



CAN PERCEIVED WORK-LIFE BALANCE AND WORKLOAD ENHANCE EMPLOYEE PERFORMANCE? EMPIRICAL EVIDENCE FROM PT CAHYA DELIVERY INDONESIA

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Abstract:

This study investigates the effects of perceived work-life balance (PWLb) and workload on employee performance, with job satisfaction functioning as a mediating variable, at PT Cahya Delivery, a logistics and service distribution company operating in Sumatra, Indonesia. The research was motivated by a decline in employee performance observed in 2024, accompanied by heightened workload demands during peak delivery periods. A quantitative research design was employed, utilizing structured questionnaires administered to 190 active employees selected through purposive sampling. Data were analyzed using Partial Least Squares Structural Equation Modeling (PLS-SEM). Results demonstrate that PWLB exerts a significant positive influence on both job satisfaction and employee performance. Conversely, workload shows a negative direct effect on performance but an unexpected positive effect on job satisfaction, suggesting that increased responsibilities may enhance perceived trust and motivation among employees. Job satisfaction was found to partially mediate the relationships between both exogenous variables and employee performance. These findings underscore the strategic importance of fostering work-life balance and carefully managing workload structures to enhance employee satisfaction and performance. The study provides actionable insights for human resource management in the logistics service sector, particularly in designing challenge-oriented workloads and support mechanisms to sustain productivity and organizational effectiveness.

Keywords: *Perceived Work-Life Balance, Workload, Job Satisfaction, Employee Performance, Logistics Service Sector, PT Cahya Delivery, Sumatra*

INTRODUCTION

In today’s competitive logistics and service distribution industry, organizations must consistently optimize workforce performance to remain agile and responsive to customer demands. PT Cahya Delivery, a prominent logistics company in Sumatra, Indonesia, has recently faced a significant decline in employee performance, as indicated by regular HRD measurement reports. In 2024, more than 55% of employees were categorized under medium-to-low performance levels, a notable increase from 40% in 2023. This downward trend signals the need for effective human resource management strategies that address not only operational efficiency but also employee well-being and satisfaction (Malik, 2023; Nuraningsih & Ismail, 2024; Valery et al., 2023).

Table 1 : Recapitulation of Individual Performance Scores – Team Leaders

Performance Category	Number of Leaders of (2023)	Number of Leaders of (2024)	Change (Number)	Performance Trend
Low Performance (<75)	12	20	+8	Increasing
Moderate Performance (75–85)	18	30	+12	Increasing
Total Low & Moderate (<85)	30	50	+20	Increasing
Good Performance (86–90)	25	20	-5	Decreasing
Very Good Performance (91–95)	30	20	-10	Decreasing
Total Good & Very Good (86–95)	55	40	-15	Decreasing
Outstanding Performance (>95)	15	10	-5	Decreasing
Total Leaders	100	100	0	-

Note:

- A **significant shift toward lower performance levels**.
- **50%** of leaders now fall into the low-to-moderate category (up from 30%).
- Decrease in “Good,” “Very Good,” and “Outstanding” performers.

(Source: HR Department, PT Cahya Delivery (processed by the authors, 2025).

Based on the performance scores of the 100 team leaders shown in Table 1, there was a notable decline in performance from 2023 to 2024. The proportion of leaders categorized as having low-to-moderate performance (<85) increased from 30% to 50% of the total workforce, while the combined proportion of leaders in the good, very good, and outstanding categories declined by 20% during the same period.

Internal interviews conducted with the HR department further revealed that 20 out of 25 interviewed leaders reported experiencing excessive workload pressures, which significantly disrupted their perceived work-life balance

(PWLb). Many leaders expressed feeling increasingly overwhelmed, lacking sufficient time for personal life, and consequently reported diminishing job satisfaction. These qualitative findings align with prior research indicating that high workloads and poor work-life balance negatively affect job satisfaction and performance outcomes (Soelton et al., 2021; Firdaus et al., 2024; Sutrisno et al., 2022).

Such conditions suggest that, without interventions aimed at improving PWLB and workload management, leaders may continue to face challenges in sustaining optimal performance. This highlights the importance of balancing operational demands with employee well-being to foster a more resilient and productive leadership structure (Malik, 2023; Talukder & Galang, 2021).

