

# **The Influence of Job Stress, Workload, and Work-Life Balance on Employee Performance with Job Satisfaction as a Mediator Among Private Employees in Tangerang City**

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## **Abstract**

This study aims to analyze the influence of job stress, workload, and work-life balance on employee performance, with job satisfaction as a mediating variable, in private companies located in Tangerang City. The study is motivated by the importance of addressing job stress, reducing excessive workload, and recognizing the significance of balancing professional and personal life in order to enhance employee performance. Private sector organizations in urban centers like Tangerang are increasingly facing challenges in maintaining workforce productivity due to heightened pressure, demanding workloads, and blurred boundaries between work and personal life. These factors can lead to diminished job satisfaction and ultimately decreased employee performance. Understanding how these factors interrelate, particularly the role of job satisfaction as a mediating variable, can help organizations implement more effective human resource strategies and performance improvement initiatives. A quantitative approach was employed in this research, with data collected via an online questionnaire distributed through Google Forms. The sample was selected using a convenience sampling method, targeting employees with a minimum of one year of work experience. The data were analyzed using SmartPLS software and Structural Equation Modeling (SEM) to examine relationships and mediating effects among variables. The findings show that job stress, workload, and work-life balance significantly affect employee performance. Furthermore, job satisfaction mediates the influence of job stress and workload on employee performance, although it does not mediate the relationship between work-life balance and performance. The study provides practical recommendations for companies to enhance job satisfaction and support employees' work-life balance as strategies to optimize performance.

**Keywords:** Employee Performance, Job Satisfaction, Job Stress, Workload, Work-Life Balance

## INTRODUCTION

Human resources (HR) are a key factor in determining the success of an organization or company. Therefore, HR management plays a crucial role in an organization. Without human resources, operations cannot run effectively, as people serve as drivers and managers of services to achieve organizational goals (Ramadhanty et al., 2024). Every organization, regardless of sector, faces ongoing challenges in managing its human resources to improve performance and achieve its objectives effectively.

According to data from the Central Statistics Agency (2024), the labor force in this city has continued to grow. In February 2024, the labor force in Tangerang reached 149,373,908 people, an increase of 2,752,122 people compared to February 2023. The workforce in this city is dominated by Millennials, Generation Z, and a portion of Generation X, each of whom has unique and diverse work characteristics.

However, based on labor productivity data in Indonesia, there are significant differences between various provinces (Ahdiat, 2024). The province of DKI Jakarta recorded the highest productivity at IDR 404.21 million per worker per year, followed by East Kalimantan at IDR 291.04 million, while several eastern Indonesian provinces, such as Highland Papua, showed the lowest productivity at IDR 50 million per worker per year. The following is a summary of labor productivity data by province:

Table 1. Labor Productivity in Indonesian Provinces, 2023

No.	Province	Productivity (Million IDR/Worker/Year)
1	DKI Jakarta	404,21
2	Kalimantan Timur	291,04
3	Kepulauan Riau	196,25
4	Kalimantan Utara	187,54
5	Riau	183,80
6	Papua Barat	144,63
7	Sulawesi Tengah	124,86
8	Papua Tengah	123,68
9	Papua	114,64
10	Jambi	93,92
11	Banten	91,98
12	Papua Selatan	89,83
13	Papua Barat Daya	86,45
14	Kalimantan Tengah	84,16
15	Sulawesi Selatan	83,98
16	Sumatera Selatan	82,03
17	Sulawesi Utara	81,59
18	Jawa Timur	81,26
19	Kepulauan Bangka Belitung	80,47
20	Sulawesi Tenggara	80,02
21	Sumatera Utara	79,77
22	Maluku Utara	76,41
23	Kalimantan Selatan	71,76
24	Jawa Barat	71,03
25	Sumatera Barat	67,16
26	Bali	60,91
27	Aceh	60,04
28	Lampung	57,31
29	Kalimantan Barat	55,84

No.	Province	Productivity (Million IDR/Worker/Year)
30	DI Yogyakarta	55,44
31	Sulawesi Barat	54,91
32	Bengkulu	54,80
33	Nusa Tenggara Barat	54,10
34	Gorontalo	53,94
35	Maluku	53,80
36	Jawa Tengah	53,11
37	Nusa Tenggara Timur	51,10
38	Papua Pegunungan	50,00

Source: databoks.katadata.co.id

In Banten Province, which includes Tangerang City, labor productivity is recorded at IDR 91.98 million per year, placing it in the category of provinces with moderate productivity levels. As one of Indonesia's largest industrial and trade centers, Tangerang City plays a crucial role in supporting the national economy. Being the third-largest city in the Greater Jakarta metropolitan area, Tangerang's strategic location attracts private companies to invest and operate there.

