, and more likely to be satisfied with their lives (Lease, 1998).

D. *Organizational Commitment*

Luthans (2006) in Setyaningrum (2017) states that organizational commitment is the attitude of employees that reflects their loyalty to the organization. Organizational commitment is an attachment to the organization, characterized by shared values, a desire to stay in the organization, and a desire to exert efforts on his or her behalf (Mowday et al., 1979). Allen and Meyer (1990) state that organizational commitment is divided into three dimensions, namely: (1) affective commitment, as an emotional bond where employees identify themselves as part of the organization and enjoy their membership in the organization; (2) continuance commitment, which is related to the costs incurred when leaving the organization, and (3) normative commitment, namely a feeling of responsibility to stay in the organization. This study focuses on affective commitment. Allen and Meyer (1996); Glazer and Kruse (2008) explain that affective commitment is the emotional bond of employees to the organization and their willingness to stay in the organization by believing in the goals and values of the organization. Affective commitment is the main force that encourages individuals to contribute to improving organizational performance (Meyer et al., 1989).

E. *Employee Performance*

Employee performance is the effectiveness of employees' contributions to organizational goals (Zahrah et al., 2017). Mehrzi and Singh (2016) state that employee performance is about doing the job and the extent of the results are achieved from that job. Employee performance is the result, score, and work achievement (Jankingthong and Rurkkhum, 2012) which is achieved by employees in quality and quantity in carrying out their assigned duties and responsibilities (Shmailan, 2016). Employee performance refers to behaviors, actions, and results that involve or bring in all employees who contribute and are related to the goals of the organization (Viswesvaran and Ones, 2000).

F. *Age*

Age is usually defined as the number of years of life or distance from birth (Jarvik, 1975). Older employees are perceived to be more positive than younger employees in terms of emotional stability (Rosen and Jerdee, 1976) and job satisfaction (Hassell and Perrew, 1995). On the other hand, younger employees are seen as more motivated at work, ambitious, and able to learn quickly than older employees (Bertolino et al., 2013). However, younger employees are seen as less loyal and less emotionally stable (Rosen and Jerdee, 1976; Gibson et al., 1993).

G. *Gender*

Gender refers to the roles and social responsibilities that are built from men and women (Chaudhry and Rahman, 2009). According to Lindsey (2016), gender refers to social, cultural, and psychological characteristics

associated with men and women through certain social contexts. Gender differences can be seen from infancy because different teachings are given to boys and girls (Gulla and Masrur, 2019).

H. Education

Education is a continuous practice consisting of a structured learning process that is deliberately aimed at the realization of goals that consciously come from a certain conception of 'goodness' (Sarid, 2017). Each level of education obtained can equip individuals with new skills and knowledge needed to carry out job roles (Kahya, 2007; Ng and Feldman, 2009; Asiamah et al., 2016; Asiamah, 2017; Asiamah et al., 2019).

I. Marital Status

Marital status is defined as terms of the presence or absence of a partner that involves more than just a personal relationship, because every condition of marriage is linked to socially agreed rights and obligations relating to children, sexuality, kinship ties, place of residence, household, and economic services (Harris, 1969 in Morgan, 1980). Marital status is a condition that is determined socially, generally, and legally, also serves to distinguish between people who are married and single (Morgan, 1980).

III. HYPOTHESIS DEVELOPMENT

A. Supervisor Support and Work-Life Balance

Supervisor support is part of the resources that can help reduce negative psychological impacts, e.g. poor WLB felt by employees (Talukder et al., 2018). Supervisor support in the workplace can be the form of emotional support from the supervisor such as providing assistance or solutions to employees so that their work can be completed faster and have sufficient time for family (Talukder et al., 2018). When supervisors pay attention to the employee's family needs, these employees can be better at managing their work commitments and family demand (Talukder et al., 2018). This will make employees having a more balanced life and less conflict between work and family (Talukder et al., 2018). The results of research by Talukder et al. (2018) show that there is a positive effect between supervisor support on WLB. From the description, we propose the following hypothesis:

H1: Supervisor support has a positive effect on WLB of IT employees.

B. Work-Life Balance and Job Satisfaction

Previous research has shown that companies that implement WLB practices (e.g. flexible work arrangements) expect to have more satisfied employees (Talukder et al., 2018), such as the presence of reciprocal behavior (Gouldner, 1960) and feel the presence of support from the organization (Rhoadres and Eisenberger, 2002). Talukder et al. (2018) confirmed that individuals who perceive that companies are taking care of their well-being (e.g. through formal or informal support for WLB) can experience positive feelings and increase their job satisfaction. Individuals who experience WLB will be more satisfied with their work because they participate in activities with roles that are prominent to them (Greenhaus and Powell, 2006). Previous research has confirmed that WLB has a positive effect on job satisfaction (Crede et al., 2007; Talukder et al., 2018; Suryanto et al., 2019). Based on the above statements, we propose the following hypothesis:

H2a: WLB has a positive effect on job satisfaction of IT employees.

