



**WHAT LIES BEYOND JOB STRESS AND OVERLOAD? THE UNSEEN POWER OF WORK-LIFE BALANCE IN SHAPING JOB PERFORMANCE (CASE STUDY OF EMPLOYEE AT PT. BRANTAS ABIPRAYA)**

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The operational effectiveness of state-owned construction enterprises (SOEs) continues to grapple with persistent challenges that may impede achieving projected growth targets for 2025. This research investigates the underexplored mediating effects of employee engagement and job satisfaction in linking work-life balance to job performance, while also analyzing the impact of job stress and work overload on work-life balance—a relationship which previously unexamined in existing literature. Adopting a quantitative-explanatory research design, the study surveyed 266 employees of PT Brantas Abipraya (Persero) using a 4-point Likert scale. Data analysis was conducted through Structural Equation Modeling - Partial Least Squares (SEM-PLS). Key findings reveal that job stress exhibits no statistically significant influence on work-life balance, whereas work overload positively correlates with enhanced work-life balance. Job satisfaction and employee engagement act as partial mediators between work-life balance and job performance, suggesting that these factors amplify—but do not fully account for—the relationship. The partial mediation mechanism underscores a strategic in which organizations must not only prioritize optimizing work-life balance to elevate job performance but also implement targeted strategies to cultivate intrinsic job satisfaction and sustained employee engagement.

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**INTRODUCTION**

The Indonesian construction industry reached a market value of IDR 334 trillion in 2023, with the building sector contributing IDR 181.93 trillion and civil construction IDR 152.49 trillion (BPS, 2023; Proxisis, 2023), while experiencing a 7.68% year-on-year growth in Q4 2023 (BPS, 2023). Despite this momentum, its GDP contribution declined slightly from 10.44% in 2021 to 9.92% in 2023 (Databoks, 2024; BPS, 2022), though projections suggest a 5.48% growth increase in 2025 compared to 2024 (Kumparan, 2024). To realize this growth, industry-wide performance optimization is critical; however, challenges persist, exemplified by PT WIKA's trillion-rupiah losses (Kumparan, 2024), PTTP's low 2024 project contract acquisitions (Antara News, 2024), and PT Waskita's significant debt

burden (CNBC, 2024). These issues risk stagnating the sector's growth trajectory, potentially derailing 2025 targets and adversely impacting Indonesia's broader economic landscape if unresolved.

PT Brantas Abipraya, a state-owned construction enterprise, demonstrated consistent profit growth from IDR 46 billion (2020) to IDR 201 billion (2023), as per its financial reports (2020–2024), but faced a sharp decline to IDR 150 billion in 2024, signaling performance deterioration. Key 2023 KPIs further revealed shortcomings: financial metrics (Interest Bearing Debt to EBITDA: 75%; EBITDA: 98%; Interest Bearing Debt to Invested Capital: 86%), customer metrics (subsidiary performance), improvement: 89%; Revenue From Focus & Champion: 80%), internal processes (Minimum INDI 4.0 Level of

Maturity 3.0: 80%), internal processes (Minimum INDI 4.0 Level Maturity 3.0: 80%), and governance (Risk Maturity Level: 92%) all fell short of the 100% target. Concurrently, 111 employees scored below 85 in performance evaluations, reflecting workforce underperformance linked to unmet organizational goals. These deficiencies threaten profitability, public trust, and operational sustainability, with potential bankruptcy risks (Faqera, 2019), underscoring the urgency for research into employee performance drivers to mitigate systemic vulnerabilities.

The job performance of PT Brantas Abipraya employees in Nusantara Capital City development projects is strained by the Minister of Public Works and Housing's (PUPR) mandate for 24-hour uninterrupted construction (Detik Finance, 2024), inducing job stress characterized by insufficient nocturnal rest and cumulative fatigue that impairs cognitive functions critical to project execution—memory, concentration, and focus. This stress is quantified by the Nusantara Capital City Authority's (OIKN) Directorate of Basic Services (Dir Yandas), which identified 31 out of 212 workers with mental health complications (RRI, 2024). This phenomenon of excessive job stress ultimately has a negative impact on the balance between work and personal life (work-life balance), as also supported by Aruldos et al. (2021).

PT Brantas Abipraya's internal project data reveals employees endure 11–15 daily working hours, exceeding Indonesia's statutory 8-hour limit (Law No. 6/2023) by 3–7 hours, exemplifying systemic work overload. Such protracted labor allocations—approaching 15-hour shifts—curtail familial and personal engagement, disrupting equilibrium between occupational rigor and private life. This dissonance aligns with findings by Poulouse & Dhal (2020) and Alves et al. (2024), who correlate excessive job demands with eroded work-life balance, underscoring how rigid project deadlines and overtime mandates structurally compromise employee well-being while jeopardizing organizational sustainability.

