

The Role of Work-Life Balance as A Mediator in The Influence of Workload and Task Distribution on Employee Performance (A Study at PT Permodalan Nasional Madani Banyuwangi Branch)

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ABSTRACT

This research investigates the mediating function of work-life balance in the relationship between workload, task allocation, and employee performance at the Banyuwangi Branch of PT Permodalan Nasional Madani. A quantitative causal-associative design was applied. The entire population of 125 permanent staff members was included through saturated sampling. Primary data were obtained via a questionnaire employing a continuous 1–10 scale and subsequently processed with Structural Equation Modeling–Partial Least Squares (SEM-PLS) in SmartPLS 4. Findings indicate that: (1) workload exerts no significant direct influence on performance; (2) task distribution positively and significantly affects performance; (3) workload positively and significantly influences work-life balance; (4) task distribution positively and significantly influences work-life balance; (5) work-life balance positively and significantly affects performance; (6) work-life balance does not serve as a significant mediator between workload and performance; and (7) work-life balance partially mediates the link between task distribution and performance. The outcomes offer practical guidance for managers seeking to regulate workload, refine task-allocation practices, and strengthen employees' work-life balance in order to elevate overall performance.

INTRODUCTION

Human resources constitute the core strategic resource of any organization, particularly within financial institutions whose competitiveness depends heavily on service excellence and workforce productivity (Hasibuan, 2021; Hanantijo, 2013; Jatira et al., 2025). Individual employee performance functions as a primary yardstick of organizational success in meeting strategic objectives. Optimal performance enables the firm to attain operational and financial goals on a sustained basis, whereas deteriorating performance tends to undermine overall target attainment (Armstrong, 2020).

The Banyuwangi Branch of PT Permodalan Nasional Madani (PNM) operates as a micro-finance institution that channels funds primarily through the ULaMM and Mekaar programs (PNM, 2026b). Given its mandate to strengthen micro-enterprises, Outstanding (OS)/Lending constitutes a critical performance metric. Internal records nevertheless reveal a progressive shortfall against the annual RKAP targets: average achievement stood at 95.5% in 2024, fell to 92.2% in 2025, and reached only 86.17% by December 2025 (PNM, 2024; PNM, 2025). This downward trajectory is closely linked to the performance of front-line staff, especially those assigned to the Mekaar and ULaMM units.

Prior empirical work examining the same set of variables has produced mixed evidence. Some investigations report a significant negative association between workload and performance (Lestari, 2024; Panjaitan et al., 2025), whereas others document a positive association (Riamani et al., 2023). Utari and Perdhana (2024) observed no direct significant effect of workload on performance, the relationship being fully transmitted through work-life balance. Parallel divergence appears in mediation findings: full mediation is reported by Utari and Perdhana (2024) and Putri and Primadineska (2023), while partial mediation is reported by Panjaitan et al. (2025). Studies on task allocation consistently show a positive performance effect (Hedingo et al., 2025; Lestari, 2024; Liwu & Mea, 2025; Riamani et al., 2023); however, models that simultaneously incorporate task allocation and work-life balance as a mediator remain scarce.

Addressing these inconsistencies, the present study evaluates the effects of workload and task distribution on employee performance, positioning work-life balance as the mediating mechanism, within the specific setting of PT PNM Banyuwangi Branch. The findings are anticipated to enrich both theoretical understanding and practical approaches in human-resource management, especially strategies that improve performance by managing workload, ensuring equitable task allocation, and fostering work-life balance.

LITERATURE REVIEW

Conservation of Resources (COR) Theory and Job Demands-Resources (JD-R) Theory

The study is grounded in Conservation of Resources (COR) Theory (Hobfoll, 1989) as its overarching framework and Job Demands-Resources (JD-R) Theory (Bakker & Demerouti, 2020; Demerouti et al., 2001) as the mid-range lens. COR Theory posits that people are fundamentally driven to obtain, retain, and safeguard valued resources such as time, physical energy, and psychological

well-being. Stress emerges whenever these resources are threatened, lost, or not replenished after investment in work. Within the workplace, elevated workload and ambiguous task assignment function as job demands that drain personal resources. Once resources are exhausted, employees struggle to preserve equilibrium between professional and private domains, ultimately impairing performance.

