

The Influence of Work-Life Balance and Workload on Employee Performance with Motivation as an Intervening Variable at PT Infokom Elektrindo

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ABSTRACT

Human resources (HR) are a key element that influences how well an organization performs since they are directly involved in conducting activities and reaching business goals. Good HR management means using practices that foster beneficial relationships between workers and the company. This research seeks to examine the impact of work life balance, workload, and motivation on how well employees perform, using a method that involves surveying 110 participants. The data was analyzed using the SEM-PLS technique along with a mediation model. The findings show that while workload does not significantly impact performance, it does positively influence motivation. It has been established that motivation significantly boosts performance and acts as a mediator between workload and work life balance concerning performance. Furthermore, having a good work life balance positively affects both motivation and performance. The study highlights the necessity for organizations to develop strategies that enhance motivation and work life balance as vital elements for improving performance, instead of just focusing on increasing the workload. These results offer useful insights for management when creating HR policies that prioritize employee well-being and long-term productivity.

INTRODUCTION

Human resources are recognized as one of the most valuable organizational assets because they play a central role in executing operational activities and achieving organizational objectives. The quality of human resources largely determines an organization's ability to operate effectively, adapt to change, and sustain competitive performance. According to Ajabar (2020), human resource management encompasses a series of activities designed to develop, motivate, maintain, and optimize employee performance in support of organizational goals. Effective human resource management enables organizations to maximize employee potential through systematic planning, development, and performance management. Such practices ensure that employees possess the competencies required to perform their responsibilities efficiently while contributing to organizational success. As stated by Ni Kadek and John (2019), human resource management is a process through which organizations achieve their objectives by utilizing available human resources to generate optimal individual and organizational performance.

The increasing complexity of today's business environment requires employees to maintain high levels of productivity while responding to continuously evolving job demands. Under these circumstances, balancing professional responsibilities with personal life has become a significant challenge. Lewis (2018) argued that an imbalance between work and personal life emerges when employees devote excessive time and energy to work, thereby limiting opportunities to fulfill personal and family commitments. Work-life balance has therefore become an essential factor influencing employees' psychological well-being and organizational outcomes. Individuals who successfully balance work and personal responsibilities generally experience higher job satisfaction, stronger commitment, and greater productivity. Clark, Gambles, and Hobson (2020) described work-life balance as how well a person can handle and blend their job responsibilities with things they do outside of work. On the other hand, a bad work-life balance can harm both workers and companies by lowering motivation and work efficiency. Workers who frequently face clashes between their job and personal life tend to show less involvement and lower output. Adiawaty (2023) emphasized that work-life imbalance contributes to declining work motivation, which subsequently reduces individual productivity.

In addition to work-life balance, workload represents another important determinant of employee motivation and performance. Workload refers to the volume of tasks that employees are expected to complete within a specified period according to organizational requirements. Doosty et al. (2019) explained that workload arises from job demands requiring employees to complete assignments within predetermined deadlines, demanding adequate skills, concentration, and effort. Excessive workload that exceeds employees' capabilities may generate unfavorable consequences for both individuals and organizations. Such conditions can reduce work quality, increase occupational stress, and adversely affect employees' physical and psychological well-being. Farentino et al. (2022) stated that excessive workload has the potential to impair employees' physical and mental health, making appropriate workload

management essential for maintaining productivity and organizational effectiveness.

This research took place at PT Infokom Elektrindo, a company that focuses on telecommunications and technology. They offer satellite communication, internet services, and many solutions related to information and communication technology. In this company, the General Affairs department is crucial for keeping the workplace in good shape and ensuring a positive environment for the workers. How well employees perform shows how effectively they handle their duties and help the company reach its goals. As Rerung mentioned in 2019, employee performance can be seen and measured through work behaviors that demonstrate how a person helps in achieving the goals of the organization.