C. Work-Life Balance and Organizational Commitment

Individual WLB is achieved through supervisors who support and implement a 'kinship' atmosphere in the organization (Talukder et al., 2018). Organizations that provide a 'kinship' work environment get benefit significantly in terms of performance through reduced turnover intentions and increased organizational commitment (Grover and Crooker, 1995; Thompson et al., 1999). When employees perceive their supervisors play a role in helping them to achieve WLB (e.g. flexible work arrangements), employees tend to reciprocate with a commitment to the organization (Talukder et al., 2018). Kossek et al. (2001) found that employee commitment increased when the organization help employees in fulfilling responsibilities outside of work for their families. The presence of WLB will foster loyalty and commitment to the organization (Kim, 2014). Emotional attachment to the organization can keep individuals staying with the organization (Allen and Meyer, 1996). Hyman and Summers (2007) admit that there have been many studies that support the relationship between WLB and increased employee performance and commitment. Oyewobi et al. (2019) imply that WLB increases employee loyalty to their organization, which in the end increases commitment (affective). Based on

previous research, it can be concluded that WLB has a positive effect on employee organizational commitment (Muse et al., 2008; Casper et al., 2011; Talukder et al., 2018; Wardana et al., 2020). Therefore, we propose the following hypothesis:

H2b: WLB has a positive effect on organizational commitment of IT employees.

D. Job Satisfaction and Employee Performance and also its moderation

If employees perceive their job well (e.g. their salary, supervisor support, working conditions, etc.) and satisfied with it, then they are more likely to perform well (Talukder et al., 2018). According to Coomber and Barriball (2007), employees with high job satisfaction will work in a healthier mood and they are ready to learn more skills that can lead to improved employee performance. Some researchers have found that job satisfaction has a positive and significant effect on employee performance (Shore and Martin, 1989; Zain and Setiawati, 2019; Abdurahman et al., 2020; Kishen et al., 2020; Sidabutar et al., 2020).

Nasir et al. (2011) found that age, gender, education, and marital status had a significant effect on employee performance. Valaei and Jiroudi (2016) state that age, gender, and education moderated the effect of job satisfaction on employee performance. Milledzi et al. (2018) states that older employees have higher job satisfaction than younger employees; single employees have higher job satisfaction than married employees. Weaver (1974); Forgieonne and Peeters (1982) found that job satisfaction in male gender is higher than female. Meanwhile, the findings of Bartol and Wortman (1975); Clark (1996) stated that female gender has higher job satisfaction than male. The different levels of job satisfaction between male and female employees may be due to differences in the types of their expectations of their jobs (Campbell et al., 1976).

Based on the statement, we propose the following hypothesis:

H3a: Job satisfaction has a positive effect on IT employee performance.

H3a1: There is a significant difference between age and the effect of job satisfaction on IT employee performance, where older age has a stronger influence.

H3a2: There is a significant difference between gender and the effect of job satisfaction on IT employee performance, where male gender has a stronger influence.

H3a3: There is a significant difference between education and the effect of job satisfaction on IT employee performance, where Bachelors-Masters education has a stronger influence.

H3a4: There is a significant difference between marital status and the effect of job satisfaction on IT employee performance, where single status has a stronger influence.

E. Organizational Commitment and Employee Performance and its moderation

According to Allen (2001), employees can return the favor for organizational support for their family life by forming a stronger attachment to the organization. Steers (1977) states that there are three main reasons why committed employees tend to perform better: (1) employees with a higher level of organizational commitment tend to arrive on time; (2) these employees have a stronger relationship with the goals of the organization, so they have a stronger desire to work towards the achievement of their organizational goals; and (3) committed employees will put more effort into their jobs. Sutanto (1999); Talukder et al., 2018; Abdurahman et al. (2020); Imron et al. (2020); Soelton et al. (2020) stated that there is a strong and significant effect between organizational commitment and employee performance.

