

Implementation of Time Management in the Framework of Optimizing Work - Family Balance in State Wealth Service Office Employees and Denpasar Auction

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ABSTRACT

This study aims to determine the application of time management in optimizing Work-Family Balance at the Office of State Assets Services and Auctions. This research is motivated by problems that occur at the Denpasar State Property and Auction Services Office, namely problems in the workforce and starting to take time as a serious thing. Employees of the Denpasar State Assets and Auction Services Office find it difficult to manage time between work and family matters. One of the strategies that can be used at the State Property and Auction Services Office is to implement effective time management. This study uses qualitative research methods. Researchers try to describe the application of time management in order to optimize work-family balance based on existing theories in reality in the field. The data source used in this study is using primary sources. Primary sources come from data in the form of opinions and experiences from people who are research subjects. This research data collection technique is through interviews, observation, and documentation. This research is expected to provide value (benefits) and contribution related to the problems that exist in the field. Researchers want to provide benefits both theoretically and practically. Theoretically, this research is expected to be able to provide information and knowledge related to the application of time management in optimizing work-family balance. Practically it can be used as material for consideration or information for companies in dealing with phenomena that occur regarding the application of time management in optimizing work-family balance.

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1. INTRODUCTION

In recent decades there has been a widespread dichotomy of "work-family balance" due to the rigidity of the work environment which does not allow demands from the employee's family. This can last a long time because in general workers are dominated by men while women are responsible for their families and provide encouragement to husbands who work. The demographic and sociological changes in the public and private sectors have increased the focus of attention on the need for a work environment to help employees balance life within their work and family environment. (Saltzstein, Ting and Saltzstein, 2001).

Frone (2003) revealed that work-family balance can be interpreted as a lack of conflict or distraction between work and family roles. Clark (2001) defines work-family balance as a sense of satisfaction in the division of roles at work and at home with minimal conflict. Work-family balance is achieved when the degree or level of work and family roles is balanced. Where in balancing work and family roles employees need to manage and negotiate rules, emotions, values, attitudes and behavior because these are two different but interrelated environments.

Work and daily life conflicts can affect employees, but employees who have family responsibilities experience more of the conflict because of the many demands that arise (Saltztein, Ting and Saltztein, 2001). Whelan-Berry and Gordon (2002) stated that employees often feel forced to choose between work and other responsibilities. Workers who are married and decide to work are required to have a good work-family balance (balance between time for work and time for family), so that all their tasks can run smoothly.

Work-family balance plays an important role because employees or subordinates want to achieve and fulfill obligations at work and obligations outside of work (family). With a good work family balance, conflict and tension in each role can be minimized. Applying good time management can also balance work time and time for family. Punctuality in completing work will have a good impact on the employee. Therefore achieving work-family balance is closely related to implementing good time management. If an employee has implemented good time management, he will be able to balance work time with family time.

Based on previous research from Mahdia Fadhila and Yulia Hairina (2018), states that the work-family balance strategy (balancing work with family matters) is to make the best use of time and apply good time management. Meanwhile, according to previous research by Yuan Xing Grace Hilary Zege and Grace Ester Kurniawan (2021), stated that the importance of implementing time management in improving student learning achievement. Based on the previous research, it can be concluded that the application of time management will have a good impact on completing work and activities to be carried out. The application of time management is very important in getting the job done. By implementing good time management, it can optimize the balance between work and family affairs. Therefore this research is supported based on this research, namely using the same variables related to time management and work-family balance. This research has a difference in that this research was conducted based on the application of time management in optimizing the balance between work and family affairs (work family-balance).

The Denpasar State Assets and Auction Services Office is a vertical agency of the Directorate General of State Assets (DJKN) which is directly under and directly responsible to the Head of the Regional Office. The Denpasar State Assets and Auction Service Office was formed based on Minister of Finance Regulation Number 135/PMK.01/2006 concerning the Organization and Work Procedure of Vertical Agencies of the Directorate General of State Assets as a follow-up to the reorganization within the Ministry of Finance. The Office of State Property and Auction Services has duties in the field of state asset services, state receivables, valuations, and auctions.

The Denpasar State Property and Auction Services Office is experiencing labor force problems and is starting to take time seriously. Time is of the essence for the Denpasar State Property and Auction Services Office. Punctuality in completing work will have an impact on both the office and the employee. Work that is completed on time makes employees calm and can carry out other activities.