Table 1. General Affairs (GA) Key Performance Indicators for 2025

No.	Key Performance Indicator (KPI)	Definition	Weight (%)	Target (%)	Achievement (%)	Score (%)
1	Work Facilities	Employee satisfaction with the completeness and condition of workplace facilities	25	90	85	23
2	Cleanliness and Workplace Comfort	Employee satisfaction with the cleanliness and comfort of the working environment	20	90	84	19
3	Workplace Safety	Effectiveness of workplace safety and the responsiveness of the General Affairs (GA) unit	20	90	85	19
4	General Affairs Service Responsiveness	Timeliness and accuracy of the General Affairs (GA) unit in responding to employee needs	20	85	82	19
5	Overall Employee Satisfaction	Overall employee satisfaction with the services provided by the General Affairs (GA) unit	15	85	87	15
Total Score						95%

Source: Processed Data (2026).

According to Table 1, the General Affairs performance at PT Infokom Elektrindo in 2025 demonstrated a satisfactory level of achievement, as reflected by a total Key Performance Indicator (KPI) score of 95%. This result indicates that the General Affairs function has effectively supported employees through the provision of workplace facilities, maintenance of a clean and safe working environment, and responsive administrative services. Nevertheless, several performance indicators have not yet reached the predetermined targets, suggesting that continuous service improvement is necessary to further enhance organizational performance. Consistent with these findings, Wulandari (2022) mentioned that having a good balance between work and personal life positively influences how well employees perform, as it boosts their motivation at work. To ensure the reliability of workplace facilities and the continuous availability of operational resources, the General Affairs (GA) division at PT Infokom Elektrindo performs scheduled preventive maintenance and routine monitoring of office assets, including Office Stationery (ATK).

These activities are conducted monthly to maintain operational readiness, minimize equipment failures, and support uninterrupted business operations. The maintenance records for 2025 are presented in Table 2.

Table 2. General Affairs (GA) Preventive Maintenance Activities in 2025

No.	Month	Facility/Object	Maintenance Type	Inspection Activity	Inspection Result	Corrective Action	Status
1	January	Office Air Conditioner	Preventive	Filter, temperature, and noise inspection	Normal condition	Not required	Operational
2	February	Electrical Installation	Preventive	Inspection of lighting, outlets, and wiring	Two damaged lights	Light replacement	Operational
3	March	Restroom & Sanitation	Preventive	Inspection of cleanliness and drainage	Drainage functioning properly	Routine cleaning	Operational
4	April	Fire Extinguisher (APAR)	Preventive	Pressure and expiration inspection	Normal pressure	Not required	Operational
5	May	Server Room Air Conditioner	Preventive	Periodic servicing and cleaning	Stable temperature	Routine servicing	Operational
6	June	CCTV System	Preventive	Camera and recording inspection	One blurred camera	Lens cleaning	Operational
7	July	Office Stationery Inventory	Preventive	Inspection of paper, ink, and stationery stock	Low inventory	Stock replenishment	Operational
8	August	Clean Water System	Preventive	Inspection of pumps and water tanks	Stable pressure	Not required	Operational
9	September	Office Furniture	Preventive	Inspection of desks and chairs	Two loose chairs	Frame repair	Operational
10	October	Ventilation & Exhaust System	Preventive	Air circulation inspection	Dust accumulation	Exhaust cleaning	Operational
11	November	Office Stationery Distribution	Preventive	Evaluation of stationery usage and distribution	Normal usage	Distribution adjustment	Operational
12	December	All Facilities & Office Stationery	Preventive	Comprehensive annual inspection	Facilities ready for operation	Annual evaluation	Operational

Source: Processed Data (2026).

The maintenance records indicate that the company consistently applies a preventive maintenance strategy to preserve workplace facilities and ensure the availability of operational resources. Routine inspections, together with systematic management of office stationery, contribute to uninterrupted operational activities and create a safe and comfortable working environment. These practices enhance workplace efficiency while supporting the overall performance of the General Affairs department. Employee performance is affected by several factors within an organization, especially motivation at work, the amount of work to be done, and the conditions in the workplace. A positive work environment with the right tools helps employees do their jobs well, while a balanced amount of work aids in keeping productivity high and reducing stress related to work. Earlier research has repeatedly shown that motivation at work is key to enhancing employee performance and results for the organization.

