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The Effect of Workload on Employee Performance with Work Life Balance as a Moderating Variable

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Abstrak

Penelitian ini merupakan penelitian kuantitatif dengan pendekatan eksplanatori, yaitu pendekatan yang menggunakan sejumlah penelitian primer sebagai rumusan hipotesis yang menjadi objek utama dalam penelitian ini. Data yang digunakan dalam penelitian ini merupakan data primer yang peneliti peroleh dari berbagai sumber yang kredibel seperti jurnal, buku, dan sumber publikasi lain yang memiliki reputasi baik termasuk website (Abdurahman, 2016). Data yang diperoleh peneliti berasal dari 250 orang karyawan di PT. Perkebunan Nusantara Satu dan PT. Perkebunan Nusantara Tiga. Data yang terkumpul dianalisis dengan menggunakan alat analisis smart PLS 4.0. Hasil dalam artikel ini menunjukkan setiap hipotesis yang digunakan dalam artikel ini dapat dibuktikan dan ada yang tidak dapat dibuktikan. Hal ini dikarenakan P-Value pada penelitian ini bernilai positif dan berada di bawah taraf signifikansi 0,05 yaitu -0,008 pada hipotesis pertama yang sejalan dengan penelitian. Artinya Beban Kerja dapat membuat karyawan tidak bahagia, tidak enak badan, dan dapat berpengaruh negatif terhadap Kinerja Karyawan. Pada baris berikutnya nilai Work Life Balance dapat memoderasi pengaruh Beban Kerja terhadap Kinerja Karyawan. Namun, pengaruh variabel ini bersifat negatif. Dengan demikian dapat disimpulkan bahwa hipotesis pertama tidak dapat diterima dan hipotesis kedua dapat diterima.

Kata Kunci: *Beban Kerja, Kinerja Karyawan, Work Life Balance*

Abstract

This research is a quantitative study with an explanatory approach, namely an approach that uses a number of primary studies as a formula for hypotheses which are the main objects in this study. The data used in this study are primary data that researchers obtain from various credible sources such as journals, books, and other reputable publication sources including websites (Abdurahman, 2016). The data obtained by researchers came from 250 employees at PT. Perkebunan Nusantara Satu and PT. Perkebunan Nusantara Tiga. The collected data was analyzed using the smart PLS 4.0 analysis tool. The result in this article show each hypothesis used in this article can be proven and some cannot be proven. This is because the P-Values in this study are positive and below the significance level of 0.05, namely - 0.008 in the first hypothesis which is in line with research. This means that Workload can make employees unhappy, unwell, and can negatively affect Employee Performance. In the next row, the Work Life Balance value can moderate the effect of Workload on Employee Performance. However, the influence of this variable is negative. Thus it can be concluded that the first hypothesis cannot be accepted and the second hypothesis can be accepted.

Keywords: *Workload, Employee Performance, Work Life Balance*

INTRODUCTION

According to (Jamil, 2012) workload is the average frequency of activities of each job in a certain period of time, workload can be seen from the physical and mental workload, if the workload borne by an employee is too heavy or has weak physical abilities, it will certainly result in an obstacle in working so that the employee will feel sick because of a job.

The decision of the Minister of Information Number: KEP/75/M.PAN/7/2004 in defines workload as a collection or number of activities that must be completed by an organizational unit or position holder within a certain period of time. Meanwhile (Dewi, 2020) describes workload as the amount of work that must be carried out by a position/organizational unit and is the result of multiplying the volume of work and the time norm. From the description above, it can be concluded that workload is the amount of work that a person gets in his work where if the workload is too high it will make a person more tired and a job that must be completed at a certain time.

Factors that influence workload according to (Husein, 2011) are as follows: 1. External factors The burden that comes from outside the worker's body such as: a. Physical tasks such as: Workspace conditions, work environment conditions, work attitudes, lifting methods, loads carried. While mental tasks include, responsibility, work complexity, worker emotions and so on. b. Work Organization includes: Length of working hours, rest time, work shifts, work systems and so on. c. Work Environment Can provide additional burdens

including, physical work environment, chemical work environment, biological work environment and psychological work environment. 2. Internal Factors Factors that come from within the body due to reactions to external loads that have the potential to be stressors, including somatic factors (gender, age, body size, nutritional status, health conditions) and psychological factors (motivation, perception, beliefs, desires, satisfaction).

The workload factors that influence according to (Aulliya, 2022) are as follows: 1. Mental Load Factor 2. Physical Load Factor 3. Time Factor. Indicators show the characteristics, size or features of an object or activity. The indicators used to measure workload (Najib, 2016) are as follows: 1. Physical tasks (work attitude) 2. Mental tasks (responsibility, work complexity, worker emotions and so on) 3. Employee working hours and rest times 4. Shift work 5. Delegation of tasks and authority 6. Somatic factors (health conditions) 7. Psychological factors (motivation, perception, beliefs, desires and so on).

The indicators used to measure workload according to (Wijaya, 2018) are as follows: 1. Perception of task complexity 2. Perception of responsibility 3. Perception of the length of time required to complete the task 4. Perception of the energy required to complete the task. According to (Usmany et al., 2025) from the workload that is too excessive and too little has the following workload impacts (Supriyanto, 2019): 1. The impacts of excessive workload include fatigue, both physical or mental, and emotional reactions such as headaches, digestive disorders and irritability. 2. The impact of too little workload where work that occurs due to repetitive movements will cause boredom, a sense of monotony.