Based on the results of observations and initial interviews with an employee named "Arya Higuita" who is an employee (secretary) at the Denpasar State Property and Auction Service Office, said that almost 5 80% of the Denpasar State Property and Auction Service Office employees come from outside Bali. The office is an office under the auspices of the Ministry of Finance. In accordance with the policy of the Government, namely that the State Civil Apparatus or PNS must be ready to be assigned in all parts of Indonesia, employees who work in these offices must be ready and have a commitment to be placed throughout Indonesia. Employees who come from outside Bali and are already married have their own conflicts and burdens, namely how to balance work time with family matters. Moreover, this is really felt by employees who do not come with their families to Bali. They have a hard time managing work and family matters.

To find the truth regarding what the employee felt, interviews were conducted with 3 employees who were married and did not come with their families to Bali. The three employees said the same thing, that it was true that they found it difficult to manage their time between work and family matters. The employee only has two days off, namely Saturday and Sunday and that is a very short time. These employees automatically have responsibilities to their families and must take the time to return to their respective areas to meet their families. This is really felt by these employees, they find it difficult to manage between work and family matters.

One strategy is to apply time management. The ability to focus and prioritize a task is key for anyone looking to maintain productivity anywhere. To achieve the target of the tasks undertaken, we must understand time management. Time management is a process to exercise control over time with certain limits to perform certain tasks. Time management is the ability to plan and make the most of your time. Therefore, in carrying out all its activities, an employee must be able to manage his time well. So that between office work and work outside the office can be resolved. Moreover, the conflict between work and daily life can affect the work of employees in the office. Employees who have family responsibilities experience this conflict more because of the many demands that arise.

Similar research was carried out by Bunayah (2022) "with the title Management of Student Study Time During Distance Learning. The results of the study found that student respondents had not managed their study time: only studied when they wanted to take an exam, studied when there was material they did not understand, studied independently according to mood.

Furthermore, research conducted by Mahdia Fadhila, Yulia Hairina (2018) with the title WorkFamily Balance Strategy for Banjar Tribal Women with Multiple Roles. The results of the study are related to strategies for balancing work and family carried out by the subjects, namely 1) making the best use of time, time management, completing work on time, separating work and family affairs, making a special schedule to spend with children and other family members, for example every Saturdays, Sundays or holidays, as well as prioritizing important days for family and children such as children's performances and other events where our existence is important for our family 2) monitoring the family while working, for example by making one call to the child to check on the situation even if there is parents or household assistants who look after the \$m, 3) sharing roles with husbands.

Similar research has also been conducted by Yuan Xing Grace Hillary Zege, Grace Ester Kurniawati (2021) with the title The Importance of Time Management for Students in Improving Learning Achievement at Duta Panisal Theological High School Jember The results of this study are the application of time management for students in improving achievement learning cannot be understood properly due to several factors.

Based on the background and previous research that has been made, the framework for this research is as follows:

