



Workload and working hours effect on employees work-life balance mediated by work stress

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ABSTRACT

Work-life balance and work stress is an important aspect to consider nowadays. A good work-life balance has a positive impact on employee productivity and well-being. However, high workload pressure and long working hours can disrupt that balance. This study aims to analyze the influence of Workload and working hours on employees work-life balance mediated by work stress. This research took place or objective at PT Perkebunan Nusantara XIII employees. PT Perkebunan Nusantara XIII is one of the state-owned companies. This research used descriptive quantitative research using the survey method with total 267 respondent. This study used a five-point Likert scale. In this study, measurement and analysis used Structural Equation Modeling (SEM) with AMOS 24 statistical tools. The results of this study indicate that only two hypotheses are accepted, and the remaining five hypotheses are rejected. This study shows that Workload has a positive and significant effect on Work-Life Balance, and Work Stress has a positive and significant effect on Work-Life Balance. Meanwhile, Workload negatively affects Work Stress, Working Hours negatively affect Work Stress, and Working Hours negatively affects Work-Life Balance. Work Stress does not intervene in the influence of Workload and Working Hours on Work-Life Balance.

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INTRODUCTION

In the competitive and dynamic world of work, Work-Life Balance is becoming increasingly important. This balance can affect employees' quality of life as well as their performance at work (Hakim, 2023). Modern companies are beginning to realize the importance of supporting this balance, not only for employee well-being but also to improve workforce productivity and retention. For large companies, the quality of employees is always a priority, both in terms of work-life balance and personal life, emotional, intellectual and skill aspects.

Work-life balance is closely related to the balance of effort and time given to work and personal life (Isa & Indrayati, 2023). Work Life Balance refers to creating and maintaining a

supportive and healthy work environment. This will allow employees to achieve a balance between work responsibilities and personal life, which in turn will strengthen employee loyalty and productivity. Employers can help employees achieve work-life balance by offering opportunities such as flexible work schedules, paid leave policies, good response time and communication, and company-sponsored events, such as overseas vacations for employees and their families (Hilman et al., 2022).

One of the factors that can affect employees' Work Life Balance is the Workload and Working Hours faced by employees. Excessive workload and long working hours can lead to work stress which in turn can affect employees' work-life balance. Work stress can damage employees' mental and physical health, disrupt personal relationships, and even reduce productivity in the workplace (Jerrim & Sims, 2021). In this context, the role of intervening variables such as Work Stress is very important. Work Stress can act as a mediator between workload, working hours, and work-life balance (Rashid et al., 2022).

Workload is the amount of work or tasks that must be completed by a person or group of individuals within a certain period of time (Sari & Ali, 2022). It includes various types of activities, responsibilities, and obligations that must be undertaken by a person in their work environment. Workload can include things such as projects, daily tasks, performance targets, or specific responsibilities that a person must carry out (Omar et al., 2015). Workload involves not only the number of tasks or jobs to be completed but also the complexity, level of difficulty, and pressure associated with the job (Midha et al., 2021). Excessive or unbalanced workload can result in stress, fatigue, and negative influences on one's physical and mental well-being (Hernandez et al., 2021). The subdimensions of workload according to Hart in (Xi et al., 2023) include mental demands, physical demands, temporal demands, effort, performance, and frustration. When employees feel that their Workload is high, it can become a problem in their personal life which in turn can lead to low performance (Syihabudhin et al., 2020).

Working Hours is a specific period of time when a person is employed or expected to work in accordance with company or government regulations and policies. Regarding working hours, (Komari et al., 2023) revealed that Work-Life Balance involves many aspects such as working hours, level of flexibility, well-being, family characteristics, demographic factors, migration experience, leisure time, and so on. Long working hours are a common phenomenon in most organizations and companies where the duration of time spent working. This phenomenon includes situations where workers have to work for periods of time that exceed healthy work-life balance standards (Wong et al., 2019). The impact of long working hours can be very detrimental to workers' well-being (Magnavita et al., 2021). Research findings by (Hsu et al., 2019) which show that Working Hours have a positive effect on Work-Life Balance. However, the results of this study are not in line with the research findings (Badri et al., 2022) which show that working time has a negative effect on employee quality of life.