Employees at PT Brantas Abipraya, spanning roles such as project managers, site operations/ engineering/ administration managers, HSE officers, and drafters—face heightened vulnerability to work-life imbalance despite company policies (e.g., sports activities, CSR programs, weekly reviews), with internal data linking imbalance to diminished job performance, a correlation supported by Johari et al. (2018), Haider et al. (2018), and Duan et al. (2023). However, Borgia et al. (2022), studying 74 Italian CCBs employees, found no direct impact of work-life balance on performance, arguing that risk awareness alongside balance is critical for improvement. This inconsistency highlights a

literature gap, prompting the integration of mediating variables which are job satisfaction (Susanto et al., 2022; Dousin et al., 2019) and employee engagement (Ahmed et al., 2024; Gaikwad et al., 2021), to elucidate the nuanced relationship between balance and productivity in high-pressure construction environments.

PT Brantas Abipraya, despite limited work-life balance initiatives, prioritizes job performance through incentives (holiday allowances, annual bonuses, project/KPI-based rewards) and a tenure/performance-driven promotion scheme, as to elevate job satisfaction, a critical mediator of performance as per Irwanto et al. (2021), Hasan et al. (2021), and García-Salirrosas et al. (2023)—with studies by Liu et al. (2021), Almuayad & Chen (2023), Indrayani et al. (2024), and Latifah et al. (2024) confirming satisfaction's performance-enhancing role. However, deficient work-life balance impedes engagement, exemplified by Division 3's failure to achieve 100% BIM implementation, reflecting suboptimal technological mastery due to employees' inability to participate fully in training programs. This aligns with Abdulaziz et al. (2022) and Lestari & Margaretha (2021) that work-life balance bolsters engagement, which cascades into performance gains (Lee et al., 2024; Ismail et al., 2019; Panda et al., 2022; Ameyaw et al., 2022), thereby underscoring the interplay between organizational policies, satisfaction, engagement, and systemic performance outcomes in resource-constrained contexts.

Previous studies examining the relationship between work-life balance and job performance have been widely conducted across various research topics. For instance, Johari et al. (2018) investigated 302 teachers in public schools in Malaysia, Haider et al. (2018) examined 284 employees and supervisors of private banks in Pakistan, Duan et al. (2023) explored 199 full-time and part-time employees in Australia, Borgia et al. (2022) studied 74 employees of CCBs in Italy, Susanto et al. (2022) focused on 400 SME employees in Indonesia, Dousin et al. (2019) researched 491 doctors and nurses in Malaysia, and Ahmed et al. (2024) studied 346 employees of private banks in Bangladesh. However, none of the previous studies referenced in this research have delved deeper into employees in construction companies in Indonesia. This is significant because construction employees are more vulnerable to losing their work-life balance due to stress and excessive workloads, which can lead to a decline in job performance. Therefore, this study aims to fill the existing gap in the literature by focusing on exploring employees in a state-owned construction company in Indonesia, specifically PT Brantas Abipraya, which has not been extensively studied. As such, this research is expected to address the current gap in the literature.

This study introduces methodological novelty by concurrently examining dual mediating mechanisms—job satisfaction and employee engagement—in explicating the relationship between work-life balance (WLB) and job performance. The integrative framework draws theoretical inspiration from Susanto et al. (2022), who identified job satisfaction as a partial mediator between WLB and performance, and Ahmed et al. (2024), who positioned employee engagement as a mediator in analogous contexts. While prior scholarship by Champo et al. (2021), Irwanto et al. (2021), and García-Salirrosas et al. (2023) operationalized job satisfaction as a dependent variable of WLB rather than a mediator, and Muayad et al. (2024) and Hasan et al. (2021) explored job satisfaction's mediating role in non-WLB contexts, the extant literature reveals a critical lacuna regarding their simultaneous application. Similarly, studies such as Abdulaziz et al. (2022), Lee et al. (2024), Panda et al. (2021), and Ameyaw et al. (2022) investigated employee engagement as a mediator in distinct causal chains unrelated to WLB, whereas Lestari & Diana (2021) examined WLB's impact on engagement without treating it as an intermediary variable. By bridging these disconnected scholarly trajectories, this research advances a synergistic mediation model that transcends the limitations of single-mediator paradigms, thereby offering a more nuanced theoretical explanation of how WLB dynamically interacts with cognitive-affective states to enhance performance outcomes.

### Organizational Support Theory

To gain a more comprehensive understanding of the issues related to employee performance at PT. Brantas Abipraya, the Organizational Support Theory proposed by Eisenberger et al. (1986) can serve as a reference. However, this theory has certain gaps, as identified by Kurtessis et al. (2017). They revealed that work conditions perceived as resources—such as autonomy, rewards, and other job enrichment elements—are stronger predictors compared to job demands, such as excessive workloads, conflicts, and ambiguities. This theory also tends to emphasize the resources provided by the job rather than the stress aspects of the job itself. Employees are more likely to associate resources with organizational policies rather than blaming the organization for job demands, as these demands are often considered inherent characteristics of the job. Similarly, Eisenberger et al. (1997) found that across various organizations, "stress and pressure" ranked last out of 18 work conditions in terms of organizational control, while job enrichment conditions were perceived as being most under organizational control. Thus, it can be said that the Organizational Support Theory focuses solely on the resource aspects

provided by the organization without adequately considering the actual work conditions experienced by employees.