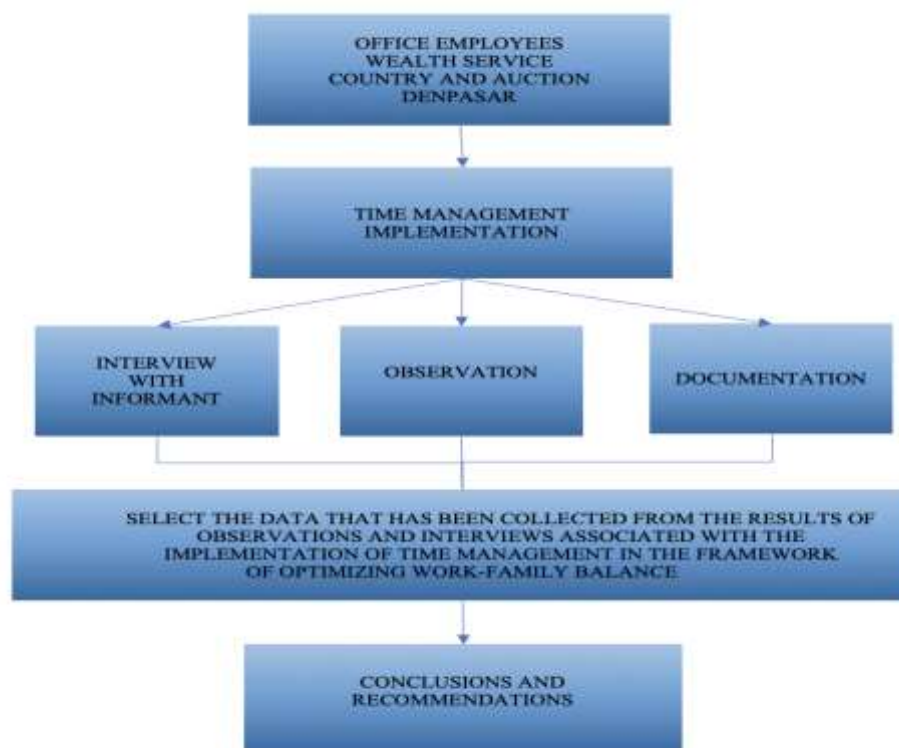


Figure 1. Thinking Framework

2. RESEARCH METHODS

In this study, researchers used qualitative data in the form of information such as an overview of the company and other information used to discuss the formulation of the problem. The researcher also tries to describe, understand, study in depth and explain about the application of time management in order to optimize work-family balance based on existing theory in reality in the field. While the data sources used are primary data sources where this data comes from data in the form of opinions and experiences from people who are the research subjects, namely people who are involved in implementing time management in order to optimize work-family balance. The research subjects are employees who already have families.

Data collection techniques using interviews, observation and documentation. In this study, the authors chose research informants based on the criteria of informants who were in accordance with the problems studied by the authors. The criteria for informants are as follows:

1. People who understand or know how employees of the Denpasar State Property and Auction Service Office balance their time in completing work in the office with family matters based on time management.
2. Married people.
3. People who come from outside Bali.

The data analysis technique used is inductive qualitative data analysis, namely an analysis based on the data obtained which is then developed into a hypothesis. This research is a type of qualitative descriptive method, so it is relevant if the research uses qualitative analysis on the results of this study. This qualitative analysis was carried out by conducting an intensive analysis of the data that had been obtained in the field in the form of interviews, documentation, and observations.

3. RESULTS AND DISCUSSION

In the results of the discussion this time, the researcher will discuss the implementation of time management in order to optimize work-family balance at the Denpasar State Asset and Auction Service Office based on the results of research that has been carried out by researchers.

Results of the Discussion of Applying Time Management in Order to Optimize Work-Family Balance at the Denpasar State Assets and Auction Services Office

Results of Discussion from Ms. A.A.Ayu Sri Mahayuni Regarding the Implementation of Time Management in the Context of Optimizing Work-Family Balance at the Denpasar State Assets and Auction Service Office Based on the results of interviews with Ms. A.A.Ayu Sri Mahayuni, it can be stated that the way employees manage or manage time in completing work is by the way they can handle service SOPs and prepare reports well is for example operational standards for 3 days while employees in this office can complete them within 2 days 60 they have completed. Employees at the Denpasar State Property and Auction Service Office already understand how to efficiently manage their time. With that this is in accordance with the theory according to Claessens et al (2007: 262) namely time management activities that aim to achieve an effective use of time when carrying out activities directed at certain goals. Where employees at the Denpasar State Property and Auction Service Office manage and manage their time as effectively as possible in completing work. In order to optimize the work-family balance of employees at the Denpasar State Property and Auction Service Office, especially for employees whose domiciles are not in Bali, they must be able to balance work with family matters. To balance work and family affairs, work family balance has components. Where these components will form a unity that is interconnected so that it can balance work and family matters. According to the theory of Greenhauss, Colins and Shaw (2003: 513) work-family balance has 3 components, namely: 1. Time balance Work-family balance can work well if a person can divide his time in a balanced way between time for work and time for family. So that each role can be carried out properly. This is in accordance with the results of an interview with Mrs. Sri Mahayuni where employees at the Denpasar Wealth and Auction Service Office have used their time well to complete their work on time and do not take days off to complete unfinished work. Especially for employees whose domicile outside Bali can set aside time for their families so they can visit their families in their respective areas. 2. Balance of Involvement Psychological involvement is very important in achieving a good work-family balance. In carrying out both roles one must have a balanced psychological involvement so that there is no gap in one's involvement in carrying out his role. As Sri Mahayuni said, a high workload can make employees feel stressed, not to mention they have to spend time with their families, especially for employees whose domicile is not in Bali. They also have to maintain their health so they can stay fit and be able to return to their respective areas to visit their families. Employees at the Denpasar State Property and Auction Services Office are mentally prepared to strike a balance between work and family affairs. 3. Balance of Satisfaction Someone's satisfaction in doing something will have an impact on the results given. Based on the results of an interview with Mrs. Sri Mahayuni, employees at the Denpasar State Property and Auction Service Office were able to complete their work on time. This will have a good impact on employees because these employees feel satisfied that they have completed their work well and can then complete their family affairs. So that the balance of satisfaction between doing work and being in the family must be owned by someone in order to have a good work-family balance. So discussing the theory of the research above, the researcher can conclude that according to interviews with Mrs. A.A.Ayu Sri Mahayuni that in optimizing work-family balance employees at the Denpasar State Property and Auction Services Office have implemented good time management.

