

THE IMPACT OF WORKLOAD AND PERCEIVED ORGANIZATIONAL SUPPORT ON WORK-LIFE BALANCE WITH JOB SATISFACTION AS AN INTERVENING VARIABLE

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Abstract : *Workload, perceived organizational support, and job satisfaction play crucial roles in enhancing employees' work-life balance. The purpose of this study is to analyze the effects of workload and perceived organizational support on work-life balance, with job satisfaction as an intervening variable. This research using a quantitative method, using SmartPLS 4 and SPSS for data processing. Data were collected through online electronic questionnaires and interviews with several employees. The study involved 130 employees as population, selected using a stratified sampling method. Path analysis was utilized for data analysis. Workload has a significant effect on work-life balance. Perceived organizational support does not significantly influence work-life balance. Job satisfaction has a significant positive effect on work-life balance. Workload has no significant effect on job satisfaction. Perceived organizational support has a significant positive effect on job satisfaction. Job satisfaction mediates the impact of workload on work-life balance. Job satisfaction mediates the impact of perceived organizational support on work-life balance. The authors suggest that research on work-life balance can use variables other than workload, perceived organizational support, and job satisfaction to reveal other contributions outside of these variables.*

Keywords : *Workload; Perceived Organizational Support; Job Satisfaction, Work-Life Balance.*

1. Introduction

In the modern era, characterized by technological advancement and globalization, the concept of work-life balance has become increasingly important in corporate environments. The balance refers to employee's ability to allocate their time and energy harmoniously between the demands of work and personal life. Research shows that an employee's work and life are two critical aspect of life, with experiences in these areas significantly influencing their emotional stability and/or happiness (Greenhaus et al., 2003). With the growing awareness of the importance of work-life balance, companies are required to take proactive steps in creating a work environment that supports employee's work-life balance. Clark, (2000) defines work-life balance as the extent to which an individual can effectively meet the demands of both work and personal life without significant conflict between these two domains. Meanwhile, according to (Devi, 2022), work-life balance refers to how to create a supportive work environment that enables harmony between work and personal life. This means that employees' mental health and well-being must remain a company priority.

Aligning work and life can motivate employees to put in greater effort to achieve the company's predetermined goals.

Workload is one of the important things that can affect work-life balance. Nurwahyuni, (2019), stated that there is an influence between workload and work-life balance. The absence of work-life balance is a problem that can endanger the welfare of employees and the company. On the contrary, (Taris et al., 2017), stated that when individuals have a high workload, they will feel motivated and participate in their work, so they can feel a good work-life balance. Employees who contribute to certain responsibilities can reduce the negative impact of high workload and help them feel more satisfied with their work and personal lives.

In the world of work, organizations often require employees to work too hard. The constant pressure received by employees and the lack of satisfaction can lead to burnout and self-isolation. In fact, employees are faced not only with business demands, but also with all aspects of their lives. As a result, when one of these interactions, namely work and life, overlaps, work or social life will be affected. Organizations that increasingly provide support will create positive perceptions from employees. The positive perceptions they have help employees to be motivated to complete their work well so that organizational goals are achieved. Perceived organizational support refers to a perception regarding the extent to which a corporate organization values employees, cares about employee welfare, and provides employee socio-emotional support (Adiningrum, 2020). Puspitasari & Ratnaningsih, (2019), stated that there is a significant positive relationship between the perception of organizational support and work-life balance. On the other hand, (Lakshmaiah et al., 2024) stated that although organizational support is intended to improve employee work-life balance, it will actually lead to increased expectations for employees, which will ultimately reduce work-life balance.

Job satisfaction is a pleasant or unpleasant emotional state that employees view their work. Job satisfaction reflects a person's feelings about their work and this is seen in the behavior and attitudes of employees in everyday life, usually shown in terms of positive responses to work (Andayani, 2020). According to (Nurendra & Saraswati, 2017), work-life balance can be achieved by increasing job satisfaction. Companies certainly need to provide organizational support so that employees achieve job satisfaction. Amaradipta et al., (2022) stated that perceived organizational support has a significant positive effect on job satisfaction. When employees feel that they are supported by the organization, they tend to feel more satisfied with their jobs. This job satisfaction, in turn, increases their ability to achieve a balance between work and personal life. Mandagi & Wijono, (2023) states that employees who are more satisfied with their jobs are better able to maintain work-life balance despite high workloads. In other words, workload affects work-life balance both directly and through its effect on job satisfaction.