Work stress is a condition of tension or psychological pressure experienced by a person as a result of factors related to their work. This is caused by various pressures, demands, and conflicts that arise in the work environment that can affect a person's physical and mental well-being (Irawanto et al., 2021). This is what makes Work Stress one of the strong variables to be intervening in this study. The research conducted by (Boamah et al., 2022; Massoud et al., n.d.) shows that Work Stress is positively correlated with Work-Life Balance. However, this research is not in line with research (Aruldoss et al., 2021; Saratian et al., 2019) which shows that Work Stress has a negative effect on Work-Life Balance. The results of research by (Omar et al., 2020; Safitri & Marcheila, 2022) show that Workload intervened by Work Stress has a negative effect on Work-Life Balance. However, the findings of this study contradict the results of research (Rashid et al., 2022) which show that Workload has a positive effect on Work-Life Balance with the mediation of Work Stress.

High workloads and long working hours can result in an imbalance between work and life outside of work. Based on a study conducted by SEEK, the parent company of Asia Job Street and JobsDB, as many as 43% of workers in Indonesia are concerned about Work-Life Balance during work (Joan Immanuella Hanna Pangemanan, 2023). Tokyo Mental Health statistics recorded 21,081 suicides in 2020 and most of them were employees. The South Korean statistics agency recorded 13,352 people committing suicide in 2021. The Indonesian Ministry of Health provides a statement that continuous work increases the risk of accidents, increases stress levels, and even causes physical pain. This is driven by the fact that work often creates stress in employees' daily lives, which in turn can affect their well-being and quality of life.

Based on existing research, workload can result in 2 possibilities such as: 1.) Excessive or unbalanced workload can result in stress, fatigue, and negative influences on one's physical and mental well-being (Hernandez et al., 2021); 2.) Conversely, a well-managed and balanced workload can help individuals remain productive, maintain work-life balance, and improve the quality of work produced. Research findings (Omar et al., 2020) show a positive and significant influence between Workload on Work-Life Balance. However, the findings of this study are in line with the research findings (Halim & Heryjanto, 2021) which found that Workload has a negative effect on Work-Life Balance.

The theoretical implications of this study based on the research results obtained can show that each variable workload and work stress has an influence on work-life balance partially. Each variable has a significant influence. Based on the background in accordance with the research of previous experts who gave different results on each variable, the authors will examine further in this study. Where according to what has been explained, the researcher took the object of research at PT Perkebunan Nusantara XIII because the object has a suitable phenomenon where the researcher witnesses the high level of working hours and workload pressure owned by the company's employees, and no researcher has examined PT Perkebunan Nusantara XIII as the object of his research. The practical implication of this research is to improve work-life balance in employees of PT Perkebunan Nusantara XIII. If work life balance is not improved, employees become lazy and stressed at work, besides that it can also make a burden on their work. Therefore, this study aims to analyze the effect of Workload and Working Hours on employee work-life balance, with Work Stress as an intervening variable. Therefore, this study tries to understand the complex relationship between these factors and how Work Stress intervenes the influence of Workload and Working Hours on employees' work-life balance. The results of this study are expected to provide better insight into how companies and individuals can manage these aspects more effectively, thereby creating a more balanced work environment and reducing their negative impact on employee well-being.