Previous studies have also emphasized how motivation influences the connection among Work-Life Balance, workload, and employee performance. Wulandari (2022) mentioned that having a good Work-Life Balance boosts employee performance by raising work motivation. Conversely, Anwar (2023) found that excessive workload reduces employee performance, although strong

motivation can partially offset its negative effects. Similarly, Setiawan (2021) concluded that motivation serves as a significant mediator linking Work-Life Balance and employee performance. These inconsistent findings reveal a research gap regarding the mediating role of motivation. Some research shows that motivation completely influences how Work-Life Balance affects performance, while other studies reveal that workload still has a direct negative impact even with motivation present. Thus, more research is needed to better understand these connections. What makes this study unique is its focus on examining the impacts of Work-Life Balance and Workload on Employee Performance, with Work Motivation acting as a mediating factor, specifically within the General Affairs division of PT Infokom Elektrindo. Unlike earlier studies, this research takes place in a distinct working environment marked by ongoing facility management, preventive maintenance tasks, and service-focused workloads, offering fresh evidence about employee performance in General Affairs operations.

LITERATURE REVIEW

Job Performance Theory

The main concept behind this research is Job Performance Theory. This theory describes job performance as “the worth of the group of actions taken by employees that either help or hinder the achievement of the organization's goals” (Colquitt et al., 2008). It highlights that how well employees perform isn't just seen in the results of their tasks but also in the actions that enhance the effectiveness of the organization. Job performance encompasses the quality and quantity of work accomplished, as well as the consistency and reliability with which employees perform their assigned responsibilities. Employees who demonstrate high levels of competence and commitment are generally more capable of producing superior work outcomes and contributing to organizational success (Wiratama & Sintaasih, 2013).

Work-Life Balance

Work-life balance means how well a person can keep their job duties and personal life in a good state together. As stated by Prasadja Ricardianto in 2018, finding a good work-life balance helps companies build a workplace that cares for the health of employees and boosts how well the organization runs. Likewise, Hutcheson and Peggy in 2019 talk about work-life balance as a state where people feel content by managing their job and personal duties effectively. This idea shows how much workers are equally involved and mentally invested in both their professional and private lives, which includes family, friendships, and community participation, while reducing clashes between these areas.

Workload

Workload represents the volume of tasks and responsibilities assigned to employees within a specified period. Tarigan (2018) explains that workload results from the interaction between job demands, employee competencies, work behavior, and individual perceptions of assigned tasks. Likewise, Koesomowidjojo (2017) defines workload as the amount of work that employees are required to complete within a predetermined timeframe. Consequently, employees' perceptions of workload are influenced by the complexity of their responsibilities, role expectations, and the time available to accomplish organizational objectives.

Motivation

Motivation is the inner push that inspires people to put in their best effort to reach their own goals and the goals of their organization. Siswanto (2019) defines work motivation as an internal force that stimulates employees to attain desired outcomes through productive work behavior. Motivation is considered a critical determinant of employee performance because it enables individuals to overcome work-related challenges and maintain productivity. Swarjana (2022) further explains that motivation is an internal psychological condition that directs individuals toward goal-oriented behavior. Therefore, organizations need to foster employee motivation to ensure that employees fully utilize their knowledge, skills, and capabilities in performing their duties.

Employee Performance

Employee performance reflects the extent to which employees successfully accomplish assigned tasks and organizational responsibilities. According to Sinambela (2021), performance represents an individual's ability to apply knowledge and skills effectively in completing specific job assignments. Adhari (2021) further explains that employee performance is measured through the quality and quantity of work produced during a given period. Accordingly, employee performance can be understood as the ability to achieve predetermined work targets within specified deadlines while complying with organizational standards, ethical principles, and professional values. High employee performance benefits both organizations and employees by improving organizational productivity, enhancing operational effectiveness, and creating greater opportunities for career advancement and professional development.

