

THE EFFECT OF WORKLOAD AND WORK-LIFE BALANCE ON FEMALE EMPLOYEE PERFORMANCE AT BANK JATIM GRESIK BRANCH

Muhammad Tapus Revaldo ^{a)}, Kustini Kustini ^{a*)}

^{a)} Universitas Pembagunan Nasional Veteran Jawa Timur, Surabaya, Indonesia

^{*)} Corresponding Author: kustini.ma@upnjatim.ac.id

Article history: received 21 January 2025; revised 02 February 2025; accepted 04 March 2025

DOI: <https://doi.org/10.33751/jhss.v9i1.11330>

Abstract. This study aims to examine and analyze the influence of workload and work-life balance on employee performance at Bank Jatim Gresik Branch. In this context, workload and work-life balance are considered important in achieving optimal performance within a company. This research is a quantitative study, and the method used is a survey method, with a questionnaire as the data collection tool. The population in this study consists of female employees at Bank Jatim Gresik Branch, totaling 50 respondents, using a saturated sampling technique. Data analysis was conducted using Partial Least Squares (PLS). The results of this study indicate that workload and work-life balance have a positive effect on employee performance.

Keywords: Workload; Work-life balance; Employee performance.

I. INTRODUCTION

Human resources (HR) play a crucial role in any organization and can be considered an inseparable part. As Susan (2019) explained, HR refers to individuals who are trained and employed to plan, drive, and think in order to achieve the organization's goals. Therefore, it is important for organizations to focus on effectively managing HR to ensure these goals are achieved. Every organization hopes for employees to perform well, as this has a positive impact on the company's progress, including in the banking sector. According to Mangkunegara in Lukmiati et al. (2020), performance refers to the quality and quantity of work produced by someone based on their tasks and responsibilities. Syaifudin & Kustini (2024) define employee performance as the level of an individual's ability to meet job requirements, including indicators such as loyalty, achievement, responsibility, and honesty. Employee performance is individual and dynamic, with each person having different levels of ability. Success in work depends on the potential that must continue to be developed

over time. Without good performance, a company cannot achieve its set goals. Poor performance can harm the company, while good performance will have a positive impact and support the company's growth. In this regard, employee performance in banks is critical for achieving company objectives. Data from 2021 to 2023 showed that employee performance fluctuated, which was caused by issues felt by female employees, one of which was a heavy workload.

Improving employee performance is closely related to the appropriate assignment of workload, as it directly affects the quality of performance (Uma & Swasti, 2024). Workload is defined as a set of tasks that an individual must complete within a specified period. A high workload can lead to physical and mental exhaustion, which affects performance. This is especially true for female employees, who often have to balance their roles as workers and homemakers, leading to role conflicts between work and family life. Role conflicts occur when the demands of work clash with family responsibilities, which increases stress and reduces

performance. Female employees at Bank Jatim Branch Gresik often experience physical exhaustion due to trying to meet work targets within limited time, reducing rest time and social interactions, and ultimately leading to an imbalance between work and personal life (work-life balance). Work-life balance can be an effective solution to maintain good employee performance. Work-life balance refers to the ability of an individual to balance work responsibilities with personal and family life, so there is no conflict between the two. According to Lukmiati (2020), maintaining a healthy work-life balance can increase motivation, productivity, and employee loyalty to their work. Proper time management, flexibility, and employee well-being contribute to improved performance. In this context, many employees at Bank Jatim face challenges in maintaining such balance, especially with high job demands and long working hours, leading to physical exhaustion and decreased job satisfaction.

The high workload, coupled with an imbalance between work and personal life, clearly has a negative impact on performance. Employees who focus too much on work lose the opportunity to enjoy time with family or rest, which in turn diminishes the quality of their performance. On the other hand, when employees feel satisfied with their work and can manage the balance between work and personal life, they tend to be more productive and motivated in completing their tasks. Research by Olanda & Swasti (2023) shows that work-life balance positively affects employee performance.

1) Workload

Workload refers to the tasks that an individual must complete to meet the obligations of their job or role within a defined period under typical work conditions (Nurhandayani, 2022). It encompasses the specific goals or tasks that need to be accomplished by an individual or a team within a certain time frame (Ilyasa & Naniek, 2023). This implies that as workload increases, employee performance may decrease, and vice versa (Suharti & Susanto, 2014; Rolos, J., Sambul, S., & Rumawas, W., 2018). Putra, as cited in Rolos et al. (2018), identifies several factors that define workload, including the working conditions, the goals to be achieved, and the work standards that guide the completion of tasks.