The growth of the industrial sector in Tangerang City is closely linked to the abundant workforce, particularly Millennials and Generation Z, who dominate the labor market. However, despite this significant potential, challenges persist in managing employee performance. Factors such as high workloads, job stress, an imbalance between work and personal life (work-life balance), and low job satisfaction often impact workforce productivity in the region. If not managed effectively, these challenges could reduce the competitiveness of companies at both regional and national levels.

The most pressing challenge faced by employees in Tangerang City is job stress. The pressure to meet high targets, workplace conflicts, and lack of support from the work environment often diminish employee effectiveness. Several previous studies (research gap) have demonstrated that job stress affects employee performance. Research by Ramadhanty et al. (2024) and Cotos-Gamarra et al. (2023) found that job stress negatively impacts employee performance, meaning that higher job stress leads to lower employee performance. In contrast, studies by Dwaikat (2023); Setiawan & Yana (2021); and Yuli & Silaswara (2021) have shown that job stress has a positive effect on employee performance.

Additionally, excessive workload is often considered a major contributor to job stress. If not managed properly, a high workload can lead to decreased performance and job satisfaction. A study by Efendi & Suwarsi (2022) states: "A high workload not only affects employees' physical and mental health but also their overall performance." Several previous studies (research gap) have shown that workload affects employee performance. Research by Apriana et al. (2021); Putri & Primadineska (2023); Setiawan & Yana (2021); and Syihabudhin et al. (2020) found that workload negatively impacts employee performance, indicating that an increased workload leads to decreased performance. In contrast, studies by Colin-Chevalier et al. (2024); Ramadhanty et al. (2024); and Sentosa & Pujiarti (2022) have shown that workload has a positive effect on employee performance.

The high workload forces employees to be smart in managing their work-life balance. Workplace challenges often stem from demanding and inflexible work schedules, causing employees to feel dissatisfied and experience an imbalance between work and personal life. Employees with good work-life balance tend to have higher motivation and work commitment, ultimately contributing to improved company performance (Putri & Mujati, 2023). Several previous studies (research gap) have demonstrated that work-life balance affects employee

performance. Research by Bataineh, (2019); Preena & Preena, (2021); dan Syihabudhin et al., (2020) confirmed that work-life balance positively influences employee performance, meaning that higher work-life balance leads to improved performance. However, a study by Sjahrudin et al., (2022) found that work-life balance does not have a significant impact on employee performance.

Job satisfaction results from various factors, including a supportive work environment, recognition of performance, and fair compensation. Low job satisfaction often reflects issues related to performance recognition and management support. Research by Yeniarti et al., (2022) states: "Positive work relationships and effective workload management contribute to increased job satisfaction." Several previous studies (research gap) have shown that job satisfaction affects employee performance. Research by Aniversari & Sanjaya, (2022); Apriana et al., (2021); and Dwaikat, (2023) confirmed that job satisfaction positively influences employee performance, meaning that higher job satisfaction leads to better performance. However, a study by Swedana (2023) found that job satisfaction does not have a significant effect on employee performance.

What makes this study particularly interesting is its focus on the relationship between job stress, workload, and work-life balance on employee performance, with job satisfaction as a mediating variable. The researcher believes that this study is unique because few previous studies have examined how these variables interact in this context.

This study aims to further explore the performance of private-sector employees in Tangerang City. Additionally, it seeks to investigate the role of job satisfaction as a mediating variable in the relationship between job stress, workload, and work-life balance on employee performance.

Based on field observations regarding performance standards and previous studies (research gap) with differing results, it is evident that factors influencing employee performance include job stress, workload, and work-life balance. Therefore, the researcher is interested in studying and analyzing these variables in this research, titled "The Influence of Job Stress, Workload, and Work-Life Balance on Employee Performance with Job Satisfaction as a Mediator Among Private Employees in Tangerang City."

## **RESEARCH METHODOLOGY**

This research is based on a quantitative testing approach, utilizing a deductive-inductive method. The approach begins with the phenomenon of the problem, followed by hypothesis testing from the research sample. This research aims to test hypotheses and generalize the results as a general truth. The truth accepted from the proof of the hypothesis is expected to answer the phenomenon of the research problem (Machali, 2021, page 14). This study examines variables including Work Stress, Workload, Work-Life Balance, Job Satisfaction, and Employee Performance.