This decline in performance is partly attributed to heightened operational demands, particularly during peak shipping periods and large-scale social assistance distribution projects. These tasks significantly increase employees' workload, often requiring extended working hours and management of large delivery volumes. Such conditions have led to increased fatigue, stress, and reduced productivity among employees. Nevertheless, some employees have maintained high motivation and job satisfaction, suggesting that other factors; such as Perceived Work-Life Balance (PWLb) and intrinsic job satisfaction, play a critical role in sustaining performance levels (Ajayaghosh & Thampi, 2020; Firdaus et al., 2024).

PWLb refers to an individual's perception of balance between professional responsibilities and personal life commitments, encompassing adequate time, energy, and psychological resources for both domains (Clark, 2000; Aruldos et al., 2022). Research consistently shows that employees who perceive better work-life balance tend to experience lower stress, improved well-being, and higher job satisfaction, ultimately leading to enhanced work performance (Malik, 2023; García-Salirrosas & Rondon-Eusebio, 2023). However, the logistics sector presents unique challenges due to fluctuating delivery demands and operational pressures, which may disturb this balance and negatively affect performance (Meilani et al., 2022; Utama et al., 2023).

Workload, defined as the physical and mental demands associated with job tasks, also plays a vital role in determining employee outcomes (Siburian et al., 2021). While moderate levels of workload can foster responsibility and achievement, excessive workloads often cause stress, burnout, and decreased performance (Soelton et al., 2021; Antonius et al., 2024). Studies have found that heavy workloads negatively influence employee well-being, thereby diminishing overall productivity (Syahrudin et al., 2023).

Job satisfaction is widely recognized as a mediating factor linking PWLB and workload to employee performance. Employees who report high levels of job satisfaction typically show greater resilience to workplace demands and are more capable of maintaining optimal performance even during periods of high operational pressure (Sutrisno et al., 2022; Setiani & Febrian, 2023). Job satisfaction thus serves as a critical psychological resource that buffers the detrimental effects of workload and enhances the positive impact of PWLB on performance (Firdaus et al., 2024; Fialy Harahap & Tirtayasa, 2020).

Given these dynamics, it is essential to investigate how Perceived Work-Life Balance (PWLb) and workload jointly influence employee performance at PT Cahya Delivery, and whether job satisfaction mediates these relationships. This research fills a gap in logistics service literature by focusing on an Indonesian delivery company in Sumatra, where cultural, social, and operational contexts

may yield different results from prior studies conducted in other industries and regions (Bocean et al., 2023; Nuraningsih & Ismail, 2024).

The findings of this study are expected to contribute to both academic research and managerial practice. Academically, it enriches the understanding of human resource management strategies within the logistics sector in emerging markets. Practically, it offers actionable insights for PT Cahya Delivery to develop employee empowerment programs, improve perceived work-life balance, manage workloads effectively, and enhance job satisfaction to sustain superior employee performance despite operational challenges (Talukder & Galang, 2021; Bello, 2023).

RESEARCH METHODS

Research Design

This study adopts a quantitative research design to examine the relationships among Perceived Work-Life Balance (PWLB), workload, job satisfaction, and employee performance at PT Cahya Delivery, Sumatra. The design is explanatory in nature, aiming to test the direct and indirect effects of PWLB and workload on performance with job satisfaction as a mediating variable. This approach aligns with Creswell and Creswell (2017), who emphasize the use of quantitative strategies for testing theoretical models and identifying causal relationships among variables (Yusriani & Patiro, 2024).

Population and Sample

The population consists of all 210 employees working at PT Cahya Delivery in its Sumatra regional branches. Given the operational scale and employee distribution, purposive sampling was used to select respondents who had worked for at least one year in operational and administrative roles, ensuring adequate understanding of workload and work-life balance dynamics. A total of 190 valid responses were collected, representing a response rate of 90.5%. This sample size exceeds the minimum requirement for structural equation modeling (SEM), ensuring statistical power and reliability of results (Hair et al., 2014).

Data Collection Procedure

Primary data were collected through a structured questionnaire distributed both online and in printed form. The questionnaire included sections measuring:

Perceived Work-Life Balance (PWLB): Adapted from Clark (2000) and Aruldoss et al. (2022), consisting of items assessing time balance, psychological well-being, and personal-professional integration.

Workload: Measured using validated scales from Soelton et al. (2021), focusing on task volume, time pressure, and physical/mental demand.

