

Dynamics of Worklife Balance, Workload, Job Stress and Employee Performance

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ABSTRACT

The aim of this study is to analyze the direct influence of work-life balance and workload on work-related stress and employee performance. Furthermore, it seeks to examine the direct impact of job-related stress on employee productivity, as well as the indirect impact of work-life balance and burden on employee productivity through job-related stress. The research was conducted on female employees who have numerous occupations at the Regional Secretariat of Badung Regency. The research population consisted of 275 female employees who hold dual roles within the organization. A sample of 153 participants was selected using the Slovin formula, ensuring a representative distribution for the study. Data were collected through a validated questionnaire utilizing a semantic differential scale ranging from 1 to 10. The research employed a quantitative approach, utilizing using Structural Equation Modeling (SEM) for data analysis. The stages of testing the research data included: Assessing the validity and reliability of the measurement instruments, Conducting a confirmatory factor analysis (CFA) to evaluate the measurement model, Performing goodness-of-fit tests to ensure the model's adequacy, and analyzing the structural model to test the hypothesized relationships among the variables. The analytical results demonstrate that work-life balance has a direct and negative effect on workplace stress, while it has a significant and positive effect on employee performance. The level of work assigned has a direct and significant effect on the stress experienced in the job, ultimately leading to a negative impact on performance. Simultaneously, work-related stress has a harmful and significant effect on employees' performance. Work stress does not significantly act as a mediator between work-life balance, workload, and employee performance.

Keywords: Performance, Stress, Work life, Workload.



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INTRODUCTION

Women's In today's rapidly evolving society, many women find themselves navigating the complexities of dual roles, balancing their responsibilities as both professionals and caregivers. This

phenomenon is particularly prevalent among married women who are employed, as they often juggle the demands of their careers alongside household duties and child-rearing. The concept of dual roles refers to the simultaneous fulfillment of responsibilities in both the workplace and the home, which can lead to significant challenges, including role conflict. Role conflict arises when the expectations of work and family life clash, creating stress and feelings of inadequacy as women strive to meet the demands of both spheres (Pratiwi, 2021). For instance, at the Badung Regency Secretariat, approximately 40% of employees are married women, highlighting the growing trend of women balancing professional roles alongside their domestic responsibilities. As women take on these dual roles, they often face the challenge of role conflict, which occurs when the demands of their jobs interfere with their family obligations, or vice versa. This conflict can manifest in various ways, such as difficulty in meeting work deadlines while managing household tasks, leading to feelings of inadequacy and stress. The implications of this role conflict are profound, as it can lead to heightened stress levels that negatively impact women's performance in both their professional and personal lives. The urgency of addressing these interconnected issues is clear: without proper support and strategies to manage role conflict, women may struggle to achieve a healthy work-life balance. This balance is crucial not only for their well-being but also for their productivity and job satisfaction. Organizations must recognize the significance of work-life balance and implement supportive measures, such as flexible work arrangements, childcare support, and employee wellness programs, to help female employees navigate their dual roles successfully. By fostering an environment that prioritizes work-life balance, organizations can enhance employee satisfaction, reduce turnover, and ultimately improve overall performance. This approach benefits both the individuals and the organization as a whole, creating a more inclusive and productive workplace.

Dual role refers to the situation where a woman fulfills the responsibilities of being a wife and mother, while also pursuing a career in different professions. Married career women, family and work are two domains that cannot be separated from one another, so it is not surprising that women often experience role conflict. Women are asked to commit to their work and contribute to the sustainability of the company, on the other hand they must also carry out their duties as housewives. The dual role as a career woman and also a housewife, in the end, often brings women into a state of being unable to balance themselves due to the collision of the various roles held by women (Pratiwi, 2021). The burden of these obligations faced by professional women who juggle multiple roles can be alleviated by a combination of support from both their families and their organizations. This will effectively minimize conflicts between their responsibilities, leading to increased satisfaction and improved performance both at work and at home, by mitigating role conflict. The presence of dual role conflict among career women will have a negative impact on their performance within their firm (Sofana et al., 2021). job-life balance is a crucial consideration for married career women, as it directly impacts their job productivity and ability to remain committed to their business. Achieving work-life balance is a shared duty of individuals and firm management (Komari et al., 2023). Work-life balance encompasses the act of prioritizing between one's profession and goal, and their personal life, which includes happiness, leisure, family, and spiritual growth (Komari et al., 2023).