Discussion Results from Mr. Ardy Samuel Concerning the Implementation of Time Management in Order to Optimize Work-Family Balance at the Denpasar State Wealth and Auction Services Office

Based on the results of an interview with Mr. Ardy Samuel that he manages or manages time in completing work by paying attention to priority scales in work, in managing time he must know which priority must be completed first. This is in accordance with the theory according to Macan (1994: 381) which describes time management as time management where individuals first

determine their needs and desires and then arrange them based on the order of importance. This means that there are special activities, namely setting goals to achieve needs and desires by prioritizing tasks that need to be completed. According to Mr. Ardy Samuel, the workload at the Denpasar State Assets and Auction Services Office varies from one section to another. There are those with high workloads and there are those who are mediocre. And usually Mr. Ardy Samuel works by prioritizing the most important work and then completing other tasks. According to Srijianti's theory (in Luthfiana, 2010) which suggests factors that can affect time management, one of which is the existence of work priorities. These factors are in accordance with the way Mr. Ardy Samuel manages and manages his time in completing his work. According to him by setting priorities, the work done will be structured. Mr. Ardy Samuel prioritized the most important work and followed by other jobs so that work could be completed on time. If the workload is completed one by one then this will have a good impact on personal life. And he doesn't need to stay late at the office or bring his work home. Mr. Ardy Samuel is an employee who does not live in Bali and has a family. Mr. Ardy Samuel is able to balance his work affairs with his family affairs well. Mr. Ardy Samuel has completed his work in a timely manner so that other matters can be resolved such as family matters. Mr. Ardy Samuel has managed his time well so that he balances work and family affairs. But this is also due to the support from the family. Moreover, he is far from his family, family support is one of the factors in achieving work-family balance. This is in accordance with one of the work-family balance factors according to the theory of Ayuningtyas and Septiari (2013: 3), namely family support. According to Ayuningtyas and Septiari (2013: 3) family support can help achieve work-family balance, one form of support from the family is support from a partner. In balancing work and family matters, Mr. Ardy Samuel does this by managing his time well. So that the discussion and research theory above, researchers can conclude that in optimizing work-family balance Mr. Ardy Samuel has implemented good time management.

Results of Discussion from Ms. Fitrianiingsih Concerning the Implementation of Time Management in Order to Optimize Work-Family Balance at the Denpasar State Property and Auction Service Office

Based on the results of an interview with Mrs. Fitrianiingsih, she manages her time in completing work by seeing which work must be completed first or seeing which work, according to her, is the most important. This is in accordance with the theory according to Ojo and Olaniyan (2008: 401) stating that time management is the ability to decide what is most important in life both at work, at home and even in personal life. Time management is not about doing many things in one day. It is about doing the things that matter most. Where in doing her work, Mrs. Fitrianiingsih does not procrastinate and focuses on completing the work so that it is finished on time. Managing or managing time properly will have a good effect on employees at the Denpasar State Property and Auction Services Office. According to the theory of Orr and Tracy (in Luthfiana, 2010) says that the effects of time management are divided into 8, namely: 1. Can improve life regularity, self-confidence and discipline. 2. Can improve the quality of life outside working hours. 3. Can increase income (salary) for each individual. 4. Can increase job satisfaction in individuals. 5. Can reduce mistakes made in work. 6. Can reduce the number of crises that individuals face. 7. Reducing stress levels in individuals. 8. Able to complete more work and obtain good job performance. With this, Mrs. Fitrianiingsih will get a good impact because she has arranged and managed her time well. According to Mrs. Fitrianiingsih, the workload at the office will have an impact on her personal life. For example, the work that he did yesterday was not finished, there was already another job that would make his mind chaotic due to the accumulation of work, it would definitely become a burden and have an impact on Mrs. Fitrianiingsih's personal life. According to the theory of Fisher, et al (2009: 442-443) work-family balance has 4 forming dimensions, one of which is WIPL (Work Interference Personal Life). This dimension refers to the extent to which work can interfere with an individual's personal life. And this is consistent with the WIPL (Work Interference Personal Life) dimension where the workload can make it difficult for Mrs. Fitrianiingsih to manage time for her personal life. But this can be overcome by Mrs. Fitrianiingsih because she is able to make the most of her time. As he said: "When I work, I have to focus on work. When I'm done working, I can continue with my personal affairs, for example, calling my family, namely my beloved husband and children. The main thing is that it has