RESEARCH METHOD

In conducting this research, researchers used descriptive quantitative research using the survey method. According to (Sugiono, 2018), the survey method is used to obtain data from a certain scientific place (not artificial). Still, researchers do treatment in collecting data, for example, by distributing questionnaires. The population in this study were 267 employees. Questionnaire contains 4 variables; Workload variables consist of 5 indicators of: mental demand, physical demand, temporal demand, effort, and performance (Xi et al., 2023). The Working Hours variable consists of 8 statements (Peckham et al., 2022). Work-Life Balance consists of four indicators: Work Interference with Personal Life, Personal Life Interference with Work, Improved Work on Personal Life, and Personal Life Improvement to Work (Johari et al., 2018) Work Stress consists of 5 indicators, namely excessive workload, ambiguity in assignments, unhealthy work environment, lack of support, and job uncertainty (Obrenovic et al., 2020). This study uses a five-point Likert scale (1 = Strongly disagree, 2 = Disagree, 3 = Neutral, 4 = Agree, 5 = Strongly agree).

Data was obtained by taking 267 samples from employees at PT Perkebunan Nusantara XIII by distributing questionnaires, the sampling technique used purposive sampling method with the respondent's criteria, namely employees who work at PT Perkebunan Nusantara XIII are contract employees and permanent employees from all divisions in the company where they work. The research time starts from august 2022 until the time is adjusted to the field conditions and research objects.

Data analysis in this study used Structural Equation Modeling (SEM) using AMOS 24 statistical tools. Checking the fit of the model is evaluated based on index parameters such as CMIN / DF, Root Mean Square Error of Fit (RMSEA), Fit Index (GFI), Tucker-Lewis Index (TLI), Incremental Fit Index (IFI), Comparative Fit Index (CFI), and Norm Fit Index (NFI) (Hair et al., 2014). Validity was measured by Pearson Correlation, and reliability was measured by Cronbach's Alpha. The analysis carried out is a structural model analysis, where this model is used to assess the research hypotheses has been accepted or not. The analysis will show the t-count value on each coefficient. The hypothesis can be said to have a causal relationship when the t-t-count value \geq t table (1.96) with a significant degree α (generally $\alpha = 0.05$). The indirect effect of the mediated variable is determined by performing the Sobel test.

Workload has a positive and significant effect on Work Stress

The relationship between workload and stress in the workplace is very close (Kaduk et al., 2019). When a person faces overwhelming tasks and too much work to do in the time available, stress tends to increase. High workload is often correlated with increased levels of occupational stress (Kokoroko & Sanda, 2019). When individuals face pressures stemming from heavy and numerous tasks, such as tight deadlines or excessive responsibilities, they are likely to experience Work Stress (Baquero, 2023). This stress can have a negative impact on employees' physical and mental well-being, as well as their productivity (Yu et al., 2021).

Working Hours have a positive and significant effect on Work Stress

Long and unbalanced working hours often result in increased levels of occupational stress (Hsu et al., 2019). When individuals are required to work excessively long hours, do not have enough time for rest and recovery, or face irregular work schedules, this can lead to increased occupational stress (Gray et al., 2019; Sato et al., 2020).

Workload has a positive and significant effect on Work-Life Balance

A high workload can disrupt the balance between work and personal life (Saratian et al., 2019). Individuals who are overly attached to work may struggle to achieve the desired balance between these two aspects. Excessive workload can negatively affect a person's work-life balance (Omar et al., 2020). Conversely, maintaining a balanced workload can help individuals achieve a better work-life balance, support personal well-being, and increase productivity at work (Sharkey & Caska, 2019).

Working Hours have a positive and significant effect on Work-Life Balance

Long working hours or an imbalance of personal needs can undermine work-life balance (Hsu et al., 2019). This can interfere with family time, recreation, and rest. Long and unbalanced working hours can be one of the factors that disrupt a person's work-life balance (Pawlicka et al., 2020). When someone has to work too long or even do overtime work regularly, the time left for family, recreation, and personal rest is limited (White & Maniam, 2020).