Women's self-actualization can increase rapidly with the implementation of the government's policy on nine-year basic education. The policy raises awareness related to the importance of individuals getting an education. Then, as the level of women's education increases, there is a realization that a woman has the potential to develop and succeed (Pratiwi, 2021). The existence of support from family, colleagues and leaders will have an impact on women's confidence in working by not setting aside their nature and duties within the family sphere. Married couples who are both working will find it more difficult to achieve work balance and coupled with having young children (Rahmayati, 2021). In addition, career women may still experience dual role conflict if work or family interests are not resolved properly. If career women prioritize their family life compared to their work, there will be a decrease in performance. Meanwhile, if career women prioritize their work, there will be conflict in their family life, therefore, a strategy is needed that can be carried out by career women in balancing themselves between family life and career. Work-family conflict is a form of role

conflict when a person cannot equalize several things between the obligation to carry out roles in work and family. This conflict occurs because the responsibilities at work that one has outside the home interfere with one's responsibilities to his family (Aliffia et al., 2022).

Work-life balance is a metaphor in scientific theory. In the dictionary, the word "balance" has a variety of complex meanings. Balance means having an equal distribution or portion. Furthermore, work-life balance implies having equal weight. Life and work balance relates to the physical and psychological meanings as stability between body and mind. Similarly, the term work-life balance refers to the term to accommodate comfort in working and spending the rest of life happily (Wibowo & Hartono, 2020). Performance refers to the degree of success in doing specific activities. Company performance refers to the extent of success in attaining desired outcomes in order to achieve organizational objectives (Nurjaya, 2021). Performance refers to the outcomes of an individual or team's work within an organization, seen over a specific duration, which indicates the extent to which they fulfill the job's expectations and contribute to the organization's objectives. Performance is the outcome of successfully fulfilling assigned duties and obligations within a specific timeframe (Putri, 2020).

While promoting work-life balance for women is important, there are potential drawbacks that should also be considered. Prioritizing work-life balance may lead to decreased focus and commitment to one's career, potentially hindering professional advancement and organizational success (Memon & Alcasoas, 2018). Additionally, providing extensive support measures like flexible work arrangements and childcare assistance can be resource-intensive for companies, potentially distracting from their core business objectives and requiring careful consideration of the costs and benefits. While these support measures can greatly benefit employees, organizations must also weigh the financial and operational impacts to ensure they do not jeopardize the company's overall performance and competitiveness. A balanced approach that considers the needs of both employees and the organization is crucial for achieving sustainable work-life balance policies (Smith et al., 2019). Furthermore, some argue that the onus should not solely be on organizations to manage employees' personal responsibilities, and that individuals must also take ownership of balancing their own work and family commitments (Latheef, 2021). Ultimately, a nuanced approach is required to address work-life balance that considers the needs of both employees and the organization as a whole.

In conclusion, the research indicates that work-life balance, workload, and job stress have a complex and interrelated impact on employee performance (S. Nogoy Jr., 2020; Victoria O. et al., 2019; Wong et al., 2020). Maintaining an appropriate balance between work and personal responsibilities can enhance job satisfaction, psychosocial well-being, and overall performance. However, achieving this balance is particularly challenging for women, who often face the dual responsibilities of managing successful careers and fulfilling their family commitments. The burden of these overlapping obligations can be significant, as women must navigate the complexities of balancing professional demands with personal and household duties. Overcoming this work-life conflict is a crucial consideration for many career-oriented women, as it directly impacts their job productivity, career progression, and overall well-being (Noronha & Aithal, 2019). This Study is important in identifying effective strategies for organizations to support employees in managing work-life conflicts, while also ensuring that individual employees take ownership of their own work-life balance. By addressing these issues, firms can foster a healthier, more engaged, and productive workforce.

METHODS

This study employs a quantitative research design to investigate the factors influencing employee performance among career women with dual roles at the Regional Secretariat of Badung Regency in Bali. The research population consists of 275 female employees engaged in multiple roles within

the organization, and a sample of 153 participants was determined using the Slovin formula. A simple random sampling technique was utilized to ensure that every individual in the population had an equal chance of being selected, thereby enhancing the representativeness of the sample. Data was collected through a structured questionnaire employing a semantic differential scale ranging from 1 to 10, which was rigorously evaluated for validity and reliability prior to distribution. This instrument was designed to capture the perceptions and experiences of the participants regarding their workload, job stress, and overall performance. The data analysis was conducted using Structural Equation Modeling (SEM) with the AMOS Version 24 software, involving several key steps: model specification, where the hypothesized relationships between latent variables (workload, job stress, and employee performance) were defined; model identification to ensure sufficient data points for parameter estimation; parameter estimation using the maximum likelihood method to calculate regression weights; goodness of fit evaluation through various indices such as Chi-square (χ^2), RMSEA, GFI, AGFI, TLI, and CFI to assess how well the model represents the observed data; and hypothesis testing to determine the significance of the relationships between variables, with a critical ratio (C.R.) greater than 2.00 and a probability value (p) less than 0.05 indicating significant paths in the model (Haryono, 2017). By following these steps, the study aims to provide a comprehensive analysis of the factors influencing employee performance among career women in the context of their dual roles.