2) Work-Life Balance

Work-life balance is the ability to effectively manage and divide time between work commitments, personal life, and family responsibilities, ensuring that there is no conflict between family life and career. This balance also fosters increased motivation, productivity, and loyalty to one's job (Mardiani & Widiyanto, 2021). The concept suggests that improvements in work-life balance are directly linked to better employee performance (Sinta Alifia, N., & Iryanti, E., 2023). Bonino, S., Cattelino, E., Ciairano, S., McDonald, L., & Jessor, R. (2005), as cited in Mauludi & Kustini (2022), argue that work-life balance can be assessed using the following indicators: time management, involvement in work, and satisfaction with life balance.

3) Employee Performance

According to Afandi (2018), performance refers to the results or achievements in the workplace, whether individually or as part of a group, in line with the duties and responsibilities assigned. These outcomes are intended to support the achievement of the organization's objectives in a manner that adheres to legal, ethical, and moral standards.

Fitriya & Kustini (2023) list the following indicators of employee performance: the quality of work, the quantity of work produced, punctuality, effectiveness, and the ability to work independently.

II. RESEARCH METHOD

This study adopts a quantitative approach, utilizing either probability sampling or a saturated sampling method. With a total population of 50 female permanent employees, all female permanent employees at Bank Jatim Gresik Branch were included as the sample for this research. The data collection process involved conducting surveys, interviews, and distributing questionnaires to the respondents to gather primary data. These methods were selected to ensure comprehensive input from all participants. For the analysis, the Partial Least Square (PLS) model was used, accompanied by tests for validity, reliability, R-Square, and hypothesis testing to ensure the robustness and accuracy of the findings, allowing for a more

III. RESULTS AND DISCUSSION

PLS Model Analysis

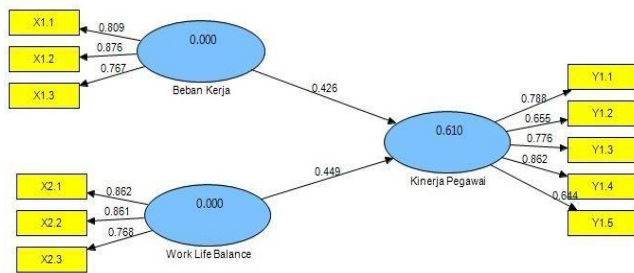


Figure 1 Path diagram of PLS results

The diagram illustrates a Partial Least Squares (PLS) model that assesses the effect of workload and work-life balance on employee performance. Workload is measured using three indicators (X1.1, X1.2, X1.3) with factor loadings of 0.809, 0.876, and 0.767, respectively. Work-life balance is evaluated by three indicators (X2.1, X2.2, X2.3), with loadings between 0.768 and 0.862. Both workload and work-life balance have a significant impact on employee performance, with coefficients of 0.426 and 0.449, respectively. The combined effect of these variables on performance is strong, with a coefficient of 0.610. Employee performance is further assessed through five indicators (Y1.1 to Y1.5), all of which have significant loadings ranging from 0.644 to 0.862.

Inner Model

Based on the R-Square table, with an R^2 value of 0.609824, it can be interpreted that the model explains 60.98% of the variation in employee performance, which is influenced by independent variables such as workload and work-life balance. This indicates that the combination of these two factors plays a significant role in shaping employee performance. However, the remaining 39.02% of the variation is attributed to other factors not included in this study, suggesting the presence of additional variables that also contribute to employee performance but were not examined in this particular analysis.

Hypothesis Testing

	Original Sample (O)	Sample Mean (M)	Standard Deviation (SIDEV)	Standard Error (STERR)	T Statistics (O/STERR)
WorkLoad -> Employee Performance	0.425926	0.419714	0.099770	0.099770	4.269092
Work Life Balance -> Employee Performance	0.448691	0.443361	0.088067	0.088067	5.094873

For hypothesis testing, the results of the coefficients and T-statistic values from the inner model show:

- Workload positively affects employee performance, but this hypothesis is not accepted. The path coefficient is 0.425926, and the T-statistic value is 4.269092, which exceeds the Z value $\alpha = 0.05$ (5%) = 1.96, indicating significance.
- Work-life balance positively impacts employee performance, and this hypothesis is accepted. The path coefficient is 0.448691, and the T-statistic value is 5.094873, which is greater than the Z value $\alpha = 0.05$ (5%) = 1.96, showing significance.

