

THE MEDIATING ROLE OF WORK-LIFE BALANCE IN THE RELATIONSHIP BETWEEN WORKLOAD AND EMPLOYEE PRODUCTIVITY

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Abstract

This study aims to examine the effect of workload on employee productivity with work-life balance (WLB) as a mediating variable. The research was conducted on two companies—PT. Refo Digital Creative and PT. Uba Uhud International—both of which face challenges related to high workload and work-life imbalance. A total of 82 respondents were selected using purposive sampling based on specific criteria. Data were collected through a closed-ended questionnaire using a Likert scale and analyzed using simple linear regression and the Sobel test for mediation analysis. The results indicate that workload has a significant negative effect on employee productivity, as excessive workload leads to physical and mental stress that reduces performance and motivation. Workload also negatively affects WLB by reducing rest time and personal life quality. Conversely, WLB has a positive effect on productivity, as employees with a balanced work-life condition tend to be more efficient, motivated, and accurate in task completion. WLB is proven to fully mediate the relationship between workload and productivity. These findings highlight the importance of proportional workload management and organizational support for employee well-being. Companies are encouraged to implement policies such as flexible work hours, mental health programs, and supportive environments. The study reinforces the Job Demands-Resources (JD-R) model, emphasizing the critical role of balancing job demands with adequate resources like WLB in enhancing productivity and employee well-being.

Keywords: workload, work-life balance, employee productivity, JD-R theory, employee well-being

INTRODUCTION

Human resources (HR) are one of the key components and strategic assets for companies in achieving their success (Nabiyi & Shamizanjani, 2024). Individuals with high skills and work productivity make significant contributions in creating value, success, and competitive advantage for the company (Hafizh & Hariastuti, 2021). Work productivity, as a measure of the efficiency of production output and input (Cahyani & Andriani, 2023), enables employees to directly contribute to improving productivity and customer satisfaction. A company's success is assessed based on the competence of its workforce; conversely, individuals with poor performance may hinder the achievement of organizational goals (Rambe, 2024). Good employee performance can enhance customer satisfaction. Individuals with high productivity demonstrate work efficiency and optimal contribution to corporate objectives. Companies with high levels of work productivity will achieve better customer satisfaction and strong financial stability (Nawangsari et al., 2020).

One of the factors that can affect work productivity is workload. Workload refers to the number of tasks or responsibilities that must be completed within a specific timeframe. Job demands can create both physical and mental burdens for employees. An excessive workload can lead to stress

and fatigue, which negatively impact productivity (Paramita & Rukmana, 2024). Conversely, a balanced workload can boost motivation and enhance employee productivity. An increased workload may cause mental exhaustion and reduce work engagement. Therefore, employee mental health must be prioritized to improve performance. An imbalance in work hours, responsibilities, and rest affects employees' health. Physical and mental health influence endurance and focus at work. A proper balance between work time and rest helps maintain health and reduces absenteeism. Low attendance can increase the workload for other employees and hinder operations. Fitriana (2014), stated that when attendance is low, productivity cannot be achieved optimally. A sense of well-being arises when employees can meet job demands without sacrificing aspects of their personal lives.

Work-Life Balance (WLB) refers to the equilibrium between work life and personal life. WLB is the ability to manage commitments in work, personal life, and other responsibilities in a way that prevents conflict between them. It plays a vital role for employees, as a balanced life promotes work engagement, improved quality, and strong commitment to the organization. Conversely, poor work-life balance can reduce employee focus at work. Therefore, WLB is a crucial factor in determining work productivity. When employees focus too much on work, time for family and personal life diminishes; on the other hand, when personal life dominates, work quality may suffer. This condition is influenced by the level of workload. Tight deadlines increase the risk of disrupting work-life balance. A heavy workload leads to conflict between personal and professional life. Long-term imbalance can result in conflicts at work, within the family, or personally, which negatively affect employees' mental and physical health, as well as overall company performance.

PT. Refo Digital Creative is a digital marketing company that produces digital marketing video content, with a daily output of 5 to 8 video scripts and 33 employees. A limited workforce and high workload can increase employee burden (Bakker & Demerouti, 2017). Excessive workload negatively affects health, as evidenced by the high number of employees taking sick leave. This is caused by insufficient rest time, heavy workload, and poor work-life balance. Poor health affects productivity and absenteeism. PT. Uba Uhud Internasional is also facing similar issues, such as employee tardiness and early departures, which are triggered by poor work-life balance. This company operates in the agribusiness sector, and the research was conducted at its branches in Cilacap, Purbalingga, Banjarnegara, and Pemalang.

