

Research/Review

# The Effect of Workload on Work Stress and Work Life Balance (Study on Employees at PT. Hatten Bali Tbk Distribution Division)

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**Abstract:** This study aims to analyze the effect of workload on work stress and work life balance among employees of PT. Hatten Bali Tbk Distribution Division, as well as to examine the mediating role of work life balance in this relationship. This study uses a quantitative approach with a causal associative design. All employees of the distribution division, totaling 36 people, were used as respondents through the census method. Data were collected through questionnaires and interviews, then analyzed using path analysis with IBM SPSS. The results show that workload has a positive and significant effect on work stress, and has a negative and significant effect on work life balance. Work life balance has a negative and significant effect on work stress and is proven to mediate the effect of workload on work stress. These findings indicate that proper workload management and the creation of balance between work life and personal life are crucial to reduce employee work stress and improve their well-being.

**Keywords:** IBM SPSS, PT. Hatten Bali, Work Life Balance, Workload, Work Stress

## 1. Introduction

Human resources play a crucial role in building a company's competitive advantage and are a key determinant of business success in achieving organizational goals efficiently and effectively. When human resources are not supported by adequate quality, operational continuity may be disrupted, and the company will struggle to accomplish its predetermined objectives (Ambar et al., 2023).

The availability of human resources is therefore essential for all companies, including those involved in producing alcoholic beverages supplied to bars, supermarkets, and resorts in specific regions. This company serves the needs of tourists visiting Bali each year, with the number of visitors rising during holiday periods, leading to increased productivity demands on employees within the business process. As a result, the company must effectively empower its workforce to ensure that the expected performance outcomes are achieved. In pursuing these targets, companies often adopt various strategies to motivate employees and maximize their potential, which at times results in assigning excessive workloads. Although this approach aims to enhance productivity, excessive workload can lead to negative effects, such as work overload and incomplete tasks within the required timeframe. Work overload may trigger stress that influences the overall business operations. According to Budiasa (2021), work stress arises when individuals feel pressured by job demands that are misaligned with their conditions or environmental compatibility, affecting their physical, mental, and behavioral aspects at work. Work stress occurs when there is an imbalance between job demands and the individual's knowledge and capabilities. Individuals experiencing work stress tend to exhibit emotional reactions and specific behaviors as coping mechanisms in response to the pressure.

Stress is likely to escalate when a person is repeatedly exposed to work-related problems. Excessive stress can undermine an individual's adaptability, hinder task completion, and reduce overall job performance. Therefore, human resource management plays a critical role

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in ensuring that employee workloads remain within reasonable limits. Overly heavy workloads can cause employee stress and potentially obstruct the company's ability to meet its established targets.

Interviews conducted in August 2025 with 5 employees of PT. Hatten Bali Tbk distribution division revealed problems related to excessive workload given to employees. Essentially, each employee in the distribution division who performs daily operations already has their own job descriptions, but due to predetermined conditions and deadlines, employees are asked to help one another while still focusing on their main job descriptions. For them, this is quite difficult because each task in their respective positions requires high accuracy to avoid losses for the company and customers.

The job description in the distribution division starts in the morning with stock opname, inputting orders, checking the Nomor Pokok Pengusaha Kena Cukai (NPPBKC), loading goods (wine), until all wine is arranged inside the box truck and distributed. Therefore, their working hours are essentially carried out simultaneously and it becomes difficult to help the job descriptions of other positions. However, because of the demand for employees to assist each other, they force themselves to do it with the risk of losing focus and experiencing high stress levels due to the pressure.

As a result of the pressure felt in the work environment, employees also often feel a lack of rest, causing their time after work and days off to be spent resting. Their families often feel a lack of interaction, leading to conflict and increasing the pressure felt by employees at work and at home. Employees also rarely participate in community activities, causing them to feel that there are responsibilities and obligations they cannot fulfill because their work hinders other activities outside the company.

Based on the preliminary survey conducted through questionnaires distributed to 10 employees at PT. Hatten Bali Tbk, the results are as follows:

**Table 1.** Preliminary Survey Results of PT. Hatten Bali Tbk Distribution Division Employees.

No	Statement	Yes	No
1	My work is very busy	9	1
2	My work requires high precision	10	-
3	My job requires me to work quickly.	10	-
4	My job doesn't give me enough time to rest.	4	6
5	My job keeps me home late at night.	6	4

Source: Processed data, 2025

The preliminary survey table indicates that the workload of employees in the distribution division of PT. Hatten Bali Tbk is very heavy, starting from the process of inputting hotel, restaurant, and café (HORECA) orders (picking list), checking NPPBKC ownership, and calculating the quantity of wine ordered by HORECA. The business process carried out by the distribution division requires a high level of accuracy to avoid errors in the input process until the goods are delivered. This accuracy is also needed when drivers and helpers arrange the wine boxes in the vehicle to prevent them from falling and causing product breakage. However, this still needs to be done quickly to minimize delays in daily wine deliveries to various regions in Bali. Traffic conditions become one of the unexpected obstacles that cause drivers and helpers to return late at night, resulting in insufficient rest time. The next day, they have new orders in other areas already scheduled for the next wine delivery.

