

# The effect of work-life balance, work stress, and workload on employee performance with organizational support as moderation variables

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## Abstract

This study aims to analyze the influence of work-life balance, work stress, and workload on employee performance, with organizational support as a moderation variable. A good work-life balance is expected to improve employee performance, while work stress and high workload tend to lower productivity. Organizational support plays a role in strengthening or weakening the relationship between these variables on employee performance. This study uses a quantitative approach with a survey method involving 183 employees in certain sectors. Data were collected through questionnaires and analyzed using the moderation regression technique. The results of the study show that work-life balance has a positive effect on employee performance, while work stress and workload have a negative effect. In addition, organizational support has been shown to moderate the relationship between work stress and employee performance, as well as between workload and employee performance, by providing a mitigating effect against the negative impact it causes. These findings underscore the importance of organizational policies in creating an optimal work-life balance and providing adequate support to improve overall employee performance.

*Keywords:* Work-life balance; work stress; workload; employee performance; organizational support.

## 1. Introduction

Changes in work patterns due to digitalization, work flexibility, and high productivity demands have affected the work-life balance of employees. This imbalance can lead to work stress and increased workload, which ultimately affects employee performance (Spector, 2017). In addition, organizational support plays an important role in moderating the negative impact of stress and workload on employee performance (Eisenberger et al., 2016). Rapid technological changes have increased work efficiency, but it has also created greater pressure on employees. Recent studies show that digitalization often leads to increased workloads due to higher performance expectations and the need to stay connected to work (Chung et al., 2018). Thus, work-life balance is becoming an increasingly challenging issue for employees. In addition to digitalization, work flexibility also plays an important role in work-life balance. Flexibility policies, such as remote work and more flexible work schedules, can improve job satisfaction and reduce work stress (Kossek et al., 2020). However, research also shows that unstructured flexibility can worsen work-life balance if not managed properly by organizations (Shockley & Allen, 2018)

An increased workload can negatively impact employee well-being. A study from Bakker & Demerouti (2019) shows that high job demands can lead to burnout, which reduces productivity and increases employee turnover rates. Therefore, companies need to manage workloads well to maintain employee well-being. Organizational support is a key factor in reducing the negative impact of work stress and workload on employee performance. According to research by Rhoades & Eisenberger (2021), employees who feel supported by the organization are better able to cope with work pressure and maintain a high level of performance. Furthermore, research from Wang et al. (2022) shows that the perception of organizational support can reinforce the positive effects of work-life balance on employee performance. With strong organizational support, employees tend to feel more satisfied with their work and more motivated to deliver the best results.

As the challenges in the modern world of work increase, companies need to develop policies that support work-life balance, reduce work stress, and manage workloads effectively. In addition, companies must strengthen organizational

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support to improve employee performance on an ongoing basis. The interaction between work-life balance, work stress, workload, and employee performance is complex, with organizational support acting as an important moderation variable. Research shows that a positive work-life balance significantly improves employee performance by reducing stress and increasing job satisfaction. Conversely, excessive workload can lead to stress, which negatively impacts performance unless mitigated by strong organizational support.

Work-life balance policies, such as flexible work arrangements, have been shown to increase job satisfaction and engagement, leading to higher productivity (Sumarno et al., 2024) (Saputra & Masdupi, 2024). Supportive supervisory behavior increases the effectiveness of this policy, which fosters a conducive work environment (Saputra & Masdupi, 2024). A high workload is associated with increased stress levels, which can adversely affect employee performance (Hasty & Heliyani, 2024) (Gulo & Sihombing, 2024). However, perceived organizational support can mitigate some of the negative impacts of workload by increasing employee commitment and adaptive performance (Emur & Satria, 2024) (Gulo & Sihombing, 2024). Organizational support plays a dual role; while it can improve performance by providing resources and encouragement, such support can also have a negative impact if it is considered insufficient (Hasty & Heliyani, 2024). An effective organizational strategy that includes stress management and supportive policies is essential for optimizing employee performance across a wide range of workloads (Sumarno et al., 2024). While the focus is often on improving work-life balance and reducing workload, it's equally important to consider how organizational culture and support systems can reduce or worsen the impact of stress and workload on performance.