This study was carried out at PT. Telkom Indonesia Tbk, or Telkom, is a leading telecommunications company in Indonesia founded in 1856. As a state-owned enterprise (BUMN), Telkom plays an important role in developing telecommunications infrastructure throughout the archipelago. With a vision to become a leading telecommunications service provider in Indonesia, Telkom offers a variety of services, including landline telephone, internet, and cable television through its subsidiaries, Telkomsel, IndiHome, and TelkomVision. In addition, Telkom is also active in developing information technology and digital services, including business solutions, cloud computing, and other digital-based innovations. With a commitment to providing the best service to customers and supporting

the growth of technology in Indonesia, PT. Telkom Indonesia continues to play a pioneering role in the telecommunications and information technology sector in the country.

This research has relevance in the context of sustainable human resource management development. Companies need to have a deeper understanding of the factors that influence employee work-life balance. Thus, this research is expected to provide important contributions to the human resource management literature as well as provide practical guidance for companies in facing the challenges faced in efforts to maintain employee work-life balance. Based on the explanation of several variables and phenomena as well as the research gap above, the researcher decided to take the research title “The Impact of Workload and Perceived Organizational Support on Work-Life Balance with Job Satisfaction as an Intervening Variable”

2. Literature Review

Clark,(2000) defines work-life balance as the degree to which a person is able to meet the demands of his/her work and personal life effectively and without significant conflict between the two domains. This theory explains how individuals create boundaries between their work and personal lives. These boundaries can be physical (e.g., a separate workspace at home), temporal (e.g., set work hours), or psychological (e.g., keeping thoughts of work only during work hours). They emphasize the importance of well-being and satisfaction in both aspects. There are three indicators of work-life balance; time-based conflict, strain-based conflict, and behavior-based conflict. Hedianti, (2022) assumed that work-life balance explains how to create a supportive work environment, allowing for a balance between work and personal life. This means that the mental health and minds of employees must remain a priority for a company. With the harmony between work and family life, it can motivate employees to increase their efforts in achieving the targets set by the company.

Schaufeli & Bakker, (2004) states that workload is a job demand that requires mental and physical effort from employees. In the “Job Demands-Resources” model, excessive workload is one of the factors that can cause fatigue and reduce job satisfaction. With a high workload, without adequate control over the work, it can cause stress and affect mental and physical health. There are five indicators of workload; workload quantity, task complexity, time pressure, emotional demands, and physical demands. Based on (Sari & Sahrah, 2023), they stated that workload has a significant negative effect on work-life balance. The higher level of workload assigned, the lower the level of work-life balance experienced by employees. This is similar to the results of (Farhiya et al., 2023) research, which states that workload will worsen the level of employee work-life balance. Based on several opinions in previous journals, it is stated that workload has a significant negative effect on work-life balance.

Rhoades & Eisenberger, (2002) states that perceived organizational support reflects employees' beliefs that the organization cares about and values them as individuals. This support includes attention to employee needs, recognition of their efforts and assistance in overcoming problems. This perception is formed through daily interactions between employees and the organization, as well as through policies and practices implemented by the organization. Overall, perceived organizational support focuses on employees' beliefs that their organization provides adequate attention and appreciation to them, which in turn can influence various aspects of employee attitudes and behaviors in the context of the organization. Organizational support can be physical or non-physical. There are 3 indicators of perceived organizational support, including; fairness, supervisor support, and HR policies and practices. Based on (Sumilat et al., 2023), they stated that perceived organizational support has a significant positive effect on work-life balance. This

is in line with (Hapit, 2020) which states that perceived organizational support has a significant positive influence on work life balance. Based on several opinions in previous journals, it is stated that perceived organizational support has a significant positive effect on work-life balance. Judge et al., (2001) defines job satisfaction as a positive or pleasant evaluation of one's job or work experience. According to Judge, job satisfaction includes an affective component (feelings about the job), a cognitive component (beliefs and evaluations about the job), and a behavioral component (actions taken in response to those feelings and evaluations). There are five indicators of job satisfaction, including; job characteristic, compensation, promotion, supervision, and work condition. Greenhaus & Allen, (2011) stated that Job satisfaction contributes to employees' ability to achieve a healthy balance between their work and personal lives. There are several factors that can influence employee job satisfaction, one of which is the perception of organizational support.