According to JD-R Theory, work characteristics fall into two broad categories. Job demands comprise elements that necessitate continuous effort and may generate strain—examples include heavy workload, tight deadlines, and unclear responsibilities. Job resources, conversely, are elements that support goal attainment and buffer the adverse effects of demands, for instance clear task allocation, social support, and autonomy. The theory delineates two core pathways: a health-impairment process in which intense demands deplete energy and eventually lower performance, and a motivational process in which resources foster engagement and superior performance. In the present model, heavy workload is treated as a job demand, while transparent and equitable task distribution is treated as a job resource. Work-life balance is conceptualized simultaneously as an outcome of the demand-resource balance and as a protective resource that shields employees from demand-related strain.

Employee Performance

Mangkunegara (2021) defines employee performance as the qualitative and quantitative outcomes an individual produces while fulfilling assigned responsibilities. Performance levels are shaped by ability, motivation, and opportunity (Robbins & Judge, 2022). The present study operationalizes performance through five dimensions: quality of work, quantity of work, timeliness, effectiveness, and independence (Mangkunegara, 2021). Empirical evidence indicates that both workload and task allocation influence performance, either directly or via mediators such as work-life balance (Mustikasari & Frianto, 2024; Putri & Primadineska, 2023; Riamani et al., 2023).

Work-Life Balance

Work-life balance denotes the capacity of individuals to reconcile occupational requirements with personal and family obligations. Greenhaus and Allen (2021) conceptualize it as the subjective sense of equilibrium across work and non-work roles. Three constituent dimensions are commonly distinguished: time balance, involvement balance, and satisfaction balance. Within the JD-R perspective, work-life balance functions both as a consequence of the demand-resource configuration and as a protective resource that assists employees in coping with job demands. Prior studies consistently link a favorable work-life balance to higher performance (Mustikasari & Frianto, 2024; Purwati et al., 2025; Wirtadipura & Sumarjo, 2025).

Workload

Workload comprises the set of activities that individuals or groups are expected to complete within a given timeframe (Tarwaka, 2021). It may manifest as ambitious targets, compressed deadlines, large volumes of work, or stringent

quality criteria. Under the JD-R lens, workload is classified as a job demand. Existing evidence remains mixed: certain studies report a significant negative performance effect (Lestari, 2024; Panjaitan et al., 2025), others a positive effect (Riamani et al., 2023), and still others a non-significant direct path that is fully mediated by work-life balance (Utari & Perdhana, 2024). Although excessive workload typically undermines work-life balance (Dewayani, 2025; Kusumawati, 2024), under some conditions it may be appraised as a challenge demand that enhances feelings of accomplishment.

Task Allocation

Task allocation refers to the systematic assignment of responsibilities, authority, and work volume to individuals or organizational units so that collective goals can be achieved efficiently (Hasibuan, 2021). Typical indicators encompass clarity of job descriptions, congruence between tasks and competencies, equity of distribution, and inter-unit coordination. Viewed through the JD-R model, transparent and equitable task allocation constitutes a job resource that attenuates role ambiguity and conflict. Empirical investigations uniformly document a positive performance effect of well-structured task division (Hedingo et al., 2025; Lestari, 2024; Liwu & Mea, 2025; Riamani et al., 2023). Theoretically, such clarity and fairness also promote healthier work-life balance by diminishing role conflict and easing the scheduling of work and personal time (Greenhaus & Allen, 2021; Scheel et al., 2019).