This study positions work-life balance (WLB) as a mediating variable to examine its effect on the relationship between workload and productivity, using the Job Demands-Resources (JD-R) theory as the theoretical framework. The research is based on a literature gap, where some studies show a positive and significant effect of workload on employee productivity Ariani *et al.* (2020); Utari & Perdhana, (2024), while others show a negative and significant effect Ariyanto & Heriyanti, (2023) and Riana Ridwan *et al.* (2024). This study is expected to contribute to productivity enhancement strategies and human resource management at PT. Refo Digital Creative and PT. Uba Uhud Internasional, as well as enrich the literature on work productivity through the inclusion of relevant variables.

LITERATURE REVIEW AND HYPOTHESIS FORMULATION

The Job Demands-Resources (JD-R)

The Job Demands-Resources (JD-R) Theory, developed by Demerouti *et al.* (2001) and further expanded by Bakker & Demerouti (2007), serves as an approach to understand the balance between job demands and job resources. This theory explains that employee well-being and performance are influenced by work environment factors through two primary mechanisms: *stress* and *motivation*. Stress arises when high job demands are not supported by adequate resources, while motivation is enhanced when sufficient resources are available (Bakker *et al.*, 2022; Bakker & Demerouti, 2017). Job demands include aspects that require excessive physical, mental, or emotional effort, such as excessive workload, time pressure, emotional demands, and job complexity and role ambiguity, all

of which may trigger stress and burnout if not managed properly (Bakker et al., 2022; Schaufeli et al., 2009). Meanwhile, job resources consist of social support from colleagues and supervisors, opportunities for learning and development, a safe and comfortable work environment, and work-life balance, all of which can enhance work engagement and productivity while reducing burnout (Haar et al., 2014).

Employee Productivity

The Job Demands-Resources (JD-R) model explains that employee productivity is influenced by the balance between job demands and job resources. In this context, work productivity is defined as a series of individual behaviors that are relevant and within the individual's control, directly or indirectly supporting the achievement of organizational goals. This includes task performance, contextual performance, and the avoidance of counterproductive work behavior (Koopmans et al., 2014). The indicators of work productivity by Koopmans et al. (2014) through the *Individual Work Performance Questionnaire (IWPQ)* consist of three components: *task performance* (the individual's ability to complete tasks effectively and efficiently), *contextual performance* (behaviors that support the social and psychological work environment), and *counterproductive work behavior* (negative behaviors such as complaining and procrastinating).

Workload

Workload is a subjective construct that reflects the mental and physical effort an individual must exert to achieve a certain level of performance, influenced by the interaction between task demands, execution conditions, and individual abilities and perceptions (Hart & Staveland, 1988). Within the framework of the Job Demands-Resources (JD-R) theory, workload encompasses various dimensions such as emotional demands, time pressure, job complexity, role ambiguity, and work-life balance (Bakker et al., 2022; Bakker & Demerouti, 2014). The workload indicators based on Hart & Staveland (1988), NASA Task Load Index (NASA-TLX) include: Mental Demands (MD); Physical Demands (PD); Temporal Demands (TD); Effort (EF); Own Performance (OP); and Frustration (FR).

According to previous research, workload significantly and negatively affects employee productivity (Ariyanto & Heriyanti, 2023; Paramita & Rukmana, 2024; Ridwan et al., 2024). Furthermore, workload also has a significant negative influence on employees' work-life balance (Halim & Heryjanto, 2021; Holland et al., 2019; Omar et al., 2015; Utari & Perdhana, 2024).

H1: Workload significantly and negatively affects employee productivity.

H2: Workload significantly and negatively affects work-life balance.