to be in balance, sis. This was said by Mrs. Fitrianiingsih with the intention that work and family matters must be balanced so that it can provide her own satisfaction. So that the discussion and research theory above, researchers can conclude that in optimizing work-family balance Mrs. Fitrianiingsih has implemented good time management.

Results of Discussion from Mr. Anton Wijayanto Regarding the Application of Time Management in Order to Optimize Work-Family Balance at the Denpasar State Asset and Auction Service Office

Based on the results of an interview with Mr. Anton Wijayanto that he manages or manages time in completing work in the best possible way, such as arranging a schedule in which work must be done first and followed by other work. This is in accordance with the theory according to Macan (1994: 381) which describes time management as time management where individuals first determine their needs and desires and then arrange them based on the order of importance. Mr. Anton Wijayanto also completed his work by putting aside any distractions that occurred while doing work so that there would be no chaos when completing work. Leaving aside distractions that occur when doing work, this is in accordance with aspects of time management according to Madura theory (2007: 419), namely minimizing distractions. In the sense that before starting work Mr. Anton Wijayanto had thought about the disturbances that could occur while doing the job. Therefore Mr. Anton Wijayanto has minimized or ruled out distractions to avoid unexpected disturbances. In the application of time management there are characteristics of time management according to Kelly's theory (in Laurie & Hellsten, 2002: 5) explaining that time management has characteristics and this almost resembles the results of an interview with Mr. Anton Wijayanto, namely: 1. Making a List Making a list or list of activities can help someone in carrying out various activities that are owned. So that one activity with another activity does not collide with each other. For example, make a list of daily activities (daily activity). In the results of an interview with Mr. Anton Wijayanto that he completes his work by making or compiling a schedule. 2. Organizing Organizing is done so that the activities owned can run smoothly. For example grouping similar activities or tasks. Based on observations in preparing the schedule, Mr. Anton Wijayanto also groups similar jobs. 3. Setting Goals Setting goals will help someone achieve the use of time effectively because the goal is clear. Mr. Anton Wijayanto in completing his work must be on time the goal is that his time is not used up by working but also used for other purposes such as completing family affairs. Setting goals is how Mr. Anton Wijayanto completes his work. 4. Maintain and Evaluate the Schedule It is necessary to pay attention to the schedule of activities that have been made so that the activities carried out are maintained according to the schedule of activities that have been made. This is in accordance with what Mr. Anton Wijayanto did. If he has finished completing a job, he will cross it out and if the job is not quite right, he will replace it with another job. This is in accordance with what I saw on Mr. Anton Wijayanto's table. According to Mr. Anton Wijayanto, balancing work and family affairs is still difficult, according to him, problems that occur both at work and in the family make his mind chaotic, especially since he is far from his family and this makes him have more burdens or conflicts from employees who live in Bali and his family are in Bali. This made it difficult for Mr. Anton Wijayanto to balance work and family affairs. If there is a problem in the family, automatically Mr. Anton Wijayanto cannot solve it directly unless he has to buy a ticket first to return to his hometown. This resembles the component of work family balance according to Patel's theory (2009: 2), namely work-family conflict. Work-family conflict is a form of inter-role conflict in which there is no match between work and family demands in a number of ways so that participation in one role is more difficult than participation in other roles. Mr. Anton Wijayanto is still having a hard time balancing work and family roles due to problems that occur in the office and family. This is in accordance with the theory according to Frone (1997) that defines work-family conflict as role conflict that occurs in employees, on the one hand he has to do work in the office and on the other hand he has to pay attention to the family as a whole, making it difficult to distinguish between work interfering with family and family interfere with work. And this is what Mr. Anton Wijayanto feels. However, by properly dividing his time between work and family affairs, Mr. Wijayanto can balance work and family affairs. As Mr. Anton Wijayanto said when he worked, he focused on working and completing his work on time. If the work has been completed, it will automatically not be disturbed by other work, so Mr. Anton Wijayanto can take advantage of

his time off, namely Saturday and Sunday, to return to his hometown to visit his family. So that the roles of work and family will be balanced. So that the discussion and research theory above, researchers can conclude that in optimizing work-family balance Mr. Anton Wijayanto has implemented good time management.