RESULTS AND DISCUSSION

Confirmatory Factor Analysis (CFA)

Confirmatory factor analysis determines if all indicators used in the study contribute to latent variable creation and whether the dimensions explaining latent variables are unidimensional. This confirmatory factor analysis is used to validate study results. This determines whether the indications are significant enough to define latent variables. An indicator is useful for detecting latent variables if it has a lambda coefficient (λ) more than 0.5, a critical value (c.r) greater than 2.00, and a probability value below 0.05. The confirmatory factor analysis results for each variable are as follows.

Table 1. Summary of Confirmatory Factor Analysis (CFA) Results

Variable to Indicator	Regression Weights	S.E.	Standardized Regression Weights	C.R.	P Value	Ket.
WB1 <--- WB	1,000		0,832			Significant
WB2 <--- WB	1,102	0,083	0,877	13,306	***	Significant
WB3 <--- WB	1,075	0,112	0,754	9,635	***	Significant
WB4 <--- WB	0,851	0,088	0,748	9,636	***	Significant
BK1 <--- BK	1,000		0,816			Significant
BK2 <--- BK	1,115	0,129	0,868	8,641	***	Significant
BK3 <--- BK	0,645	0,085	0,618	7,586	***	Significant
STRESS1 <--- STR ESS	1,000		0,689			Significant
STRESS2 <--- STR ESS	1,085	0,195	0,530	5,562	***	Significant
STRESS3 <--- STR ESS	1,047	0,126	0,788	8,337	***	Significant
STRESS4 <--- STR ESS	0,937	0,171	0,559	5,474	***	Significant
STRESS5 <--- STR ESS	1,146	0,180	0,670	6,357	***	Significant
KIN1 <--- KIN	1,000		0,864			Significant
KIN4 <--- KIN	1,200	0,122	0,720	9,833	***	Significant

Variable to Indicator	Regression Weights	S.E.	Standardized Regression Weights	C.R.	P Value	Ket.
KIN3 <--- KIN	1,074	0,128	0,838	8,368	***	Significant
KIN2 <--- KIN	1,157	0,120	0,674	9,679	***	Significant
KIN5 <--- KIN	1,182	0,127	0,818	9,304	***	Significant
KIN6 <--- KIN	1,198	0,121	0,874	9,904	***	Significant
KIN7 <--- KIN	1,046	0,111	0,825	9,419	***	Significant

Source: processed data

According to the study of Regression Weights and Standardized Regression Weights presented in Table 1, all variable indicators have a lambda value (λ) more than 0.05 and a C.R. (Critical Ratio) greater than 2.00, with a probability value smaller than 0.05 (***) denotes a value smaller than 0.001). Therefore, it can be concluded that all indications in terms of CFA are significant in creating latent variables.

Influence Analysis with SEM

The results of *Structural Equation Modeling* (SEM) analysis with the AMOS Program are as follows.