Work-Life Balance

Work-Life Balance (WLB) is a condition of equilibrium between work demands and personal life that is both multidimensional and bidirectional. This balance encompasses four main aspects: interference of work with personal life, interference of personal life with work, enhancement of personal life through work, and enhancement of work through personal life (Fisher et al., 2009). The Job Demands-Resources (JD-R) theory explains that an imbalance between high job demands and insufficient resources can lead to stress, fatigue, burnout, and a decline in work-life balance (Bakker & Demerouti, 2017). The indicators of Work-Life Balance according to Fisher et al. (2009), WIPL (Work Interference with Personal Life; PLIW (Personal Life Interference with Work); and WPLE (Work/Personal Life Enhancement).

Based on previous studies, it was found that work-life balance has a significant positive effect on employee productivity, indicating that increased productivity results from a balance between work and personal life (Andriyana & Supriansyah, 2021; Harahap & Ramli, 2023; Rianti et al., 2025; Saina et al., 2016). Other research also found that work-life balance significantly mediates the relationship between workload and employee performance (Putri & Primadineska, 2023; Syihabudhin et al., 2020; Utari & Perdhana, 2024).

H3: Work-life balance has a positive effect on employee productivity.

H4: Work-life balance mediates the effect of workload on employee productivity.

RESEARCH METHODS

This study employs a quantitative approach using a simple linear regression statistical analysis method and the Sobel test to examine the mediating effect of Work-Life Balance (WLB) on the relationship between workload and work productivity. The research was conducted at two companies, namely PT. Refo Digital Creative and PT. Uba Uhud International, with the implementation beginning in February 2025, covering preparation, data collection, and data analysis stages. The research population consisted of 103 permanent employees, including 33 employees at PT. Refo Digital Creative and 70 employees at PT. Uba Uhud International. The sample used was 82 respondents, determined using the Slovin formula with a 5% margin of error. The sampling technique used was purposive sampling, which is the selection of samples based on specific criteria, such as being a permanent or contract employee (not an intern or part-time), having worked for at least six months, and being willing to complete the research questionnaire in full.

The data used in this study is primary data obtained directly from respondents through a closed-ended questionnaire using a five-point Likert scale. The instruments used to measure the variables include the Individual Work Performance Questionnaire (IW PQ) for work productivity (Koopmans et al., 2014), the NASA Task Load Index (NASA-TLX) for workload (Hart & Staveland, 1988), and the WIPL, PLIW, PLEW, and WEPL scales for measuring Work-Life Balance (Fisher et al., 2009).

The data analysis process includes descriptive analysis to present the mean and standard deviation values (Suliyanto, 2018: 287), followed by data quality testing, which includes validity and reliability tests. Classical assumption tests are also conducted, including the normality test using the Kolmogorov-Smirnov method, the heteroscedasticity test using the Glejser method, and the linearity test through the significance of Deviation from Linearity and Linearity. To test the hypotheses, simple linear regression analysis is used to determine the direct effect of workload on work productivity by interpreting the coefficient of determination (R^2), which shows the extent to which the independent variable contributes to explaining the dependent variable. Partial testing is conducted using the t-test, where a significance value of less than 0.05 indicates a significant effect. Finally, mediation testing is performed using the Sobel test with the following statistical formula:

$$1. \quad Z = \frac{a \cdot b}{\sqrt{(b^2 \cdot SE_a^2) + (a^2 \cdot SE_b^2)}} \quad (1)$$

Description:

- 1) a = Path coefficient from Workload $\rightarrow$ Work-life Balance
- 2) b = Path coefficient from Work-life Balance $\rightarrow$ Work Productivity
- 3) SE_a^2 = Standart Error of a
- 4) SE_b^2 = Standart Error of b

If the Z value > 1.96 or the p-value < 0.05 , then the mediating variable is considered capable of mediating the effect of workload on work productivity. Thus, the hypothesis stating that the mediating variable is significant is accepted (Baron & Kenny, 1986; Sobel, 1982).

RESULTS AND DISCUSSION

This study employs a quantitative approach using a simple linear regression statistical analysis method and the Sobel test to examine the mediating effect of Work-Life Balance (WLB) on the relationship between workload and work productivity. The results of these tests are as follows:

Descriptive Analysis Test

Table 1 Output Descriptive Analysis Test Results

Variabel	N	Min.	Max.	Mean	Std. Deviation
Beban Kerja	82	16,00	49,00	35,2683	10,17507
Work-life Balance	82	12,00	25,00	18,6585	3,34524
Employee Productivity	82	22,00	43,00	31,4878	5,80813

Source: SPSS, processed 2025

Based on Table 1 of the descriptive analysis, the results of these tests are as follows:

1. Workload

The Workload variable has a minimum value of 16.00 and a maximum of 49.00, with a mean of 35.27 and a standard deviation of 10.18. This mean indicates that the perceived workload falls within the 'Moderate' category, suggesting that most respondents experience a considerable workload, though not excessive. The relatively high standard deviation reflects a varied perception of workload among respondents.

