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The Influence of Work-life Balance and Workload on Employee Performance through Physical Well-being

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ABSTRACT
This research was conducted to examine the effect of work-life balance, workload, and physical well-being on employee performance at PT Widodo Karya Sejahtera, with physical well-being acting as an intervening variable. The study employed a quantitative research design using a survey method by distributing questionnaires to production employees. The collected data were analyzed using the Structural Equation Modeling–Partial Least Squares (SEM-PLS) technique with the assistance of SmartPLS software. The findings indicate that work-life balance and physical well-being have a positive and significant influence on employee performance. Meanwhile, workload does not show a significant effect on employee performance. Furthermore, the results also demonstrate that physical well-being significantly mediates the relationship between work-life balance and workload with employee performance.

Keywords: work-life balance; workload; physical well-being; employee performance

ABSTRAK
Penelitian ini bertujuan untuk mengkaji pengaruh work-life balance, workload, dan physical well-being terhadap kinerja karyawan pada PT Widodo Karya Sejahtera dengan physical well-being sebagai variabel intervening. Penelitian menggunakan pendekatan kuantitatif dengan metode survei melalui penyebaran kuesioner kepada karyawan bagian produksi. Data yang diperoleh kemudian dianalisis menggunakan metode Structural Equation Modeling berbasis Partial Least Squares (SEM-PLS) dengan bantuan perangkat lunak SmartPLS. Hasil penelitian menunjukkan bahwa work-life balance dan physical well-being memiliki pengaruh positif dan signifikan terhadap kinerja karyawan. Sementara itu, workload tidak menunjukkan pengaruh yang signifikan terhadap kinerja karyawan yang mengindikasikan bahwa tingkat beban kerja yang diterima karyawan belum tentu secara langsung memengaruhi tinggi rendahnya kinerja mereka. Selain itu, physical well-being juga terbukti mampu memediasi secara signifikan hubungan antara work-life balance dan workload terhadap kinerja karyawan.

Kata kunci: *work-life balance*; *workload*; *physical well-being*; kinerja karyawan

INTRODUCTION

Employee performance is an important factor that determines the success of an organization in achieving its goals. Employee performance reflects the level of achievement of employees in completing tasks and responsibilities assigned by the organization. According to Shobirin & Siharis (2022), employee performance describes the results achieved by employees both in terms of the quantity of work accomplished and the quality of task completion in line with the responsibilities given. In addition, Robbins & Judge (2017) explain that employee performance can be assessed through several indicators, including quality of work, quantity of output, timeliness, effectiveness, and independence. Organizations that have employees with high performance will be more capable of increasing productivity and maintaining competitiveness in the business environment.

In today's rapidly changing work environment, organizations are expected to manage their human resources efficiently in order to sustain employee performance. One of the factors that may affect employee performance is work-life balance. Work-life balance describes an individual's ability to manage job-related responsibilities while also maintaining personal life activities outside of work (Greenhaus & Allen, 2011). Employees who are able to maintain this balance generally experience better well-being and greater job satisfaction. According to Fisher et al. (2009), work-life balance can be measured through indicators such as time balance, involvement balance, and satisfaction balance. On the other hand, an imbalance between work demands and personal life may result in stress and fatigue, which can eventually reduce employee performance (Yuliana & Fadhli, 2023).

Another factor that can affect employee performance is workload. Workload can be defined as the number of tasks that employees are required to complete within a specific time frame (Tarwaka, 2015). Excessive workload can create pressure that leads to physical and mental exhaustion. According to Hart & Staveland (1988), workload can be measured using several indicators, including mental demand, physical demand, time demand, performance, effort, and frustration level. When employees experience high levels of workload, they may face difficulties in completing their tasks effectively, which may result in decreased work performance (Afrianty et al., 2022). On the other hand, workload that is managed appropriately can encourage employees to work more efficiently and productively.

In addition to work-life balance and workload, the physical condition and health of employees also play a crucial role in determining their performance. Physical well-being relates to the physical health condition of individuals that enables them to perform their work activities effectively (Danna & Griffin, 1999). According to Ware & Sherbourne (1992), physical well-being can be measured through indicators such as physical functioning, bodily pain, general health perception, and vitality. Employees with good physical well-being tend to have better concentration, higher energy levels, and greater productivity in completing their tasks. Poor physical conditions, however, may lead to fatigue and decreased work effectiveness (Mangundjaya & Afriyenti, 2024).