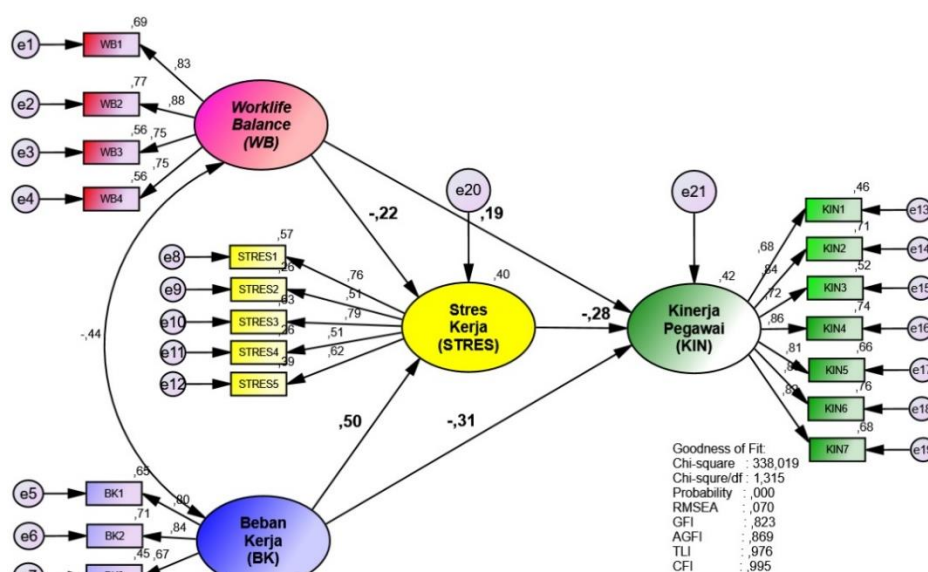


Figure 1. *Structural Equation Modeling* (SEM) Analysis Results

Source: processed data

Analysis of Measurement Model Testing with Lamda Parameters (λ i)

The conducted test is the lambda parameter test (λ i). The purpose of this test is to ascertain the accuracy of the data for each study indicator. In order to test the lambda (λ i) parameter, the standardized estimate (regression weights) value is employed as a loading factor. If the value of the lambda parameter (λ i) is greater than 0.50, the C.R (critical ratio) is greater than 2,000, and the probability is less than 0.05, then the loading factor of the lambda parameter (λ i) indicator is considered significant. This indicates that the indicator data is valid in relation to the related latent variable. To fulfill this objective, the data is presented in the subsequent table.

Table 2 Regression Weights

Relationship from Variables to Indicators		Unstandardized Estimate	Standardized Estimate	S.E.	C.R.	P	Label
WB1 <---	WB	1,000	0,833				Valid
BK1 <---	BK	1,000	0,805				Valid
BK2 <---	BK	1,098	0,843	0,101	10,824	***	Valid
BK3 <---	BK	0,709	0,670	0,088	8,060	***	Valid
STRESS1 <---	STRESS	1,000	0,755				Valid
KIN4 <---	KIN	1,180	0,859	0,119	9,950	***	Valid
KIN3 <---	KIN	1,066	0,723	0,125	8,509	***	Valid
KIN2 <---	KIN	1,153	0,845	0,116	9,902	***	Valid
KIN1 <---	KIN	1,000	0,682				Valid
WB2 <---	WB	1,102	0,879	0,082	13,479	***	Valid
WB3 <---	WB	1,063	0,747	0,108	9,812	***	Valid
STRESS2 <---	STRESS	0,954	0,511	0,165	5,779	***	Valid
STRESS3 <---	STRESS	0,959	0,791	0,106	9,009	***	Valid
STRESS4 <---	STRESS	0,783	0,512	0,138	5,672	***	Valid
STRESS5 <---	STRESS	0,973	0,623	0,142	6,864	***	Valid
WB4 <---	WB	0,851	0,749	0,086	9,897	***	Valid
KIN5 <---	KIN	1,163	0,814	0,124	9,411	***	Valid
KIN6 <---	KIN	1,181	0,872	0,118	10,050	***	Valid
KIN7 <---	KIN	1,033	0,824	0,108	9,558	***	Valid

Source: processed data

According to the data presented in table 4.2, there are no indicators with standardized estimates (regression weights) in the form of loading factors or lambda (λ) that are less than 0.5. All indicators possess a critical value of C.R. greater than 2.00 and exhibit a probability less than 0.05 (***). Therefore, it may be asserted that all indicators are legitimate for constructing latent variables.

Goodness of Fit Analysis

The test criteria include Chi-square (χ^2), relative Chi-square (χ^2/df), RMSEA, GFI, AGFI, TLI, and CFI. The Goodness of Fit value of AMOS for Windows Version 24 processing results is also displayed in the picture above. Based on these criteria, the following table can be created.

Table 3. Goodness of Fit Evaluation

Goodness of Fit Index	Cut-off Value	Analysis Result	Model Evaluation
Chi-Square (χ^2)	Expectedly small	338,019	Less Good
Probability	$\geq 0,05$	0,000	Not so good
RMSEA	$\leq 0,08$	0,070	Good
GFI	$\geq 0,90$	0,823	Marginal
AGFI	$\geq 0,90$	0,869	Marginal
CMIN/DF	$\leq 2,00$	1,315	Good
TLI	$\geq 0,95$	0,976	Good
CFI	$\geq 0,95$	0,995	Good

Source: processed data

Considering the specified threshold and the model's level of accuracy, as shown in table 3 above, out of the eight criteria employed, four criteria (RMSEA, CMIN/DF, TLI, and CFI) have satisfied the requirements for a good fit. Two criteria (GFI and AGFI) are marginally acceptable, while only two criteria are deemed inadequate.