2. Work-life Balance Variable

This variable ranges from a minimum of 12.00 to a maximum of 25.00, with a mean of 18.66 and a standard deviation of 3.35. The mean places Work-life Balance in the 'Moderate' category, implying that respondents' balance between work and personal life is not yet ideal. The low standard deviation indicates a relatively uniform experience among respondents.

3. Employee Productivity Variable

Employee Productivity has a minimum score of 22.00 and a maximum of 43.00, with a mean of 31.49 and a standard deviation of 5.81. The average score falls in the 'Moderate' category, suggesting that respondents have not yet reached an optimal level of productivity, with room for improvement. The relatively high standard deviation indicates considerable variation in productivity levels among respondents.

Data Quality Test Result

1. Validity Test

Table 2 validity test results

No	variabel	Item	r-table	r-test	Significance level (0,05)	Description
1	Workload (X1)	1	0,2172	0.766	0,00 < 0,05	Valid
		2	0,2172	0.799	0,00 < 0,05	Valid
		3	0,2172	0.780	0,00 < 0,05	Valid
		4	0,2172	0.647	0,00 < 0,05	Valid
		5	0,2172	0.670	0,00 < 0,05	Valid
		6	0,2172	0.462	0,00 < 0,05	Valid

No	variabel	Item	r-table	r-test	Significance level (0,05)	Description
2	Work-life Balance (M)	1	0,2172	0.784	0,00 < 0,05	Valid
		2	0,2172	0.777	0,00 < 0,05	Valid
		3	0,2172	0.657	0,00 < 0,05	Valid
		4	0,2172	0.792	0,00 < 0,05	Valid
		5	0,2172	0.647	0,00 < 0,05	Valid
		6	0,2172	0.707	0,00 < 0,05	Valid
		7	0,2172	0.354	0,01 < 0,05	Valid
		8	0,2172	0.294	0,07 < 0,05	Valid
		9	0,2172	0,255	0,02 < 0,05	Valid
		10	0,2172	0.361	0,01 < 0,05	Valid
3	Employee Productivity (Y)	1	0,2172	0.824	0,00 < 0,05	Valid
		2	0,2172	0.798	0,00 < 0,05	Valid
		3	0,2172	0.846	0,00 < 0,05	Valid
		4	0,2172	0.891	0,00 < 0,05	Valid
		5	0,2172	0.881	0,00 < 0,05	Valid
		6	0,2172	0,826	0,00 < 0,05	Valid
		7	0,2172	0,810	0,00 < 0,05	Valid
		8	0,2172	0,871	0,00 < 0,05	Valid
		9	0,2172	0.900	0,00 < 0,05	Valid
		10	0,2172	0,806	0,00 < 0,05	Valid

Source: SPSS, processed 2025

Based on the results of the validity test presented in Table 2, all items within the variables of Workload (X), Work-Life Balance (M), and Employee Productivity (Y) have r-test values higher than the r-table value (0.2006). This indicates that each item in the research are valid.

2. Reliability Test

Table 3 Reliability Test Results

No	Variable	Cronbach's Alpha Requirement	Cronbach Alpha Test	Description
1	Workload	> 0,60	0,807	Reliable
2	Work-life Balance	> 0,60	0,771	Reliable
4	Employee Productivity	> 0,60	0,954	Reliable

Source: SPSS, processed 2025

Results of table 3 shows the Cronbach's Alpha values workload (X), work-life balance (M), and employee productivity (Y) higher than reliability criteria. The instruments can be used in further analysis to measure the relationships between variables with a high level of confidence.