### **Data Collection Technique**

The data collection technique for this study involves an online questionnaire designed based on the indicators for each of the variables being researched. The questionnaire was distributed directly to the respondents, who are private employees in the city of Tangerang with more than one year of work experience, via Google Forms, using a Likert scale. The purpose of using the Likert scale is to quantitatively measure the quality of the variables being studied, so statistical methods can be used for testing. The scale consists of: strongly disagree (1), disagree (2), somewhat disagree (3), somewhat agree (4), agree (5), and strongly agree (6).

### **Population and Sampling**

The population for this research is all private employees in the city of Tangerang. This population was chosen because of indications of issues related to the dependent variable used, which is employee performance. The sampling method used is Convenience Sampling, which

is a method of selecting samples based on ease of access and the availability of respondents at random.

### **Research Model and Analysis Method**

This study employs the Structural Equation Modeling (SEM) model. SEM is a technique that allows separate relationships for each set of dependent variables (Hair Jr. et al., 2010, page 20). This research model is used to test hypotheses related to the effects of work stress, workload, and work-life balance on employee performance, as well as the effect of job satisfaction on the relationships of these four variables. Data analysis is performed using SmartPLS software.

The data analysis is carried out in several stages. The initial analysis begins with examining descriptive statistics for the research variables to obtain an understanding of values such as minimum, maximum, and average. Validity and reliability tests are then performed to evaluate the quality of the questionnaire items and the consistency of the respondents' answers. To measure the extent of the influence of exogenous variables, the coefficient of determination (R Square) is used. This study employs a one-tailed test, as the hypothesis formulation shows a specific direction. Hypothesis testing is conducted based on t-statistic tests, where a hypothesis is accepted if the T-statistics value is greater than 1.65. Therefore, this data analysis provides a better understanding of the relationships between variables and the mediation effects in the study.

## **RESULTS AND DISCUSSION**

This study used primary data collected through a questionnaire distributed to private employees in the city of Tangerang. The questionnaire was distributed electronically via Google Forms, and successfully gathered 157 respondents, consisting of 64 males and 93 females. In this study, employees aged 20–30 years made up 87 people or 55.4%, followed by employees aged 31–40 years totaling 42 people or 26.8%, employees aged 41–50 years totaling 13 people or 8.3%, employees under 20 years totaling 8 people or 5.1%, and employees over 50 years totaling 7 people or 4.5%. Based on this data, it can be concluded that the majority of employees working in private companies in the city of Tangerang are aged 20–30 years.

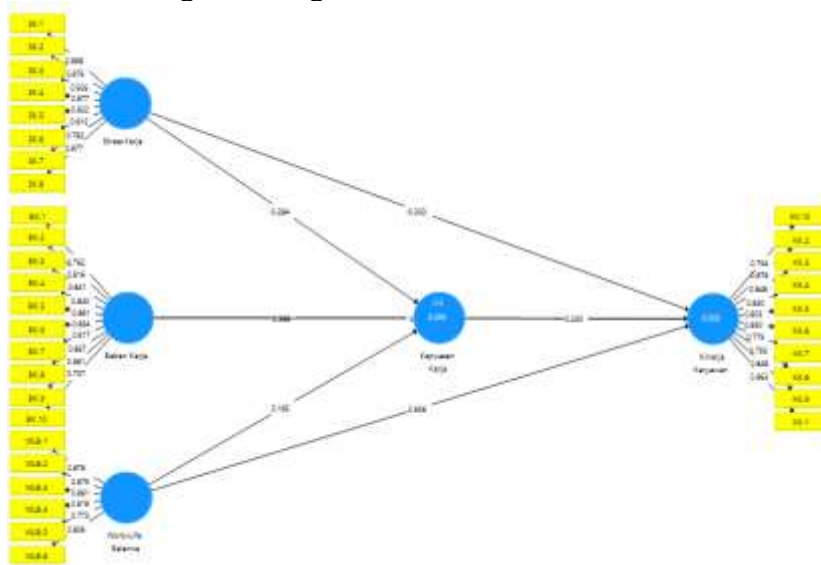
In terms of education, 72 employees or 45.9% had a bachelor's degree (S1 or equivalent), followed by 49 employees or 31.2% with a high school/vocational school diploma, 30 employees or 19.1% with a diploma (D3/D4), and 6 employees or 3.8% with a master's degree (S2 or equivalent). No employees had a doctoral degree (S3 or equivalent). Based on this data, it can be concluded that the majority of employees working in private companies in the city of Tangerang hold a bachelor's degree (S1 or equivalent).