Hypothesis analysis to test the direct impact of a variable

The regression coefficient (standardized regression weight) can be calculated from data processing using Structural Equation Modeling (SEM). The analysis findings can be given in the table below.

Table 4. Structural Measurement Model *Unstandardized and Standardized Regression Weight*

Relationship between Variables	Unstandardized Estimate	Standardized Estimate	S.E.	C.R.	P Value	Result
STRESS <--- WB	-,292	-,216	,127	-2,301	,021	Accepted
STRESS <--- BK	,422	,504	,093	4,525	***	Accepted
KIN <--- WB	,176	,192	,079	2,237	,025	Accepted
KIN <--- BK	-,175	-,307	,063	-2,791	,005	Accepted
KIN <--- STRESS	-,192	-,283	,073	-2,611	,009	Accepted

Source: processed data

Testing the Indirect Effect

Indirect influence, mediated by intervening variables, refers to a variable that lies between the relationship between exogenous variables and endogenous variables, creating an indirect association. This variable serves as an intermediary between exogenous and endogenous variables, preventing exogenous variables from directly influencing the change or occurrence of endogenous variables.

Evaluating the indirect impact of work-life balance on employee performance by examining the role of job stress.

The mediation hypothesis can be assessed using the Sobel test, a process devised by Sobel. The Sobel test is conducted by assessing the magnitude of the indirect effect. The formula for the Sobel test is as follows:

$$Z = \frac{ab}{\sqrt{b^2sa^2 + a^2sb^2}}$$

$$Z = \frac{(-0,216)(-0,283)}{\sqrt{(-0,283^2 \times 0,127^2) + (-0,216^2 \times 0,073^2)}}$$

$$Z = \frac{0,061}{\sqrt{0,002}}$$

$$Z = \frac{0,061}{0,039} = 1.557$$

According to the calculations provided, the calculated z value is 1.557, which is less than the absolute z value of 1.96. Therefore, it may be concluded that the job stress variable does not have a substantial mediating influence on the relationship between work-life balance and employee performance. Therefore, the study rejects the sixth hypothesis, which suggests that job stress plays a substantial role in mediating the impact of work-life balance on employee performance.

Examining the Mediating Role of Job Stress in the Relationship between Workload and Employee Performance

The mediation hypothesis is assessed using the Sobel test, a process created by Sobel. The Sobel test is conducted by assessing the magnitude of the indirect effect. The formula for the Sobel test is as follows:

$$Z = \frac{ab}{\sqrt{b^2sa^2 + a^2sb^2}}$$

$$Z = \frac{(0,504)(-0,283)}{\sqrt{(-0,283^2 \times 0,079^2) + (0,504^2 \times 0,073^2)}}$$

$$Z = \frac{0,143}{\sqrt{0,002}}$$
$$Z = \frac{-0,143}{0,043} = -3.313$$

According to the calculations provided, the calculated z value is -3.313, which is less than the absolute z value of -1.96. Therefore, it may be concluded that the job stress variable does not have a substantial mediating influence on the relationship between workload and employee performance. Therefore, the seventh hypothesis put out in this study, which suggests that job stress plays a substantial role in mediating the impact of workload on employee performance, has been disproven.

Discussion

The Effect of Work life Balance on Job Stress

The standardized estimate (regression weight) is -0.216, with a CR (Critical Ratio = identical to the t-count value) of -2.301 with a probability of 0.021. The CR value of -2.301, which is less than -2.000, and the probability of 0.021, which is less than 0.05, show that the impact of worklife balance (WB) factors on work stress (STRESS) is both negative and statistically significant. Consequently, the initial hypothesis suggesting that an increase in work-life balance leads to a decrease in job stress is being examined.

The study highlights that these women often juggle dual roles as both career professionals and primary caregivers, which is a common scenario in many Indonesian households where traditional gender roles still exert a significant influence. This dual responsibility may exacerbate the stress levels experienced by these employees, as they navigate the demands of their professional duties alongside household obligations. The cultural expectation for women to excel in both spheres can lead to heightened work-related stress, which, as the findings suggest, negatively impacts their performance. Additionally, the organizational culture at the Regional Secretariat may also play a role; if the workplace lacks supportive policies for work-life balance, such as flexible working hours or adequate mental health resources, the stress levels among female employees could be further intensified. Furthermore, the high percentage of married women in this workforce indicates that family dynamics and support systems are likely to influence their experiences of workload and stress. The results of this study may reflect not only the individual challenges faced by these women but also the broader societal and organizational structures that shape their work experiences. Therefore, it is essential to consider these contextual factors when interpreting the findings, as they provide a deeper understanding of the unique challenges faced by female employees in this specific setting and highlight the need for targeted interventions that address both workplace and cultural dynamics.

