

## ABSTRAK

Tesis ini adalah hasil penelitian kuantitatif yang berjudul *Peran Organizational Support, Workload, dan Role Conflict dalam Work-life Balance Sebagai Faktor Pendorong Kinerja Pegawai Direktorat Jenderal Pajak: Studi Pada KPP Pratama Jember*. Penelitian ini bertujuan untuk menginvestigasi pengaruh *work-life balance* terhadap kinerja pegawai Direktorat Jenderal Pajak di KPP Pratama Jember. Faktor-faktor yang diteliti meliputi *organizational support*, *workload*, dan *role conflict*. Data diperoleh melalui kuesioner yang disebar kepada seluruh pegawai KPP Pratama Jember yang berjumlah 91 orang dan metode yang digunakan dalam penelitian ini adalah Structural Equation Modeling (SEM) Partial Least Square (PLS) dengan menggunakan perangkat lunak WarPLS 8.0 untuk menguji pengaruh hipotesis. Hasil penelitian menunjukkan bahwa *role conflict* berpengaruh negatif secara signifikan terhadap kinerja pegawai baik secara langsung maupun melalui mediasi *work-life balance*, sedangkan *organizational support* dan *workload* tidak berpengaruh secara langsung terhadap kinerja pegawai namun berpengaruh secara signifikan secara tidak langsung melalui mediasi *work-life balance*. Akhirnya penelitian ini memperluas pengetahuan baru terhadap literatur yang ada tentang *Organizational Support, Workload, Role Conflict, Work-life Balance* dan kinerja pegawai dengan mengusulkan model alternative tentang bagaimana hubungan ini saling terkait. Berdasarkan angka *Adjusted R-squared* diperoleh angka sebesar 0,387 atau 38,7%. Hal ini menunjukkan bahwa persentase sumbangan model I *organizational support* (X1), *workload* (X2), dan *role conflict* (X3) terhadap *work-life balance* (Z) sebesar 38,7% sedangkan sisanya dipengaruhi variable lain yang tidak diteliti. Angka *Adjusted R-squared* pada persamaan II diperoleh sebesar 0,518 atau 51,8%, hal ini menunjukkan bahwa persentase sumbangan model II *organizational support* (X1), *workload* (X2), *role conflict* (X3), dan *work-life balance* (Z) terhadap kinerja pegawai (Y) sebesar 51,8%, sedangkan sisanya dipengaruhi variable lain yang tidak diteliti. Berdasarkan hasil penelitian ini, Direktorat Jenderal Pajak perlu memperhatikan tingkat konflik peran yang akan terjadi pada pegawai atas setiap kebijakan yang sedang dan akan dirumuskan. Manajemen juga perlu memperhatikan *Organizational Support* dan *Workload* yang diterapkan karena secara tidak langsung melalui dimediasi *work-life balance* akan memberikan pengaruh signifikan pada tingkat kinerja pegawai.

Kata kunci: kinerja pegawai; *work-life balance*; *workload*; *role conflict*; instansi pemerintah

## **ABSTRACT**

*This thesis is the result of quantitative research titled "The Role of Organizational Support, Workload, and Role Conflict in Work-life Balance as a Driver of Employee Performance at the Directorate General of Taxes: A Study at Jember Tax Office." This study aims to investigate the influence of work-life balance on the performance of employees at the Directorate General of Taxes in Jember Tax Office. The factors examined include organizational support, workload, and role conflict. Data were obtained through questionnaires distributed to all 91 employees of Jember Tax Office, and the method used in this research is Structural Equation Modeling (SEM) Partial Least Square (PLS) using WarPLS 8.0 software to test the hypothesis.*

*The results show that role conflict has a significant negative impact on employee performance both directly and through the mediation of work-life balance, whereas organizational support and workload do not directly affect employee performance but have a significant indirect effect through the mediation of work-life balance. This research ultimately expands new knowledge in the existing literature on Organizational Support, Workload, Role Conflict, Work-life Balance, and employee performance by proposing an alternative model of how these relationships are interconnected.*

*Based on the Adjusted R-squared value, it was found that the contribution percentage of Model I (organizational support (X1), workload (X2), and role conflict (X3)) to work-life balance (Z) is 38.7%, while the rest is influenced by other variables not examined. The Adjusted R-squared value for Model II is 51.8%, indicating that the contribution percentage of Model II (organizational support (X1), workload (X2), role conflict (X3), and work-life balance (Z)) to employee performance (Y) is 51.8%, with the remaining percentage influenced by other variables not examined.*

*Based on the results of this research, the Directorate General of Taxes needs to pay attention to the level of role conflict that may arise among employees due to any current and future policies. Management also needs to consider the Organizational Support and Workload applied, as they will indirectly have a significant impact on employee performance levels through the mediation of work-life balance.*

*Keywords: employee performance; work-life balance; workload; role conflict; government institution*