Work Stress has a positive and significant effect on Work-Life Balance

Understanding the relationship between these factors helps individuals and organizations to effectively manage work stress and achieve a better balance between work and personal life. Work Stress and Work-Life Balance are two interrelated aspects in an individual's daily life. High levels of stress in the work environment can cause disruptions in achieving work-life balance (Giorgi et al., 2020; Vyas, 2022). Therefore, maintaining a healthy work-life balance is important in reducing

stress levels and ensuring that sufficient time and energy is allocated for personal and professional needs.

Workload has a positive and significant effect on Work-Life Balance with the intervening of Work Stress

Work Stress acts as a link in the relationship between Workload and Work-Life Balance. When an individual faces a high workload or works in an unbalanced environment, work stress often emerges as a natural response (Okikiola, 2022; Uddin, 2021). As a result, work-life balance is compromised, and individuals can have difficulty in maintaining a healthy relationship between their work and personal lives. Therefore, managing work stress is key to improving work-life balance, ensuring that work does not take over all aspects of one's life (Zahra & Fazlurrahman, 2023).

Working Hours have a positive and significant effect on Work-Life Balance with the intervening Work Stress

Work Stress acts as a link in the relationship between long working hours and Work-Life Balance. When individuals are tied to excessive working hours, they tend to experience higher levels of Work Stress (Kumar et al., 2021). This Work Stress can affect a person's ability to separate work from personal life, so that Work-Life Balance is disrupted (Zuhriatusobah et al., 2023). Therefore, Work Stress management is key to maintaining a healthy Work-Life Balance, ensuring that sufficient time and energy is allocated to personal and professional needs.

Conceptual framework

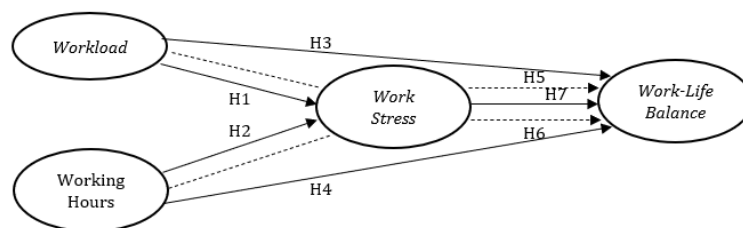


Figure 1. Research Framework

RESULTS AND DISCUSSIONS

Result

Respondent Characteristic

The following information is a summary of the profiles of 267 respondents. Of 267 respondent, 230 were male, which accounted for 86.1% of the total respondent population. The age group above 40 years old has a significant number, with a total of 167 respondents (or about 62.5% of the total respondent population). Based on the data, it was found that the work unit "Corporate Secretary Section" has the highest number with 15 respondents (or around 5.6% of the total). Meanwhile, several other work units also have a significant number of respondents, such as "Kebun Tabara" and "Kebun Gunung Emas," with 14 and 13 respondents, respectively (or about 5.2% and 4.9% of the total). Several other work units had smaller numbers of respondents, but all of them contributed variously to the distribution. Of the total 267 respondents, 240 of them (or about 89.9% of the total) were married individuals. Regarding length of work, about 143 people (or about 53.6% of the total) have worked for more than 20 years. The majority, about 165 of them (or about 61.80% of the total) have a bachelor's degree.