Job Satisfaction: Assessed through items based on Sutrisno et al. (2022) and Fialy Harahap & Tirtayasa (2020), covering satisfaction with tasks, rewards, and organizational environment.

Employee Performance: Evaluated using self-reported performance indicators adapted from Ahakwa et al. (2021) and Ngwenya & Pelser (2020), reflecting efficiency, effectiveness, and quality of service delivery.

All items were rated on a five-point Likert scale, ranging from 1 ("strongly disagree") to 5 ("strongly agree"). Prior to the full survey, a pilot test with 30 employees was conducted to ensure clarity and content validity.

Data Analysis Technique

Data analysis was performed using Partial Least Squares Structural Equation Modeling (PLS-SEM) with SmartPLS version 3.0. This technique is appropriate for handling complex models with mediation effects and does not

require multivariate normality (Hair et al., 2014). The analysis followed a two-step approach:

1. Measurement Model (Outer Model): Assessing validity and reliability through
 - Factor loadings (> 0.70)
 - Composite Reliability (CR > 0.70)
 - Average Variance Extracted (AVE > 0.50)
 - Cronbach's alpha (> 0.60)
2. Structural Model (Inner Model): Evaluating hypothesized relationships through
 - Path coefficients and significance ($p < 0.05$)
 - R-square values for endogenous constructs
 - Effect size (f-square) and predictive relevance (Q-square)
 - Goodness of Fit (GoF) index (Ghozali & Kusumadewi, 2023)

Mediation effects of job satisfaction were tested using bootstrapping procedures with 5,000 subsamples to determine indirect effects' significance (Preacher & Hayes, 2008).

Ethical Considerations

The study ensured adherence to research ethics. Participation was voluntary, anonymity was guaranteed, and informed consent was obtained from all respondents. The management of PT Cahya Delivery approved the research process, and data were used solely for academic purposes.

RESULTS AND DISCUSSION

Results

Among the 190 respondents, 60% were male, while 40% were female, reflecting a gender distribution typical of logistics service providers (Meilani et al., 2022). The majority of respondents (43.68%) were in the 25–35 years age group, indicating a relatively young and productive workforce. A large portion (62.11%) were married, which may influence perceptions of work-life balance (Siburian et al., 2021; Arisanti & Kusumayadi, 2023).

In terms of educational attainment, Bachelor's degree holders (S1) represented the largest group (42.63%), followed by Diploma 3 graduates (24.74%). This shows that most employees possess a moderate-to-high educational background suitable for logistics and operational roles (Ajayaghosh & Thampi, 2020).

Regarding length of service, the largest group (36.84%) had worked 3–7 years, while 28.42% had 7–10 years of experience, suggesting that most respondents were well-integrated into the organization and capable of evaluating its workload and work-life dynamics (Firdaus et al., 2024).

In terms of monthly expenses, 32.11% of respondents reported spending between 5–10 million rupiah, followed by 25.26% spending 10–15 million rupiah, which indicates a middle-income profile that may correlate with financial stress and work-life satisfaction levels (García-Salirrosas & Rondon-Eusebio, 2023).

Measurement Model (Outer Model)

The measurement model was evaluated to ensure the reliability and validity of constructs representing Perceived Work-Life Balance (PWLb), Workload, Job Satisfaction, and Employee Performance. Following the recommendations of Hair et al. (2014), we assessed convergent validity through factor loadings (> 0.70), Average Variance Extracted (AVE > 0.50), Composite Reliability (CR > 0.70), and Cronbach's alpha (> 0.60).

Table 2 presents the Confirmatory Factor Analysis (CFA) results for exogenous constructs. PWLB is represented by three dimensions, Time Balance, Attention Balance, and Satisfaction Balance, measured by nine indicators. While most indicators exceeded the recommended factor loading threshold, WLBo8 demonstrated a loading of 0.320, failing to meet the minimum standard. As suggested by Ghazali and Kusumadewi (2023), this item was removed from the model to improve validity.