Classical Assumption Test Results

1. Normality test

Tabel 4 Normality test results

Kolmogorov-Smirnov		
Unstandardized	N	Sig
Residual	82	0,082

Source: SPSS, processed 2025

Using a sample size (N) of 82, the Kolmogorov-Smirnov normality test resulted in a significance value of 0.082. Since $0.082 > 0.05$, it can be concluded that the residuals are normally distributed. This indicates that the normality assumption is met, and therefore, the linear regression model used in this study can be considered valid.

2. Heteroscedasticity Test

Table 5 Heteroscedasticity Test Results

Variabel	Sig	Description
Workload (X)	0,439	there is no indication of heteroscedasticity
Work-life Balance (M)	0,335	there is no indication of heteroscedasticity

Source: SPSS, processed 2025

Based on the results of the heteroscedasticity test shown in the table, it is known that the Workload variable (X) has a significance value of 0.439, while the Work-life Balance variable (M) has a significance value of 0.335. Both values are greater than the significance of 0.05, which indicates that there are no indication of heteroscedasticity in the two variables.

3. Linearity Test

Table 6 Linearity Test Results

Combined	Sig.
Linearity	0,000
Deviation from linearity	0,373

Source: SPSS, processed 2025

Based on the results of the linearity test above, the significance value for the Linearity test is $0.000 < 0.05$, indicating that there is a significant linear relationship between the independent and dependent variables. and Deviation from Linearity of $0.373 > 0.05$, indicating that there is no significant deviation from linearity. Thus, it can be concluded that

the relationship between the two variables in the regression model is linear and valid for analysis using the linear regression method.

Simple Linear Regression Analysis

Table 7 Simple Linear Regression Analysis Result

Model	Constant	Adjusted R Square	Unstandartized Coefficient		T	Sig	Formula
			B	Std. Error			
1	Workload	0,262	-1,584	0,290	-5,455	0,000	$Y = 64,817 - 1,584X$
2	Workload	0,399	-1,107	0,150	-7,401	0,000	$M = 52,141 - 1,107X$
3	Workload	0,416	-0,580	0,335	-1,730	0,088	$Y = 17,549 - 0,580X + 0,907M$
	WLB		0,907	0,193	4,694	0,000	

Source: SPSS, processed 2025

1. Model 1: The Influence of Workload on Employee Productivity

Based on the Unstandardized Coefficient values, the Workload variable has a negative impact on Employee Productivity by 1.584 units, assuming all other variables are held constant. The calculated t-value is -5.455, which exceeds the critical value of -1.990, and the significance level (Sig.) is $0.000 < 0.05$, indicating that workload has a significantly negative effect on employee productivity. The Adjusted R Square value is 0.262, suggesting that the Workload variable explains 26.2% of the variance in Employee Productivity, while the remaining 73.8% is attributed to other factors not included in the model.

2. Model 2: The Influence of Workload on Work-Life Balance

Based on the Unstandardized Coefficient values, each one-unit increase in Workload results in a 1.107 unit decrease in Work-Life Balance (WLB), assuming other variables remain constant. The calculated t-value is -7.401, exceeding the critical value of -1.990, with a significance level (Sig.) of $0.000 < 0.05$, which indicates a significant negative relationship between workload and work-life balance. The Adjusted R Square value is 0.399, meaning that approximately 39.9% of the variance in Work-Life Balance can be explained by the Workload variable in this model, while the remaining 60.1% is explained by other factors.

3. Model 3: The Influence of Workload and Work-Life Balance on Employee Productivity

According to the Unstandardized Coefficient values, each one-unit increase in Workload leads to a 0.580 unit decrease in Employee Productivity, assuming Work-Life Balance remains constant. This negative regression coefficient indicates that a higher workload tends to reduce employee productivity. Conversely, each one-unit increase in Work-Life Balance results in a 0.907 unit increase in Employee Productivity. Conversely, each one-unit increase in Work-Life Balance results in a 0.907 unit increase in Employee Productivity. The t-value for this variable is 4.694, which is greater than the critical value of 1.990, with a significance level (Sig.) of $0.000 < 0.05$, indicating a statistically significant positive effect. The Adjusted R Square is 0.416, suggesting that 41.6% of the variance in Employee Productivity can be explained by Workload as the independent variable and Work-Life Balance as the mediating variable. This indicates that nearly half of the variation in employee productivity can be explained through both the direct and indirect pathways from Workload, with Work-Life Balance acting as a mediator.