This study aims to examine the influence of work-life balance, work stress, and workload on employee performance with organizational support as a moderation variable. Overall, this research is expected to provide insights for human resource management in creating a healthier and more productive work environment. By understanding the factors that affect employee performance, organizations can take strategic steps to improve the well-being and efficiency of their workforce.

## 2. Literature Review

The impact of work-life balance on employee performance is a multifaceted topic, with various studies highlighting both positive and negative impacts. Overall, a well-managed work-life balance can improve employee performance through increased engagement, job satisfaction, and stress reduction. However, some studies suggest that the relationship may be indirect, which shows the importance of mediating factors such as employee engagement and motivation.

Research shows that a balanced work-life arrangement significantly improves job performance, especially in a flexible work environment (Christy & Indiyati, 2025) (Saputra & Masdupi, 2024). Employee engagement and job satisfaction serve as important mediators, which reinforce the positive impact of work-life balance on performance (Sutanto et al., 2024). Creativity and Problem-Solving: A work-life balance that supports fostering creativity and improving problem-solving skills, which is essential for optimal performance (Lubis et al., 2024). Some studies report that work-life balance does not directly affect performance, suggesting that other factors such as engagement and motivation play a more significant role (Sutanto et al., 2024). In a collectivist culture, social and family values can complicate the relationship between work-life balance and performance, requiring tailored organizational strategies (Saputra & Masdupi, 2024). Although work-life balance in general promotes better employee performance, its effectiveness can vary based on contextual factors and the presence of mediating variables. Organizations must consider these dynamics to optimize their strategies for employee well-being and productivity.

The relationship between work stress and employee performance is complex, with various studies highlighting both negative and nuanced effects. While some studies suggest that work stress can significantly impair performance, other studies suggest that its impact can vary based on context and additional factors such as job satisfaction and work conflict. Here are key insights from the literature. Several studies confirm that work stress negatively impacts employee performance. For example, a study at the Commercial Bank of Ethiopia found that high levels of work stress, especially from role and workload imbalances, significantly reduce performance levels (Deyganto, 2024). Research conducted at the General Election Commission showed that work stress had a significant negative effect on performance, with a significance value of 0.000, which showed a strong correlation (Ginting et al., 2024). Job satisfaction can reduce the adverse effects of work stress. Employees who feel satisfied with their jobs tend to perform better, even in stressful environments (Ginting et al., 2024). In some cases, work conflict has been found to have a more pronounced negative effect on performance than work stress itself, suggesting that interpersonal dynamics can exacerbate stress-related problems (Herminingsih, 2025). Implementing employee assistance programs and stress

reduction initiatives can help alleviate the negative impact of stress on performance (Munisi, 2025). Although most studies show adverse effects of work stress on performance, it is important to consider the role of job satisfaction and workplace dynamics, which can exacerbate or mitigate these effects.

The impact of workload on employee performance is a multifaceted issue, with various studies showing positive and negative impacts depending on the context and additional factors such as motivation and job satisfaction. Overall, a balanced workload can improve performance, while excessive demands can hinder it. The following sections outline these dynamics. Workload can positively impact employee performance when combined with intrinsic motivation. For example, a study at PT. Bank Rakyat Indonesia found that increased workload leads to higher intrinsic motivation, which in turn improves performance (Machzunah et al., 2025). Research at PT Air Minum Bandarmasih shows that a proportionate workload supports employees in developing their potential, thereby improving performance (Nuryanti et al., 2025). A study revealed that a high workload negatively impacts employee performance, especially when job satisfaction is low. Employees with high job satisfaction perform better despite workload pressures (Rasyid et al., 2024). Workload Management: In the Dennis Collection, it is noted that excessive workload can lead to decreased well-being and performance, which emphasizes the need for an effective workload management strategy (Purnamasari & Mahmudah, 2024). While many studies highlight the importance of managing workloads to optimize performance, it's also important to consider individual differences in resilience and motivation, which can significantly alter workload outcomes versus performance.