Tabel 2 : *Confirmatory Factor Analysis (CFA) Results for Exogenous Constructs*

Variable	Dimension Indicator	/ Outer Loading (> 0.70)
Work-Life Balance	Time Balance	0.957
	WLB01	0.800
	WLB02	0.793
	WLB03	0.908
	WLB04	0.882
Attention Balance	0.804	
	WLB05	0.868
	WLB06	0.773
Satisfaction Balance	0.855	
	WLB07	0.903
	WLB08	0.320
	WLB09	0.839
Workload	Work Environment	0.940
	BK01	0.928
	BK02	0.965
	BK03	0.979
Task Quantity	0.967	
	BK04	0.870
	BK05	0.872
	BK06	0.780
	BK07	0.868
Task Quality	0.954	
	BK08	0.854
	BK09	0.824
	BK10	0.757
	BK11	0.827

(Source: Authors' computation based on research data, 2025)

After eliminating WLBo8, CFA was re-estimated (Table 2), resulting in a revised model where all loadings surpassed 0.70, indicating strong convergent validity. Similarly, the Workload construct, consisting of Environment, Quantity, and Quality dimensions with 11 indicators, demonstrated robust factor loadings (≥ 0.757), confirming the reliability of measurement items.

Table 3 : *CFA-2 Results for Exogenous Constructs*

Variable	Dimension Indicator	/ 0.70)	Outer Loading (>
Work-Life Balance	Time Balance		0.958
	WLB01		0.800
	WLB02		0.793
	WLB03		0.908
	WLB04		0.882
Attention Balance	0.804		
	WLB05		0.867
	WLB06		0.773
Satisfaction Balance	0.861		
	WLB07		0.914
	WLB09		0.842
Workload	Work Environment		0.940
	BK01		0.928
	BK02		0.965
	BK03		0.979
Task Quantity	0.967		
	BK04		0.870
	BK05		0.872
	BK06		0.780
	BK07		0.868
Task Quality	0.954		
	BK08		0.854
	BK09		0.824
	BK10		0.757
	BK11		0.827

(Source: Authors' computation based on research data, 2025)

Reliability and Convergent Validity Testing

Reliability was assessed through Composite Reliability (CR), Cronbach's Alpha, and Average Variance Extracted (AVE). A construct is considered reliable if $CR \geq 0.70$, Cronbach's Alpha ≥ 0.60 , and AVE ≥ 0.50 .

Construct Reliability and Validity

The reliability and validity assessments summarized in Table 4. reveal Cronbach's alpha values ranging from 0.845 to 0.944 and Composite Reliability (CR) between 0.906 and 0.964. AVE values ranged from 0.764 to 0.899, exceeding the 0.50 threshold. These results confirm that the constructs exhibit internal consistency and adequate convergent validity (Hair et al., 2014; Ghozali & Kusumadewi, 2023).

Table 4 : *Construct Reliability and Validity*

Variable	Cronbach's Alpha	CR (rho_a)	CR (rho_c)	AVE
Work-Life Balance	0.845	0.851	0.906	0.764
Workload	0.941	0.954	0.962	0.893
Job Satisfaction	0.924	0.926	0.946	0.815
Employee Performance	0.944	0.946	0.964	0.899

All constructs demonstrated satisfactory reliability and convergent validity, meeting the recommended thresholds.

(Source: SmartPLS Output, 2025)

Coefficient of Determination (R^2)

Table 5. indicates that Job Satisfaction has an R^2 value of 0.777 (Adjusted $R^2 = 0.774$), meaning 77.7% of its variance is explained by PWLB and Workload. Employee Performance has an R^2 of 0.836 (Adjusted $R^2 = 0.833$), suggesting that 83.6% of its variance is explained by PWLB, Workload, and Job Satisfaction. These values demonstrate substantial explanatory power of the model (Chin, 1998; Hair et al., 2014).

Table 5 : *R-Square Results*

Variable	R^2	Adjusted R^2
Job Satisfaction	0.777	0.774
Employee Performance	0.836	0.833

(Source: SmartPLS Output, 2025)

This suggests that 77.7% of the variance in job satisfaction and 83.6% in employee performance are explained by the model, indicating strong explanatory power. These high R^2 values demonstrate substantial explanatory power, indicating that the exogenous variables are strong predictors of the endogenous constructs.

Effect Size (f^2)

Effect sizes (Table 6.) reveal that Workload has a large effect on Job Satisfaction ($f^2 = 1.371$) and a small effect on Employee Performance ($f^2 = 0.123$). PWLB shows a moderate effect on Job Satisfaction ($f^2 = 0.381$) and a small effect on Employee Performance ($f^2 = 0.041$). Job Satisfaction has a large effect on Employee Performance ($f^2 = 1.460$). These findings align with prior research emphasizing the mediating role of job satisfaction (Firdaus et al., 2024; Sutrisno et al., 2022).