The findings of this study align with the research conducted by (Pradnyani & Rahyuda, 2022) which revealed that work-life balance exerts a significant impact on job stress. Consequently, a higher level of work-life balance among employees will result in a reduction of work-related stress. Work-life balance has an adverse impact on work-related stress. Employees who maintain a healthy work-life balance will effectively mitigate workplace stress (Pebiyanti & Winarno, 2021). Work-life balance has a tangible and adverse impact on mitigating work-related stress. This finding indicates that those who maintain a healthy work-life balance generally experience reduced levels of work-related stress (Yusnita & Nurlinawaty, 2022). Statistical evidence shows that work-life balance has a detrimental impact on work stress (Febriana et al., 2022) Greater work-life balance correlates with less work-related stress. Job stress is affected by work-life balance (Sitanggang, 2021). The findings of this study on work-life balance and job stress among female employees at the Regional Secretariat of Badung Regency can be applied to enhance employee well-being and organizational performance through several strategies. Organizations should implement flexible work arrangements, such as remote work and flexible hours, to help employees manage their dual responsibilities and reduce stress. Promoting a supportive culture that values work-life balance through training programs can

raise awareness and equip employees with essential skills in time and stress management. Establishing employee assistance programs (EAPs) for mental health support and conducting regular assessments of workload can prevent burnout. Finally, fostering open communication allows employees to discuss their challenges, leading to tailored solutions. By adopting these strategies, organizations can create a healthier work environment that improves employee well-being and overall productivity.

Effect of Workload on Job Stress

The standardized estimate (regression weight) is 0.504, with a CR (Critical Ratio = identical to the t-count value) of 4.525 at a probability level of less than 0.001. The CR value of 4.525, which is greater than 2.000, and a probability of less than 0.05, indicating that the impact of workload variables (BK) on work stress (STRESS) is both positive and statistically significant. Consequently, the second hypothesis, which suggests that an increase in workload leads to an increase in job stress, is being examined.

The findings of this study align with the research conducted by (Ginting & Pancasasti, 2022) which concluded that workload had a favorable and significant impact on work stress. Employees with a substantial workload significantly contribute to the elevated levels of work-related stress. There exists a notable correlation between the amount of labor and the level of stress experienced in the workplace. There is a positive correlation between workload and job stress, indicating that as the workload increases, so does the level of work stress experienced by the individual. The source cited is (Safitri, 2020). The level of work assigned has a direct impact on work-related stress, increasing it by 19.3%. The findings of this study indicate a positive correlation between the magnitude of employees' workload and the level of work-related stress experienced. The citation is from the work of (Maharani, 2019). Additional researches have also demonstrated that workload exerts an impact on work-related stress. The citation (Sofana et al., 2021) refers to a study conducted by Sofiana and colleagues in the year 2020. The research findings on the effect of workload on job stress highlight several practical implications for organizational management and employees. To mitigate job stress associated with high workloads, organizations should implement strategies for workload management, ensuring tasks are distributed evenly and remain manageable to prevent burnout. Providing training in time management and prioritization can equip employees with essential skills to handle their responsibilities effectively. Additionally, fostering a culture of open communication allows employees to voice their workload concerns, leading to timely adjustments and support. Implementing flexible work arrangements, such as remote work options, can help employees balance their professional and personal commitments, while access to mental health resources, like employee assistance programs (EAPs), can further aid in coping with stress. Finally, promoting teamwork and collaboration can create a supportive environment that distributes workloads more evenly. By adopting these strategies, organizations can effectively reduce job stress, enhance employee satisfaction, and improve overall productivity.

Effect of Worklife Balance on Employee Performance

The standardized estimate (regression weight) is 0.192, with a CR (Critical Ratio = identical to the t-count value) of 2.237 at a probability of 0.025. The CR value of 2.237, which is greater than 2.000, and the likelihood of 0.025, which is less than 0.05, show that the impact of worklife balance (WB) factors on employee performance (KIN) is both positive and significant. Consequently, the third hypothesis, which suggests that there is a positive correlation between work-life balance and employee performance, is being examined.