Table 1. Measurement Model

Variable	Items	r _{count}	Alpha Cronbach
Workload	My work often requires intense mental activity, such as deep thinking and difficult decision-making.	0,385	0,679
	I need to remember a lot of information and details in my work, which sometimes affects my stress levels.	0,396	
	My job requires strenuous physical activities, such as lifting or moving heavy objects.	0,446	
	I often feel physically tired after completing physical tasks in my job.	0,481	
	I often feel rushed in completing my work tasks due to tight time pressure.	0,527	
	Sometimes, I have to work quickly to complete a task within the time limit.	0,547	
	I feel the need to work hard, both mentally and physically, to achieve the expected performance targets in my job.	0,375	
	The effort I put into my work sometimes makes me feel exhausted and stressed.	0,492	
	I feel satisfied when I succeed in achieving the goals set in my job duties.	0,431	
Achieving goals in my job improves how I feel about the quality of my work.	0,456		
Working Hours	I work less than 24 hours a week.	0,504	0,666
	Working less than 24 hours gives me enough time to maintain a work-life balance.	0,492	
	I work between 25 to 36 hours a week.	0,552	
	These working hours affect my quality of life outside of work.	0,607	
	I work between 37 to 48 hours a week.	0,345	
	These long working hours have had an impact on my physical or mental health	0,363	
	I work more than 48 hours a week.	0,355	
Working hours that exceed 48 hours have reduced my time for family and social life.	0,365		
Work-Life Balance	I feel that my high workload often makes me sacrifice time with my family and personal activities that I enjoy.	0,534	0,756
	Excessive working hours make it difficult for me to maintain a work-life balance.	0,543	
	My personal problems often make it difficult for me to concentrate and focus on my work.	0,626	
	I feel that stress from my personal life can hinder my ability to perform well in the office.	0,622	
	My work has provided opportunities to improve my quality of life and fulfill my personal aspirations outside of work.	0,644	
	I feel that a good balance between work and personal life has helped me achieve a higher level of overall happiness.	0,689	
	Positive experiences in my personal life, such as success in a hobby or good social relationships, often motivate me to work more effectively and productively at work.	0,454	
A good work-life balance has had a positive impact on my performance at work.	0,547		
Work Stress	I often feel stressed because of the many work tasks I have to complete in a short period of time.	0,476	0,734
	The tight deadlines in my job make me feel stressed and rushed to complete tasks.	0,562	
	I find it frustrating when my job duties are not well explained, and I have to guess what should be done.	0,709	
	The lack of sufficient information or guidance on my assignment left me feeling confused and unsure of how to complete it.	0,740	
	I often face conflict or disharmony with coworkers at work which impacts my feelings of stress.	0,766	
	The work atmosphere at my place is often not conducive and creates tension among employees.	0,463	
	I feel less supported by my coworkers or boss in getting my work done, and this increases my stress levels.	0,760	
	When I face difficulties at work, I often feel that there is no one I can rely on to help me.	0,780	
	The threat of termination or major organizational changes often makes me feel insecure and stressed.	0,366	
	I feel anxious about the future of my job due to uncertainty regarding company policies.	0,622	

Based on Table 1, the validity test results above, it is found that all questionnaire statement items have a value of $r_{count} > r_{tabel}$. Therefore, all statement items are declared valid. All research variables have an Alpha Cronbach value of more than 0.60. Therefore, all research variables are declared reliable.

Table 2. Goodness of Fit

Index	Cut off value	Results	Model Evaluation
Chi-Square	>0,05	3624,853	Marginal Fit
RMSEA	<0,05 or <i>marginal fit</i> on 0,05-0,08	0,139	Poor Fit
GFI	0-0.9 or closer to 1	0,569	Good Fit
AGFI	>0.90	0,511	Marginal Fit
NFI	>0,90	0,465	Marginal Fit
CFI	0-1	0,448	Good Fit
Chi-Square	>0,05	3624,853	Marginal Fit
RMSEA	<0,05 or <i>marginal fit</i> on 0,05-0,08	0,139	Poor Fit
GFI	0-0.9 or closer to 1	0,569	Good Fit

Based on the table above, the results of the goodness of fit test analysis show various evaluation values of the model used. The chi-square value of 3624.853, with a cut-off value of more than 0.05, indicates that this model has a marginal fit. RMSEA (Root Mean Square Error of Approximation), with a result of 0.139, which is outside the desired range (<0.05 or marginal fit at 0.05-0.08), indicates that this model has a poor fit. The GFI (Goodness of Fit Index) of 0.569, which is close to 0.9, indicates that the model has a good fit. However, AGFI (Adjusted Goodness of Fit Index) of 0.511 and NFI (Normed Fit Index) of 0.465 are both lower than the desired cut-off value, so this model has a marginal fit. The CFI (Comparative Fit Index), with a value of 0.448, indicates that this model is a good fit. In the series of evaluations, it is seen that some indicators show results that fit the good criteria, while others indicate a marginal or poor fit. Therefore, the results of this goodness of fit analysis reflect a mixture of good and poor fit of the model used.