Table 6 : *Effect Size (f^2)*

Path	f^2	Effect Classification	Size
Work-Life Balance → Job Satisfaction	0.381	Medium	
Work-Life Balance → Employee Performance	0.041	Small	
Workload → Job Satisfaction	1.371	Large	
Workload → Employee Performance	0.123	Small	
Job Satisfaction → Employee Performance	1.460	Large	

(Source: SmartPLS Output, processed by the authors 2025)

Effect size analysis shows that Workload has a substantial effect on Job Satisfaction and Job Satisfaction strongly influences Employee Performance. In contrast, the direct influence of Work-Life Balance on Employee Performance is relatively small, implying its contribution to performance is primarily mediated through Job Satisfaction.

Predictive Relevance and Goodness-of-Fit

Model Determination (R^2) and Goodness-of-Fit

Based on the construct reliability and validity results presented in the respective tables, all variables in this study meet the recommended thresholds. The coefficient of determination for the structural model was evaluated using the R^2 and adjusted R^2 values to determine the proportion of variance in the endogenous variables explained by the exogenous predictors.

Goodness-of-Fit (GoF) Index

The model's overall fit was assessed using the Goodness-of-Fit (GoF) index, which is calculated as the square root of the product of the average variance extracted (AVE) and the model's average R^2 value:

$$\text{GoF} = \sqrt{\text{AVE} \times R^2}$$

The GoF index ranges between 0 and 1, with a minimum recommended communality of 0.50. According to the guidelines provided by Ghazali and Kusumadewi (2023), a GoF value of 0.10 indicates a low model fit, 0.25 represents a moderate fit, and 0.36 or higher signifies a substantial model fit.

Table 7 : Model Fit Evaluation

Variable	AVE	R^2
Work-Life Balance	0.764	–
Workload	0.893	–
Job Satisfaction	0.815	0.777
Employee Performance	0.899	0.836
Average	0.8428	0.8065
GoF	0.8247	–

(Source: Authors' data processing, 2025)

As shown in Table 7, the computed GoF value for this model is 0.8247, which falls well above the threshold for a substantial fit. This indicates that the measurement and structural models employed in this study demonstrate excellent overall model adequacy and validity. This value is considered large, demonstrating strong model fit and alignment with established PLS-SEM benchmarks (Ghozali & Kusumadewi, 2023).

Table 8 : Predictive Relevance (Q^2)

Construct	SSO	SSE	$Q^2 (= 1 - \frac{SSE}{SSO})$	Predictive Relevance
Workload	1,650,000	636,269	0.614	Relevant
Job Satisfaction	2,100,000	895,329	0.574	Relevant
Employee Performance	1,950,000	865,394	0.556	Relevant
Work-Life Balance	1,200,000	674,994	0.438	Relevant

(Source: Authors' computation based on SmartPLS, 2025)

All Q² values are greater than zero, confirming that the model possesses strong predictive relevance for all endogenous constructs.

Structural Model Assessment (SEM-PLS)

The structural model was assessed using Partial Least Squares Structural Equation Modeling (PLS-SEM) via SmartPLS 3.0. This method was chosen for its robustness in handling complex relationships among latent variables, its suitability for relatively small sample sizes, and its non-parametric nature, which does not require strict data normality assumptions. The PLS-SEM approach thus provides valid and reliable estimates of the hypothesized relationships between Work-Life Balance, Workload, Job Satisfaction, and Employee Performance.

Structural Model (Inner Model)

Bootstrapping results (Table 9) reveal significant relationships among constructs. PWLB positively influences Job Satisfaction ($\beta = 0.343$, $t = 7.000$, $p < 0.001$) and Employee Performance ($\beta = 0.113$, $t = 2.025$, $p = 0.043$). Workload has a positive effect on Job Satisfaction ($\beta = 0.651$, $t = 12.756$, $p < 0.001$) but a negative effect on Employee Performance ($\beta = -0.257$, $t = 5.449$, $p < 0.001$). Job Satisfaction strongly and positively influences Employee Performance ($\beta = 1.035$, $t = 17.897$, $p < 0.001$).