Hassan and Ogunkoya (2014) found that there is a significant effect between age, gender, education, and marital status as demographic factors that affect employee performance. Salami (2008) obtained that age, education, and marital status have a significant effect on organizational commitment. Rabindarang et al. (2014) emphasized that employees who are older are more committed to an organization than younger employees and new employees. Other researchers found that gender moderated the effect of organizational commitment (Singh et al., 2004) on employee performance (Valaei and Jiroudi, 2016). Education can be a source of new competencies to improve employee performance (Ng and Feldman, 2009; Enein et al., 2012). The higher the educational qualification, the less organizational commitment (Joiner and Bakalis, 2006). The assumption is employees with higher educational qualifications can find work anywhere and have more expectations that the organization might be able to meet, while employees with lower educational qualifications have difficulty changing jobs and finding other suitable jobs (Clarence and George, 2018). Married employees are more committed to the organization and motivated to show higher performance than single employees because they need stable jobs by reason of the responsibility they feel towards their family and concerns about their financial (Choong et al., 2012).

Therefore, we propose the following hypothesis:

H3b: Organizational commitment has a positive effect on IT employee performance.

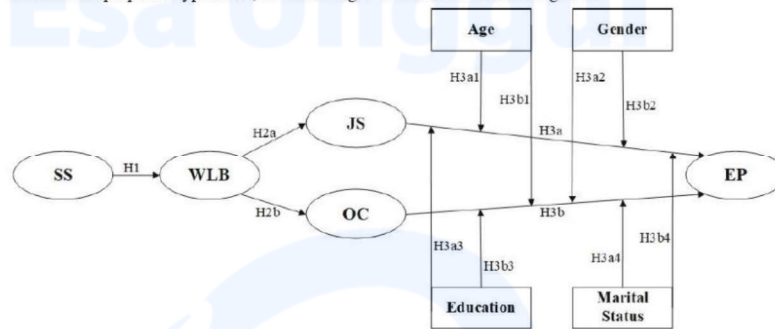
H3b1: There is a significant difference between age and the effect of organizational commitment on IT employee performance, where older age has a stronger influence.

H3b2: There is a significant difference between gender and the effect of organizational commitment on IT employee performance, where male gender has a stronger influence.

H3b3: There is a significant difference between education and the effect of organizational commitment on IT employee performance, where Bachelors-Masters education has a stronger influence.

H3b4: There is a significant difference between marital status and the effect of organizational commitment on IT employee performance, where married status has a stronger influence.

Based on the proposed hypotheses, the following is the research model in Figure 1:



Note:
 SS: Supervisor Support; WLB: Work Life Balance; JS: Job Satisfaction; OC: Organizational Commitment; EP: Employee Performance.

Figure 1. Research Model

IV. RESEARCH METHODS

This research is conducted from November to December 2020 at some IT sector companies in the city of Tangerang and Jakarta in Indonesia, such as IT System Integrator, IT Services, and other similar companies. The respondents are IT employees who were selected by the purposive sampling method with the category non-managerial level. Data collection begins with conducting a pre-test first by distribute questionnaires to 30 respondents. To obtain primary data, we distributing online questionnaires via Google Form using the Likert scale with a scale of 1 (strongly disagree) to 5 (strongly agree).

Measurement for variable of Supervisor Support is adopted from Clark (2001) which consists of 3 statements and from Thompson et al. (1999) which consists of 2 statements. For variable of Work-Life Balance, the measurement is adopted from Greenhaus et al. (2012) which consists of 1 statement, from Brough et al. (2014) which consists of 2 statements, and from Carlson et al. (2009) which consists of 2 statements. Measurement for variable of Job Satisfaction is adopted from Brayfield and Rothe (1951) which consisted of 5 statements. For variable of Organizational Commitment, the measurement is adopted from Mowday et al. (1979) which consists of 5 statements. Measurement for variable of employee performance is adopted from Williams and Anderson (1991) which consists of 6 statements and from Lynch et al. (1999) which consists of 4 statements. This measurement has also been used in some studies by previous researchers (Wang and Walumbwa, 2007; Carlson et al., 2009; Greenhaus et al., 2012; Qu and Zhao, 2012; Abbas et al., 2014; Bagger and Li, 2014; Brough et al., 2014; Russo et al., 2015; Talukder et al., 2018).

In the moderating variable for age, the measurement is made into 2 scales consisting of a scale of 1 for ages 18-35 years (younger) and 2 for ages 36-55 years (older). The moderating variable for gender is differentiated between male and female using a scale of 1 for male and 2 for female. The moderating variable for education consists of 4 scales, namely a scale of 1 for Senior High School, 2 for Diploma, 3 for Bachelors, and 4 for Masters. The moderating variable for marital status is differentiated between single and married using a scale of 1 for single and 2 for married.