Descriptive statistics is a statistical tool used to analyze data with a descriptive approach, aiming to describe or explain the collected data as it is. In this study, the level of implementation of employee performance in the sample of private employees in the city of Tangerang showed an average of 4.483, or equivalent to 74.7%. The level of implementation of job satisfaction had an average of 4.322, or equivalent to 72%. The level of implementation of work stress had an average of 4.064, or equivalent to 67.7%. The level of implementation of workload had an average of 4.330, or equivalent to 72.2%. The level of implementation of work-life balance had an average of 4.650, or equivalent to 77.5%.

### **Outer Model Test Results**

The evaluation of the measurement model in this research includes three tests: convergent validity, discriminant validity, and reliability testing. Before conducting these tests, the correlation between variables and their indicators can be seen from the loading factor. In addition, the loading factor is used to evaluate the validity and reliability of the formed factors (Hair Jr. et al., 2021, page 77). The loading factors are presented as follows.

Figure 1: Algorithm Outer Model Results



Source: Data processed using SmartPLS, 2024

Table 2 Outer Loading

Indicator	Outer Loading	Criteria	Description
KK.01	0,863	0,70	Valid
KK.02	0,878	0,70	Valid
KK.03	0,848	0,70	Valid
KK.04	0,830	0,70	Valid
KK.05	0,803	0,70	Valid
KK.06	0,850	0,70	Valid
KK.07	0,779	0,70	Valid
KK.08	0,795	0,70	Valid
KK.09	0,848	0,70	Valid
KK.10	0,794	0,70	Valid
Kep.Kerja.01	0,862	0,70	Valid
Kep.Kerja.02	0,799	0,70	Valid
Kep.Kerja.03	0,842	0,70	Valid
Kep.Kerja.04	0,775	0,70	Valid
Kep.Kerja.05	0,844	0,70	Valid
Kep.Kerja.06	0,879	0,70	Valid
Kep.Kerja.07	0,753	0,70	Valid
Kep.Kerja.08	0,875	0,70	Valid
Kep.Kerja.09	0,828	0,70	Valid
Kep.Kerja.10	0,790	0,70	Valid
SK.01	0,868	0,70	Valid
SK.02	0,876	0,70	Valid
SK.03	0,926	0,70	Valid
SK.04	0,877	0,70	Valid

Indicator	Outer Loading	Criteria	Description
SK.05	0,822	0,70	Valid
SK.06	0,812	0,70	Valid
SK.07	0,782	0,70	Valid
SK.08	0,877	0,70	Valid
BK.01	0,762	0,70	Valid
BK.02	0,816	0,70	Valid
BK.03	0,841	0,70	Valid
BK.04	0,843	0,70	Valid
BK.05	0,861	0,70	Valid
BK.06	0,894	0,70	Valid
BK.07	0,817	0,70	Valid
BK.08	0,867	0,70	Valid
BK.09	0,861	0,70	Valid
BK.10	0,757	0,70	Valid
WLB.01	0,878	0,70	Valid
WLB.02	0,879	0,70	Valid
WLB.03	0,861	0,70	Valid
WLB.04	0,816	0,70	Valid
WLB.05	0,773	0,70	Valid
WLB.06	0,806	0,70	Valid

Source: Data processed with SmartPLS, 2024

From the table above, it can be seen that all indicators have loading factor values above 0.70. Therefore, the test can proceed to the next stage (Hair Jr. et al., 2021, page 77).

1. Convergent validity testing is used to determine whether the data used in the study is valid or not, using the measurement tool, which in this case is the questionnaire. Convergent validity can be assessed through the Average Variance Extracted (AVE) value. The AVE value is considered valid if it is greater than 0.5 ( $>0.5$ ) (Hair Jr. et al., 2021, page 78). The AVE value can be seen in the table below:

Table 3: Average Variance Extracted (AVE) Results

	Cronbach's Alpha	rho_A	Composite Reliability	Average Variance Extracted (AVE)
Employee performance	0,949	0,951	0,957	0,688
Job satisfaction	0,948	0,954	0,955	0,682
Work stress	0,948	0,969	0,956	0,733
Workload	0,951	0,953	0,958	0,693
Work-Life Balance	0,914	0,923	0,933	0,700

Source: Data processed using SmartPLS, 2024

The table above shows that the AVE values for each latent variable are greater than 0.5. Therefore, all the indicators used can adequately represent the variables. The highest value is found in the work stress variable, which means that the indicators for work stress can increasingly represent the variable well.