The relationship between work-life balance (WLB) and employee performance is significantly influenced by organizational support, which acts as a moderation variable. Research shows that a well-structured work environment and supportive organizational practices enhance the positive effects of WLB on employee performance. WLB is directly correlated with improved employee performance, as employees with a better balance report higher job satisfaction and engagement (Ariasari & Tjahjono, 2024). A balanced workload and a supportive work environment are essential to maximize performance results (Soelistya, 2024). Perceived organizational support (POS) increases the effectiveness of WLB initiatives, leading to better adaptive performance (Emur & Satrya, 2024). Organizations that prioritize employee well-being through flexible arrangements and support systems grow a more productive workforce (Ariasari & Tjahjono, 2024). Organizational commitment mediates the relationship between WLB and performance, suggesting that employees who feel committed tend to perform well when WLB is prioritized (Saputra & Gorda, 2024). Job satisfaction also plays a mediating role, although its impact on engagement can vary (Nahdiah & Khalid, 2024). On the contrary, some studies show that while WLB is important, its impact can be diminished without adequate organizational support, highlighting the need for a comprehensive approach to employee management.

The relationship between work stress and employee performance is complex, with organizational support acting as a significant moderation variable. Research shows that while work stress can negatively impact performance, the presence of organizational support can reduce this impact, thereby improving employees' overall work outcomes. The following sections outline these dynamics. High levels of work stress are associated with decreased employee performance, as evidenced by research showing a negative correlation between stress and effectiveness (Tehreem et al., 2023). Work stress significantly affects performance, with findings suggesting that stress can lead to lower productivity and increased desire to switch jobs (Expert et al., 2024) (Prasad et al., 2024). Organizational support has been shown to moderate the relationship between work stress and performance, thereby providing a buffer against the negative impacts of stress (Ahli et al., 2024); (Prasad et al., 2024). Employees who feel a high level of support from their organization report better performance outcomes, even under stressful conditions (Ibrahim et al., 2024; Tehreem et al., 2023). Research shows that stress can have different impacts based on gender, with men experiencing a stronger stress moderation effect on performance compared to women (Khayal, 2023). While organizational support is essential in reducing the adverse effects of work stress, it's important to recognize that not all forms of support are equally effective. More research is needed to explore the nuances of support types and their specific impact on different employee demographics.

The impact of workload on employee performance, with organizational support as a moderation variable, is a multifaceted issue explored in various studies. Workload in general has a positive impact on employee performance, but this relationship can be affected by perceived organizational support (POS). POS can increase or decrease the impact of workloads on performance, depending on context and other moderation factors such as organizational commitment and person-of-organization suitability. Workload has been shown to have a positive and significant impact on employee performance. This suggests that certain levels of workload may motivate employees to perform better, perhaps due to increased engagement and focus on tasks (Hasty & Heliyani, 2024) (Maida & Lukiyana, 2024). However, excessive workload without adequate support can lead to burnout, which negatively impacts performance. This is especially seen in high-pressure environments such as management consulting (Bernard et al., 2025).

POS can positively impact employee performance by providing the necessary resources and emotional support, which helps employees manage their workload more effectively (Maida & Lukiyana, 2024) (Gulo & Sihombing, 2024). In some cases, POS has been found to hurt performance when mediated by organizational commitments, suggesting that the relationship is complex and context-dependent (Hasty & Heliyani, 2024). POS can also moderate the effects of workload on burnout, reducing negative outcomes such as burnout and cynicism, especially in high-pressure jobs (Bernard et al., 2025).

Organizational commitment and people-organization fit can moderate the relationship between workload, POS, and performance. For example, organizational commitment can increase the positive effects of workload on performance (Hasty & Heliyani, 2024), while the person-organization fit can amplify the impact of workload on performance (Maida & Lukiyana, 2024). While workload and POS are important factors that affect employee performance, their effects are not uniform across all contexts. The interaction between these variables can be influenced by additional factors such as organizational commitment and suitability between people and organizations, highlighting the need for a nuanced approach to managing workloads and providing support. Understanding these dynamics can help organizations optimize employee performance and well-being.