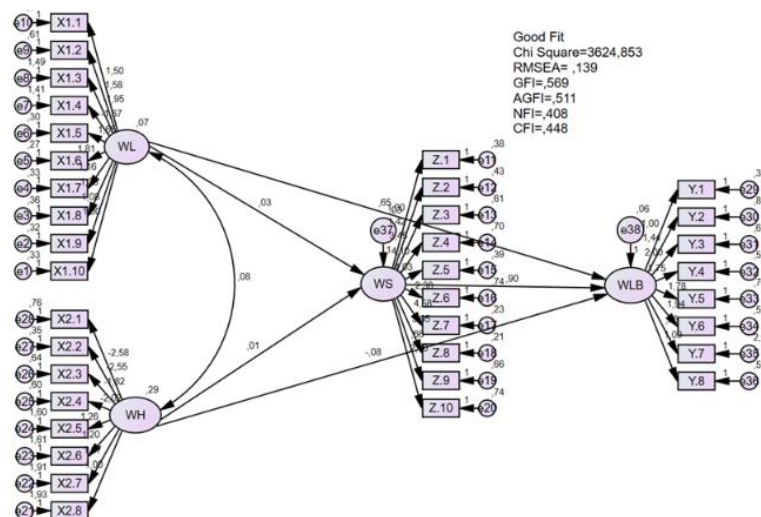


Figure 2. Full Model Testing

Hypothesis Testing

Table 3. Hypothesis Testing

Path	Estimate	S.E.	C.R.	P	Description
Workload -> Work Stress	0,033	0,069	0,473	0,636	Negative Significant
Working Hours-> Work Stress	0,015	0,030	0,487	0,627	Negative Significant
Work Stress -> Work-Life Balance	0,897	0,259	3,461	0,000	Positive Significant
Workload -> Work-Life Balance	0,647	0,176	3,677	0,000	Positive Significant
Working Hours-> Work-Life Balance	-0,079	0,055	-1,432	0,152	Negative

Based on the findings presented in Table 4, the results of the hypotheses (H1 to H5) have been evaluated for the relationship between variables in the research configuration, with the

following results: (a) H1, H2, H5 provide negative and insignificant results on the relationship between Workload and Work Stress, working hours and work stress, and working hours and working life balance because the t-score is smaller than the t-table (1.96), namely 0.473, 0.487 and -1.432 and the p value is above 0.05, namely 0.636, 0.627, and 0.152, which indicates that H1 is rejected. (b) Meanwhile, H3 and H4 show results with t-values of 3.461 and 3.677 which are above the t-table value (1.96), and p-values of 0.000 and 0.000 which are smaller than 0.05 ($\alpha=0.05$). These results strengthen the statement that H3 and H4 have a positive and significant effect.

Table 4. Sobel Test-Significance of Mediation

Hypothesis	Path	Sobel Test		Conclusions
		t-Stat	P Value	
H6	<i>Workload -> Work Stress -> Work-Life Balance</i>	0.4737	0.6356	Negative
H7	<i>Working Hours-> Work Stress -> Work-Life Balance</i>	0.4948	0.6206	Negative

Based on the above table, Table 5 reveals the results of the Sobel test, providing insight into the mediating effect of customer satisfaction in two specific hypotheses. (a) In H6 and H7, the Sobel test shows a numerical significance of 0.4737 with a p-value of 0.6356. This numerical significance is below the critical t-table value (1.96), and the p-value is greater than 0.05 ($\alpha = 0.05$). Furthermore, the seventh hypothesis shows results with a numerical value of the Sobel test statistic of 0.4948 which is below the t-table value (1.96) and a p-value of 0.6206 which is again greater than 0.05 ($\alpha=0.05$). Therefore, it can be concluded that H6 and H7 result in a negative and insignificant intervening role on the relationship between workload and work-life balance variables.