Table 9: Bootstrapping Path Coefficients

Bootstrapping Results for Direct Effects

Statistic	Path	Original Sample (O)	Sample Mean (M)	Std. Dev. (STDEV)	T-Statistic	p-Value
		(O/STDEV)				
	Work-Life Balance → Job Satisfaction	0.343	0.344	0.049	7.000	0.000
	Work-Life Balance → Employee Performance	0.113	0.111	0.056	2.025	0.043
	Workload → Job Satisfaction	0.651	0.651	0.051	12.756	0.000
	Workload → Employee Performance	-0.257	-0.255	0.047	5.449	0.000
	Job Satisfaction → Employee Performance	1.035	1.034	0.058	17.897	0.000

(Source: SmartPLS Output, , processed by the authors, 2025)

Bootstrapping results reveal several significant findings:

- Work-Life Balance positively influences Job Satisfaction and directly improves Employee Performance, although the effect on performance is modest.
- Workload has a positive and significant effect on Job Satisfaction but negatively impacts Employee Performance.
- Job Satisfaction has a strong and significant positive effect on Employee Performance, indicating its critical mediating role.

Table 10. Bootstrapping Results for Indirect Effects

Indirect Path	Original Sample (O)	Sample Mean (M)	Std. Dev. (STDEV)	T-Statistic	p-Value
	(O/STDEV)				
Work-Life Balance → Job Satisfaction → Employee Performance	0.052	0.052	0.008	6.781	0.000
Workload → Job Satisfaction → Employee Performance	0.673	0.673	0.068	9.951	0.000

(Source: SmartPLS Bootstrapping Output, processed by the authors, 2025)

Indirect effect analysis shows that Job Satisfaction significantly mediates the relationship between both exogenous variables and Employee Performance.

Notably, while the direct effect of Workload on performance is negative, its indirect effect through Job Satisfaction is positive and substantial, indicating a complex dual influence.

Indirect effects (Table 10.) confirm partial mediation:

- PWLB → Job Satisfaction → Performance ($\beta = 0.355$, $t = 6.781$, $p < 0.001$)
- Workload → Job Satisfaction → Performance ($\beta = 0.673$, $t = 9.951$, $p < 0.001$)

These findings highlight Job Satisfaction as a crucial mediator, consistent with past studies (Setiani & Febrian, 2023; Firdaus et al., 2024; Fialy Harahap & Tirtayasa, 2020; Rangkuti et al., 2024).

Hypotheses Testing Summary

Based on the results of the structural model analysis, it was found that Perceived Work-Life Balance (WLB) has a positive and statistically significant effect on Job Satisfaction (JS), with a path coefficient of 0.343, a t-statistic of 7.000, and a p-value of 0.000. Similarly, WLB also exerts a direct and significant positive influence on Employee Performance (EP), with a path coefficient of 0.113, a t-statistic of 2.025, and a p-value of 0.043. These findings indicate that employees who experience a better balance between work and personal life tend to report higher job satisfaction and demonstrate improved performance.

Meanwhile, Workload (WL) shows a significant positive effect on Job Satisfaction, with a path coefficient of 0.651, a t-statistic of 12.756, and a p-value of 0.000. However, the direct effect of WL on Employee Performance is negative and significant, with a path coefficient of -0.257 , a t-statistic of 5.449, and a p-value of 0.000. (See Figure 1.)