From the result of pre-test data, we use factor analysis to test the validity and reliability then processed the data using SPSS software. The validity test is measured by looking at the KMO (Kaiser-Meyer-Olkin) and MSA (Measures of Sampling Adequacy) values, the KMO and MSA values are more than 0.50 meaning that the factor analysis is appropriate (Hair et al., 2014). The reliability test uses the Cronbach's Alpha measurement, when the Cronbach's Alpha value closer to 1 it means that it is more reliable (Hair et al., 2014).

Based on the results of the validity and reliability tests on the pre-test data, the variable of Supervisor Support out of 5 statements, only 3 are declared valid. For the variable of Work-Life Balance, out of 5 statements, only 4 are declared valid, while for the variable of Job Satisfaction all of them are declared valid. Then for the variable of Organizational Commitment out of 5 statements, only 4 are declared valid, and the variable of Employee Performance out of 10 statements only 6 are declared valid. Thus, out of the 30 statements which are declared valid and reliable, there are 22 statements that become the questionnaire in this study.

Because this study uses the PLS-SEM (Partial Least Squares – Structural Equation Modeling) method where the determination of the number of research samples is at least 10 times the maximum number of arrows pointing to any latent variable in the PLS path model (Hair et al., 2017), then the number of samples in this study are 184 people.

To analyze the research data result, we use the SmartPLS software. Because this study uses demographic factors as the moderating variable where demographic factors are categorical variables, the analysis of the moderation hypothesis testing is carried out separately from the path model using the Multi-Group Analysis (MGA) method based on the recommendations of Garson (2016); Hair et al. (2017); Cheah et al. (2020).

V. RESULT

From some IT companies with a total of 184 IT employees' non-managerial level as the respondents, 91 people (49%) are located in Tangerang and 93 people (51%) are located in Jakarta. Respondents with male gender are 148 people (80%) and female gender are 36 people (20%). Respondents aged 18-35 years are 143 people (78%) and 36-55 years are 41 people (22%). Respondents who single are 136 people (74%) and married are 48 people (26%). Respondents with last education Senior High School are 12 people (7%), Diploma are 25 people (14%), Bachelors are 136 people (74%), and Masters are 11 people (6%).

The construct validity and reliability tests are carried out based on the recommendations of Hair et al. (2017). The measurement of construct validity in this study is declared valid and acceptable, because most of the indicators for each variable had a loading factor (outer loading) value more than 0.70. Only one indicator has a loading factor value less than 0.70, which is the first indicator of the Supervisor Support variable (SS1 0.630). The results of the calculation of CR (Composite Reliability) and AVE (Average Variance Extracted) in this study as a whole are declared to meet the construct reliability requirements, because all variables show CR value more than 0.70 and AVE value more than 0.50, namely Supervisor Support (CR 0.913; AVE 0.840), Work-Life Balance (CR 0.908; AVE 0.713), Job Satisfaction (CR 0.890; AVE 0.620), Organizational Commitment (CR 0.895; AVE 0.681), and Employee Performance (CR 0.919; AVE 0.654).

Structural tests are carried out to determine the value of R-Square (R²) in each equation. The value of R² shows the extent to which the exogenous variables are able to explain the endogenous variables (Hair et al., 2014). Based on the results of the analysis, the first is that the Work-Life Balance (WLB) variable is influenced by the Supervisor Support (SS) variable with R² value of 0.207 which means that 21% the variants of the Work-Life Balance (WLB) can be explained by the Supervisor Support (SS) variable, while the remaining 79% is explained by other variables which is not discussed in this study. The second analysis, namely the Job Satisfaction (JS) variable is influenced by the Work-Life Balance (WLB) variable with R² value of 0.118 which means that 12% variant of Job Satisfaction (JS) can be explained by the Work-Life Balance (WLB) variable, while 88% the rest is explained by other variables which is not discussed in this study. Third, the Organizational Commitment (OC) variable is influenced by the Work-Life Balance (WLB) variable with R² value of 0.277 which means that 28% of the variants of Organizational Commitment (OC) can be explained by the Work-Life

Balance (WLB) variable, while the remaining 72% is explained by other variables which is not discussed in this study. And fourth, the Employee Performance (EP) variable is influenced by the Job Satisfaction (JS) and Organizational Commitment (OC) variables with R2 value of 0.318 which means that 32% of the variants of Employee Performance (EP) can be explained by the Job Satisfaction (JS) and Organizational Commitment (OC) variable, while 68% the rest is explained by other variables which is not discussed in this study.