3. Research Method

This research employs a quantitative approach to rigorously test its hypotheses. The identification of research respondents involves the distribution of questionnaires directly to all of permanent employees of PT. Telkom Indonesia Regional III, Surabaya. The population of this study was 130 permanent employees. The sample in this study was 98 respondents using the stratified sampling analysis method. In this case, the researcher distributed a questionnaire in the format to the respondents. In this study, the researcher used SmartPLS 4 and SPSS 25 to test the instrument using validity and reliability tests. The classical assumption test in this study used the normality test, multicollinearity test and heteroscedasticity test. This study used data analysis tools in the form of scale range tests and path analysis. The hypotheses test used in this study was the t-test.

4. Results and Discussion

4.1 Results

Test Outer Model

The results of the validity test, as presented in Tables 1 and 2, are assessed through outer loadings and average variance extracted (AVE) values. According to the Rule of Thumb for convergent validity, the outer loading value should exceed 0.6. However, during the initial research stage, outer loading values within the range of 0.5 to 0.6 are still considered acceptable, as outlined by Chin W (Chin, 1998).

Table 1. Convergent Validity Test Results

	Workload	Perceived Organizational Support	Job Satisfaction	Work-Life Balance
X1.1	0.771			
X1.2	0.767			
X1.3	0.705			
X1.4	0.705			
X1.5	0.768			
X1.6	0.734			
X1.7	0.730			

X2.1		0.754		
X2.2		0.893		
X2.3		0.854		
X2.4		0.838		
X2.5		0.821		
X2.6		0.852		
Z.1			0.817	
Z.2			0.841	
Z.3			0.900	
Z.4			0.847	
Z.5			0.788	
Y.1				0.832
Y.2				0.788
Y.3				0.815
Y.4				0.851

Source: SmartPLS 4 (2024)

Based on the result of the table above, all questions on the variable of workload, perceived organizational support, job satisfaction, and work-life balance have outer loading value above 0,6. Which means that all variables are declared valid, because they have passed outer loading validity requirements (Chin, 1998). Next below there is table 2 which shows the reliability based on AVE.

Table 2. Reliability Test Result

Variabel	<i>Cronbach's Alpha</i>	<i>Composite Reliability (rho_n)</i>	<i>Composite Reliability (rho_c)</i>
<i>Workload</i>	0.877	0.967	0.894
<i>Perceived Organizational Support</i>	0.913	0.917	0.933
<i>Work-Life Balance</i>	0.840	0.843	0.893
<i>Job Satisfaction</i>	0.895	0.898	0.923

Source: SmartPLS 4, (2024)

Based on the result of the table above, all variable have value above 0,5, which means that it can be interpreted that the four variables are declared valid (Chin, 1998). The discriminant validity results are presented in Table 2. Below. Discriminant validity is a test related to the rule that indicators of different construct should not have a high correlation. Cross loadings, Fornell-Larcker Criterion, and Heterotrait-Monotrait Ratio (HTMT Ratio) are three criteria that can be used to determine discriminant validity. If one of these criteria si met, then the data passes the discriminant test.

Table 3. Discriminant Test Results

	Workload	Perceived Organizational Support	Job Satisfaction	Work-Life Balance
X1.1	0.771	-0.397	-0.518	-0.584
X1.2	0.767	-0.319	-0.356	-0.418
X1.3	0.705	-0.144	-0.235	-0.210
X1.4	0.705	-0.049	-0.130	-0.184
X1.5	0.768	-0.019	-0.102	-0.198
X1.6	0.734	-0.088	-0.152	-0.298
X1.7	0.730	-0.059	-0.075	-0.296
X2.1	-0.138	0.754	0.604	0.358
X2.2	-0.271	0.893	0.696	0.480
X2.3	-0.199	0.854	0.711	0.486
X2.4	-0.263	0.838	0.738	0.500
X2.5	-0.293	0.821	0.609	0.518
X2.6	-0.291	0.852	0.701	0.513
Z.1	-0.296	0.702	0.817	0.553
Z.2	-0.307	0.680	0.841	0.571
Z.3	-0.408	0.702	0.900	0.724
Z.4	-0.332	0.724	0.847	0.540
Z.5	-0.305	0.600	0.788	0.652
Y.1	-0.476	0.458	0.606	0.832
Y.2	-0.383	0.479	0.538	0.788
Y.3	-0.304	0.501	0.632	0.815
Y.4	-0.486	0.447	0.611	0.851

Source: SmartPLS 4, (2024)

The correlation between each indicator is shown by the cross loading value. Indicators must converge on each variable, with a minimum value of 0,7. Based on the results of the table above, there are several indicators that have a correlation value above 0,6 but all indicators are correlated or converge on each variable. Measurement models are also used to test the reliability of a construct, not just test validity. Cronbach's Alpha and Composite Reliability values for each construct must be greater than 0,6 for this test (Chin, 1998).