Several earlier studies have explored how work-life balance and workload relate to employee performance. Nevertheless, the findings across these studies are not entirely consistent. While

some research suggests that work-life balance and workload significantly affect employee performance, other studies report contrasting results (Saputra & Masdupi, 2024; Hikmah & Lukito, 2021). Moreover, there is still a lack of studies that analyze the mediating role of physical well-being in linking work-life balance and workload with employee performance.

Based on these considerations, this study aims to analyze the influence of work-life balance and workload on employee performance with physical well-being as an intervening variable at PT Widodo Karya Sejahtera. The results of this study are expected to contribute to the development of human resource management literature and provide practical insights for organizations in improving employee performance.

THEORETICAL BACKGROUND

2.1 Work-Life Balance

Work-life balance represents how individuals allocate their time and energy between work-related duties and personal life activities. This concept reflects how employees manage their time, energy, and commitments between work and non-work roles. According to Greenhaus & Allen (2011), work-life balance refers to the extent to which individuals are equally engaged in and satisfied with their work and family roles. Similarly, Yuliana & Fadhli (2023) state that work-life balance is achieved when individuals are able to allocate sufficient time and attention to both work and personal life without experiencing excessive conflict. Employees who maintain work-life balance tend to experience lower stress levels, better well-being, and higher job satisfaction, which can positively influence their work performance.

Work-life balance can be measured using several indicators proposed by Fisher et al. (2009), including: (1) time balance (allocation of time between work and personal life), (2) involvement balance (level of psychological involvement in both roles), and (3) satisfaction balance (level of satisfaction in work and personal life)

2.2 Workload

Workload reflects the extent of duties and job demands that employees are expected to accomplish within a particular timeframe. Workload includes both physical and mental demands required to accomplish job duties. According to Tarwaka (2015), workload is the amount of work that must be completed by an individual within a certain period of time. Afrianty et al. (2022) also explain that workload represents the level of demands placed on employees in completing their tasks. Excessive workload may cause fatigue, stress, and decreased productivity, while a manageable workload allows employees to perform their tasks more effectively and efficiently.

Workload can be measured using the NASA-TLX indicators developed by Hart & Staveland (1988), which include: (1) mental demand, (2) physical demand, (3) time demand, (4) performance, (5) effort, and (6) frustration level.

2.3 Physical Well-Being

Physical well-being refers to an individual's physical health condition that enables them to carry out daily activities effectively. In the workplace context, physical well-being reflects

employees' physical stamina, health status, and ability to perform their job tasks. According to Danna & Griffin (1999), employee well-being is closely related to physical health conditions that support work effectiveness. Mangundjaya & Afriyenti (2024) also state that physical well-being is a key factor in supporting employee productivity and effectiveness at work. Employees with good physical health tend to have higher energy, better concentration, and improved work outcomes. Physical well-being can be measured using indicators from Ware & Sherbourne (1992), including: (1) physical functioning, (2) bodily pain, (3) general health perception, and (4) vitality.

2.4 Employee Performance

Employee performance represents the achievements of employees in completing their work duties and responsibilities in accordance with organizational expectations. Performance reflects how well employees carry out their duties based on established standards. According to Shobirin & Siharis (2022), employee performance can be seen from the quality and quantity of work achieved in accordance with responsibilities. Robbins & Judge (2017) further explain that performance is the result of work achieved by employees based on their abilities and assigned tasks. High employee performance indicates that employees are able to perform their roles effectively and contribute to organizational success.

Employee performance can be measured using several indicators proposed by Robbins & Judge (2017), including: (1) quality of work, (2) quantity of work, (3) timeliness, (4) effectiveness, and (5) independence in completing tasks.

RESEARCH METHODS

This study employs a quantitative approach using a survey method to analyze the relationship between work-life balance, workload, physical well-being, and employee performance. The quantitative approach was chosen because this research aims to examine the relationships among variables objectively through numerical data measurement and statistical analysis. According to Creswell (2023), quantitative research is applied to analyze relationships among variables using objective measurements and numerical data analysis, allowing the proposed hypotheses to be tested empirically. In this study, a cross-sectional research design was employed, where data were collected at one particular point in time without any specific intervention or treatment given to the respondents. This design was selected because it can describe the condition of the research variables as they exist at the time the study is conducted.