Sobel Test Results and Mediation Analysis

$$A = -1,107$$

$$SEa = 0,150$$

$$B = 0,907$$

$$SEb = 0,193$$

Sobel Test:

$$2. \quad Z = \frac{-1,107 \cdot 0,907}{\sqrt{(0,907^2 \cdot 0,150^2) + (-1,107^2 \cdot 0,193^2)}} \dots\dots\dots (2)$$

$$Z = \frac{-1,003}{\sqrt{0,0185 + 0,0456}} \dots\dots\dots (3)$$

$$Z = \frac{-1,003}{0,253} \dots\dots\dots (4)$$

$$Z = -3964 \dots\dots\dots (5)$$

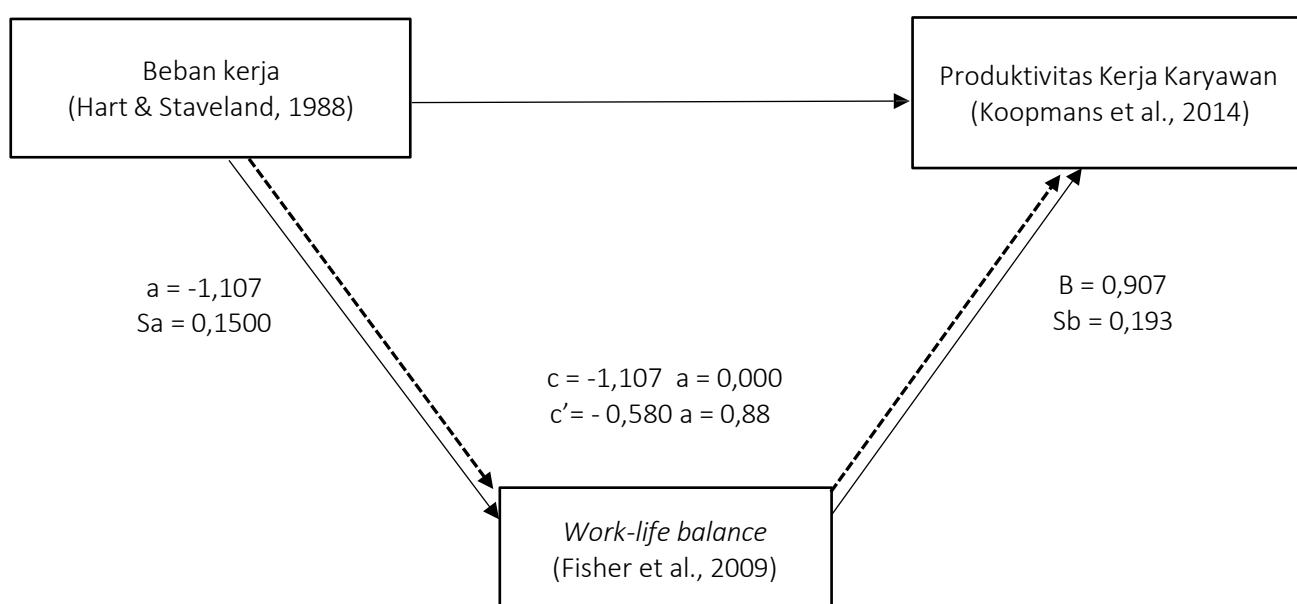


Figure 1. Theoretical Framework with Sobel Mediation Test

Based on the results of the Sobel test, the calculated Z-value was -3.964 with a significance level of 0.007. The absolute value of Z (3.964) exceeds the critical value of 1.96, and the significance level (0.007) is less than 0.05, indicating that the mediating effect is statistically significant. Moreover, the regression coefficient of Workload becomes statistically insignificant after Work-Life Balance (WLB) is introduced as a mediating variable. This change demonstrates that WLB fully and significantly mediates the effect of Workload on Employee Productivity.

1. The Effect of Workload on Employee Productivity

This study reveals that workload has a significantly negative effect on employee productivity. This finding aligns with prior research which also confirmed a significant negative relationship between workload and employee productivity (Ariyanto & Heriyanti, 2023; Paramita & Rukmana, 2024; Ridwan et al., 2024). The result supports the assumptions of the Job Demands–Resources (JD-R) theory, which emphasizes the critical balance between job demands and job resources. Workload, categorized as a job demand, can reduce productivity if not sufficiently balanced by adequate work resources (Demerouti et al., 2001).