### Job – Demand Resources

This study proposes a theoretical synthesis of Organizational Support Theory (OST) and Demerouti et al. (2001)'s Job Demands-Resources (JD-R) framework to resolve OST's insufficiency in addressing context-driven workplace exigencies. The JD-R paradigm bifurcates work conditions into job demands (e.g., stress, overload—physio-psychological stressors that deplete energy) and job resources (e.g., work-life balance, job satisfaction, engagement (Ahmed et al., 2024), organizational enablers that mitigate strain and foster efficacy). By reclassifying OST variables under JD-R's dual ontology, the hybrid model bridges OST's neglect of operational realities, particularly in construction industries, where physical labor and systemic pressures amplify demands, while retaining OST's focus on institutional support mechanisms. This integration elucidates the dialectical interplay between environmental stressors (demands) and organizational agency (resources), offering a nuanced analytical lens to decode how systemic constraints and supportive structures co-constitute employee outcomes, a critical advancement beyond OST's original scope.

### Job Stress, Work Overload, and Work-Life Balance

Previous studies have identified family problems, financial difficulties, and conflicts between work and home responsibilities as significant contributors to workplace stress among employees (Weinberg et al., 2010). Additionally, research by White et al. (2013) highlights that work-family conflicts can exacerbate job stress, alongside organizational working conditions. The impact of job stress on work-life balance (WLB) has been extensively explored. For example, a study focusing on female lecturers in central universities in Delhi, India, uncovered a strong inverse relationship between job stress and work-life balance (Zaheer et al., 2015). Similarly, Bell et al. (2012) found that perceptions of job stress are linked to poorer work-life balance, while Aruldos et al. (2020) confirmed the detrimental effect of job stress on WLB. Excessive workload is another critical factor influencing employees' work-life balance. Research indicates that an overwhelming workload can deplete employees' resources, reducing their capacity to manage personal responsibilities outside of work (Kumarasamy et al., 2015; Virick et al., 2007; Karatepe, 2013). When employees are assigned too many roles, they may experience burnout, which negatively impacts their motivation to fulfill personal and

family obligations (Aryee et al., 2005). This situation can lead to an imbalance between professional and personal life (Vogel, 2012). Consistent with Chawla & Sondhi's (2011) findings on the relationship between work overload and WLB among Indian women, excessive workload levels were found to negatively affect work-life balance. Other studies have also shown that excessive workload significantly impacts WLB (Poulouse & Dhal, 2020; Alves et al., 2024). Thus, the hypothesis that can be formulated is:

H<sub>1</sub>: Job stress negatively affects work-life balance.

H<sub>2</sub>: Work overload negatively affects work-life balance.

### Work-life Balance and Job Performance

Work-life balance (WLB) is characterized by the harmonious integration of professional duties, family obligations, and personal activities (Keelan, 2015; Kerdpitak and Jermstittiparsert, 2020). It reflects employees' subjective assessment of how well they manage the interplay between their work and personal lives (Haar et al., 2014). Essentially, WLB involves fulfilling both work and life responsibilities without causing undue overlap (Konrad and Mangel, 2000). However, shifting work patterns and pressing work demands can disrupt employees' work, social, and family lives (Barling and Macewen, 1992). As a result, maintaining work-life balance has become a crucial challenge for companies to address through effective human resource management, regardless of their size (Abdirahman et al., 2020). This includes ensuring employees have adequate time to attend to their personal needs (Abdirahman et al., 2020). A flexible work environment is key to enabling employees to balance their personal and professional commitments (Redmond et al., 2006). Neglecting work-life balance issues can lead to decreased employee productivity and performance (Naithani, 2010). Conversely, employees who achieve a good balance tend to reciprocate with enhanced job performance, driven by a sense of gratitude towards their organization (French et al., 2020). Thus, the hypothesis that can be formulated is:

H<sub>3</sub>: Work-life balance positively affects job performance.

### Job Satisfaction as an Intervening

Researchers have noted that success and satisfaction in personal life can positively impact professional success and satisfaction (Victoria et al., 2019). Conversely, conflicts between work and personal life have been shown to negatively affect employee performance and job satisfaction (Dousin et al., 2019). This aligns with findings

from various studies, including those by Mendis & Weerakkody (2017), Thevanes & Mangaleswaran (2018), Victoria et al. (2019), Obrenovic et al. (2020), Rini et al. (2020), and Preena (2021), which highlight the benefits of work-life balance for enhancing employee satisfaction and performance across different industries and countries. Additionally, Dousin et al. (2019) found that flexible working hours and supportive supervision significantly influence job satisfaction and performance among medical professionals.

Job satisfaction is characterized by a positive attitude towards one's workplace, encompassing both cognitive and emotional responses to the disparity between employees' expectations and actual experiences (Luthans et al., 2007; Tschopp et al., 2014; Cranny et al., 1992). It is closely linked to workplace behavior, with satisfied employees more likely to be committed and engaged in their roles (Crede et al., 2007; Noah and Steve, 2012).