Hypothesis Development

Based on the COR and JD-R theoretical foundations and the empirical review above, the proposed hypotheses are as follows. Workload as a job demand is suspected to have a negative impact on employee performance (H1) as well as work-life balance (H3). Task division as a job resource is suspected to have a positive impact on employee performance (H2) as well as work-life balance (H4). Work-life balance is suspected to have a positive impact on employee performance (H5). Furthermore, work-life balance is suspected to mediate the impact of workload on performance (H6) and the impact of task division on performance (H7).

H1: Workload has a negative and significant effect on employee performance.

H2: Task division has a positive and significant effect on employee performance.

H3: Workload has a negative and significant effect on work-life balance.

H4: Task division has a positive and significant effect on work-life balance.

H5: Work-life balance has a positive and significant effect on employee performance.

H6: Work-life balance mediates the effect of workload on employee performance.

H7: Work-life balance mediates the effect of task division on employee performance.

METHODOLOGY

A quantitative causal-associative design guided the inquiry. All 125 permanent employees of the Banyuwangi Branch of PT Permodalan Nasional Madani constituted the population and were included via saturated sampling (n

= 125). This sample size satisfies the guideline of Hair et al. (2022) requiring at least ten observations per indicator of the most complex construct in SEM-PLS. Data were gathered by means of a questionnaire employing a continuous 1–10 scale, administered both in paper form and via Google Form, yielding a complete response rate. Participation was voluntary and anonymous, and the information obtained was reserved exclusively for academic analysis.

Operational definitions and indicators refer to established literature: workload with indicators of target, work conditions, work time usage, and work standards (Tarwaka, 2021); task distribution with indicators of job description clarity, task suitability with abilities, fairness in task distribution, and inter-department coordination (Hasibuan, 2021); work-life balance with indicators of time balance, involvement balance, and satisfaction balance (Greenhaus & Allen, 2021); and employee performance with indicators of work quality, work quantity, punctuality, effectiveness, and independence (Mangkunegara, 2021).

Analytical procedures relied on Partial Least Squares Structural Equation Modeling (SEM-PLS) executed in SmartPLS 4. Assessment covered the measurement (outer) model – convergent validity via outer loadings and AVE, discriminant validity via Fornell-Larcker and HTMT criteria, and reliability via Composite Reliability and Cronbach’s Alpha – as well as the structural (inner) model, encompassing path coefficients, R^2 , f^2 , Q^2 , and mediation tests based on 5,000 bootstrap resamples.

To anticipate common method bias (CMB) that may arise because the data is collected from a single source (self-report questionnaire), this study applies procedural and statistical procedures. Procedurally, the questionnaire was designed to ensure respondent anonymity, using a continuous scale of 1–10 that differs from the traditional Likert scale, and placing independent and dependent variable items separately. Statistically, the Harman’s single-factor test was conducted and showed that no single factor explained the majority of the covariance, so CMB does not pose a serious threat to the validity of the findings (Podsakoff et al., 2003; Kock, 2015).

RESEARCH RESULT AND DISCUSSION

Of the 125 questionnaires distributed, all were returned and met the criteria for analysis. The respondents consisted of 53.6% women and 46.4% men. The majority are aged 25–35 years (53.6%), have 6–10 years of work experience (44.8%), and work in the Branch unit (43.2%). Descriptive analysis shows that the mean values of all variables fall into the Good category: Workload ($M = 8.27$), Task Distribution ($M = 8.47$), Work-Life Balance ($M = 8.21$), and Employee Performance ($M = 8.29$).

Table 1. Mean Values of Research Variables

Variable	Mean	Category
Workload	8.27	Good
Division of Tasks	8.47	Good
Work-Life Balance	8.21	Good

Employee Performance	8.29	Good
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The results of the outer model measurement are presented in Table 2. All latent variables meet the criteria for convergent validity ($AVE > 0.50$; outer loading ≥ 0.70) as well as reliability (Composite Reliability and Cronbach's Alpha > 0.70). Discriminant validity is met based on the Fornell-Larcker criterion and the HTMT ratio (< 0.90).