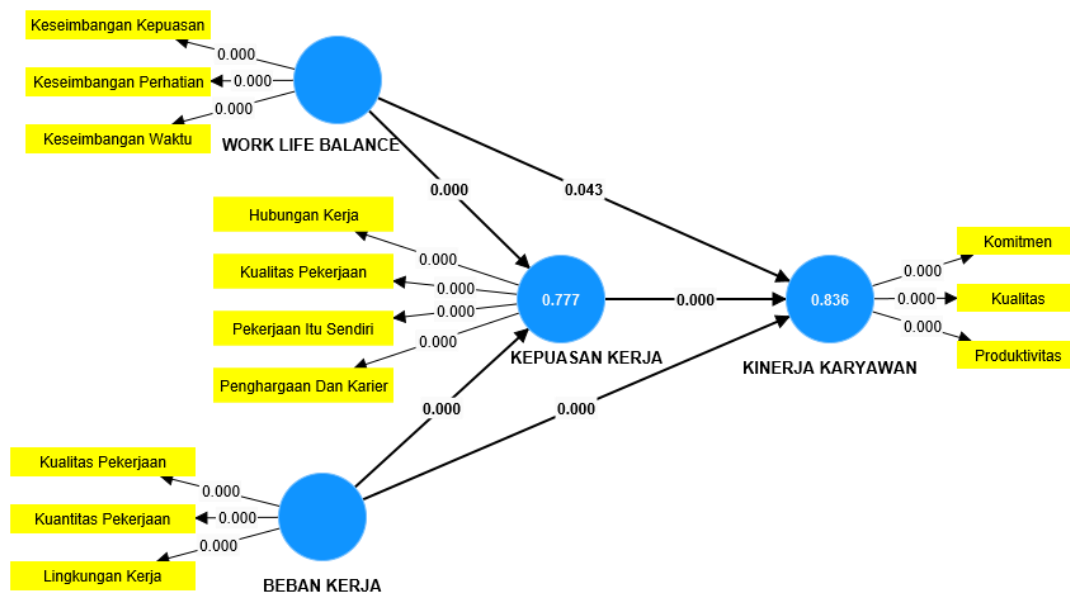


Figure 1. Structural Model (Bootstrapping Output, SEM-PLS, 2025)

Furthermore, Job Satisfaction exerts a strong, positive, and significant influence on Employee Performance, with a path coefficient of 1.035, a t-statistic of 17.897, and a p-value of 0.000. This underscores the pivotal role of job satisfaction as a driver of enhanced employee performance within the organization.

Regarding the indirect effects, Perceived Work-Life Balance (PWLB) indirectly influences Employee Performance through Job Satisfaction, with a path coefficient of 0.355, a t-statistic of 6.781, and a p-value of 0.000. Similarly, Workload has a significant indirect effect on Employee Performance through Job Satisfaction, with a path coefficient of 0.673, a t-statistic of 9.951, and a p-value of 0.000. These results demonstrate that job satisfaction serves as a significant

mediating variable, bridging the effects of both PWLB and Workload on employee performance.

Table 11 : Summary of Hypothesis Testing

No.	Hypothesis Code	Hypothesis Statement	Expected Direction	Result	Decision
		Work-Life			
	H1	Balance significantly affects Job Satisfaction	Positive t	Significant	Supported
	H2	Workload significantly affects Job Satisfaction	Negative t	Significant	Not Supported (Positive)
		Work-Life			
	H3	Balance significantly affects Employee Performance	Positive t	Significant	Supported
		Workload			
	H4	significantly affects Employee Performance	Negative t	Significant	Supported
		Job Satisfaction			
	H5	significantly affects Employee Performance	Positive t	Significant	Supported
		Work-Life			
	H6	Balance indirectly affects Employee (Partial Performance via Mediation) Job Satisfaction	Positive t	Significant	Supported
		Workload			
	H7	indirectly affects Employee (Partial Performance via Mediation) Job Satisfaction	Positive t	Significant	Supported

(Source: Authors' data processing, 2025)

Out of seven hypotheses tested, six were fully supported, while H2 was not supported in its hypothesized direction. Specifically, the study initially predicted a negative impact of workload on job satisfaction. However, the findings revealed a significant positive relationship, suggesting that in certain organizational contexts, increased workload can enhance employees' job satisfaction. This effect likely arises because a higher workload may signal trust, accountability, and recognition from the employer, thereby improving employees' intrinsic motivation and sense of value (Jasmin et al., 2023; Arisanti & Kusumayadi, 2023).

Discussion

This study investigated the effects of Perceived Work-Life Balance (PWLB) and Workload on Job Satisfaction and Employee Performance, with Job Satisfaction as a mediating variable, within PT. Cahya Delivery. The findings both confirm established theoretical relationships and reveal novel insights into how

workload can influence satisfaction and performance in high-responsibility job contexts.