Satisfied employees tend to reciprocate organizational support by investing time and effort into organizational development (Dousin et al., 2019; Krishnan et al., 2018; Abdirahman et al., 2020). There is substantial evidence that job satisfaction positively impacts job performance (Krishnan et al., 2018; Zhao et al., 2019; Abdirahman et al., 2020). Furthermore, job satisfaction can mediate the relationship between work-life balance and job performance, as demonstrated by Dousin et al. (2019). In situations where work-life balance is lacking, fostering high job satisfaction can help maintain employee performance. Thus, the hypothesis that can be formulated is:

H<sub>4</sub>: Work-life balance positively influences job satisfaction.

H<sub>5</sub>: Job satisfaction positively influences job performance.

H<sub>6</sub>: Job satisfaction mediates the relationship between work-life balance and job performance.

### Work Engagement as an Intervening

Employee engagement is characterized by a positive disposition towards the organization and its values, serving as a vital motivational force in the business world (Men, 2015). Actively engaged employees exhibit positive emotions, leading to increased focus and dedication in their work (Shantz et al., 2013). Training and development programs are foundational in enhancing engagement by providing employees with technical skills and improving their ability to solve problems and cope with challenges.

To foster active participation in company activities, organizations must prioritize ensuring

that all employees achieve a suitable balance between work and personal life. Maintaining work-life balance is essential for motivating and engaging employees in organizational processes (Luturlean et al., 2021). Research indicates that overworked employees tend to show lower engagement levels, resulting in diminished performance (Samanta et al., 2021). Conversely, a good work-life balance is strongly correlated with higher engagement levels (Dinh, 2020; Lee & Shin, 2023; Irfan et al., 2023). Engaged employees are more likely to display positive attitudes in their interactions with colleagues and in their work approach (Otieno et al., 2015; Panagiotakopoulos, 2020).

Employees with high engagement levels are better equipped to handle workplace challenges and obstacles (Otieno et al., 2015; Panagiotakopoulos, 2020). They are more inclined to invest their physical and cognitive resources in their work, contributing to improved organizational performance (Sendawula et al., 2018). Their increased commitment and dedication lead to higher productivity, efficiency, and effectiveness, fostering a positive work culture through enhanced collaboration and teamwork (Otieno et al., 2015; Panagiotakopoulos, 2020). Ultimately, employees who maintain a good work-life balance are more likely to exhibit higher engagement, which enhances job performance (Sendawula et al., 2018). Therefore, the proposed hypothesis is:

- H<sub>7</sub>: Work-Life Balance has a positive effect on Employee Engagement.
- H<sub>8</sub>: Employee Engagement has a positive effect on Job Performance.
- H<sub>9</sub>: Employee Engagement mediates the relationship between Work-Life Balance and Job Performance.

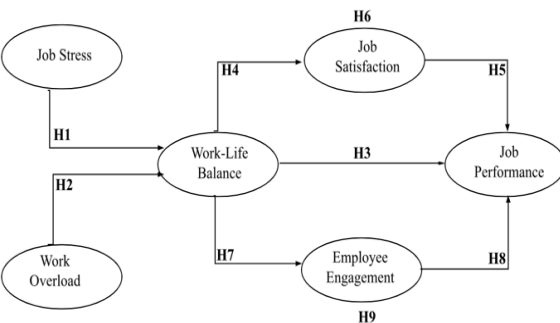


Figure 1. Research Model

METHOD

This study adopts a Quantitative-Explanatory approach, aiming to explain the causal relationships between the variables under investigation. The population of this study comprises all employees of PT. Brantas Abipraya who are working on construction projects (excluding those based at the head office). The

total population consists of 792 employees. Data collection will be conducted using a questionnaire distributed with a 1-4 Likert scale. The researcher will employ an appropriate sampling technique to obtain representative data through a probability sampling method using the simple random sampling technique. This study establishes the following criteria for selecting respondents: Employees of PT. Brantas Abipraya who have worked at the company for at least two years as of the time of completing this questionnaire.

Employees holding positions as Project Manager/Equivalent or any positions below them that are based on-site at project locations. Employees who have received performance allowances and actively participated in company-organized activities, such as licensed certification programs or training programs (e.g., licensed HR management certification by BNSP or Occupational Health and Safety (K3) training programs, among others). Based on the Slovin formula with a margin of error of 5%, the minimum sample size required for this study is 265.77, which, when rounded up, results in a minimum sample size of 266 respondents.

This study employs path analysis using the SEM-PLS (Structural Equation Modeling - Partial Least Squares) approach, which allows the researcher to observe the relationships between variables as well as the pathways among the variables involved in the research framework. The path analysis involves several stages, such as examining the outer loading values to assess the contribution of indicators to the variables, testing the reliability and validity of the model, and finally testing the relationships between pathways (Hair et al., 2019).