2. The Effect of Workload on Work-Life Balance

This study demonstrates that workload has a significantly negative impact on work-life balance (WLB). This result is consistent with prior empirical findings that report a negative and significant relationship between workload and WLB (Halim & Heryjanto, 2021; Holland et al., 2019; Omar et al., 2015; Utari & Perdhana, 2024). Excessive workload consumes more time and energy, often leading to emotional exhaustion and a decline in engagement (Schaufeli & Taris, 2014). This outcome is further reinforced by the foundational assumptions of the JD-R theory, which state that high job demands, if not balanced with sufficient resources, can significantly impair employees' work-life balance (Bakker & Demerouti, 2007).

3. The Effect of Work-Life Balance on Employee Productivity

Work-life balance (WLB) has a positive effect on employee productivity. The better the perceived balance between work and personal life, the higher the employee's productivity level. This finding is consistent with various prior studies which have shown that WLB positively influences employee productivity (Andriyana & Supriansyah, 2021; Rianti et al., 2025; Saina et al., 2016). These results align with the JD-R theory perspective, which posits that a balanced relationship between job demands and resources initiates a motivational process, ultimately enhancing employee performance (Bakker & Demerouti, 2007).

4. The Mediating Role of Work-Life Balance in the Relationship Between Workload and Employee Productivity

The Sobel test results of this study show that work-life balance fully mediates the effect of workload on employee productivity. This indicates that workload does not only affect productivity directly, but also indirectly through the quality of WLB perceived by the employees. Although research on the mediating role of WLB in the relationship between workload and productivity remains limited, this study is in line with previous findings showing that WLB significantly mediates the link between workload and employee performance (Putri & Primadineska, 2023; Syihabudhin et al., 2020; Utari & Perdhana, 2024). This finding directly supports the JD-R framework, which asserts that high workload tends to deplete employees' energy; however, if employees possess a good level of work-life balance, the strain from such workload can be mitigated (Demerouti et al., 2001).

Summary of Hypotheses

Hypothesis 1: Workload has a negative effect on Productivity — Accepted.

Hypothesis 2: Workload negatively affects Work-Life Balance — Accepted.

Hypothesis 3: Work-Life Balance has a positive influence on Employee Productivity — Accepted.

Hypothesis 4: Work-Life Balance mediates the effect of Workload on Employee Productivity — Accepted.

CONCLUSION

Based on the results of this study, it is evident that the workload at PT. Refo Digital Creative and PT. Uba Uhud Internasional is relatively high. This conclusion is supported by observable phenomena within PT. Refo Digital Creative, where several employees have taken sick leave and there is an uneven distribution of workload, often accompanied by excessive working hours. In addition, PT. Uba Uhud Internasional has reported that many employees do not adhere to the company's official working hours, arriving and leaving work outside of the established schedule. These conditions indicate that excessive workload depletes employees' physical and mental energy, thereby disrupting work-life balance, reducing concentration and engagement at work, and ultimately leading to a decline in employee productivity.

Implications

1. Implications for PT. Refo Digital Creative

The workload level at PT. Refo Digital Creative falls into the high category. Therefore, the company must recognize that workload exceeding employee capacity may lead to decreased productivity. To address this issue, it is essential to implement ergonomic work design, which includes introducing work flexibility, monitoring working hours, and aligning workload distribution with the available human resources.

2. Implications for PT. Uba Uhud Internasional

The workload level at PT. Uba Uhud Internasional is also classified as high. Consequently, the company should manage the allocation of tasks more effectively, ensuring that the workload is proportional to employee capacity. This approach can help prevent physical and mental fatigue, which may otherwise disrupt employees' work-life balance.

Limitations

The scope of this study is limited to two companies, namely PT. Refo Digital Creative and PT. Uba Uhud Internasional. The unique organizational characteristics, workload, and operational structures of these two companies may not accurately represent those of other organizations. Therefore, the findings of this research cannot be broadly generalized without taking into account these contextual differences. Secondly, the data were collected using a closed-ended questionnaire that relies on the respondents' subjective perceptions. This method carries the potential risk of introducing socially desirable responses, which may affect the objectivity of the data.

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