The findings of this study align with the findings of previous research conducted by (Muliawati & Frianto, 2020), which revealed that work-life balance has a direct and substantial influence on the satisfaction or job satisfaction of the millennial generation. Millennials who achieve a harmonious equilibrium between their personal and work life will have a sense of fulfillment in their professional endeavors, hence positively influencing their overall performance. Research findings indicate that employees who effectively manage their work-life balance demonstrate higher levels of productivity

in the workplace. The correlation between work-life balance and performance is both favorable and substantial. Consequently, there is a positive correlation between the level of work-life balance experienced by employees and their performance (Pradnyani & Rahyuda, 2022).

The research findings on the effect of work-life balance on employee performance underscore the importance of creating supportive workplace policies that enhance employees' ability to manage their professional and personal responsibilities. Organizations should implement flexible work arrangements, such as remote work options and flexible hours, to help employees achieve a better balance, which can lead to increased job satisfaction and productivity. Additionally, providing training programs focused on time management and stress reduction can empower employees to navigate their dual roles more effectively. Encouraging a culture of open communication allows employees to express their needs and challenges related to work-life balance, fostering a supportive environment. Furthermore, organizations can establish employee assistance programs (EAPs) to offer mental health support and resources. By prioritizing work-life balance through these strategies, organizations can enhance employee performance, reduce turnover, and improve overall workplace morale.

Effect of Workload on Employee Performance

The standardized estimate (regression weight) is -0.283 , and it has a CR value (Critical Ratio = identical to the t-count value) of -2.791 with a probability of 0.005 . The CR value of -2.791 , which is less than -2.000 , and the probability of 0.005 , which is less than 0.05 , suggest that the impact of the workload variable (BK) on employee performance (KIN) is both negative and statistically significant. Consequently, the fourth hypothesis, which suggests that increased workload leads to decreased employee performance, has been examined.

The findings of this study align with the research conducted by (Sofana et al., 2021) which shown that workload exerts a substantial impact on performance. Excessive workload adversely affects staff performance. Hence, it can be asserted that the burden of labor has a detrimental and substantial impact on the productivity of employees. The citation for the source is (Mardiani & Khamdanah, 2022). Additional researchers have also discovered that the amount of labor assigned to employees has a notable and favorable impact on their performance (Lasri et al., 2022). Similarly, a study conducted by (Novita & Kusuma, 2020) found that workload had a partially favorable and considerable impact on employee performance.

The research findings on the effect of workload on employee performance highlight critical implications for organizational management and employee practices. To enhance performance, organizations should conduct regular assessments of employee workloads to ensure they are reasonable and manageable, thereby preventing burnout and maintaining high productivity levels. Implementing clear prioritization of tasks and providing resources for effective time management can empower employees to handle their responsibilities more efficiently. Additionally, fostering a supportive work environment that encourages open communication allows employees to voice concerns about their workloads, enabling timely adjustments and support from management. Training programs focused on stress management and resilience can further equip employees to cope with high demands. By adopting these strategies, organizations can optimize employee performance, reduce stress-related issues, and create a more engaged and productive workforce.

The Effect of Job Stress on Employee Performance

The standardized estimate (regression weight) is -0.307 , with a CR (Critical Ratio = identical to the t-count value) of -2.611 with a probability of 0.009 . The CR value of -2.611 , which is less than -2.000 , and the probability of 0.009 , which is less than 0.05 , show that the impact of work stress variables (STRESS) on employee performance (KIN) is both negative and statistically significant. Therefore, the fifth hypothesis, which suggests that there is a negative correlation between job stress and employee performance, is being examined.

Job-related stress exerts a detrimental and substantial impact on performance. Consequently, reducing job stress will enhance employee performance (Pradnyani & Rahyuda, 2022). The findings of this study diverge from the research carried out by (Pebiyanti & Winarno, 2021). The findings of his research indicate that work stress has a limited impact on employee performance. The impact of work-related stress on employee performance necessitates effective stress management by management. This enables employees to enhance their performance even in demanding circumstances. The citation provided is from (Ginting & Pancasasti, 2022). Similarly, a study conducted by (Novita & Kusuma, 2020) found that work stress has a detrimental impact on employee performance, albeit the effect is only partially significant.

The research findings on the effect of job stress on employee performance reveal significant implications for organizational management and employee well-being. To mitigate the negative impact of job stress, organizations should prioritize the implementation of comprehensive stress management programs that include training on coping strategies, resilience building, and mindfulness practices. Creating a supportive work environment that encourages open dialogue about stressors can help employees feel more comfortable discussing their challenges and seeking assistance. Additionally, management should regularly assess workloads and ensure that employees have access to necessary resources and support to manage their tasks effectively. Providing flexible work arrangements can also alleviate stress by allowing employees to balance their professional and personal responsibilities more effectively. By addressing job stress proactively through these strategies, organizations can enhance employee performance, reduce turnover, and foster a healthier workplace culture.