3.2 Discussion

Hypothesis 1 in this study is rejected, Workload does not affect Work Stress. This indicates that the workload of PT Perkebunan Nusantara employees is still within normal limits that do not make them stressed. According to (Tentama et al., 2019) Perceptions about workloads and work problems will also change if employees receive support from their colleagues, supervision from superiors, as well as the autonomy/authority to complete their work. Therefore, work stress is not influenced by workload due to support by colleagues and the work environment, and this happens in the PT Perkebunan Nusantara environment. This also supported by the research findings of (Sandrin et al., 2019), who found that Workload negatively affects the motivation felt by employees during work stress. However, the findings of this study are not in line with the research findings of (Kokoroko & Sanda, 2019), who found that Workload has a positive effect on Work Stress.

Hypothesis 2 in this study is rejected, Working Hours does not affect Work Stress. The results of this study are in line with the findings of research conducted by (Wong et al., 2019), which shows a negative relationship between Working Hours and well-being at work, including Work-Life Balance. However, the results of this study do not show that Working Hours, or the hours worked by employees, has influence on the level of work stress experienced by them (Pandey, 2020), [49], [50] stated that the biggest stress factors that arise include overload, which was followed by a lack of job security, poor communication, and work type. This means that the longer or more intense the working hours, does not determine the higher the level of stress that the employee of PT Perkebunan Nusantara XIII may feel because their stress can come from other various factors as per the other researcher's previous findings. Long working hours, as mentioned in various studies (Huang et al., 2019; Indrawati & Pradhanawati, 2019; Triana-Palencia et al., 2019), tend to increase stress levels. Long working hours can lead to increased stress levels, regardless of the context. This increase in stress can stem from related concerns such as fear of infection, physical overconsumption, and other related pressures.

Hypothesis 3 in this study is accepted, Workload does affect Work-Life Balance. The results of this study reveal Workload that employees must carry, has influence on the level of balance between work life and personal life (Work-Life Balance) (Basem et al., 2022). In other words, the

greater the workload that employees have to overcome, the more affected the balance between the demands of work and aspects of their personal lives. The findings of this study are in line with the research findings of (Hernandez et al., 2021; Omar et al., 2020) which show a positive effect of Workload on Work-Life Balance. Therefore, the findings of this study support the third hypothesis in this study, which previously predicted that there is a significant positive relationship between workload and the level of work-life balance. However, This finding is not in line with the research findings of (Halim & Heryjanto, 2021), who found that Workload has a negative effect on Work-Life Balance.

Hypothesis 4 in this study is rejected, Working Hours does not affect Work-Life Balance. According to (Komari et al., 2023), Work-Life Balance involves many aspects besides working hours, such as level of flexibility, welfare, family characteristics, demographic factors, migration experience, leisure time, and so on. This is in line with this research findings where it can be concluded from the data collected and analyzed that employees of PT Perkebunan Nusantara XIII feel that their work-life balance is not affected by working hours. The findings of this study support the research findings of (Badri et al., 2022), which show that working time has a negative effect on employee quality of life. However, the results of this study are not in line with the research findings of (Hsu et al., 2019), which show that Working Hours have a positive effect on Work-Life Balance.

Hypothesis 5 in this study is accepted, Work Stress does affect Work-Life Balance. This indicates that the questionnaire indicators used have a match with the work environment of PT Perkebunan Nusantara XIII employees. This research finding is supported by the findings of research conducted by (Massoud et al., n.d.), which shows that Work Stress is positively correlated with Work-Life Balance, in line with research conducted by (Boamah et al., 2022), which shows that interference or imbalance between work and personal life can result in job burnout, which has been shown to have negative effects on employees' physical and psychological health. However, this research is not in line with the research of (Aruldoss et al., 2021; Saratian et al., 2019), which found a negative correlation between Work Stress and Work-Life Balance.