The fit model analysis is carried out based on the recommendations of Hair et al. (2017) which is measured based on the SRMR (Standardized Root Mean Square Residual) value. SRMR value less than 0.08 means the model is fit (Hu and Bentler, 1998). The results of the analysis in this study obtained an SRMR value of 0.077, meaning that the overall research model is declared fit.

The results of the research analysis are described in the path model in Figure 2:

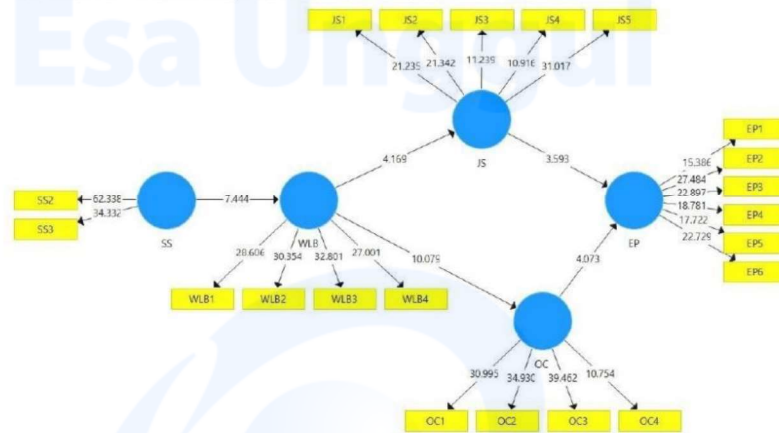


Figure 2. Path Model PLS-SEM (Bootstrapping)

Based on the path model in Figure 2, the following are the results of the research hypothesis tests shown in Table 1:

Hypothesis	Path Coefficient	T-Value	P-Value	Remarks
H1: Supervisor support has a positive effect on WLB of IT employees.	0.454	7.444	0.000	Supported
H2a: WLB has a positive effect on job satisfaction of IT employees.	0.343	4.169	0.000	Supported
H2b: WLB has a positive effect on organizational commitment of IT employees.	0.526	10.079	0.000	Supported
H3a: Job satisfaction has a positive effect on IT employee performance.	0.290	3.593	0.000	Supported
H3b: Organizational commitment has a positive effect on IT employee performance.	0.361	4.073	0.000	Supported

Source: SmartPLS analysis (2021)

By looking at the table of hypothesis tests in Table 1, it is known that the data in this study support all of the hypotheses because all path coefficients are positive and have T-Value more than 1.96 and P-Value less than 0.05 (Hair et al., 2017).

Especially for the analysis of hypothesis testing with moderation, it is carried out separately from the path model using Multi-Group Analysis (MGA). The analysis is presented in Table 2:

Table 2. Hypothesis Testing (with moderation)

Hypothesis	Path Coefficient	PLS-MGA P-Value	Remarks	
H3a1: There is a significant difference between age and the effect of job satisfaction on IT employee performance, where older age has a stronger influence.	Younger	0.348*	0.884	Not supported
	Older	0.267		
H3a2: There is a significant difference between gender and the effect of job satisfaction on IT employee performance, where male gender has a stronger influence.	Male	0.332*	0.214	Not supported
	Female	0.072		
H3a3: There is a significant difference between education and the effect of job satisfaction on IT employee performance, where Bachelors-Masters education has a stronger influence.	High School – Diploma	0.304*	0.767	Not supported
	Bachelors – Masters	0.271		
H3a4: There is a significant difference between marital status and the effect of job satisfaction on IT employee performance, where single status has a stronger influence.	Single	0.237	0.549	Not supported
	Married	0.339*		
H3b1: There is a significant difference between age and the effect of organizational commitment on IT employee performance, where older age has a stronger influence.	Younger	0.301	0.543	Not supported
	Older	0.467*		
H3b2: There is a significant difference between gender and the effect of organizational commitment on IT employee performance, where male gender has a stronger influence.	Male	0.321	0.168	Not supported
	Female	0.542*		
H3b3: There is a significant difference between education and the effect of organizational commitment on IT employee performance, where Bachelors-Masters education has a stronger influence.	High School – Diploma	0.151	0.424	Not supported
	Bachelors – Masters	0.415*		
H3b4: There is a significant difference between marital status and the effect of organizational commitment on IT employee performance, where married status has a stronger influence.	Single	0.401*	0.730	Not supported
	Married	0.339		

*Stronger Path Coefficient (Bootstrapping-MGA)

Source: SmartPLS analysis (2021)

Based on the table of hypothesis tests in Table 2, it is known that the data in this study does not support all of the research hypotheses with moderation because PLS-MGA has no P-Value less than 0.05 or more than 0.95 (Garson, 2016; Cheah et al., 2020).