Consistent with prior studies (Dina Juniari et al., 2024; Rosa Damayanti & Atmaja, 2022; Aruldoss et al., 2022), PWLB demonstrated a significant positive influence on Job Satisfaction (H1). Employees who perceive a healthy integration of their professional and personal lives are more likely to experience heightened satisfaction with their jobs. This is consistent with Work/Family Border Theory (Clark, 2000) and Social Exchange Theory, which propose that organizations supporting work-life balance foster reciprocal employee loyalty and engagement. Unexpectedly, Workload exhibited a positive and significant effect on Job Satisfaction (H2), contrary to the hypothesized negative relationship. Drawing from the Challenge Stressor Theory and the Job Demands-Resources (JD-R) Model, this result suggests that certain job demands, when supported by sufficient resources and recognition, may be perceived as challenges rather than hindrances (Sari et al., 2022; Jasmin et al., 2023; Rangkuti et al., 2024). In this context, employees may view a higher workload as a sign of trust and responsibility from management, enhancing intrinsic motivation and satisfaction (Arisanti & Kusumayadi, 2023; Antonius et al., 2024).

PWLB also positively and significantly impacted Employee Performance (H3), echoing findings from Talukder and Galang (2021) and Nuraningsih and Ismail (2024), which highlight that employees with better balance between work and personal life exhibit improved focus, energy, and overall job performance. Conversely, Workload showed a significant negative direct effect on Employee Performance (H4), aligning with research indicating that excessive job demands impair productivity and increase strain (Soelton et al., 2021; Msuya & Kumar, 2022).

Job Satisfaction strongly and positively influenced Employee Performance (H5), consistent with studies by Setiani and Febrian (2023), Ahakwa et al. (2021), and Mrak and Kvasić (2021). This supports the notion that satisfied employees demonstrate greater commitment, motivation, and willingness to engage in discretionary behaviors that benefit organizational outcomes.

The mediation analysis revealed that Job Satisfaction partially mediates the effects of PWLB and Workload on performance (H6 and H7). This indicates that while PWLB and manageable workloads can enhance performance indirectly via increased satisfaction, excessive workload still has a detrimental direct effect on performance. Interestingly, the indirect positive effect of workload on performance suggests that when managed effectively, increased demands may foster satisfaction and indirectly enhance outcomes, reinforcing the dual role of workload as both a challenge and potential stressor (Hermingsih & Purwanti, 2020; Sari et al., 2022).

Limitations and Future Research

While this study provides valuable insights, several limitations should be acknowledged. First, its focus on PT. Cahya Delivery limits the generalizability of the findings to other sectors or countries. Future research could replicate this study across various industries and cultural contexts to enhance external validity. Second, the cross-sectional research design restricts the ability to draw causal inferences. Longitudinal studies are recommended to better understand how PWLB, workload, and job satisfaction interact and evolve over time.

Third, the unexpected positive effect of workload on job satisfaction warrants further investigation. Future research should distinguish between challenge demands (stimulating and developmental workloads) and hindrance demands (stressful and unproductive workloads), as described in Challenge Stressor Theory. Additionally, incorporating moderating factors such as leadership style, organizational support, and employee resilience (Purwaningsih & Rahmawati, 2024) could help clarify the conditions under which workload becomes beneficial. This approach may offer valuable insights, particularly when studied in other industry sectors.

Finally, employing qualitative or mixed-methods approaches in future research would allow for capturing employees' nuanced perceptions and lived

experiences of workload and work-life balance, thereby complementing the quantitative findings of this study.

CONCLUSION

This study concludes that PWLB and Workload significantly shape Job Satisfaction and Employee Performance within PT. Cahya Delivery. PWLB consistently enhances both satisfaction and performance, underscoring its strategic importance for human resource management. Workload plays a complex dual role, boosting Job Satisfaction but reducing performance when excessive. Crucially, Job Satisfaction serves as a partial mediator, amplifying the indirect effects of both PWLB and Workload on performance.

From a managerial perspective, organizations should implement initiatives that promote healthy work-life balance while carefully designing workload structures. Encouraging challenge-oriented tasks and providing sufficient resources, recognition, and support can transform workload into a motivator rather than a deterrent. These practices collectively foster satisfaction, ultimately enhancing employee performance and organizational effectiveness.

Acknowledgments

The authors sincerely thank PT. Cahya Delivery for their collaboration and support in providing access to data essential for this research. Deep appreciation is extended to all participating employees, FORKOMPROMI members in MM UT #unggul SPs-UT for their time, honesty, and valuable contributions. The authors also acknowledge the scholarly community whose prior research formed the conceptual foundation for this study.

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