METHODOLOGY

This research utilizes a quantitative research framework that follows a causal methodology. As stated by Sugiyono (2019), this causal quantitative technique is a research strategy that explores the relationships of cause and effect among different variables. This research examines predefined hypotheses and analyzes how the independent variable impacts the dependent one. Causal quantitative research is designed to identify and evaluate the cause-and-effect connections among the variables being explored. The sample for this investigation includes all 110 staff members of PT. Infokom Elektrindo. A technique known as "saturated sampling," also referred to as census sampling, was applied, meaning the full population constituted the sample; therefore, the entire workforce acted as subjects providing the required data. The sampling focus included the 110 employees from PT. Tower Bersama Group.

This research uses primary data to guarantee that the findings are backed by precise information. The researcher collected the data straight from original sources, without involving any intermediaries, and analyzed it based on responses from participants. The study uses number-based methods, including explanation analysis, Structural Equation Modeling, and several linear regression analysis. In terms of analytical techniques, Sugiyono (2019) describes data analysis as the methodical process of seeking and arranging data collected from interviews, field notes, and documentation.

RESEARCH RESULT

Outer Model

Considering the research elements and measures, the author created a visual representation for analyzing data using SmartPLS 4.0 software. When using Partial Least Squares, it is important to construct a visual diagram based on the recognized cause-and-effect relationships.

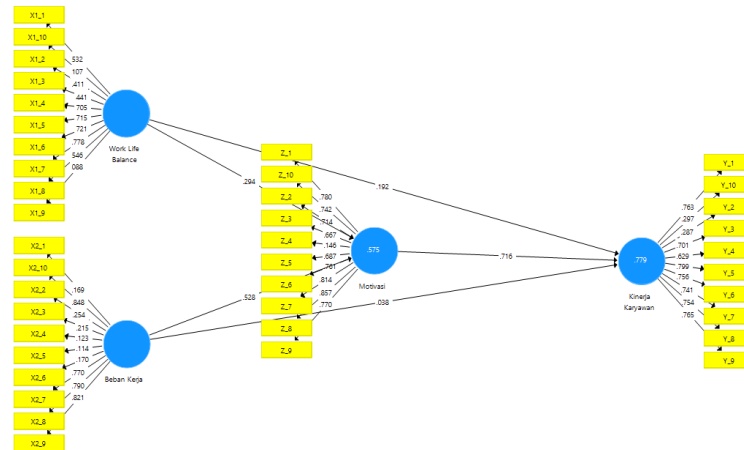


Figure 1. Path Diagram

Convergent Validity

The initial phase of this study focuses on checking the validity. An indicator is deemed valid in reflective measurement if its loading factor (λ) is 0.7 or higher for the latent variable being assessed. If an indicator has a loading factor lower than 0.7, it does not adequately represent the variable being measured and needs to be excluded from the research framework. The outcomes of assessing convergent validity are shown in a path diagram that demonstrates the connection between the indicator and the latent variable, and these findings are summarized in Table 3.

The findings of the convergent validity assessment carried out with SmartPLS 4.0 software on the original model, it was observed that not all indicators achieved loading factors above 0.7. This suggests that several indicators did not meet the required validity standards. Consequently, indicators related to work methods and employee performance that had loading factors lower than 0.7 were removed to align with the necessary conditions for convergent validity in the research model.