- The discriminant validity test is used to determine the extent to which a construct is different from other constructs. The correlation value between the same constructs should not be smaller than the correlation with other constructs (Hair Jr. et al., 2021, page 78). The results of the discriminant validity can be seen in the Fornell-Larcker Criterion and Cross Loadings as follows:

Table 4 Fornell-Larcker Criterion results

	Workload	Job Satisfaction	Employee Performance	Work stress	Work-Life Balance
Workload	0,833				
Job Satisfaction	0,493	0,826			
Employee Performance	0,240	0,426	0,829		
Work stress	-0,119	-0,307	-0,272	0,856	
Work-Life Balance	0,503	0,337	0,580	0,112	0,836

Source: Data processed using SmartPLS, 2024

The table above shows the results of the Fornell-Larcker Criterion, which indicates that the correlation values between constructs and their own constructs are not smaller than the correlation values with other constructs. This means there is a distinction between the constructs used in the research.

- Reliability testing is used to assess the consistency of a questionnaire in producing the same data under similar conditions. Therefore, the data generated can be trusted and used for research purposes. This helps avoid bias and measurement errors. The results of the reliability test can be seen from the Cronbach's Alpha and Composite Reliability values. The reliability of a variable is considered good if the Composite Reliability value is greater than 0.7 and the Cronbach's Alpha value is greater than 0.7 (Hair Jr. et al., 2021, page 80).

Table 5 Construct Reliability and Validity

	Cronbach's Alpha	rho_A	Composite Reliability	Average Variance Extracted (AVE)
Employee performance	0,949	0,951	0,957	0,688
Job satisfaction	0,948	0,954	0,955	0,682
Work stress	0,948	0,969	0,956	0,733
Workload	0,951	0,953	0,958	0,693
Work-Life Balance	0,914	0,923	0,933	0,700

Source: Data processed using SmartPLS, 2024

The table above shows the Cronbach's Alpha and Composite Reliability values for each variable. The Composite Reliability values mostly exceed 0.7, indicating that the data produced is reliable and can be used for the research. Similarly, the Cronbach's Alpha values also show that all are above 0.7. These results indicate that the internal consistency is considered good, and the statements used are reliable according to the field.

Coefficient of Determination (R-Square)

Table 6 Coefficient of Determination (R-Square)

	<i>R-Square</i>	<i>R-Square Adjusted</i>
Employee performance	0,503	0,490
Job satisfaction	0,330	0,317

Source: Data processed using Smart PLS, 2024

The results of the Determination Coefficient (R-Square) test displayed in the table above show the strength of the relationship between the exogenous and endogenous variables in this study. The R-Square value for employee performance, which is 0.503, indicates that 50.3% of the variation in employee performance can be explained by the exogenous variables in the model. For job satisfaction, the R-Square value of 0.330 indicates that 33.0% of the variation in job satisfaction can be explained by the exogenous variables used in the model. This confirms that the model remains stable while accounting for potential estimation bias due to model complexity.

### Hypothesis Testing

The hypothesis test conducted in this study is the t-statistic test. The t-statistic test in the research shows the extent of the influence of the exogenous variables on the endogenous variables. The results of the t-statistic test are considered significant if the T-Statistics value is greater than 1.65.

Table 7 Hypothesis Test Results

No	Hypothesis	<i>Original Sample</i>	<i>T Statistics</i>	Decision
1	Work Stress -> Employee Performance	-0,303	5,456	Hypothesis accepted
2	Workload -> Employee Performance	-0,239	3,608	Hypothesis accepted
3	Work-Life Balance -> Employee Performance	0,656	6,757	Hypothesis accepted
4	Job Satisfaction -> Employee Performance	0,230	3,648	Hypothesis accepted
5	Work Stress -> Job Satisfaction	-0,284	5,289	Hypothesis accepted
6	Workload -> Job Satisfaction	0,366	3,039	Hypothesis accepted
7	Work-Life Balance -> Job Satisfaction	0,185	2,108	Hypothesis accepted
8	Work Stress -> Job Satisfaction -> Employee Performance	-0,065	2,893	Hypothesis accepted
9	Workload -> Job Satisfaction -> Employee Performance	0,084	2,178	Hypothesis accepted
10	Work-Life Balance -> Job Satisfaction -> Employee Performance	0,043	1,565	Hypothesis rejected