The Impact of Workload on Employee Performance

Based on the research conducted, the findings reveal that workload has a positive effect on employee performance at Bank Jatim Gresik Branch, which contradicts the hypothesis suggesting that workload negatively impacts employee performance at the same branch. Data analysis indicates that the most significant factor of workload is the target to be achieved, requiring employees to work and complete set goals within the specified timeframe in order to meet company targets and achievements. Meanwhile, at Bank Jatim Gresik, employees have not yet met performance targets in their respective fields. However, high work targets can also positively impact employees as they encourage them to be more enthusiastic and improve their skills. This, in turn, enables the company to gain better quality and quantity of performance from employees to achieve its objectives. According to Diana (2019), an employee who perceives tasks as challenges, even if they are excessive, can still feel satisfied with their work. These results are consistent with studies by Zendrato et al. (2023) and Widodo & Widiyawan (2021), which show that workload has a positive and significant effect on employee performance. This means that when workload increases, employee performance also improves, and conversely, when workload decreases, performance declines. However, these findings contradict studies by Ernanto & Kustini (2022), Putri & Endratno (2023), and Anggraini et al.

(2022), which state that workload negatively affects employee performance.

The Impact of Work-Life Balance on Employee Performance

Based on the research conducted, the findings reveal that work-life balance positively impacts employee performance at Bank Jatim Gresik Branch, in line with the hypothesis that work-life balance has a positive effect on employee performance at the branch. Data analysis indicates that the most significant factor of work-life balance is time management, where employees must balance work tasks with personal time. Especially for female employees who have household responsibilities, they are expected to balance their time between work and family obligations. According to Suhartini (2021), work-life balance refers to the degree of fulfillment related to multiple roles in an individual's life to maintain all aspects of their life. These results align with studies by Mutiara et al. (2024), Tri Sofya Ningsih & Hermiati (2023), Sinta Alifia & Iryanti (2023), and Paembong et al. (2023), all of which state that work-life balance positively influences employee performance.

IV. CONCLUSIONS

Based on the research findings and discussions in the previous chapter, it can be concluded that a high workload has a positive impact on employee performance at Bank Jatim Gresik Branch. This is because the presence of challenging tasks and demanding targets encourages employees to perform better in order to meet expectations. The results suggest that employees respond positively to workload demands by improving their work performance, as they are motivated to achieve the set goals and contribute to the company's success. Additionally, the research indicates that a good work-life balance also has a positive effect on employee performance. When employees are able to balance work commitments with personal life, they experience less stress and burnout, which leads to greater focus, job satisfaction, and overall performance. The ability to manage personal and professional responsibilities effectively allows employees to remain motivated and engaged in their tasks,

resulting in improved performance at work.

REFERENCES

- [1] Anggraini, R., Andri, G., & Sjafitri, H. (2022). The Influence of Workload and Work Motivation on Employee Performance at Bank BRI Simpang Empat Branch, West Pasaman Regency. *Journal of Economics and Business (E-QIEN)*, 11(3), 495–503.
- [2] Diana, Y. (2019). The Influence of Workload on Employee Performance in the Housekeeping Department at Bintan Lagoon Resort Hotel. *Management Tools Journal*, 11(2), 193–205.
- [3] Ernanto, A. N., & Kustini, K. (2022). The Influence of Work Ability and Workload on Employee Performance at PT. Bangtelindo. *Journal of Economic Education (JURKAMI)*, 7(2), 145–154.
- [4] Mutiara, M., Purnamasari, E. D., & Ulum, M. B. (2024). The Influence of Work Life Balance and Leadership Style on Employee Performance at PT. Asuransi BRI Life Palembang. *JEMSI (Journal of Economics, Management, and Accounting)*, 10(2), 1171–1179.
- [5] Paembong, D., Marampa, A. M., & Tammu, R. G. (2023). The Influence of Organizational Culture and Work-Life Balance on Employee Performance at Sinar Kasih Toraja Hospital. *Journal of Management and Creative Economics*, 1(3), 262–285.
- [6] Putri, L. D., & Endratno, H. (2023). The Influence of Workload, Compensation, and Work Experience on Employee Performance at Bank Jawa Tengah, Purwokerto Branch. *Student Scientific Journal of Management, Business, and Accounting (JIMMBA)*, 5(4), 375–386.
- [7] Sinta Alifia, N., & Iryanti, E. (2023). The Effect of Work Life Balance and Employee Engagement on Employee Performance at PT Duta Jaya Teknik Surabaya. *International Journal of Social Science and Education Research Studies*, 03(09), 2770–2790.
- [8] Suhartini. (2021). The Influence of Work Life Balance and Non-Physical Work Environment on Employee Performance at