Table 2. Outer Model Measurement Results

Variable	AVE	Composite Reliability	Cronbach's Alpha	Outer Loading
Workload (BK)	0.643	> 0.70	> 0.70	≥ 0.70
Division of Tasks (PT)	0.598	> 0.70	> 0.70	≥ 0.70
Work-Life Balance (WLB)	0.616	> 0.70	> 0.70	≥ 0.70
Employee Performance	0.603	> 0.70	> 0.70	≥ 0.70

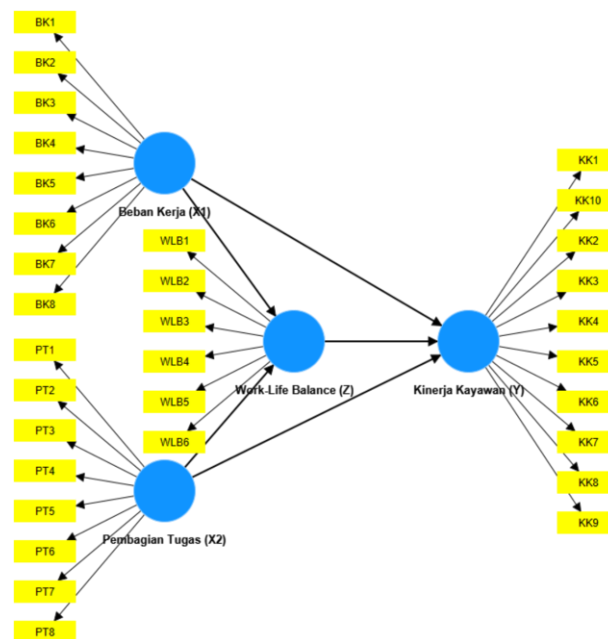


Figure 1. SEM-PLS Structural Model (Inner Model Analysis Results)

The results of the inner model evaluation are presented in Table 3. The Adjusted R^2 value for employee performance is 0.533 (53.3% of the variation is explained by workload, task distribution, and work-life balance), while the Adjusted R^2 for work-life balance is 0.387. All VIF inner model < 5 , so multicollinearity is not an issue. The SRMR value of 0.092 falls into the acceptable category (< 0.10). The model has an adequate fit with the empirical data.

Table 3. Inner Model Evaluation Results

Criteria	Value	Category / Description
Adjusted R ² (Employee Performance)	0.533	Moderate (53.3% variance explained)
Adjusted R ² (Work-Life Balance)	0.387	Weak-Moderate
f ² Division of Tasks → Performance	0.235	Medium
f ² Division of Tasks → Work-Life Balance	0.167	Medium
f ² Work-Life Balance → Performance	0.103	Small-to-medium
f ² Workload → Work-Life Balance	0.025	Small
VIF (all paths)	< 5	No multicollinearity
SRMR	0.092	Acceptable (< 0.10)

The results of the hypothesis testing are presented in Table 4.

Table 4. Results of the Hypothesis Testing

Hypothesis	Path	β (Path)	t-statistic	P-value	Decision
H1	Workload → Performance	-0.001	0.01	0.495	Rejected
H2	Division of Tasks → Performance	0.534	5.33	< 0.001	Accepted
H3	Workload → Work-Life Balance	0.186	2.07	0.019	Rejected*
H4	Division of Tasks → Work-Life Balance	0.479	5.33	< 0.001	Accepted
H5	Work-Life Balance → Performance	0.279	3.52	< 0.001	Accepted
H6	Mediation BK → WLB → Performance	0,052	1.80	0,072	Rejected (no mediation)
H7	Mediation PT → WLB → Performance	0.133	2.84	0.002	Accepted (partial)

Note: * H3 is rejected in terms of direction (the hypothesis suggests a negative influence, but the results show a positive and significant influence).