### 3. Research Method

The research method used in this study is a quantitative approach with surveys collected from various industrial sectors. The data analysis technique uses Structural Equation Modeling (SEM) to understand the relationship between the variables studied in more depth (Hair et al., 2020). Data were collected using a questionnaire survey to investigate the interaction between digital competence, organizational culture, and work flexibility on employee productivity, with job satisfaction as a moderating variable. The population of this study were employees in various industries in Bangka Belitung who were undergoing digital transformation, who were sampled purposively to include individuals with at least one year of experience in organizations that prioritize structured culture and flexible work policies, so that the total respondents was 183 people. The validity and reliability of the data were assessed through Confirmatory Factor Analysis (CFA) and Cronbach's Alpha, while the relationship between variables and the moderating effect of job satisfaction were analyzed using Moderated Regression Analysis (MRA) with Partial Least Squares - Structural Equation Modeling (PLS-SEM).

### 4. Results and Discussions

Table 1 Display the results of the analysis of the relationship between variables using statistical methods with the main parameters of Original Sample (O), Sample Mean (M), Standard Deviation (STDEV), T Statistics, and P Values. Based on this table, we can analyze the influence of Work Life Balance (WLB), Work Stress (WS), Work Load (WL), and Organizational Support (OS) on Employee Performance (EP). The test results showed some significant and insignificant relationships between the study variables. Here is the interpretation of each relationship based on T-statistics and P-values.

#### 4.1. The Influence of Organizational Support on Employee Performance

The relationship between organizational support and employee performance is well documented, suggesting that enhanced support leads to increased productivity. The results of the study showed that organizational support had a positive and significant influence on employee performance with a path coefficient (O): 0.437, T-Statistic: 2.884 (>1.96), P-Value: 0.004 (<0.05). In particular, organizational support, which includes flexible policies, rewards, and training, significantly affects employee performance. This is further supported by findings that emphasize the importance of work-life balance as a complementary factor. The following sections outline these key aspects.

Studies show that organizational support directly improves employee performance by fostering a supportive work environment (Andriansyah et al., 2024). Motivation and work integrity mediate the relationship between organizational support and productivity, suggesting that support increases motivation, which in turn improves performance (Andriansyah et al., 2024). The perception of organizational support reduces work-family conflicts, which negatively impacts work performance, thus highlighting the importance of support in reducing stressors (Kızıl, 2024). Organizations that prioritize work-life balance see a direct correlation with increased employee productivity, as employees feel more valued and supported (Kızıl, 2024). A supportive environment helps align personal career aspirations with organizational goals, improving overall job satisfaction and performance (Siriwardena & Rathnayaka, 2024). The results of this study provide supporting evidence that the positive effects of organizational

support on employee performance, thus it is important to consider that not all studies found a direct correlation. For example, some studies suggest that organizational culture may play a more significant role than perceived support in influencing performance outcomes (Suyatno et al., 2024).