The research instrument used to measure the Job Performance variable refers to the studies by Duan et al. (2023) and Setiawan et al. (2024), adapting five items such as “I complete the tasks assigned to me,” “I meet the specified performance targets,” and others. Meanwhile, to measure the Work-Life Balance variable, this study adapts seven items from Haider et al. (2018), such as “My personal life fits well with my work,” “My family life fits well with my work,” and others. Furthermore, to measure the Job Satisfaction variable, this study adapts eight items from Latifah et al. (2024), such as “I am satisfied with my current job,” “I am satisfied with how my supervisor oversees my work,” and others. For the Employee Engagement variable, this study adapts 12 items from Park et al. (2022) and Shuck et al. (2017), such as “I am highly focused while working,” “I fully concentrate on my work while in the office,” and others. Next, for the Job Stress variable, this study adapts 11 items from Lu et al. (2023), such as “I do not worry about personal safety in the workplace,” “I never work overtime,” and others. Finally, for the Work

Overload variable, this study adapts four items from Jeon et al. (2022) and Mosquera & Soares (2024), such as “I feel my workload is greater than I expected,” “I feel my work interferes with the quality of other tasks,” and others.

RESULT AND DISCUSSION

This study involved 266 respondents who participated. Each respondent was ensured to meet the criteria set by the researcher. Respondents were also asked to provide information related to their demographics. The majority of respondents are aged between 31 and 35 years (43.98%), reflecting a productive age group with work experience but still in the career development stage. Male respondents dominate with a percentage of 94.74%, indicating the predominance of male workers in the construction industry. Employees with a tenure of more than 5 years have the highest percentage (54.89%), signifying a good employee retention rate and high loyalty to the company. In terms of job

positions, most respondents work in staff/equivalent roles (50.00%), indicating an organizational structure that relies more on operational and administrative positions. The majority of respondents also have an educational level of D-IV/Bachelor’s degree (76.32%), aligning with the technical and managerial skills required in this industry. Furthermore, the division with the highest number of respondents is Division of Operations I - Buildings (46.62%), reflecting the company’s focus on large-scale projects in the building construction sector.

Evaluation of Measurement Model

In research utilizing the SmartPLS software, the Outer Model testing stage (measurement model assessment) is conducted to evaluate the validity and reliability of the research instruments. In PLS analysis, the evaluation of the validity and reliability of constructs is performed by examining the correlations in the outer model.

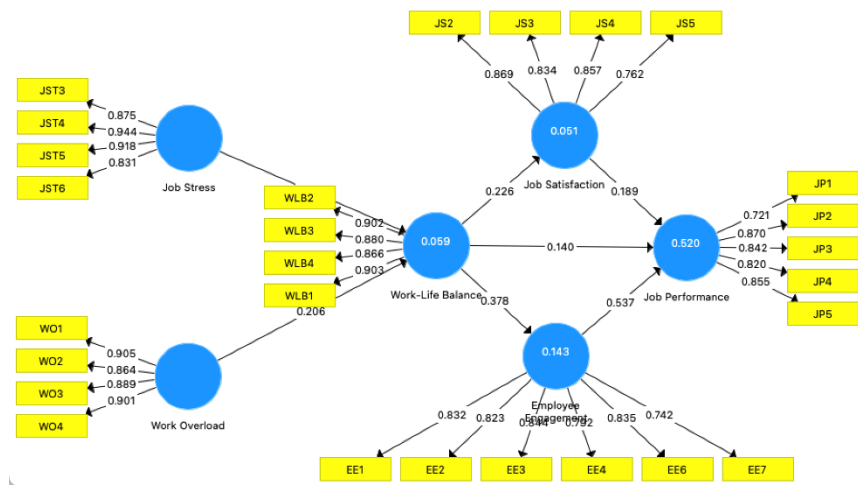


Figure 2. Result of Outer Loading

Tabel 1. Indicator and Internal Consistency Reliability

		Loading Factor	Chronbach's Alpha	Composite Reliability	
				Rho_a	Rho_c
Job Stress					
JST3	I never work overtime.	0.875	0.915	0.956	0.940
JST4	I am not afraid to take responsibility at work.	0.944			
JST5	I feel that I could leave this job at any time.	0.918			
JST6	I am confident that I can maintain this job	0.831			
Work Overload					
WO1	I feel my workload is more than I expected.	0.905	0.913	0.920	0.938
WO2	I feel my work interferes with the quality of other tasks.	0.864			
WO3	I feel busy or rushed every day.	0.889			
WO4	I feel pressured every day.	0.901			

Work-Life Balance					
WLB1	My personal life fits well with my work.	0.903			
WLB2	My family life fits well with my work.	0.902			
WLB3	I receive support and appreciation from my family.	0.880	0.911	0.915	0.937
WLB4	My work does not interfere with my personal health.	0.866			
Job Satisfaction					
JS2	I am satisfied with how my supervisor oversees my work.	0.869			
JS3	My supervisor manages work well.	0.834			
JS4	I am satisfied with my salary.	0.857	0.852	0.858	0.899
JS5	I am satisfied with my opportunities for career advancement.	0.762			
Employee Engagement					
EE1	I am highly focused while working.	0.832			
EE2	I fully concentrate on my work while in the office.	0.823			
EE3	I pay great attention to my work responsibilities.	0.844	0.897	0.902	0.921
EE4	At work, I focus on my tasks.	0.792			
EE5	Working at PT. Brantas Abipraya is very meaningful to me.	0.835			
EE6	I feel connected to my work	0.742			
Job Performance					
JP1	I complete the tasks assigned to me.	0.721			
JP2	I meet the specified performance targets.	0.870			
JP3	I fulfill all necessary responsibilities.	0.842	0.880	0.882	0.913
JP4	I always pay attention to the important aspects of my work.	0.820			
JP5	I always complete the essential tasks	0.855			