Test the Inner Model

1. Independent test result of direct dependent

Based on table 4 below, the result of the direct relationship test (path coefficients), which contain the results of testing the independent variables, namely workload and perceived organizational support, on the dependent variable, namely work-life balance.

Table 4. Independent Direct Effect Test Result on Dependent

X→Y	T-Statistics (O/STDEV)	P VALUES	Information
Workload → Work-Life Balance	5.320	0.000	H1: Significant
Perceived	1.468	0.142	H2: Not significant

Organizational Support → Work-Life Balance			
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Source: SmartPLS 4, (2024)

2. Results of direct mediation tests on dependents

Based on table 5 below, the result of the direct relationship test (path coefficients), which contain the results of testing the mediation variable namely job satisfaction, on the dependent variable namely work-life balance. Based on the table below, it can be seen that job satisfaction have a significantly positive direct influence on the dependent variable. This can be proven by a P Value 0,000 or less than 0,05.

Table 5. Mediation Direct Effect Test Result on Dependent

M→Y	T-Statistics (O/STDEV)	P VALUES	Information
Job Satisfaction → Work-Life Balance	5.202	0.000	H3: Significant

Source: SmartPLS 4, (2024)

3. Independent test result of direct mediation

Based on table 6 below, the result of the direct relationship test (path coefficients), which contain the results of testing the independent variables, namely workload and perceived organizational support, on the mediating variable, namely job satisfaction. Based on the table below, it can be seen that workload

Table 6. Independent Direct Effect Test Result on Mediation

X→M	T-Statistics (O/STDEV)	P VALUES	Information
Workload → Job Satisfaction	1.612	0.105	H4: Not significant
Perceived Organizational Support → Job Satisfaction	7.228	0.000	H5: Significant

Source: SmartPLS 4, (2024)

4. Independent test results against dependent directly

Based on the table 7 below, the results of the indirect effect test, which contains the results of the significant test between independent variables, namely workload and perceived organizational support, on the dependent variable, namely work-life balance through the mediation of job satisfaction. Based on the table below, it can be seen that workload and perceived organizational support have a significantly positive effect on work-life balance through the mediating role of job satisfaction.

Table 7. Test Result of Indirect Effects of Independents on Dependents Through Mediation

X→M	T-Statistics (O/STDEV)	P VALUES	Information
Workload → Job	4.653	0.000	H6: Significant

Satisfaction → Work-Life Balance			Positive
Perceived Organizational Support → Job Satisfaction → Work-Life Balance	3.633	0.000	H7: Significant Positive

Source: SmartPLS 4, (2024)

Hypotheses 1

From table 4, the hypotheses test results show a T-Statistics value of $5.320 \geq 1.96$ and a P-Value of $0.000 \leq 0.05$, indicating that workload has a significant effect on work-life balance. Thus, H1 is accepted.

Hypotheses 2

From table 4, the hypotheses test results show a T-Statistic value of $1.468 \leq 1.96$ and P-Value of $0.142 \geq 0.05$, indicating that perceived organizational support does not have a positive or significant effect on work-life balance.

Hypotheses 3

From table 5, the hypotheses test result show a T-Statistic value of $5.202 \geq 1.96$ and a P-Value of $0.000 \leq 0.05$, indicating that job satisfaction has a significant positive effect on work-life balance. Thus H3 accepted.

Hypotheses 4

From table 6, the hypotheses test results show a T-Statistic value of $1.621 \leq 1.96$ and a P-value of $0.105 \geq 0.05$, indicating that workload has a negative but not significant effect on job satisfaction. Thus, H4 is rejected.

Hypotheses 5

From table 6, the hypothesis test results show a T-statistic value of $7.228 \geq 1.96$ and a P-value of $0.000 \leq 0.05$, indicating that perceived organizational support has a significant positive effect on job satisfaction. Thus, H5 is accepted.