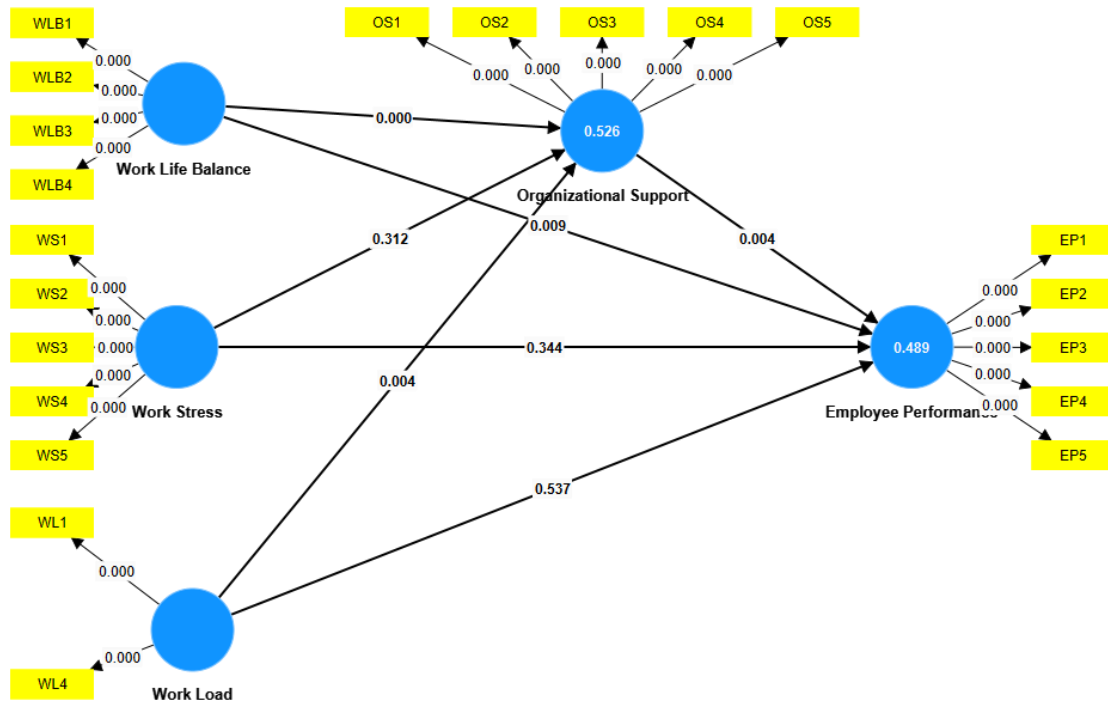


Figure 1. Bootstrapping Testing

Table 1. Path Coefficients

	Original sample (O)	Sample mean (M)	Standard deviation (STDEV)	T statistics ( O/STDEV )	P values
Organizational Support -> Employee Performance	0.437	0.414	0.151	2.884	0.004
Work-Life Balance -> Employee Performance	0.270	0.278	0.103	2.625	0.009
Work-Life Balance -> Organizational Support	0.400	0.399	0.103	3.886	0.000
Workload -> Employee Performance	0.087	0.108	0.141	0.618	0.537
Workload -> Organizational Support	0.380	0.384	0.132	2.873	0.004
Work Stress -> Employee Performance	0.102	0.108	0.107	0.947	0.344
Work Stress -> Organizational Support	-0.098	-0.096	0.097	1.012	0.312

#### 4.2. The Influence of Work-Life Balance on Employee Performance

The relationship between work-life balance (WLB) and employee performance is well documented, showing that positive balance significantly improves productivity and motivation, with a path coefficient value (O): 0.270, T-Statistic: 2.625 (>1.96), P-Value: 0.009 (<0.05). Research shows that employees who manage their work and personal lives effectively tend to exhibit higher levels of performance. This is supported by a wide range of studies highlighting the importance of flexible work arrangements and a supportive workplace culture in fostering employee well-being and engagement.

Studies show a strong positive correlation between WLB and employee performance, with a path coefficient of 0.270, a T-statistic of 2.625, and a P-value of 0.009, confirming its significance (Christy & Indiyati, 2025). Implementing flexible hours and remote work options has been shown to increase productivity and job satisfaction, as employees feel more in control of their time (Pujowati & Aswan, 2025). Organizations that promote supportive leadership and wellness programs see increased employee engagement and performance, as these factors contribute to a positive work environment (Saputra & Masdupi, 2024).

In collectivist cultures, such as Indonesia, social and family values significantly impact the relationship between WLB and employee performance, emphasizing the need for tailored organizational strategies (Saputra & Masdupi, 2024). Despite the benefits, challenges such as awareness and limited resistance from management can hinder the implementation of effective WLB strategies (Pujowati & Aswan, 2025). While the evidence strongly supports the positive effects of work-life balance on employee performance, it's important to recognize that not all organizations may have the resources or willingness to implement such strategies effectively. It highlights the need for ongoing research and adaptation of WLB policies to meet diverse organizational contexts.

#### 4.3. The Influence of Work-Life Balance on Organizational Support

The link between work-life balance and organizational support is significant, as evidenced by various studies. A strong work-life balance positively influences employees' perception of organizational support, leading to increased job satisfaction and engagement. Organizations that prioritize flexible work arrangements and supportive policies tend to foster a more committed workforce.