Source: Data processed by SmartPLS, 2024

Based on the table above, it can be seen that the work stress variable has a significant impact on employee performance. This is reflected in the T Statistics value of 5.456, indicating that the first hypothesis (H1) is accepted. A similar result is observed for the workload variable, which significantly affects employee performance, as indicated by the T Statistics value of 3.608, thus accepting the second hypothesis (H2). The work-life balance variable also significantly affects employee performance, with a T Statistics value of 6.757, so the third hypothesis (H3) is accepted. The job satisfaction variable significantly impacts employee performance, as shown by the T Statistics value of 3.648, and thus the fourth hypothesis (H4) is accepted. The work stress variable significantly affects job satisfaction, as indicated by the T Statistics value of 5.289, meaning the fifth hypothesis (H5) is accepted.

Similarly, the workload variable significantly affects job satisfaction, with a T Statistics value of 3.039, so the sixth hypothesis (H6) is accepted. The work-life balance variable also has a significant impact on job satisfaction, with a T Statistics value of 2.108, so the seventh hypothesis (H7) is accepted. On the other hand, the effect of work stress on employee performance with job satisfaction as a mediator shows significance, with a T Statistics value of 2.893, meaning the eighth hypothesis (H8) is accepted. The effect of workload on employee performance with job satisfaction as a mediator also shows significance, with a T Statistics value of 2.178, so the ninth hypothesis (H9) is accepted. However, the effect of work-life balance on employee performance with job satisfaction as a mediator does not show a significant impact, with a T Statistics value of 1.565, thus the tenth hypothesis (H10) is rejected.

## **DISCUSSION**

### **Work Stress on Employee Performance**

The test results for the first hypothesis show that work stress has a negative and significant impact on employee performance. The path coefficient value of  $-0.303 < 0$  indicates an inverse or negative relationship between the variables. The T Statistics value of  $5.456 > 1.65$  means that the effect between the variables is significant. Therefore, the first hypothesis (H1), which states that work stress has a negative and significant impact on employee performance, is accepted.

This finding is consistent with previous studies, which indicate that high levels of work stress can significantly affect employee performance (Andri & Satrianto, 2024; Cotos-Gamarra et al., 2023; Dwaikat, 2023; Muslim et al., 2024; Ramadhanty et al., 2024; Sentosa & Pujiarti, 2022; T. Setiawan & Yana, 2021; Yuli & Silaswara, 2021). This means that as work stress increases, employee performance decreases. Conversely, lower work stress will improve employee performance.

### **Workload on Employee Performance**

The results for the second hypothesis show that workload has a negative and significant impact on employee performance. The path coefficient value of  $-0.239 < 0$  indicates an inverse or negative relationship between the variables. The T Statistics value of  $3.608 > 1.65$  means that the effect between the variables is significant. Therefore, the second hypothesis (H2), which states that workload has a negative and significant impact on employee performance, is accepted.

This finding is consistent with previous studies that state that high workload can significantly affect employee performance (Apriana et al., 2021; Azhar et al., 2023; Efendi & Suwarsi, 2022; Muslim et al., 2024; Nurhasanah et al., 2022; Prasetyo et al., 2021; T. Setiawan & Yana, 2021; Syihabudhin et al., 2020). This means that when the workload is excessive, it can lead to physical and mental fatigue, thereby hindering employees' ability to perform effectively.

### **Work-Life Balance on Employee Performance**

The test results for the third hypothesis show that work-life balance has a positive and significant impact on employee performance. The path coefficient value of  $0.656 > 0$  indicates a positive or direct relationship between the variables. The T Statistics value of  $6.757 > 1.65$  means that the effect between the variables is significant. Therefore, the third hypothesis (H3), which states that work-life balance has a positive and significant impact on employee performance, is accepted.

This finding is consistent with previous studies that show work-life balance has a significant impact on employee performance (Asari, 2022; Bataineh, 2019; Efendi & Suwarsi, 2022; Prasetyo et al., 2021; Pratiwi & Fatoni, 2023; Preena & Preena, 2021; Putri & Mujiati, 2023; Putri & Primadineska, 2023; Rifa'i et al., 2023; Syihabudhin et al., 2020). This means that as work-life balance increases, employee performance improves because employees who are not burdened by conflicts between work and personal life can perform more productively.