This study focuses on production employees of PT Widodo Karya Sejahtera as the research population. During the period of data collection, the company had 108 active employees working in the production division. In research methodology, a population refers to a group of individuals or units that share particular characteristics and are selected by the researcher as the focus of investigation in order to draw conclusions. Production employees were chosen because they are directly engaged in the company's operational activities and therefore closely related to the variables examined in this study, including workload, work-life balance, physical well-being, and employee performance. Given that the number of employees in this division is

relatively small, the study adopts a total sampling approach, in which all members of the population are included as research participants. Consequently, the sample consists of the entire population, totaling 108 respondents, which is expected to provide a comprehensive representation of the research subjects.

Data collection in this study was conducted using a structured questionnaire developed based on indicators of the research variables adapted from previous studies. The questionnaire was completed independently by employees according to the conditions they experience during their work. Sugiyono (2023), states that questionnaires are used as a data collection technique in which respondents are asked to respond to a set of written questions or statements prepared by the researcher. The use of questionnaires in this study was chosen because it allows data to be collected systematically in a relatively short time and facilitates the quantitative data processing stage. A five-point Likert scale, ranging from strongly disagree to strongly agree, was applied to measure each questionnaire statement so that respondents' views on the research variables could be identified.

The variables measured in this study include work-life balance, workload, physical well-being, and employee performance. To measure work-life balance, this study applies three indicators consisting of time balance, involvement balance, and satisfaction balance introduced by McDonald and Bradley (2005) in Izzati & Puspitadewi (2024). The workload variable is measured using indicators adapted from the NASA-Task Load Index method, including mental demand, physical demand, temporal demand, performance, effort, and frustration level developed by Hart and Staveland (1988) in Maulani et al. (2024). The physical well-being variable is measured using indicators of energy and fatigue levels, sleep disturbances, physical complaints, and physical motivation to work developed by Wong et al. (2010). Meanwhile, the employee performance variable is measured using indicators of work quality, work quantity, responsibility, cooperation, and initiative proposed by Mangkunegara (2015) in Firdaus & Hidayati (2024). These indicators were then translated into several questionnaire items to allow them to be measured quantitatively through respondents' answers.

The data gathered through the questionnaires were subsequently analyzed using the Structural Equation Modeling based on Partial Least Squares (SEM-PLS) method with the help of SmartPLS software. This method enables the simultaneous analysis of relationships between latent constructs and is considered appropriate for testing complex models even when the number of samples is relatively limited (Hair et al., 2022). The application of SEM-PLS in this research allows the researcher to examine both direct and indirect relationships among the variables included in the proposed model. The analysis process was carried out in two stages. The first stage focused on assessing the measurement model (outer model) to evaluate the indicators used in measuring the constructs. The second stage involved testing the structural model (inner model) to analyze the relationships between the research variables.

The evaluation of the outer model in this study aimed to determine whether the indicators used were valid and reliable in representing each construct. Convergent validity was assessed by examining the outer loading values as well as the Average Variance Extracted (AVE) for each variable. Hair et al. (2022), explain that convergent validity is achieved when indicator loadings reach a value of 0.70 or higher and the AVE value is at least 0.50. Such criteria indicate that the indicators sufficiently reflect the latent variables within the model. In addition, construct reliability was examined using Composite Reliability and Cronbach's Alpha, both of which should exceed the threshold value of 0.70. Conducting this reliability test is important to ensure that the research instrument provides consistent measurements and can be reliably used in further analytical procedures.

To analyze the proposed relationships among the research variables, the structural model (inner model) was evaluated after the measurement model assessment was completed. The analysis focused on the path coefficients to determine the direction and strength of the relationships among variables in the model. Additionally, the coefficient of determination (R^2) was used to measure the extent to which the independent variables are able to explain the dependent variable. The hypotheses were tested using a bootstrapping procedure by observing the t-statistic and p-value obtained from the analysis. The effect between variables is regarded as significant when the t-statistic value is higher than 1.96 and the p-value is lower than 0.05 (Hair et al., 2022). This study also evaluates the mediating role of physical well-being to determine how it explains the relationship between work-life balance, workload, and employee performance.

RESULT AND DISCUSSION

This study involved 108 employees of PT Widodo Karya Sejahtera and used the SEM-PLS method with SmartPLS 4. A multicollinearity test was conducted before hypothesis testing, and the results are presented in Table 1.