The path coefficient of 0.400 indicates a strong positive relationship between work-life balance and perceived organizational support, with a T statistic of 3.886 confirming its significance (Tampati et al., 2024). Research highlights that meeting work-life balance contributes to employee well-being, which includes job satisfaction and engagement (Martela, 2025) (Pujowati & Aswan, 2025). Implementing flexible working hours and wellness programs significantly increases employee productivity and satisfaction, reinforcing the importance of organizational support (Pujowati & Aswan, 2025). Despite the benefits, barriers such as awareness and limited resistance from management can hinder the effective implementation of work-life balance strategies (Pujowati & Aswan, 2025). In some contexts, such as developing countries, family support plays an important role in achieving work-life balance, especially for women who face double pressures (Akhter & Mahmud, 2025). While the positive effects of work-life balance on organizational support are well documented, it is important to recognize that not all organizations can implement these strategies effectively, leading to results that vary across different cultural and organizational contexts.

#### 4.4. The Influence of Workload on Employee Performance

Path Coefficient (O): 0.087, T-Statistic: 0.618 (<1.96), P-Value: 0.537 (>0.05) → Insignificant Workload has no significant influence on employee performance. This can happen if employees are already accustomed to a certain level of workload, or other factors are more dominant in influencing their performance, such as stress or support from the organization. The influence of workload on employee performance is a diverse issue, with research showing both positive and negative influences. While some studies show that workloads do not have a significant impact on performance, others highlight their potential to increase or inhibit employee output depending on a variety of factors. This complexity is evident in the diverse findings in various contexts and methodologies.

In some cases, workload does not significantly affect employee performance, as employees may be accustomed to their workload levels or other factors such as stress and organizational support play a more dominant role in performance outcomes (Nuryanti et al., 2025). A well-managed workload can have a positive impact on employee performance by motivating employees and increasing productivity. This is especially true when it is equipped with management support and a positive work environment (Paridoh & Saputri, 2024). Workload can also positively affect organizational commitments, which in turn improve performance. This suggests that workloads, when aligned with employee competencies and organizational goals, can be profitable (Nafiudin et al., 2023).

High workloads are often associated with increased stress and decreased well-being, which can negatively impact performance. This is especially relevant when workloads are not managed effectively, leading to burnout and reduced employee output (Yusuftan & Fatyandri, 2024). Stress and workload together significantly affect burnout, which can indirectly affect performance, although fatigue itself may not directly mediate the workload/performance relationship (Yusuftan & Fatyandri, 2024). Workload can be an important factor in employee performance, it is important to consider the broader context of the organization, including management practices, employee motivation, and support

systems. A new generation of employees, for example, may respond differently to workloads due to their unique work attitudes and motivational drives, which require tailored management strategies (Yu, 2024). It highlights the importance of a holistic approach to managing employee workload and performance, considering individual and organizational dynamics.

#### 4.5. *The Influence of Workload on Organizational Support*

Path Coefficient (O): 0.380, T-Statistic: 2.873 ( $>1.96$ ), P-Value: 0.004 ( $<0.05$ ) → Significant Work Load has a positive and significant influence on Organizational Support. This can mean that the higher the employee's workload, the more they feel the support of the organization. This can happen if the organization provides additional resources, such as training or technical assistance, to help employees manage their workload. The relationship between workload and organizational support is significant, as evidenced by various studies. Higher workloads can lead to an increased perception of organizational support when additional resources, such as training and technical assistance, are provided. This dynamic is especially important in high-pressure environments, where perceived organizational support can reduce burnout and increase employee resilience (Bernard et al., 2025).

Employees with higher workloads often feel more supported when organizations offer resources to manage their tasks effectively (Bernard et al., 2025). Highly perceived organizational support can reduce burnout, especially in demanding roles, by fostering resilience among employees (Bernard et al., 2025). Studies show that workloads, when managed with adequate support, positively affect employee performance, showing a significant correlation between workload and organizational support (Pratama & Somad, 2024). Organizations should focus on providing the necessary resources to employees facing high workloads, which can improve their perception of support and overall productivity (Andriansyah et al., 2024). Conducting workload analysis can help identify discrepancies in workload distribution, allowing for better resource management and support strategies (Azhari & Nieamah, 2024). Instead, it's important to recognize that excessive workloads without adequate support can lead to negative outcomes, such as increased stress and decreased job satisfaction, highlighting the need for a balanced approach to workload management.