Based on the analysis of reliability indicators (Outer Loading), it was found that out of the total 47 statement indicators included in the questionnaire, not all met the reliability indicator standard set by Hair et al. (2019), which is above 0.708. The items that did not meet this standard had to be eliminated, including 7 indicators from the Job Stress variable (JST1, JST2, and JST7 to JST11), 3 indicators from the Work-Life Balance variable (WLB5 to WLB7), 4 items from the Job Satisfaction variable (JS1, JS6, JS7, and JS8), and 6 indicators from the Employee Engagement variable (EE7 to EE12). These indicators were retained because they influence the subsequent stages of analysis.

Based on the reliability indicator test results (>0.708), the analysis reveals highly significant contributions across all examined variables. Job Stress demonstrates the highest loading factor at

0.944, while Work Overload shows that perceived pressure from excessive workload is predominant with a loading factor of 0.901. Work-Life Balance highlights family-work conflict as the primary factor, evidenced by a 0.902 loading factor. Job Satisfaction identifies salary satisfaction as a critical determinant with a 0.857 loading factor, while Employee Engagement reflects substantial workplace attention and commitment, registering a 0.844 loading factor. Job Performance emphasizes achievement of performance targets as the key indicator, demonstrating a 0.870 loading factor.

Furthermore, Table 1 also presents the results of the indicator reliability analysis for each variable. For research to be considered high quality or reliable, the Cronbach’s Alpha value must be greater than 0.6 (> 0.6). Additionally, each construct must also meet the criteria for



Composite Reliability with a value greater than 0.7 ( $> 0.7$ ). Thus, it can be concluded that all variables used in this study can be considered reliable, with the Job Stress variable showing the highest reliability value. Moreover, Table 1 indicates that the consistency of reliability in this study is satisfactory, where the Cronbach's Alpha value is lower than Rho\_a, and Rho\_a is lower than Rho\_c ( $CA < Rho_a < Rho_c$ ). This demonstrates that all reliability requirements have been fulfilled.

Convergen Validity

Tabel 2. Result of AVE

	AVE	Keterangan
JST	0.798	Valid
WO	0.792	Valid
WLB	0.788	Valid
JS	0.691	Valid
EE	0.659	Valid
JP	0.678	Valid

Table 2 also shows that all variables have AVE values exceeding the threshold of 0.5 ( $\geq 0.5$ ), which means that the average variance extracted from each indicator is greater than 50%. This indicates that each latent variable can explain more than half of the variability of the measured indicators. The highest AVE value is found in the variable Job Stress, amounting to 0.798, while the lowest AVE value is observed in the variable Job Performance, amounting to 0.678. However, this value still meets the minimum standard of 0.5. Thus, the results of the convergent validity test conducted using AVE demonstrate that all indicators used to measure the variables in this study meet the established validity standards. Therefore, it can be concluded that the measurement instruments used in this study possess good quality.

Discriminant Validity

To assess construct validity in this study, an alternative approach can be used as a reference. The Heterotrait-Monotrait (HTMT) ratio, with values below 0.85, is typically considered adequate to ensure construct validity, although this threshold may vary depending on the complexity of the model and the characteristics of the data used. Table 3 below presents the HTMT values obtained in this study.

Table 3. Discriminant Validity Test Results Based on HTMT Values

	EE	JP	JS	JST	WO
EE					
JP	0.749				
JS	0.598	0.566			
JST	0.128	0.204	0.241		
WO	0.473	0.406	0.452	0.345	
WLB	0.407	0.426	0.247	0.151	0.250

Based on the results presented in Table 3, the HTMT values for the variables used in this study are below 0.85. This indicates that the construct validity in this study meets the criteria established by Hair et al. (2019). Therefore, it can be concluded that the instruments used in this study have adequate construct validity to measure the variables being studied, namely Job Stress, Work Overload, Work-Life Balance, Job Satisfaction, Employee Engagement, and Job Performance.

EVALUATION OF STRUCTURAL MODEL

To evaluate the structural model, several parameters need to be considered, including the explanatory power of the model and the effect size. A more detailed explanation of these aspects can be found in Table 4 below.