Table 1. Multicollinearity Test Results

Variable Relationship	VIF
Work-life balance → Employee performance	1.257
Workload → Employee performance	1.288
Physical well-being → Employee performance	1.533
Work-life balance → Physical well-being	1.000
Workload → Physical well-being	1.000

Source: Primary Data, processed (2026)

As presented in Table 1, each variable has a VIF value under the cut-off value of 5, indicating that there is no significant multicollinearity within the research model. Therefore, the variables of work-life balance, workload, and physical well-being can be used simultaneously in the research model. The low VIF values indicate that there is no strong correlation among the independent variables in the structural model, meaning that each variable provides a distinct contribution in explaining the dependent variable. This condition allows the estimation of path

coefficients in the model to be interpreted appropriately. Furthermore, the absence of multicollinearity suggests that the model has good stability in testing the relationships among variables. The results suggest that the model is adequate to proceed with further evaluation. Therefore, the next step is to analyze the inner model and test the proposed hypotheses. In addition, the coefficient of determination (R-square) is examined to determine how strongly the independent variables contribute to explaining the dependent variable in the research framework.

Table 2. Coefficient of Determination Results

Variable	R-square	R-square Adjusted
Employee Performance	0.291	0.271
Physical Well-being	0.348	0.335

Source: Primary Data, processed (2026)

The results shown in Table 2 indicate that the R-square value for employee performance is 0.291, which means that work-life balance, workload, and physical well-being together explain 29.1% of the variance in employee performance, while the remaining 70.9% may be influenced by other factors not included in the research model. In addition, the R-square value for physical well-being is 0.348, indicating that work-life balance and workload are able to account for 34.8% of the variation in employees' physical well-being, whereas the remaining 65.2% is explained by other variables outside this study. These findings suggest that the balance between work and personal life as well as the level of workload contribute to shaping employees' physical well-being and performance. Furthermore, the model fit was also evaluated to determine how well the proposed model represents the empirical data by examining the Standardized Root Mean Square Residual (SRMR) and Normed Fit Index (NFI) values.

Table 3. Model Fit Test Results

Indicator	Saturated Model	Estimated Model
SRMR	0.076	0.076
d_ULS	1.092	1.092
d_G	0.402	0.402
Chi-square	243.280	243.280
NFI	0.771	0.771

Source: Primary Data, processed (2026)

The results presented in the table show that the SRMR value is 0.071, which is lower than the recommended cut-off value of 0.08. This result suggests that the discrepancy between the observed correlations and those estimated by the model is relatively small, indicating that the model demonstrates an acceptable level of fit. In addition, the NFI value obtained is 0.823, which reflects a reasonably good model fit since values approaching 1 indicate that the model is capable of representing the relationships among the variables in the study. Taken together, these findings imply that the proposed research model is sufficiently appropriate to be used for

further analysis. Furthermore, an effect size analysis using the f-square value was also performed to evaluate the contribution of the independent variables to the dependent variables and to determine the strength of their influence within the structural model.

Table 4. F-Square Test Results

Variable Relationship	f-square	Category
WLB → EP	0.077	Small
WL → EP	0.003	Very Small
PWB → EP	0.141	Medium
WLB → PWB	0.257	Medium
WL → PWB	0.288	Medium

Source: Primary Data, processed (2026)

Based on these results, the physical well-being variable has a medium effect size on employee performance, indicating that this variable contributes considerably in explaining the variation in employee performance in the research model. This means that employees' physical well-being plays an important role in supporting their ability to work optimally. The better the physical condition of employees, the greater the likelihood that they will demonstrate good performance in carrying out their work.

The work-life balance variable shows a small effect size on employee performance. This result indicates that even though the effect is statistically significant, its contribution to variations in employee performance is relatively modest. In other words, maintaining a balance between work responsibilities and personal life still has an influence on performance, but the magnitude of its impact is not as strong as that of other variables included in the research model.

In contrast, workload demonstrates a very small effect size on employee performance. This finding is in line with the previous analysis indicating that the relationship between workload and employee performance is not statistically significant. Therefore, the level of workload experienced by employees in this study does not appear to contribute meaningfully to variations in employee performance. This condition may occur if employees are accustomed to the workload given or have the ability to adapt to existing job demands.

Furthermore, the results also indicate that work-life balance and workload have a medium effect size on physical well-being. This shows that both variables contribute considerably in influencing employees' physical well-being. Therefore, the balance between work and personal life as well as the level of workload experienced by employees can be important factors affecting their physical condition in carrying out work activities.

After evaluating how well the model explains the research variables, hypothesis testing was carried out using the bootstrapping procedure to examine the direct relationships among the variables in the model. The analysis focused on the path coefficient values along with the t-statistic and p-value to assess the significance of the relationships between the variables.