#### 4.6. *The Influence of Work Stress on Employee Performance*

Path Coefficient (O): 0.102, T-Statistic: 0.947 ( $<1.96$ ), P-Value: 0.344 ( $>0.05$ ) → Not Significant Work Stress does not have a significant effect on Employee Performance. This suggests that the work stress experienced by employees may not directly impact their performance. It could be that they have an effective coping mechanism or get support from colleagues and organizations. The relationship between work stress and employee performance is complex, with various findings in various studies. While some studies suggest that work stress can negatively impact performance, others suggest that effective coping mechanisms and support systems can reduce these effects. Previous studies have shown that work stress does not significantly affect employee performance, suggesting that employees can use effective coping strategies or receive adequate support from colleagues and organizations (Munisi, 2025).

Other research has found that work stress moderately affects performance, especially through work-related stressors such as job security, which can lead to health problems that further impact performance (Shahzadi et al., 2025). Moderate stress can increase focus and productivity, while excessive stress leads to burnout and decreased job satisfaction (Sharma & Mathew, 2024). Employees with strong support networks may experience fewer negative impacts from stress, as they can rely on coworkers and organizational resources (Munisi, 2025). Implementing a program aimed at stress management can help reduce side effects and improve overall performance (Munisi, 2025). Despite the evidence showing that work stress can be managed effectively, it's important to realize that not all employees respond to stress equally. Individual differences in coping strategies and support systems play an important role in determining the overall impact of work stress on performance.

#### 4.7. *The Influence of Work Stress on Organizational Support*

The relationship between work stress and organizational support appears to be insignificant, as shown by a path coefficient of -0.098 and a P-value of 0.312, suggesting that employees' stress levels do not significantly affect their perception of support from their organization. These findings are in line with various studies exploring the dynamics of work stress and organizational support. Research shows that work stress is not directly correlated with perceived organizational support, which means employees may experience high stress without feeling a change in support levels from their organization (Roozeboom, 2024). Effective organization-level interventions can reduce work stress, but

their success often depends on proper implementation and communication, which can affect employees' perceptions of support (Roozeboom, 2024).

Studies emphasize the role of supportive leadership in improving employee well-being, which can indirectly affect the perception of organizational support (S&S, 2024). Organizational support initiatives that aim to increase employee engagement can foster a more positive work environment, potentially reducing stress (Yamuna, 2024). Conversely, some research suggests that while organizational support may not directly reduce work stress, it can still play an important role in overall employee well-being and engagement, highlighting the complexity of these relationships (Esitikot et al., 2024) (Kapoor, 2024).

**Table 2.** Total indirect effects

	Original sample (O)	Sample mean (M)	Standard deviation (STDEV)	T statistics (O/STDEV)	P values
Work Life Balance -> Organizational Support -> Employee Performance	0.175	0.167	0.079	2.204	0.028
Work Load -> Organizational Support -> Employee Performance	0.166	0.150	0.067	2.470	0.014
Work Stress -> Organizational Support -> Employee Performance	-0.043	-0.048	0.051	0.839	0.401

#### 4.8. The Influence of Work-Life Balance on Employee Performance through Organizational Support

The relationship between work-life balance (WLB) and employee performance was significantly influenced by organizational support, with a **path coefficient (O):** 0.175, **T-Statistic:** 2.204 (>1.96), **P-Value:** 0.028 (<0.05). Research shows that when organizations implement supportive policies, such as flexible hours and wellness programs, employees experience increased job satisfaction and performance. This positive correlation has been proven in various studies, highlighting the importance of a balanced work environment. Policies that promote WLB, such as flexible working hours and adequate rest time, lead to increased employee support and satisfaction (Christy & Indiyati, 2025) (Pujowati & Aswan, 2025). Previous studies have found that increased WLB is directly correlated with improved job performance, as employees feel more valued and engaged (Christy & Indiyati, 2025). Research shows that positive WLB significantly increases job satisfaction, which in turn increases overall productivity (Islamiah & Faruq, 2025).

Challenges such as limited awareness of WLB policies and resistance from management can hinder the effectiveness of these initiatives (Pujowati & Aswan, 2025). Organizations may face difficulties in implementing fully supportive measures due to resource limitations (Pujowati & Aswan, 2025). Companies need to ensure policies that encourage Work-Life Balance, such as work flexibility or mental health programs. Increasing Organizational Support so that the impact of Work Life Balance on Employee Performance is more optimal.