VI. DISCUSSION

The results of this study prove that supervisor support has a positive effect on WLB of IT employees. It means the higher supervisor support to IT employees, the higher their work-life balance will be. Supervisor support in the workplace has an important role as a positive energy generator for employees. Supervisors who are open and willing to listen to stories or complaints from their employees and provide assistance in the form of solutions or suggestions are assessed by employees as a form of support for them. IT companies that apply flexible work arrangements and work schedules such as working from home (work remotely) and the absence of an attendance system which is generally required to be used when entering and leaving work are assessed by IT employees as a form of WLB for them, so that they can manage their time properly between work and life. Supervisors can control the work of their employees through the timesheets that are reported regularly, and do not often interfere with employees' time related to work outside of work time (such as on leave and weekends) as well as support SS perceptions and increase WLB of IT employees. This is in line with the thoughts of some

previous researchers and contributes to strengthening previous research (Eisenberger et al., 2002; Fiksenbaum, 2014; Russo et al., 2015; Talukder et al., 2018).

This research also found that WLB has a positive effect on job satisfaction of IT employees. That means the higher WLB on IT employees, the more their job satisfaction will be. For employees, WLB is very important to be applied in their lives. With the formation of WLB, IT employees can divide their time for work and for their personal and family lives, so that employees feel calmer and more comfortable because they can live their lives in a balanced way. IT employees who own WLB carry out their work wholeheartedly, more productive, and show a positive emotional attitude in their environment. This finding is in line with some opinions and studies that have been done before (Greenhaus and Powell, 2006; Crede et al., 2007; Soomro et al., 2018; Talukder et al., 2018; Kaushal, 2019; Suryanto et al., 2019; Abdirahman et al., 2020).

Besides job satisfaction, WLB has also been shown to have a positive effect on organizational commitment of IT employees. It means the higher WLB of IT employees, the higher their organizational commitment. IT companies that create WLB and 'kinship' work atmosphere make employees feel emotionally attached to the organization. This sense of attachment makes employees feel proud to be a part of the company and eager to make the best contribution as a form of their organizational commitment to the company. This result is in line with some opinions and previous studies (Muse et al., 2008; Casper et al., 2011; Soomro et al., 2018; Talukder et al., 2018; Kaushal, 2019; Abdirahman et al., 2020; Wardana, et al., 2020).

This study also proves that job satisfaction has a positive effect on IT employee performance. High job satisfaction will improve the performance of IT employees. Basically, job satisfaction is individual because each individual has a different level of satisfaction according to the hopes and desires that exist within them. The more aspects of work that are in line with individual expectations and desires, the higher the level of job satisfaction that is felt. IT employees who have high job satisfaction will carry out their duties with enthusiasm and a sense of responsibility. Because of this feeling of satisfaction, they will produce a good performance output. The finding that job satisfaction has a positive effect on employee performance strengthens some similar studies (Shore and Martin, 1989; Zain and Setiawati, 2019; Abdirahman et al., 2020; Kishen et al., 2020; Sidabutar et al., 2020).

Organizational commitment has also been shown to have a positive effect on IT employee performance. This shows that high organizational commitment will improve the performance of IT employees. Organizational commitment encourages employees to be loyal to their work and produce performance in accordance with the targets given by the company. IT employees with high organizational commitment will work with passion and strive for the best contribution and work results for the company. These employees can also be positive influencers to other employees in the work environment to increase the effectiveness and performance of their work. Organizational commitment also has a major impact on employee performance that can be a benefit for the company, such as maintaining the company's good name and promoting the positive side of the company to the people closest to them. This is in line and supports the findings of some previous researchers (Sutanto, 1999; Talukder et al., 2018; Abdirahman et al., 2020; Imron et al., 2020; Soelton et al., 2020).

Age does not have a significant difference in the effect of job satisfaction on IT employee performance. It means that older IT employees do not make their job satisfaction levels higher than younger IT employees. Likewise the impact on their job performance, it cannot be guaranteed that older people will perform higher than younger ages. This result is different from the opinion of Milledzi et al. (2018), but supports some previous research such as Sarmiento et al. (2007); Anari (2012); Badawy and Magdy (2015) who found similar results with this study.

Gender also does not have a significant difference with the effect of job satisfaction on IT employee performance. Thus, gender differences of IT employees in the IT industries are not a measure to differentiate the level of job satisfaction between males and females and its effect on the performance they achieve. These findings strengthen some previous studies which found that gender differences have no effect on job satisfaction and employee performance (Badawy and Magdy, 2015; Ogunleye and Osekita, 2016; Milledzi et al., 2018).