Table 4. F-Square & R-Square

	F-Square				R-Square
	JP	WLB	EE	JS	
WLB	0.035		0.166	0.054	0.052
EE	0.390				0.139
JP					0.515
JS	0.053				0.047
JST		0.006			
WO		0.041			



Based on Table 4, the evaluation of F-Square and R-Square values indicates the impact and strength of the relationships between variables in the structural model. The F-Square (effect size) value for the relationship between Employee Engagement and Job Performance is 0.390, which indicates a large effect. Meanwhile, the F-Square values for the relationships between Work-Life Balance and Job Satisfaction with Job Performance are relatively small, amounting to 0.035 and 0.053, respectively, indicating weak effects. Other F-Square values, such as for the relationships between Job Stress and Work Overload with Work-Life Balance, also indicate small effects, with values of 0.006 and 0.041, respectively. Furthermore, the F-Square value for the relationship between Work-Life Balance and Employee Engagement shows a moderate effect of 0.166, while the relationship between Work-Life Balance and Job Satisfaction shows a small effect of 0.054.

On the other hand, Table 4 shows the evaluation of R-Square values, where the variable Job Performance has the highest R-Square value of 0.515, meaning that the model can explain approximately 51.5% of the variability in job performance. Furthermore, Employee Engagement has an R-Square value of 0.139 or 13.9%, indicating that the model can only explain a small portion of its variability. For other variables, such as Work-Life Balance and Job Satisfaction, the R-Square values are relatively low, reflecting that the model is not fully capable of explaining the variability in these variables. Overall, this structural model demonstrates fairly strong explanatory power for certain relationships; however, there are also relationships that show weaker effects and lower variability explanation.

HYPOTHESIS TEST RESULT

Table 5. Hypotheses Testing

	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics ( O/STDEV )	P Values	Result
Direct Effect						
Job Stress → Work-Life Balance	0.078	0.083	0.066	1.187	0.236	Rejected
Work Overload → Work-Life Balance	0.206	0.213	0.058	3.587	0.000	Accepted
Work-Life Balance → Employee Engagement	0.378	0.379	0.058	6.489	0.000	Accepted
Work-Life Balance → Job Satisfaction	0.226	0.229	0.067	3.347	0.001	Accepted
Work-Life Balance → Job Performance	0.140	0.140	0.049	2.882	0.004	Accepted
Employee Engagement → Job Performance	0.537	0.537	0.055	9.775	0.000	Accepted
Job Satisfaction → Job Performance	0.189	0.191	0.057	3.332	0.001	Accepted
Indirect Effect						
Work-Life Balance → Job Satisfaction → Job Performance	0.043	0.044	0.019	2.244	0.025	Accepted
Work-Life Balance → Employee Engagement → Job Performance	0.203	0.203	0.036	5.630	0.000	Accepted

For the direct effects, the relationship between Job Stress and Work-Life Balance is rejected because the p-value exceeds 0.05. Meanwhile, the effect of Work Overload on Work-Life Balance is accepted, although the direction of the relationship differs from the hypothesis. Furthermore, the relationships between Work-Life Balance and Employee Engagement as well as Job Satisfaction are accepted, with p-values of 0.000 and 0.001, respectively. Similarly, the relationships between Work-Life Balance, Employee Engagement, and Job Satisfaction with Job Performance are all accepted, with p-values of 0.004, 0.000, and 0.001, respectively.

For the indirect effects, Employee Engagement and Job Satisfaction successfully mediate the relationship between Work-Life Balance and Job Performance, with p-values of 0.000 and 0.025, respectively. Both mediations act as partial mediations, considering that the direct relationship between Work-Life Balance and Job Performance is significant.

## DISCUSSION

The study results indicate that job stress does not have a significant effect on work-life balance. This finding contradicts the research conducted by Aruldos et al. (2021). The explanation for this result can be linked to the Job Demand-Resources (JD-R) Theory, which states that although jobs in the construction sector have high demands and the potential to cause stress, the presence of resources such as social support from colleagues and support from the company can mitigate the negative impact of stress on work-life balance. Employees in the construction industry, who often face tight project deadlines, heavy physical workloads, and pressure from clients, are required to maintain a high level of professionalism. This makes them accustomed to such job demands and enables them to develop effective coping strategies to manage the intense work rhythm. As a result, the stress arising from their workload does not significantly affect their ability to balance work and personal life.

Furthermore, the study results show that work overload has a significant positive effect on work-life balance. This finding contradicts the results of Syihabudhin et al. (2020) and Fuadiputra & Novianti (2020), which explain that work overload, from the perspective of JD-R, is typically considered a form of job demand that can lead to stress and disrupt work-life balance. In this study, although project employees experience high workloads, they are still supported by various facilities provided by the company, such as compensation and benefits. This support leads employees to perceive work overload not as a source of stress but as a challenge that can enhance their motivation and personal

achievements. Therefore, despite the heavy workload, employees at PT. Brantas Abipraya are able to maintain or even improve their work-life balance due to the availability of adequate resources.

Employees who have a good work-life balance will ultimately be able to improve their job performance, as found in this study, which shows a positive and significant effect. These findings align with the studies of Johari et al. (2018), Haider et al. (2018), and Duan et al. (2023). From the perspective of The Theory of Organizational Support, companies that support employee well-being, including work-life balance, can increase employee motivation and performance. PT. Brantas Abipraya currently has minimal work-life balance programs, especially for employees in construction projects, as they are still required to stay connected outside of working hours. Nevertheless, employees at PT. Brantas Abipraya are still able to improve their job performance. This indicates that there is still room for PT. Brantas Abipraya to further balance the work and personal lives of its employees, thereby optimizing their performance.