Contrary to the original expectation, workload exhibits no significant direct influence on performance ($\beta = -0.001$; $p = 0.495$). At the same time, workload exerts a positive and statistically significant influence on work-life balance ($\beta = 0.186$; $p = 0.019$). Work-life balance itself does not transmit a significant indirect effect from workload to performance, indicating an absence of mediation. Task allocation, by contrast, demonstrates a positive and significant association with both performance and work-life balance. Transparent, equitable, and competence-aligned assignment of duties diminishes role ambiguity and heightens accountability (Hedingo et al., 2025; Lestari, 2024; Liwu & Mea, 2025;

Scheel et al., 2019). Such role clarity operates as a job resource that safeguards employees' work-life balance.

The mediating role of work-life balance is significant only on the task division path: on the workload $\rightarrow$ performance path, no significant mediation occurs (indirect effect is not significant), whereas on the task division $\rightarrow$ performance path, partial mediation occurs because the direct effect remains significant. These findings reinforce the role of work-life balance as an important mechanism in the JD-R model within the context of microfinance institutions.

The discovery that the impact of workload on performance is not significantly mediated by work-life balance, while task division acts as a job resource that strengthens both work-life balance and performance, supports the argument that organizational characteristics can alter the meaning of job demands and job resources. This research also fills an empirical gap by simultaneously examining task division and work-life balance as mediating mechanisms.

CONCLUSIONS AND RECOMMENDATIONS

Conclusions

1. Workload does not have a significant effect on the performance of employees at PT PNM Banyuwangi Branch ($\beta = -0.001$; $p = 0.495$). The hypothesis suggesting a negative influence is rejected. The influence of workload on performance is not significantly mediated by work-life balance.
2. Task division has a positive and significant effect on employee performance ($\beta = 0.534$; $p < 0.001$). Clear, fair, proportional, and expertise-aligned task division encourages performance improvement.
3. Workload has a positive and significant effect on work-life balance ($\beta = 0.186$; $p = 0.019$). The hypothesis suggesting a negative effect is rejected.
4. Task division has a positive and significant effect on work-life balance ($\beta = 0.479$; $p < 0.001$).
5. Work-life balance has a positive and significant effect on employee performance ($\beta = 0.279$; $p < 0.001$).
6. Work-life balance does not significantly mediate the effect of workload on employee performance (indirect effect = 0.052; $p = 0.072$).
7. Work-life balance partially mediates the effect of task division on employee performance (indirect effect = 0.133; $p = 0.002$).

Limitations:

Several constraints should be noted. The cross-sectional nature of the data precludes strong causal claims; future work employing longitudinal designs would better capture temporal sequences. Reliance on self-reported measures leaves open the possibility of residual common-method variance despite the procedural and statistical safeguards that were implemented. Because the sample is confined to a single branch, caution is warranted when extending the results to other PNM units or microfinance organizations. Finally, the model accounts for only 53.3% of the variance in performance, indicating that additional constructs—such as leadership style, burnout, or reward systems—could usefully be incorporated in subsequent research.

Recommendations

1. Management needs to manage the workload not only in terms of target volume but also its impact on employees' work-life balance, as workload can still affect employees' work-life balance even though it does not significantly mediate the path to performance. Evaluating the ratio of account officers to the number of clients and limiting non-urgent overtime is recommended.
2. Management needs to improve the clarity and fairness of task distribution through regular job description evaluations.
3. The company is advised to provide a work-life balance program (overtime control, work flexibility, employee gathering, counseling).
4. Further research is recommended to expand the sample to several PNM branches, use a longitudinal design, combine perception data with objective data, and add variables such as burnout or transformational leadership. Future research is recommended to expand the sample to several PNM branches, use a longitudinal design, combine perception data with objective data, and add variables such as burnout or transformational leadership. Attention to potential common method bias needs to be addressed with a multi-source design or time-lagged data.

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