### **Job Satisfaction on Employee Performance**

The test results for the fourth hypothesis show that job satisfaction has a positive and significant impact on employee performance. The path coefficient value of  $0.230 > 0$  indicates a positive or direct relationship between the variables. The T Statistics value of  $3.648 > 1.65$  means that the effect between the variables is significant. Therefore, the fourth hypothesis (H4), which states that job satisfaction has a positive and significant impact on employee performance, is accepted.

This finding is consistent with previous studies that state that job satisfaction significantly affects employee performance (Amanda et al., 2022; Anggraini et al., 2023; Aniversari & Sanjaya, 2022; Apriana et al., 2021; Asari, 2022; Azhar et al., 2023; Dwaikat, 2023; Muslim et al., 2024; Nurhasanah et al., 2022; Putri & Mujiati, 2023). This means that when employees have high job satisfaction, their performance is positively affected.

### **Work Stress on Job Satisfaction**

The test results for the fifth hypothesis show that work stress has a negative and significant impact on job satisfaction. The path coefficient value of  $-0.284 < 0$  indicates an inverse or negative relationship between the variables. The T Statistics value of  $5.289 > 1.65$  means that the effect between the variables is significant. Therefore, the fifth hypothesis (H5), which states that work stress has a negative and significant impact on job satisfaction, is accepted.

This finding is consistent with previous studies that state that high work stress can significantly affect job satisfaction (Amanda et al., 2022; Azhar et al., 2023; Colin-Chevalier et al., 2024; Rahellea et al., 2024; Waruwu & Litani, 2023; Wongso et al., 2024; Yulistiana & Satrya, 2022). This means that as work stress increases, job satisfaction decreases. Conversely, lower work stress will increase job satisfaction.

### **Workload on Job Satisfaction**

The test results for the sixth hypothesis show that workload has a positive and significant impact on job satisfaction. The path coefficient value of  $0.366 > 0$  indicates a positive or direct relationship between the variables. The T Statistics value of  $3.039 > 1.65$  means that the effect between the variables is significant. Therefore, the sixth hypothesis (H6), which states that workload has a positive and significant impact on job satisfaction, is accepted.

This finding is consistent with previous studies that state that high workload can significantly affect job satisfaction (Arisanti & Kusumayadi, 2023; Azhar et al., 2023; Boka & Foeh, 2024; Marbun & Kusnawan, 2022; Muslim et al., 2024; Nurhasanah et al., 2022; D. H. Setiawan & Sutisna, 2024; Yeniarti et al., 2022; Yulistiana & Satrya, 2022). This means that increasing workload tends to increase job satisfaction. This can happen if the workload is perceived as a challenge that motivates employees to achieve better results. However, this

relationship needs to be interpreted with caution as the organizational context and employees' capabilities can influence this perception.

#### **Work-Life Balance on Job Satisfaction**

The test results for the seventh hypothesis show that work-life balance has a positive and significant impact on job satisfaction. The path coefficient value of  $0.185 > 0$  indicates a positive or direct relationship between the variables. The T Statistics value of  $2.108 > 1.65$  means that the effect between the variables is significant. Therefore, the seventh hypothesis (H7), which states that work-life balance has a positive and significant impact on job satisfaction, is accepted.

This finding is consistent with previous studies that show work-life balance significantly impacts job satisfaction (Asari, 2022; Dewi et al., 2021; Mashavira et al., 2023; Muzti & Mardiana, 2024; Pratiwi & Fatoni, 2023; Putri & Mujiati, 2023; Sjahruddin et al., 2022). This means that as work-life balance improves, job satisfaction also increases. Employees feel that a good work-life balance is crucial as it directly enhances job satisfaction (Swedana, 2023).

#### **Work Stress on Employee Performance with Job Satisfaction as a Mediator**

The test results for the eighth hypothesis show that work stress has a negative and significant impact on employee performance through job satisfaction. The path coefficient value of  $-0.065 < 0$  indicates an inverse or negative relationship between the variables. The T Statistics value of  $2.893 > 1.65$  means that the indirect effect between the variables is significant. Therefore, the eighth hypothesis (H8), which states that work stress has a negative and significant impact on employee performance through job satisfaction, is accepted.

This finding is consistent with previous studies that show work stress significantly affects employee performance with job satisfaction as a mediator (Amanda et al., 2022; Anggraini et al., 2023; Azhar et al., 2023; Muslim et al., 2024). This means that as work stress increases, employee performance decreases. However, if employees feel satisfied, this can improve employee performance. This suggests that job satisfaction plays a crucial mediating role in the relationship between work stress and employee performance.