Hypothesis 6 in this study is rejected, Workload intervening Work Stress does not affect Work-Life Balance. The results of the primary data analysis obtained by researchers in the field show that there is no relationship between these 3 variables. This can be because the research indicators used in the research object have differences in terms of culture, geography, and so on. The results of this study support the research findings of (Omar et al., 2020; Safitri & Marcheila, 2022), who found that Workload is negatively correlated with Work-Life Balance. However, this is not in line with (Putra & Daud, 2022; Rashid et al., 2022) which suggest that an unbalanced workload can cause uncomfortable feelings in employees.

Hypothesis 7 in this study is rejected, Working Hours intervened by Work Stress does not affect Work-Life Balance. This can be due to differences in culture, geography, and research objects, because this research took place at PT Perkebunan Nusantara XIII, where these variables have never been studied at the company. The results of this study support the research findings of (Safitri & Marcheila, 2022), who also examined the relationship between Work Stress and Work-Life Balance. However, the results of this study are not in line with the results of research by (Hsu et al., 2019), which shows that occupational stress is a partial mediator in the relationship between Work-Life Balance and working hours.

CONCLUSION

Based on the research that has been done, two hypotheses, namely H3 and H5 are accepted, and the remaining five hypotheses, namely H1, H2, H4, H6, H7 are rejected. The implications of the results of this study illustrate that the two accepted hypotheses state that there is a relationship between Workload and Work-Life Balance, as well as Work Stress and Work-Life Balance, which is quite significant. This means that the higher the level of work done by individuals, the lower the

level of Work-Life Balance that can be achieved, and the higher the stress experienced, the more disrupted the work-life balance lived. However, this result also shows that Work Stress does not act as a link between Workload and Work-Life Balance, or between working hours and Work-Life Balance. The theoretical implications of this study based on the research results obtained can show that each variable workload and work stress has an influence on work-life balance partially. Each variable has a significant influence. These variables are said to be significant because the three variables confirm that employees who have workload and also work stress do not have work-life balance and conversely employees who have work-life balance can reduce work stress and workload. The practical implication of this research is to improve work-life balance in employees of PT Perkebunan Nusantara XIII. If work life balance is not improved, employees become lazy and stressed at work, besides that it can also make a burden on their work. This is supported by a questionnaire distributed by researchers to employees of PT Perkebunan Nusantara XIII and it was found that every employee must improve work-life balance. Given the consequences of the review and the end of this review, the authors propose some ideas that can be taken into consideration. This research can serve as a basis for managers, companies/industries, and policy makers in making decisions. The results of this study prove that work-life balance is an important thing to pay attention to for all employees and organizations, because facing two or more competing demands to be met is very tiring, besides being able to cause stress, these circumstances can also make employee productivity decrease. An important part of this is that managers, companies/industries, and policy makers must pay attention to how employees balance employee life and how the effectiveness of workplace policies and practices to support employees achieve goals. Employees of PT Perkebunan Nusantara XIII are expected to have a good work-life balance and be able to prioritize the main thing. The implementation of a good work-life balance is very beneficial for employees of PT Perkebunan Nusantara XIII, this is because a good work-life balance of PT Perkebunan Nusantara XIII can reduce employee workload and can also relieve stress while working. The recommendation given by the author is to consider or reduce the level of workload given to employees. This research has several limitations. The first is time, researchers do not have enough time so that the research conducted is less than optimal. The second is the object of research, researchers only use one company, PT Perkebunan Nusantara XIII so that the research results are limited, the third is cultural and geographical differences so that the indicators used are not in accordance with field conditions. These variables have also never been studied at PT Perkebunan Nusantara XIII. Future researchers can consider these limitations by preparing sufficient research time, a wider research object and considering what indicators are in accordance with the object of research to be taken. Future researchers can also use the results of this study as a reference.

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