Education does not show a significant difference between the effect of job satisfaction on IT employee performance. This means the different educational levels of IT employees cannot be a benchmark for assessing job satisfaction with their job performance. This result is in line with some previous researchers who found that education has no effect on job satisfaction and employee performance (Sarmiento et al., 2007; Wright et al., 2007; Trivellas et al., 2015).

Marital status also does not show a significant difference in the effect of job satisfaction on IT employee performance. The marital status of IT employees cannot predict the difference in the level of job satisfaction

with their performance. This is in contrast to the research of Milledzi et al. (2018), but supports several previous researchers who obtained results that marital status does not moderate the effect of job satisfaction on employee performance (Azim et al., 2013; Valaei and Jiroudi, 2016).

Age does not have a significant difference in the effect of organizational commitment on IT employee performance. It means older IT employees do not necessarily have higher organizational commitment than younger IT employees. Likewise, the effect on their performance cannot be predicted just by looking at their age. This does not support the statement of Rabindarang et al. (2014), but some other researchers found similar results with this study that age does not moderate the effect of organizational commitment on employee performance (Sarmiento et al., 2007; Iqbal, 2010; Anari, 2012).

Gender also does not have a significant difference with the effect of organizational commitment on IT employee performance. That means gender cannot measure the difference in the level of organizational commitment and performance achievement between male and female IT employees, especially in IT companies. This result is different from the research by Singh et al. (2004); Valaei and Jiroudi (2016), but in line with several other researchers who explore the effect of gender differences on organizational commitment and employee performance, the results show that gender does not have a significant difference in the effect of organizational commitment on employee performance (Salami, 2008; Anari, 2012; Khalili and Asmawi, 2012; Çoğaltay, 2015; Ogunleye and Osekita, 2016; Cao et al., 2020).

Education does not have a significant difference between the effect of organizational commitment on IT employee performance. Thus, the education level of IT employees cannot predict the level of organizational commitment to their job performance. This is not in line with previous researchers (Joiner and Bakalis, 2006; Clarence and George, 2018). However, this result is in line with several other research results, such as Aranya and Jacobson (1975); Sarmiento et al. (2007) which confirms that education does not moderate the effect of organizational commitment on employee performance.

Marital status also does not have a significant difference in the effect of organizational commitment on IT employee performance. This means that the marital status of IT employees cannot be used as a reference to determine the level of organizational commitment to their job performance. This finding does not support the opinion of Choong et al. (2012), but supports some previous researchers such as Aranya and Jacobson (1975); Çoğaltay (2015); Cao et al. (2020) who states that marital status has no effect on organizational commitment to employee performance.

Based on the results of the moderation test between groups of age, gender, education, and marital status with the effect of job satisfaction on IT employee performance as a whole there are no significant difference, it means all demographic factors cannot be used to predict the effect of job satisfaction on IT employee performance. This result is not in line with some similar studies whose findings significant effect (Nasir et al., 2011; Valaei and Jiroudi, 2016). Similar to job satisfaction, the results of the moderation test on the effect of organizational commitment on IT employee performance with demographic factors in this study as a whole there are also no significant differences, that means groups of age, gender, education, and marital status cannot be used to predict the effect of organizational commitment on IT employee performance. This finding is not in line with the findings of some previous researchers (Salami, 2008; Hassan and Ogunkoya, 2014). The moderation test in this study also checks using the Analysis of Variance (ANOVA) method using SPSS software to validate the causes of the results of all moderation. After being checked, it turns out that because of age, gender, education, and marital status of IT employees as a whole have the same average in job satisfaction, organizational commitment, and employee performance.

VII. CONCLUSION

This study proves that the higher supervisor support is given to IT employees, the higher their work-life balance will be. When the work-life balance of IT employees increases, job satisfaction and organizational commitment will also increase. High job satisfaction and high organizational commitment will improve IT employee performance.

On the other hand, the moderation results in this study as a whole there are no significant differences between groups of age, gender, education, and marital status with the effect of job satisfaction and organizational commitment on IT employee performance, it means all demographic variables cannot be used to predict the effect of job satisfaction and organizational commitment on IT employee performance. The reason is

because of age, gender, education, and marital status of IT employees as a whole have the same average in job satisfaction, organizational commitment, and employee performance.