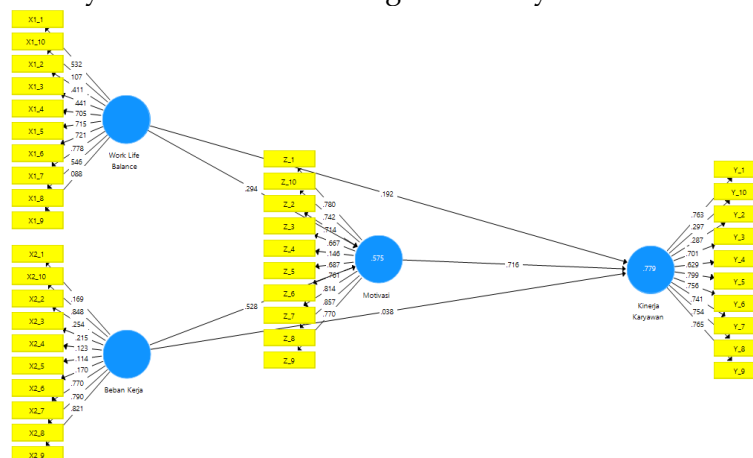


Figure 2. Path Diagram

Table 3. Loading Faktor Convergent Validity

Variable	Indicator	Outer Loading	Interpretation
Work-Life Balance	Intrusion of Work into Personal Life (IWPL)	0.705	Valid
	Intrusion of Work into Personal Life (IWPL)	0.721	Valid
	Work Enhancement by Personal Life (WEPL)	0.778	Valid
Workload	Target Achievement	0.79	Valid
	Work Environment	0.821	Valid
	Work Environment	0.848	Valid
Motivation	Physiological Needs	0.763	Valid
	Social Needs	0.756	Valid
	Esteem Needs	0.741	Valid
	Esteem Needs	0.754	Valid
	Self-Actualization Needs	0.765	Valid
Employee Performance	Quantity	0.78	Valid
	Timeliness	0.761	Valid
	Effectiveness	0.814	Valid
	Effectiveness	0.857	Valid
	Attendance	0.77	Valid

Source: Processed Data (2026).

The evaluation of convergent validity shown in Table 2 reveals that every measurement indicator has outer loading values between 0.705 and 0.857, which is above the suggested limit of 0.70. These findings indicate that each indicator is significantly linked to its specific concept, making it valid for assessing the target hidden variable. As a result, the concepts of Work-Life Balance, Workload, Work Motivation, and Employee Performance show good convergent validity, ensuring that the measurement model is suitable for deeper analysis.

Realibility

A variable is seen as dependable if its Composite Reliability score is above 0.6. The table provided below displays the outcomes of the reliability assessment for every research variable.

Table 4. Realibility

Variable	Composite Reliability	Interpretation
Workload	0.89	Reliable
Employee Performance	0.889	Reliable
Motivation	0.912	Reliable
Work-Life Balance	0.843	Reliable

Source: Processed Data (2026).

Table 4 indicates that all the elements have Composite Reliability scores above the suggested limit of 0.70, showing that every element has good internal consistency. In particular, Motivation has the highest Composite Reliability score of 0.912, with Workload next at 0.890, followed closely by Employee Performance at 0.889, and Work-Life Balance at 0.843. These results suggest that the measures used for each hidden variable consistently represent their related elements well. Hence, all variables examined in this research can be viewed as dependable and suitable for deeper analysis of the structural model.

Cronbach's Alpha

A variable is deemed dependable in research when Cronbach's alpha is greater than 0.6. The table below displays the reliability assessment findings for every variable included in the research.

Table 5. Cronbach's Alpha

Variable	Cronbach's Alpha	Interpretation
Workload	0.835	Reliable
Employee Performance	0.844	Reliable
Motivation	0.878	Reliable
Work-Life Balance	0.722	Reliable

Source: Processed Data (2026).

Table 5 shows the Cronbach's Alpha scores for each concept. Every variable has a Cronbach's Alpha score greater than the suggested limit of 0.70, which means they have good internal consistency reliability. Motivation has the highest score of 0.878, then comes Employee Performance at 0.844, followed by Workload at 0.835, and Work-Life Balance at 0.722. These findings prove that the measures used for each concept are reliable and consistent. As a result, all variables fulfill the reliability criteria and are appropriate for more analysis in the structural model.