Results of discussion from Mr. Arya Higuita regarding the implementation of time management in order to optimize work-family balance at the Denpasar State Wealth and Auction Services Office

Based on the results of an interview with Mr. Arya Higuita that he manages or manages time in completing work by making and compiling a work schedule from the most important and then followed by other work. This is in accordance with the theory according to Macan (1994: 381) which describes time management as time management where individuals first determine their needs and desires and then arrange them based on the order of importance. Mr. Arya Higuita's goal is to arrange his schedule based on the order of importance, namely to achieve an effective use of time. In achieving effective use of time there are certainly steps that can be taken. This is in accordance with Heynes' theory (2010: 71) regarding effective time management measures. The steps are as follows: 1. Make a list and determine the priority of weekly goals. 2. Make a "to do" list and determine priorities. 3. Devoting major attention to certain priorities. 4. Handle each task only once. 5. Constantly asking how best to use time and work on it. Seeing the steps for effective time management shows that Mr. Arya Higuita has done a good job. Because Mr. Arya Higuita has completed the work by making a list of activities and determining work priorities. The way Mr. Arya Higuita balances work and family affairs is by making the best use of time and not procrastinating on work. This will have a good impact on Mr. Arya Higuita. Mr. Arya Higuita feels that sometimes it is difficult for him to balance work and family matters. This is because he is far from his family, of course he thinks about his children and wife every day at home. Moreover, he is the head of the household and has full responsibility for the family. Luckily he has a family that understands and always supports him in his work even though he is far away and has to leave his wife and children. With the support from the family, especially the spouse, the burden felt by Mr. Arya Higuita is not felt. It will also be an inspiration for Mr. Arya Higuita at work. According to the theory of Fisher, et al (2009: 442-443) work family balance has 4 forming dimensions, namely: WIPL (Work Interference Personal Life), PLIW (Personal Life Interference Work), PLEW (Personal Life Enhancement Of Work), WEPL (Work Enhancement Of Personal Life) – PLEW (Personal Life Enhancement Of Work) This dimension refers to the extent to which an individual's personal life can improve individual performance in the world of work. For example, if an individual feels happy because his personal life is fun then this can make the individual's mood at work. This dimension proves that the work done by Mr. Arya Higuita is highly dependent on his personal life. With the support of the family, Mr. Arya Higuita's performance can improve in the world of work. So that the discussion and research theory above, researchers can conclude that in optimizing work-family balance Mr. Anton Wijayanto has implemented good time management

4. CONCLUSION

Based on the results of the discussion regarding the application of time management in order to optimize work-family balance for employees of the State Property and Auction Service Office, it can be concluded: Human resources are the most important asset in an organization because they are the source that directs the organization and maintains and develops the organization in various societal demands and times. Especially for the Denpasar State Property and Auction Services Office, therefore human resources must always be considered, maintained, and developed. The company's success in achieving its goals cannot be separated from the role of employees who work at the Denpasar State Property and Auction Service Office. Of course, employees who work at the Denpasar State Property and Auction Service Office must be able to complete their work on time. If the employee has done the job on time then all the work done will run smoothly. One way for employees to complete their work on time is by implementing good time management. With the implementation of time management at the Denpasar State Property and Auction Service Office, it will have a good impact on the office and the workers who work in the office. To achieve the target of the tasks undertaken, we must understand time management. Time management is the ability to

plan and make the most of your time. Therefore, in carrying out all its activities, an employee must be able to manage his time well. So that between office work and work outside the office can be resolved. Moreover, the conflict between work and daily life can affect the work of employees in the office. Employees who have family responsibilities feel more conflict, especially for workers whose domicile is not in Bali. With the implementation of effective time management, all conflicts between work and family affairs can be overcome. Applying effective time management can also balance work and family matters.

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