Based on the above explanation, the researcher believes that Workload can have a positive relationship direction and a significant influence on Employee Performance. There are a number of previous studies (Najib, 2016); (Aulliya, 2022) & (ELFADILLA, 2018). Unlike the three studies mentioned by the researcher, this article adds the Work-Life Balance variable as a moderating variable.

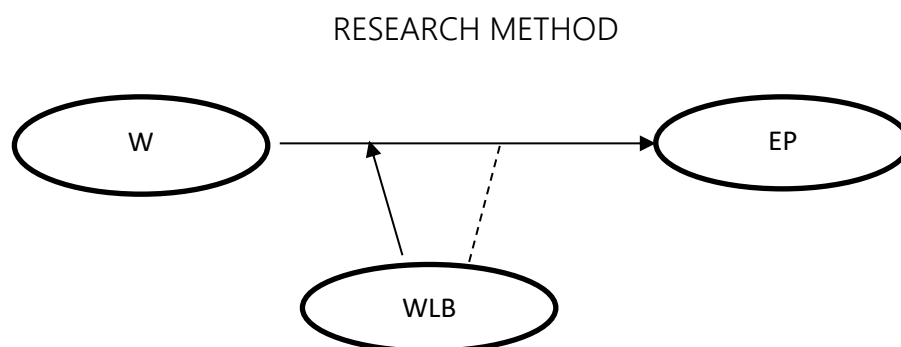


Figure 1. Model

Noted:

W : Workload

EP: Employee Performance

WLB : Work Life Balance

Based on the explanation above, it can be concluded that this study aims to analyze the influence of variables that are exactly the same as previous studies, namely (Najib, 2016); (Aulliya, 2022) & (ELFADILLA, 2018). The influence of the variable in question, namely the Workload variable, can have a positive relationship direction and a significant influence on Employee Performance. In contrast to the research (Najib, 2016); (Aulliya, 2022) & (ELFADILLA, 2018), this article adds the Work Life Balance variable as a moderating variable which is believed to be able to strengthen the influence of the Workload variable on Employee Performance (Jonathan Sarwono, 2016). This research is a quantitative study with an explanatory approach, namely an approach that uses a number of primary studies as a formula for hypotheses which are the main objects in this study (Sugiyono, 2019). The data used in this study are primary data that researchers obtain from various credible sources such as journals, books, and other reputable publication sources including websites (Abdurahman, 2016). The data obtained by researchers came from 250 employees at PT. Perkebunan Nusantara Satu and PT. Perkebunan Nusantara Tiga (Manzilati, 2017). The collected data was analyzed using the smart PLS 4.0 analysis tool with a more complete hypothesis below.

Hypothesis:

H1: The Influence of Workload on Employee Performance

H2: Work Life Balance Can Moderates The Influence of Workload on Employee Performance.

RESULT AND DISCUSSION

Background Analysis

According to (Jamil, 2012) workload is the average frequency of activities of each job in a certain period of time, workload can be seen from the physical and mental workload, if the workload borne by an employee is too heavy or has weak physical abilities, it will certainly result in an obstacle in working so that the employee will feel sick because of a job.

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Validity Test

The validity test stage is the first stage that must be used as a prerequisite for proving the hypothesis used in this research. In this research the author uses two hypotheses. Before proceeding to this stage, here are the results of the validity test in this article (Gujarati, 2013):

Table 1. Validity Test

Variable	Question Item	Loading Factor
Workload (X)	Workload can affect Employee Performance	0.879
	Workload can increase employee work pressure	0.882
	Workload can decrease employee performance	0.896
	Image Streamer can increase consumer loyalty	0.884
Employee Performance (Y)	Employee Performance can be affected by Workload	0.921
	Employee Performance can be affected by employee comfort at work	0.918
	Employee Performance can be affected by employee happiness at work	0.911
	Employee Performance can be affected by employee comfort at work	0.926
Work Life Ballance (Z)	Work Life Balance can affect Employee Performance	0.976
	Work Life Balance can affect employee Workload	0.982

Valid > 0.70

Realibility Test

The next stage that must be passed after passing the validity test stage which functions to ensure each questionnaire distributed in this article is valid or not and it turns out that

the results show validity. Therefore, the following are the results of the reliability test stage in this article (Sarstedt et al., 2014):

Table 2. Reliability Test

Variable	Composite Reliability	Cronbach Alfa	Noted
Workload	0.924	0.885	Reliable
Employee Performance	0.976	0.935	Reliable
Work Life Ballance	0.992	0.951	Reliable

Reliable > 0.70

Path Coefisien

The last stage is the stage of proving each hypothesis used in this article, namely the Workload variable can have a positive relationship direction and a significant influence on Employee Performance. This stage can be carried out after passing the reliability test stage which functions to ensure each variable used in this article is reliable or not (Ghozali, 2016):

Table 3. Path Coefisien

Direct Influence	Variable	P-Values	Noted
	W-> EP	-0.008	Accepted
Indirect Influence	WLB* W-> EP	0.000	Accepted

Signifianct Level < 0.05

The third table above shows that each hypothesis used in this article can be proven and some cannot be proven. This is because the P-Values in this study are positive and below the significance level of 0.05, namely -0.008 in the first hypothesis which is in line with research (Najib, 2016); (Aulliya, 2022) & (ELFADILLA, 2018). This means that Workload can make employees unhappy, unwell, and can negatively affect Employee Performance. In the next row, the Work Life Balance value can moderate the effect of Workload on Employee Performance. However, the influence of this variable is negative. Thus it can be concluded that the first hypothesis cannot be accepted and the second hypothesis can be accepted.

CONCLUSION

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