#### **Workload on Employee Performance with Job Satisfaction as a Mediator**

The test results for the ninth hypothesis show that workload has a positive and significant impact on employee performance through job satisfaction. The path coefficient value of  $0.084 > 0$  indicates a positive or direct relationship between the variables. The T Statistics value of  $2.178 > 1.65$  means that the indirect effect between the variables is significant. Therefore, the ninth hypothesis (H9), which states that workload has a positive and significant impact on employee performance through job satisfaction, is accepted.

This finding is consistent with previous studies that show workload significantly affects employee performance with job satisfaction as a mediator (Azhar et al., 2023; Muslim et al., 2024; Nurhasanah et al., 2022; Prasetyo et al., 2021). This means that as workload increases, employee performance decreases. However, if employees receive appreciation from the company, leading to job satisfaction, this can enhance employee performance. This suggests that job satisfaction plays an essential mediating role in the relationship between workload and employee performance.

#### **Work-Life Balance on Employee Performance with Job Satisfaction as a Mediator**

The test results for the tenth hypothesis indicate that work-life balance does not significantly affect employee performance through job satisfaction. The path coefficient value of  $0.043 > 0$  shows that the variables have a direct or positive relationship. The T-Statistics value obtained is  $1.565 < 1.65$ , meaning that the indirect effect between variables is not significant. Therefore, the tenth hypothesis (H10), which states that work-life balance significantly affects employee performance through job satisfaction, is rejected.

This research finding is consistent with previous studies stating that job satisfaction does not meet the criteria as a mediating variable between work-life balance and employee

performance (Prasetyo et al., 2021; Pratiwi & Fatoni, 2023). This means that employee performance is directly influenced by work-life balance without requiring job satisfaction as a mediating factor. It suggests that employees in Tangerang City who can manage their work and personal life well tend to have a better mood at the workplace.

The results of this study may vary due to several factors related to cultural and locational contexts, worker characteristics, and other factors not considered in this research. This study was conducted in Tangerang City, which may have local factors influencing the dynamics of work-life balance. Corporate culture or policies in the area that do not adequately support the balance between work and personal life may affect the study results, with employees possibly not experiencing significant benefits from such balance. Additionally, the type of job and the level of stress experienced by employees may vary significantly. For jobs that are highly target-oriented or demand high engagement, work-life balance may not have a significant impact on performance, as the primary focus is on achieving direct work outcomes.

Other stronger factors, such as intrinsic motivation, social support, or employees' personal experiences, may also influence their performance and were not covered in this study. Therefore, although this research finding contradicts expectations based on TPB and JD-R, it provides important insights that work-life balance does not always directly influence employee performance through job satisfaction, and its impact depends on the context and other factors present in the work environment. This finding indicates that job satisfaction is unable to mediate the effect of work-life balance on employee performance because its presence reduces employee performance.

## CONCLUSION

This study emphasizes that high work stress and workload negatively impact employee performance and job satisfaction, while a good work-life balance can enhance both satisfaction and performance. Therefore, companies need to manage work stress by creating a healthier work environment, balancing workloads more equitably, and implementing more flexible work-life balance policies. Additionally, job satisfaction can be improved through employee performance recognition, fair compensation increases, and providing opportunities for career development. By managing these factors well, companies can enhance employee well-being and organizational effectiveness in the long term.

This study has several limitations that need to be considered. First, the scope of the research focuses only on private sector employees in Tangerang City, so the findings may not be generalized to other sectors or regions. Furthermore, the quantitative approach using Partial Least Square (PLS) in this study has limitations in exploring other factors that may affect employee performance, such as organizational culture, leadership style, or work motivation. The study also only used job satisfaction as a mediating variable, whereas other factors like employee engagement or work environment may also play a role. Additionally, the use of cross-sectional data means that this study only measures the relationship between variables at a single point in time, thus not able to analyze long-term changes in employee behavior.

Therefore, future research suggestions include expanding the scope to involve more diverse sectors and regions, such as public sectors or different industries, to obtain more representative results. Future studies may also consider other factors as mediating or moderating variables, such as work motivation and organizational culture, to gain a more comprehensive understanding. Using qualitative or mixed methods could also provide deeper insights into employee experiences related to work stress, workload, and work-life balance. Additionally, longitudinal studies could be conducted to analyze the long-term impacts of these factors on employee performance. Finally, future research could explore company strategies

and policies in managing work stress and work-life balance, providing more applicable recommendations for the industrial world.

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