The Role of Job Stress Mediating the Effect of *Worklife Balanced* on Employee Performance

Job stress does not significantly mediate the effect of *worklife balance* on employee performance. This result means that without work stress, employee life balance will affect employee performance. This means that the life balance of employees will have a direct impact on employee performance. This is in line with the results of research conducted (Pradnyani & Rahyuda, 2022) found that *work-life balance has a* negative and significant effect on job stress and research (Pradnyani & Rahyuda, 2022) found that work stress has a negative and significant effect on performance. Likewise, research conducted (Pebiyanti & Winarno, 2021) found that *worklife balance has a* negative effect on job stress and research conducted (Novita & Kusuma, 2020) that job stress has a negative and partially significant effect on employee performance. Based on the results of these studies, it can be said that work stress can affect employee performance and work stress is influenced by *worklife balance*.

The research findings regarding the role of job stress as a mediator in the relationship between work-life balance and employee performance highlight essential implications for organizational management. To effectively enhance employee performance, organizations should focus on improving work-life balance initiatives while recognizing that job stress can undermine these efforts. This can be achieved by implementing flexible work policies, such as remote work options and adjustable hours, which allow employees to better manage their personal and professional lives. Additionally, organizations should provide resources for stress management, including workshops and access to mental health support, to help employees cope with job-related pressures. By fostering a culture that values work-life balance and actively addresses job stress, organizations can create a more engaged and productive workforce, ultimately leading to improved performance outcomes. Regular feedback mechanisms can also be established to assess the effectiveness of these initiatives, ensuring continuous improvement and adaptation to employee needs.

The Role of Job Stress in Mediating the Effect of Workload on Employee Performance

Work stress does not significantly mediate the effect of workload on employee performance. This result means that without work stress, employee workload will have an impact on employee performance. This means that employee workload will have a direct impact on employee performance. This is in line with the results of research conducted (Ginting & Pancasasti, 2022)

found that workload has a positive and significant effect on work stress and research (Pradnyani & Rahyuda, 2022). (Pradnyani & Rahyuda, 2022) found that work stress has a negative and significant effect on performance. Likewise, research conducted (Sofiana et al., 2020) proved that workload has an influence on work stress and research conducted (Novita & Kusuma, 2020) that work stress has a negative and partially significant effect on employee performance. Based on the results of these studies, it can be said that work stress can affect employee performance and work stress is influenced by workload.

The research findings on the role of job stress in mediating the effect of workload on employee performance underscore the necessity for organizational management to adopt a proactive approach in managing employee workloads to enhance performance outcomes. Organizations should regularly evaluate and adjust workloads to ensure they are realistic and sustainable, thereby minimizing job stress. Implementing clear communication channels where employees can express concerns about their workload can help management identify stressors early and make necessary adjustments. Additionally, providing training on time management and prioritization can empower employees to handle their tasks more effectively, reducing feelings of overwhelm. Organizations should also consider introducing wellness programs that focus on stress reduction techniques, such as mindfulness and relaxation exercises, to help employees cope with high demands. By addressing workload-related stressors and fostering a supportive environment, organizations can improve employee performance, reduce turnover, and enhance overall workplace satisfaction.

CONCLUSION

In conclusion, this study highlights the intricate relationships between workload, job stress, work-life balance, and employee performance. The findings indicate that while job stress does not significantly mediate the effects of workload on employee performance, it remains a critical factor influencing overall performance outcomes. A positive work-life balance is shown to have a direct and beneficial impact on employee performance, suggesting that organizations should prioritize initiatives that promote this balance. Furthermore, the research underscores the importance of managing workloads effectively to prevent excessive job stress, which can detrimentally affect performance. By implementing supportive policies, providing resources for stress management, and fostering open communication, organizations can enhance employee well-being and productivity. Future recommendations include conducting longitudinal studies to assess the long-term effects of work-life balance initiatives on employee performance and job stress. Organizations should also explore the implementation of technology-driven solutions, such as workload management tools, to help employees prioritize tasks and manage their time more effectively. Additionally, further research could investigate the role of individual differences, such as personality traits and coping styles, in moderating the relationship between workload, job stress, and performance. By continuously adapting strategies based on emerging research and employee feedback, organizations can create a more resilient and high-performing workforce. Ultimately, the study provides valuable insights for organizational management, emphasizing the need for a holistic approach to employee performance that considers workload management, stress reduction, and work-life balance.

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