Hypotheses 6

From table 7, the hypothesis test results show a T-statistic value of $4.653 \geq 1.96$ and a P-value of $0.000 \leq 0.05$, indicating that workload has a significant positive effect on work-life balance with job satisfaction as an intervening variable. Thus, H6 is accepted.

Hypotheses 7

From table 7, From Table 7, the hypothesis test results show a T-statistic value of $3.633 \geq 1.96$ and a P-value of $0.000 \leq 0.05$, indicating that perceived organizational support has a significant positive effect on work-life balance with job satisfaction as an intervening variable. Thus, H7 is accepted.

4.2 Discussion

From the results of the research, it was found that there was an excessive workload that made it difficult for employees to achieve work-life balance. Workload is one important aspect that needs to be considered by the company. With the high intensity of work, employees can work beyond their body's limits, potentially causing an imbalance in their work-life activities. Based on the results of the hypotheses test, it can be seen that perceived organizational support has no significant effect on work-life balance. The result of this study contradict the result of a study conducted by (Sumilat et al., 2023), which stated that there is a significant positive effect of perceived organizational support on work-life balance. In this organization perceived

organizational support cannot increase work life balance because the support from organization is only symbolic or general like example reward without real solutions to workload and also there no flexible hours so that employees still feel hard to arrange their schedule and can't reach work life balance. Based on the results of the hypotheses test, it can be seen that job satisfaction has a significant positive effect on work-life balance. This results of this study are supported by research (Inegbedion, 2024) which states that job satisfaction has a significant positive effect on work-life balance. The significant positive effect given by job satisfaction strengthens the positive dimension of work-life balance through better time management so that a balance can be maintained between personal life-work activities. Based on the results of the hypotheses test, it can be seen that workload has a significant negative effect on job satisfaction. The results of this study contradict the research (Kirana et al., 2021) which states that workload does not have a significant negative effect on job satisfaction. The significant negative effect that occurs between the workload variable and job satisfaction means that the higher the workload received by employees, the lower the level of employee satisfaction felt. Based on the results of the hypothesis test, it can be seen that perceived organizational support has a significant positive effect on job satisfaction. The results of this study are supported by the results of research (Andriyanti & Supartha, 2021) stating that there is a significant positive effect of perceived organizational support on job satisfaction. The significant positive effect that occurs between the variable perceived organizational support on job satisfaction means that the higher the organizational support provided, the higher the level of satisfaction obtained by employees. Based on the results of the hypothesis test, it can be concluded that job satisfaction is able to mediate the influence of workload on work-life balance. This means that the workload imposed by the company can be minimized by the job satisfaction obtained by employees, so that work-life balance can be maintained. Employees who are satisfied with their jobs are better able to manage work pressure, so they have more time and energy to meet personal and family needs (Mandagi & Wijono, 2023). Based on the results of the hypothesis test, it can be concluded that job satisfaction is able to mediate the influence of perceived organizational support on work-life balance. This means that the better the perceived organizational support received, the higher the level of job satisfaction, which will later have an impact on maintaining the work-life balance of employees. This is in line with research conducted by (Huda et al., 2023) which states that job satisfaction can be used as a mediating variable to explain the influence of perceived organizational support on work-life balance.

5. Conclusion

Based on the result and discussion, it can be concluded that workload has a significant negative effect on work-life balance. Perceived organizational support variable doesn't effect on work-life balance. Job Satisfaction has a significant positive effect on work-life balance. Workload has a significant negative effect on job satisfaction. Perceived organizational support has a significant positive effect on job satisfaction. Job satisfaction mediates the effect of workload on work-life balance. Job satisfaction mediates the effect of perceived organizational support on work-life balance. Suggestions that can be given to companies include; PT. Telkom Indonesia Regional III Surabaya should pay attention to the workload assigned to its employees to ensure it aligns with the job descriptions of each department. This will help enhance the employees' work-life balance. PT. Telkom Indonesia Regional III Surabaya should increase the support provided to employees. This will foster perceptions of how much the company values their efforts, ultimately improving the employees' work-life balance. PT. Telkom Indonesia Regional III Surabaya should prioritize employee job satisfaction. Maintaining employees' job

satisfaction will contribute to improving their work-life balance. PT. Telkom Indonesia Regional III Surabaya should consider the levels of workload, perceived organizational support, and job satisfaction to effectively enhance the balance between employees' personal lives and work activities.

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