#### The Influence of Workload on Employee Performance through Organizational Support

The relationship between workload and employee performance is significantly influenced by organizational support, as evidenced by various studies, with a **Path coefficient value (O):** 0.166, **T-Statistic:** 2.470 (>1.96), **P-Value:** 0.014 (<0.05). A well-managed workload, equipped with adequate support, can improve employee performance. This is especially true when organizations provide resources such as training and efficient task management, allowing employees to handle high workloads effectively without any decline in performance. The following sections outline this relationship.

Studies show that a balanced workload is positively correlated with employee performance. For example, at PT Bank Rakyat Indonesia, workload significantly improves performance through intrinsic motivation (Machzunah et al., 2025). Research at PT Air Minum Bandarmasih found that a proportionate workload grows employee potential, improving overall performance (Nuryanti et al., 2025). Effective organizational support, including training and feedback mechanisms, is essential. At Dennis Collection, proper workload management strategies are associated with improved employee performance and well-being (Purnamasari & Mahmudah, 2024). Motivation also plays a role in moderation, as seen in PT Asuransi Jiwa Manulife, where motivation amplifies the positive effects of workload on performance (Aryata et al., 2024). Conversely, excessive workloads without adequate support can lead to burnout and decreased performance, highlighting the need for organizations to carefully balance demands and resources to

maintain employee well-being and productivity (Rasyid et al., 2024). Organizations need to balance employee workloads with adequate support, such as skills training or efficient division of tasks. Ensure there is a feedback mechanism so that employees do not feel overburdened.

The relationship between work stress, organizational support, and employee performance reveals complex dynamics. Research shows that work stress does not significantly affect employee performance through perceived organizational support with a Path coefficient (O): -0.043, **T-Statistic:** 0.839 (<1.96), **P-Value:** 0.401 (>0.05). This is evidenced by findings that show that although organizational support can reduce stress, it does not directly improve performance outcomes (Sulistyan et al., 2021). This shows that the work stress experienced by employees does not necessarily impact their perception of organizational support and ultimately does not have a significant effect on their performance. Additionally, employees often have effective coping mechanisms in place that buffer the impact of stress on their performance (Tehreem et al., 2023).

Studies show a negative correlation between work stress and performance, with moderate stress leading to feelings of ineffectiveness (Tehreem et al., 2023). In a competitive environment, work stress is often normalized, suggesting that employees can adapt to high-stress conditions without significant performance losses (Tripathi & Bathla, 2022). Perceived organizational support can reduce work stress but does not directly translate to improved performance (Sulistyan et al., 2021). The effectiveness of organizational support varies; it may not be enough to help employees in managing stress, especially in high-pressure settings (Dewi et al., 2021). Employees often use personal coping strategies that reduce the adverse effects of stress, demonstrating resilience in performance despite high stress levels (Tehreem et al., 2023). Instead, some argue that organizational support can be enhanced through targeted stress management programs, such as mindfulness training or flexible work arrangements, to further assist employees in coping with stress and potentially improve performance outcomes.

## 5. Conclusion

Organizational Support and Work-Life Balance are the main factors that improve employee performance. Organizations need to focus more on employee support programs and work-life balance policies. Workload does not affect performance, but it does affect the perception of organizational support. If the workload is high, the organization must ensure there is enough support so that employees do not feel overwhelmed. Work Stress has no significant impact on employee performance or organizational support. This could be due to the adjustment mechanism of the employee or other more dominant factors. Work-life balance and workload have a positive and significant effect on Employee Performance through Organizational Support. Organizations that provide work-life balance policies and manage workloads well will improve employee performance. Work Stress does not have a significant effect on Employee Performance through Organizational Support. This indicates that work stress does not always have an impact on the organizational support that employees feel and their performance. Improving Work-Life Balance Policy Companies need to implement and adjust policies of work flexibility, sufficient leave, and employee welfare programs to improve Work-Life Balance. Managing Workload with Organizational Support: Improving a more efficient work system, providing training, and ensuring support for employees with high workloads. Effectively Managing Work Stress provides stress management programs, such as coping training, company psychologists, and a more supportive work environment.

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