- PT Polychem Indonesia Tbk. (Machine Division). *ECo-Buss*, 3(3).
- [9] Tri Sofya Ningsih, & Hermiati, N. F. (2023). The Influence of Work Life Balance and Non- Physical Work Environment on Employee Performance with Job Satisfaction as an Intervening Variable (Case Study of Marwah Skincare Distributor, Cilacap). *JEMSI (Journal of Economics, Management, and Accounting)*, 9(3), 611–21.
- [10] Widodo, J., & Widiyawan. (2021). *Economy Deposit Journal (E-DJ)* The Effect of Workload on Employee Performance at PT. Bank Rakyat Indonesia (Persero) Tbk. Tolitoli Branch Office. *Economy Deposit Journal (E- DJ)*, 3(2), 124–132.
- [11] Zendrato, Y., Handayani, T., Yahdi, M., & Sambo, A. (2023). The Influence of Workload and Human Relationships on Employee Performance at Bank Mandiri KCP Jakarta Ragunan. *Quilibrium Point (Journal of Management and Business)*, 6(2), 1–11.
- [12] Susan, E. (2019). *Human Resource Management. Islamic Education Management Journal*, 9.
- [13] Lukmiati, R., Smsudin, A., & Jhoansyah, D. (2020). The Influence of Work Life Balance on Employee Performance at the Production Staff of PT. Muara Tunggal Cibadak - Sukabumi. *Jurnal Ekobis Dewantara*, 3(3), 46–50.
- [14] Syaifudin, M. N., & Kustini. (2023). Compensation and Workload on Turnover Intention and Its Impact on Employee Performance at the Production Division of CV.
- [15] Uma, A. T., & Swasti, I. K. (2024). The Influence of Workload and Work Environment on Employee Performance through Job Satisfaction at PT. X. *Ekomis: Journal of Economic and Business*, 8(1), 181–193.
- [16] Alwi, & Suhendra. (2019). The Influence of Work Discipline and Workload on Employee Performance with Job Satisfaction as an Intervening Variable. *Tirtayasa Business and Management Research Journal*, 72-93.
- [17] Husni, A., Fathah, A., & Irbayuni, S. (2023). The Influence of Work Discipline and Workload on Employee Performance at PT Angkasa Pura I International Airport.
- [18] Mardiani, I. N., & Widiyanto, A. (2021). The Influence of Work-Life Balance, Work Environment, and Compensation on Employee Performance at PT Gunanusa Eramandiri. *Jesya (Journal of Economics & Islamic Economics)*, 4(2), 985–993.
- [19] Olanda, A., & Swasti, I. K. (2023). The Influence of Work Life Balance, Work Motivation, and Dual Role Conflict on Employee Performance at CV. Huda Jaya Sidoarjo. *Indonesian Journal of Business Analytics*, 3(5), 1619–1630.
- [20] Nurhandayani, A. (2022). The Influence of Work Environment, Job Satisfaction, and Workload on Performance. 1, 108–110.
- [21] Afandi. (2018). *Human Resource Management (Theory, Concepts, and Indicators)*. Riau: Zanafa Publishing.
- [22] Sugiyono. (2017). *Quantitative, Qualitative, and R&D Research Methods*. Bandung: CV. Alfabeta.
- [23] Ilyasa, H. & Naniek. (2023) Analysis of the Influence of Workload, Work Stress, Work Fatigue, and Work Environment on the Performance of Medical Personnel. *INSOLOGI: Journal of Science and Technology*, Vol 2 No 4.
- [24] Rolos, J. K. R., Sambul, S. A. P., & Rumawas, W. (2018). The Influence of Workload on Employee Performance at PT. Asuransi Jiwasraya Manado City Branch. *Business Administration Journal*, 6(4), 19–27.