Average Variance Extracted (AVE)

Discriminant validity is assessed by comparing the Average Variance Extracted (AVE) of each construct with the correlations among constructs in the research model. A construct demonstrates adequate discriminant validity when the square root of its AVE exceeds its correlations with all other constructs. Since all observed outer loading values were greater than the minimum threshold of 0.50, the analysis proceeded to the evaluation of the square root of the AVE to confirm discriminant validity.

Table 6. Average Variance Extracted (AVE)

Variable	Average Variance Extracted (AVE)	Interpretation
Workload	0.67	Adequate Convergent Validity
Employee Performance	0.616	Adequate Convergent Validity
Motivation	0.674	Adequate Convergent Validity
Work-Life Balance	0.643	Adequate Convergent Validity

Source: Processed Data (2026).

Table 6 summarizes the Average Variance Extracted (AVE) values obtained for all constructs included in the model. Each variable records an AVE value exceeding the recommended cutoff of 0.50, confirming that the constructs exhibit satisfactory convergent validity. Among the constructs, Motivation shows the highest AVE value (0.674), followed by Workload (0.670), Work-Life Balance (0.643), and Employee Performance (0.616). These findings indicate that each latent construct accounts for more than half of the variance in its corresponding indicators. Accordingly, all constructs fulfill the required criterion for convergent validity and can be used in the subsequent structural model evaluation.

Inner Model

R² Square (Coefficient of Determination)

The internal (structural) model is evaluated using the R-Square (R²) value to examine the relationships among the variables and determine the model's explanatory power. In the PLS structural model assessment, the coefficient of determination serves as a key indicator for evaluating the model's predictive capability and overall adequacy.

Table 7. Coefficient of Determination

Variable	R Square	Interpretation
Employee Performance	0.77	Strong
Work Motivation	0.512	Moderate

Source: Processed Data (2026).

Table 7 reports the coefficient of determination (R²) for the endogenous constructs included in the structural model. Employee Performance records an R² value of 0.770, suggesting that Workload, Work-Life Balance, and Motivation collectively account for 77.0% of the variance in employee performance, while the remaining 23.0% is attributable to factors beyond the scope of this study. This result reflects a high level of explanatory capability. In contrast, Motivation achieves an R² value of 0.512, indicating that 51.2% of its variance is explained by Workload and Work-Life Balance, whereas the other 48.8% is associated with variables not incorporated into the proposed model. Based on the PLS-SEM guidelines for interpreting R² values, the findings suggest that the structural model demonstrates strong explanatory power for Employee Performance and moderate explanatory power for Motivation.

Q² Square (Predictive Relevance)

In path analysis, the Q² statistic is interpreted in a manner similar to the overall coefficient of determination. The coefficient of determination (R²) represents the proportion of the total variance in the dependent variable that is accounted for by changes in the independent variables.

Table 8. Predictive Relevance

Variable	R Square (R ²)
Employee Performance	0.77
Motivation	0.512
Predictive Relevance (Q ²)	0.888

Source: Processed Data (2026).

Table 8 reports the predictive relevance (Q²) of the proposed structural model. The computed Q² value is 0.888, which exceeds zero, confirming that the model demonstrates strong predictive relevance. This finding indicates that the exogenous constructs provide substantial predictive power in explaining the endogenous variables, namely Employee Performance and Motivation.

Furthermore, the relatively high Q² value reflects the model's strong predictive accuracy and its ability to adequately represent the observed data. Accordingly, the structural model satisfies the criterion for predictive relevance and is considered suitable for hypothesis testing as well as further structural model assessment.

Hypothesis

Hypothesis testing was performed to examine the causal relationships proposed in the conceptual framework. The results of the hypothesis analysis were obtained using the SmartPLS software and are summarized in Table 9.