There are still some limitations that need to be fixed in further research. First, this research is limited to IT sector companies in the city of Tangerang and Jakarta in Indonesia, so it is not necessarily able to describe the condition or represent IT companies in other cities. Therefore, similar future research can explore other company sectors, such as E-Commerce and Banking. Second, the moderating variable used in this study is limited to demographic factors, further researchers are expected to add other moderating variables, such as tenure or factors outside of work. Further researchers are also advised to discuss further about the effect of supervisor support on work-life balance, for example by adding co-workers as an intervening variable.

This research has some points of managerial implications that are important to do in order to improve the performance of IT employees, considering that supervisor support is proven to contribute to improving work-life balance of IT employees which can increase their job satisfaction and organizational commitment. First, changing the company's internal culture to be more open to listening to any feedback from employees, this implementation certainly needs to start from top management so that all company members also familiarize themselves with this culture, especially team leaders who have members under them. For example, by being willing to take the time to listen to and discuss with employees, give appreciation or compliment to employees who have successfully completed a project on time, approach employees who tend to be quiet or passive, encourage and assist employees in finding solutions to a problem at hand. Open company culture will be a benefit for the company, such as reducing employee turnover, reducing work stress, strengthening employer branding, and increasing the company's competitive advantage. Second, creating or strengthening the warm and 'kinship' work environment so that employees feel that their workplace is very comfortable as a 'second home' for them. Thus, employees will be more loyal and attached to the company. Third, organize a routine togetherness program (at least once a year) that includes all of the employees, e.g. the event of employee gathering and outbound. Activities with a relaxed and pleasant atmosphere like this can eliminate employee boredom with work routines and make employees more engaged with the company.

VIII. REFERENCES

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Lampiran 10: Biodata Penulis



Jessica Angela, lahir di Tangerang pada tanggal 26 Juni 1995 dari pasangan Bapak Sutanto dan Ibu Yasmin Hadi. Sebagai anak pertama dari tiga bersaudara, sejak masuk ke Sekolah Dasar penulis sudah dibentuk dan dituntut untuk menjadi pribadi yang mandiri dan tangguh.

Penulis sangat menyukai dunia pendidikan dan teknologi, serta antusias untuk mempelajari hal-hal baru. Penulis telah menempuh pendidikan mulai dari Taman Kanak-Kanak di TK Negeri Pembina Tigaraksa pada tahun 2000-2001, kemudian melanjutkan Sekolah Dasar di SD Negeri Nagrak Tigaraksa pada tahun 2001-2007. Setelah itu, penulis melanjutkan pendidikan Sekolah Menengah Pertama di SMP Negeri 1 Tigaraksa pada tahun 2007-2010, di sana penulis aktif mengikuti program ekstrakurikuler Matematika *Club*. Kemudian penulis melanjutkan pendidikan Sekolah Menengah Kejuruan di SMK Mandiri 2 Balaraja jurusan Administrasi Perkantoran pada tahun 2010-2013, di sana penulis pernah beberapa kali terpilih menjadi ketua kelas dan juga aktif mengikuti program ekstrakurikuler *English Club* setiap hari Minggu. Selama SMK, penulis meraih prestasi Juara Umum selama 3 tahun berturut-turut. Saat SMK penulis juga mengikuti program Praktik Kerja Lapangan di sebuah pabrik besar di Balaraja dan ditempatkan di bagian *HR (Human Resources)* yang membuat penulis tertarik dan memiliki *passion* yang kuat untuk melanjutkan pendidikan dan berkarir di bidang *HR*. Pada tahun 2014-2018 penulis melanjutkan pendidikan jurusan Manajemen Sumber Daya Manusia dan memperoleh Gelar Sarjana dengan predikat *Cum Laude* dari STIE *Indonesia School of Management* Tangerang yang sejak tahun 2020 sudah menjadi Universitas Tangerang Raya.

Penulis telah berkarir sebagai *HR* selama hampir 6 tahun dan saat ini penulis bekerja di salah satu perusahaan *IT* di Jakarta. Sejak 4 tahun terakhir bekerja di perusahaan sektor *IT*, penulis telah banyak mengamati kondisi karyawan *IT* yang bekerja di perusahaan *IT*, sehingga mendorong penulis untuk melanjutkan pendidikan ke jenjang Pascasarjana program studi Magister Manajemen di Fakultas Ekonomi dan Bisnis di Universitas Esa Unggul dan telah menulis tugas akhir dengan judul “*Model Supervisor Support, Work-Life Balance, Kepuasan Kerja, dan Komitmen Organisasional terhadap Kinerja Karyawan IT yang dimoderasi oleh faktor Demografi*”. Penulis berharap agar tulisan tugas akhir ini dapat memberikan manfaat bagi banyak pihak dan berkontribusi positif bagi ilmu pengetahuan manajemen.