In conditions where the company has provided support and resources to create a balance between work and personal life but this fails to improve the performance of all employees, the company can no longer rely solely on work-life balance programs. This condition aligns with the findings of this study, where empirical results show that job satisfaction also plays a partial mediating role in the relationship between work-life balance and job performance. This means that the company needs to direct work-life balance programs towards improving job satisfaction first. This finding is also consistent with the results of direct relationship analysis between work-life balance and job satisfaction, supported by the studies of Irwanto et al. (2021), Hasan et al. (2021), and García-Salirrosas et al. (2023). In other words, if PT. Brantas Abipraya has only been providing programs such as sports activities and workshops to improve work-life balance, the company should also focus on enabling employees to experience job satisfaction through appropriate incentives, adequate compensation, and progressive promotions. Providing such programs is also in line with organizational support theory, which emphasizes that companies that create job satisfaction through the support they provide can indirectly improve employee performance. The positive relationship between job satisfaction and job performance was also found in this study and supported by the studies of Liu et al. (2021), Almuayad & Chen (2023), Indrayani et al. (2024), and Latifah et al. (2024). Thus, to achieve optimal job performance, the company needs to direct work-life balance programs toward enhancing job satisfaction, as this will ultimately improve employee

performance. These findings also align with the studies conducted by Susanto et al. (2022) and Dousin et al. (2019).

Furthermore, the study also found that employee engagement can partially mediate the relationship between work-life balance and job performance. Although both employee engagement and job satisfaction partially mediate this relationship, empirically, the influence is greater for employee engagement. The mediating role of employee engagement in the relationship between work-life balance and job performance is also consistent with the findings of Ahmed et al. (2024) and Gaikwad et al. (2021). This means that when the company has attempted to balance employees' work and personal lives but some employees are still unable to improve their performance, the company needs to direct work-life balance efforts toward increasing employee engagement. The positive influence of work-life balance on employee engagement was also found in this study and supported by the research conducted by Abdulaziz et al. (2022) and Lestari & Margaretha (2021). This implies that PT. Brantas Abipraya needs to focus not only on balancing work and personal life but also on creating an environment where employees feel more engaged in their tasks. For example, this can be achieved by providing greater autonomy in decision-making or involving employees in strategic projects that enhance their sense of responsibility and ownership of their work, in line with the most representative outer loading value of employee engagement.

The partial mediating role of employee engagement is also consistent with organizational support theory, which suggests that companies that provide greater support for employee well-being can increase their level of engagement at work. This study further demonstrates the positive influence of employee engagement on job performance, aligning with the studies conducted by Lee et al. (2024), Ismail et al. (2019), Panda et al. (2022), and Ameyaw et al. (2022). Therefore, although work-life balance has been implemented, without an increase in employee engagement, the positive impact on performance may not be optimal. By enhancing engagement, companies not only promote better performance but also strengthen the reciprocal relationship between employees and the organization, as explained in organizational support theory.

## CONCLUSION AND RECOMMENDATION

Based on the findings of this study, it can be concluded that work-life balance has a positive and significant effect on job performance among employees of PT. Brantas Abipraya. The hypothesis testing results indicate that the direct relationship between work-life balance and job performance is accepted, with employee engagement and job satisfaction serving as partial

mediators. Although both variables mediate the relationship, the influence of employee engagement is greater. Additionally, while work overload has a significant positive effect on work-life balance, the company must recognize that the direct impact of work-life balance on job performance may not be optimal without improving employee engagement. Therefore, PT. Brantas Abipraya is advised to direct its work-life balance policies toward enhancing employee engagement. This can be achieved by providing greater autonomy in decision-making and involving employees in strategic projects. Such measures will strengthen the relationship between employees and the company and improve employee performance, in line with the concepts outlined in the Job Demand-Resources Theory and the Organizational Support Theory.

This study also has several limitations. Based on the evaluation of the structural model, the research model was not strong enough to fully explain the phenomena related to work-life balance and job performance, as the resulting effect size values were relatively low. Therefore, future research is encouraged to explore alternative research models and incorporate additional variables beyond those examined in this study. Furthermore, this study focused solely on one construction company, which limits the generalizability of the findings to other companies, even within the same industry. Future researchers are encouraged to expand the scope of their studies to include multiple companies at the industry level, whether under state-owned enterprises (SOEs) or private sector organizations. Comparative studies could also be conducted to compare findings between the construction industry and other industries. Lastly, this study employed a cross-sectional research design due to time and resource constraints. As a result, the findings only capture the phenomenon of job performance at a single point in time, whereas job performance is typically assessed continuously by companies. Future research is recommended to adopt a longitudinal research design to provide more comprehensive insights into the dynamics of job performance over time. This approach would enable a deeper understanding of how work-life balance and related variables influence job performance in the long term.

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