Table 9. Path Coefesien Inner Model

Hypothesis	Relationship	Path Coefficient (β)	T-Statistic	p-Value
H1	Workload to Employee Performance	0.053	0.786	0.432
H2	Workload to Work Motivation	0.485	4.143	0.00
H3	Work Motivation to Employee Performance	0.693	10.04	0.00
H4	Work-Life Balance to Employee Performance	0.215	2.903	0.004
H5	Work-Life Balance to Work Motivation	0.316	2.999	0.003
H6	Workload to Employee Performance through Work Motivation	0.336	3.418	0.001
H7	Work-Life Balance to Employee Performance through Work Motivation	0.219	2.878	0.004

Source: Processed Data (2026).

To provide a clearer interpretation of the empirical relationships among the study variables, the hypothesis testing results are illustrated using a structural model together with the corresponding structural equations. The structural model presents the relationships among the independent variables, the mediating variable, and the dependent variable, whereas the equations express the strength of these relationships through the estimated path coefficients. These results serve as the basis for assessing the proposed hypotheses and interpreting both the direct and indirect effects observed in the research. The structural model and its associated equations are presented below.

DISCUSSION

The Effect of Workload on Employee Performance

The results indicate that H1 is not supported, as Workload has a positive but statistically insignificant effect on Employee Performance. This finding is consistent with Faris Farhan (2024), who reported that excessive workload tends to reduce employee performance, emphasizing the importance of balancing job demands with employees' capabilities. Similarly, Rico Waskito Nugraha and Palupi Permata Rahmi (2024) found that excessive workload may create work-related stress that negatively affects performance. The present findings suggest that workload is not the primary factor determining employee performance. Employees may be able to adapt to their job demands through experience, professional skills, and organizational support, enabling them to maintain stable performance despite increasing workloads. Consequently, other factors, particularly Motivation, organizational culture, and leadership, may have a greater influence on employee performance.

The Effect of Workload on Motivation

The findings support H2, indicating that Workload has a positive and significant effect on Motivation. Afiati and Asbari (2020) suggested that an appropriate workload enhances employee motivation because employees perceive challenging but achievable tasks as opportunities to demonstrate their abilities. In contrast, Nopitri and Lestari (2021) argued that excessive workload may reduce motivation by increasing fatigue and lowering work enthusiasm. The results of this study imply that workload can act as a positive psychological stimulus when employees perceive work demands as manageable challenges. Under these conditions, employees become more motivated to improve their effort, commitment, and focus in completing their responsibilities.

The Effect of Motivation on Employee Performance

The results confirm H3, demonstrating that Motivation has a positive and significant effect on Employee Performance. This finding supports the study conducted by Dharma (2018), which concluded that increased motivation leads to higher employee performance. Likewise, Aldiansyah and Rijanti (2021) reported that motivated employees tend to achieve better work outcomes than those with lower motivation. These findings indicate that motivation is a critical internal factor that encourages employees to maximize their productivity, improve work quality, and strengthen their commitment to organizational goals, ultimately resulting in superior performance.

The Effect of Work-Life Balance on Employee Performance

The findings support H4, indicating that Work-Life Balance has a positive and significant effect on Employee Performance. This result is consistent with previous studies conducted by Lingga (2020) and Dina (2018), both of which found that employees who maintain a healthy balance between work and personal life tend to demonstrate higher performance. Achieving work-life balance reduces psychological stress, enhances concentration, and enables employees to allocate their time and energy more effectively. As a result, employees perform their duties more efficiently and produce higher-quality work outcomes.

The Effect of Work-Life Balance on Motivation

The results confirm H5, demonstrating that Work-Life Balance has a positive and significant effect on Motivation. Greenhaus and Allen (2018) argued that effective work-life balance policies reduce employee stress while increasing job satisfaction, thereby encouraging greater motivation. This finding is further supported by Durahman (2016) and Febrianti (2022), who concluded that employees experiencing better work-life balance exhibit higher motivation and stronger job satisfaction. The present study suggests that when organizations provide an environment that supports employees' professional and personal responsibilities, employees feel more appreciated and motivated to contribute to organizational success.