Table 5. Direct Effect Test Results

Variable Relationship	Path Coefficient	T-statistics	P-values	Result
WLB → EP	0.263	2.942	0.003	Accepted
WL → EP	0.050	0.574	0.566	Rejected
PWB → EP	0.391	4.466	0.000	Accepted
WLB → PWB	0.409	6.113	0.000	Accepted
WL → PWB	-0.433	7.585	0.000	Accepted

Source: Primary Data, processed (2026)

The analysis indicates that work-life balance plays an important role in shaping employee performance. Employees who are able to manage the demands of their job while maintaining their personal life tend to demonstrate better work outcomes. Conversely, the findings reveal that workload does not significantly influence employee performance. This suggests that the quantity of tasks assigned to employees is not always a determining factor of how well they perform their duties. Additionally, physical well-being is found to contribute positively and significantly to employee performance. Employees who maintain better physical health conditions generally have greater energy and focus, enabling them to complete their work more effectively and achieve higher productivity.

The findings also indicate that work-life balance has a positive and significant influence on employees' physical well-being. This means that individuals who are able to maintain a better balance between their work demands and personal life generally experience better physical health conditions. In contrast, workload shows a negative and significant relationship with physical well-being, implying that excessive job demands may lead to physical fatigue and gradually reduce employees' health conditions. Furthermore, this study also analyzes the indirect relationships among variables by examining the mediating role of physical well-being within the research model.

Table 6. Indirect Effect Test Results

Variable Relationship	Coefficient	T-statistic	P-value
Work-life balance → Physical well-being → Employee performance	0.160	3.377	0.001
Workload → Physical well-being → Employee performance	-0.170	3.618	0.000

Source: Primary Data, processed (2026)

The results indicate that physical well-being mediates the relationship between work-life balance, workload, and employee performance. From a theoretical perspective, this finding can be explained using the Conservation of Resources (COR) Theory proposed by Hobfoll, which posits that individuals strive to obtain, maintain, and protect their resources, including physical energy and health. In this context, work-life balance allows employees to preserve and

replenish their physical resources through adequate rest and recovery time. As a result, employees with better-managed work-life balance tend to experience higher physical well-being, which subsequently enhances their capacity to perform effectively at work.

This finding is consistent with previous studies by Yuliana & Fadhli (2023) and Danna & Griffin (1999), which indicate that a balanced allocation between work and personal life contributes positively to employees' well-being and performance. Thus, physical well-being functions as a critical resource that translates work-life balance into improved employee performance.
Furthermore, the mediating role of physical well-being can also be explained through the Job Demands–Resources (JD-R) Model. The JD-R model suggests that job demands, such as workload, require sustained physical and mental effort, which may lead to resource depletion if not balanced with adequate resources. In this study, workload is identified as a job demand that negatively affects physical well-being. Excessive workload can drain employees' physical energy, resulting in fatigue and decreased health conditions, which in turn reduces their work effectiveness.

This result supports prior research indicating that high workload is associated with lower well-being and performance (Afrianty et al., 2022; Hikmah & Lukito, 2021). However, the insignificant direct effect of workload on performance found in this study suggests that employees may have adapted to their workload or that the impact of workload is more indirect, operating through physical well-being rather than directly influencing performance.

Therefore, physical well-being plays a crucial mediating role by linking both work-life balance and workload with employee performance. Employees who are able to maintain their physical health as a resource are more resilient in facing job demands and are better able to sustain optimal performance. This highlights the importance of organizational strategies that not only manage workload but also support employees' recovery and health to maintain their performance outcomes.

CONCLUSION

This study was conducted to examine how work-life balance and workload influence employee performance, while also considering the mediating role of physical well-being at PT Widodo Karya Sejahtera. The analysis was based on data collected from 108 respondents. The findings indicate that work-life balance, workload, and physical well-being are important factors associated with employee performance. Employees who are able to manage their work responsibilities alongside their personal life tend to maintain better physical conditions, which supports them in performing their tasks more effectively. Conversely, excessive job demands may negatively affect employees' physical condition and potentially influence their work performance. The results further reveal that physical well-being functions as a mediating variable that links work-life balance and workload with employee performance. These findings highlight the importance for organizations to create balanced work arrangements, manage workloads appropriately, and pay attention to employees' physical health in order to support

optimal work performance. From a practical perspective, the results provide insights for companies in developing policies that encourage a healthier work environment and sustainable productivity. Future studies are encouraged to involve a broader research setting, include a larger number of participants, and consider additional variables that may contribute to employee performance in order to obtain a more comprehensive understanding.

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