The Mediating Effect of Motivation on the Relationship Between Workload and Employee Performance

The findings support H6, indicating that Motivation significantly mediates the relationship between Workload and Employee Performance. Luthans (2018) explained that motivation functions as a psychological mechanism that transforms workplace conditions into improved employee performance. Similarly, Rezaei and Mardani (2021) found that motivated employees are better able to cope with demanding workloads while maintaining high levels of performance. These results suggest that workload contributes to higher employee performance when it first enhances employees' motivation. Therefore, motivation serves as an important mediating variable linking workload and employee performance.

The Mediating Effect of Motivation on the Relationship Between Work-Life Balance and Employee Performance

The findings confirm H7, demonstrating that Motivation significantly mediates the relationship between Work-Life Balance and Employee Performance. Luthans (2018) emphasized that motivation is a key factor connecting work-life balance with improved performance. Likewise, Rezaei and Mardani (2021) concluded that employees who experience better work-life balance develop stronger motivation, which subsequently enhances their performance over time. The results of this study indicate that work-life balance improves employee performance both directly and indirectly through motivation. Employees who successfully balance their work responsibilities with their personal lives are more motivated, productive, and committed, leading to higher levels of overall organizational performance.

CONCLUSIONS AND RECOMMENDATIONS

This study investigated the effects of Work-Life Balance and Workload on Employee Performance, with Motivation serving as a mediating variable among employees of the General Affairs Division at PT Infokom Elektrindo. The findings revealed that Workload does not have a significant direct effect on Employee Performance, indicating that employee performance is not solely determined by job demands but is also influenced by other organizational and individual factors. However, Workload has a significant positive effect on Motivation, suggesting that an appropriate workload can encourage employees to increase their work enthusiasm. In addition, Motivation has a significant positive effect on Employee Performance, confirming its important role in improving productivity and work outcomes. Work-Life Balance also has significant positive effects on both Employee Performance and Motivation, demonstrating that employees who are able to maintain a balance between their professional and personal lives tend to be more motivated and achieve better performance. Furthermore, the mediation analysis indicates that Motivation significantly mediates the relationships between Workload and Employee Performance, as well as between Work-Life Balance and Employee Performance. These findings highlight that motivation is an important psychological mechanism through which organizational factors contribute to improved employee performance.

Based on these findings, PT Infokom Elektrindo is encouraged to continue strengthening work-life balance initiatives by providing a supportive work environment, maintaining a reasonable distribution of workload, and implementing policies that promote employee well-being. The company should also enhance employee motivation through recognition programs, career development opportunities, training, and a fair performance evaluation system. Future research is recommended to include additional variables, such as leadership, organizational culture, job satisfaction, or employee engagement, in order to improve the explanatory power of the model and provide a more comprehensive understanding of the factors influencing employee performance.

ADVANCED RESEARCH

Future research is encouraged to expand the proposed research model by incorporating additional variables that may influence Employee Performance, such as leadership style, organizational culture, job satisfaction, employee engagement, organizational commitment, and work stress. Including these variables may provide a more comprehensive understanding of employee performance and improve the explanatory power of the model. In addition, future studies should involve larger sample sizes, apply probability sampling techniques, and examine different industries or organizational settings to enhance the generalizability of the findings.

Furthermore, future researchers are recommended to adopt longitudinal or mixed-methods research designs to provide deeper insights into the relationships among Work-Life Balance, Workload, Motivation, and Employee Performance. Longitudinal studies would enable researchers to observe changes in these variables over time, while qualitative approaches, such as interviews or focus group discussions, could complement quantitative findings by exploring employees' experiences and perceptions in greater depth. These approaches are expected to generate more comprehensive evidence and provide stronger practical implications for improving employee performance across different organizational contexts.

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