Companies need to recognize the factors that trigger employee work stress and respond promptly, as such issues can lead to financial losses (Mahfudz, 2017). Various elements can contribute to employee stress, one of which is workload. Workload refers to a set of tasks that demand specific skills and must be completed within a designated timeframe, involving both physical and psychological effort (Ali et al., 2022). It represents activities that organizations must manage systematically within a certain period using job analysis, workload analysis, or other managerial techniques to obtain information regarding the efficiency and effectiveness of their operations (Hermawan, 2021). When workloads are excessively heavy, employees may feel uncomfortable and less inclined to remain in their positions. Therefore, conducting workload assessments is essential. Such assessments can be viewed from three perspectives: physical, mental, and time utilization. The physical dimension relates to workload evaluated

based on human physical capabilities, while the mental dimension considers psychological factors (Polakitang et al., 2019).

Research by Tualai and Aima (2022) indicates that workload has a positive relationship with work stress, where excessive demands can trigger stress among employees. Since each individual has different capacities, adequate rest becomes essential. Similarly, Juru and Wellem (2022) found that workload contributes positively to work stress, meaning that higher stress levels arise as employees' workloads increase. Workload refers to the volume of tasks assigned based on work capacity and the time standards that must be met, which become the responsibility of a particular position or organizational unit (Nurwahyuni, 2019). Conducting workload analysis is necessary to identify the number of employees, their duties, core tasks, and functions to ensure workloads remain manageable, as they significantly influence productivity and performance. Job demands that compel employees to spend more time at work and less time with their families can negatively affect their work–life balance.

When employees successfully achieve optimal work life balance, they become more efficient in completing tasks in the workplace. Institutions should create a balance between enjoyable and serious activities to reduce employee stress. It is important for institutions or offices to realize that employees not only deal with problems at work but also outside of work. With work life balance, employees are expected not to spend all their time solely on work but also have other aspects of life such as family and social life, creating balance that increases happiness and satisfaction in working.

This study uses the Job Demand-Control Model theory proposed by Karasek (1990), which explains that work stress occurs when job demands are not balanced with job control possessed by employees. Job demands such as heavy workload, time pressure, and large responsibilities can cause stress, especially if employees have little autonomy in determining how and when to complete their tasks. The higher the demands and the lower the control, the greater the potential for work stress.

At PT. Hatten Bali Tbk Distribution Division, this theory is very relevant because employees in distribution frequently face pressure to meet sales targets, work under tight deadlines, and maintain accuracy and speed in the distribution process. If these conditions are not balanced with adequate job control, work stress may increase and eventually disrupt employees' work life balance. In other words, Karasek's theory helps explain how heavy workload can have the effect on stress levels and balance between work and personal life.

Yusnita and Nurlinawaty (2022) state three indicators of work life balance: the amount of time allocated for work and roles outside of work, the psychological involvement or commitment to work and activities outside of work, and the level of satisfaction in both work and non-work roles. Research conducted by Rizky & Afrianty (2018) on employees of the East Java Provincial Social Service in Surabaya and by Nurwahyuni (2019) on employees of PT. Telkom Indonesia Regional V found that workload has a negative and significant effect on work life balance. This means that the lower the workload given to employees, the higher their perceived work life balance. In contrast, the study by Omar et al. (2020) states that the level of work life balance affects employees' work stress. Work life balance refers to achieving sufficient satisfaction both at home and at work. Work life balance can be achieved through conscientious involvement in various roles where time allocation and involvement are balanced.

Based on the phenomena described, it can be understood that workload can have the effect on employees' work stress. However, workload can also have the effect on work life balance, and work life balance can have the effect on work stress. Based on the research gap, further research is needed regarding the relationship between workload, work stress, and work life balance. Therefore, previous research results cannot fully represent the effect related to companies in diverse industries, and to expand previous studies, this research is conducted on an industry that produces and distributes alcoholic beverages (wine), namely PT. Hatten Bali Tbk distribution division.

## 2. Method

This research utilized a quantitative methodology with a causal–associative design to investigate the relationships and effects among workload (X), work stress (Y), and work–life balance (Z) as a mediating variable. This method enabled the researchers to empirically assess causal linkages through statistical procedures. The study was carried out among employees in the distribution division of PT Hatten Bali Tbk, with all 37 individuals in the population

serving as the sample through a census approach. Data were obtained using Likert-scale questionnaires, interviews, and observations. Instrument quality was evaluated through validity and reliability testing using SPSS to ensure that the measurement tools were appropriate for empirical use (Sugiyono, 2022; Sugiyono, 2023).

The study variables—workload, work stress, and work–life balance—were operationalized using indicators derived from established theoretical frameworks. The analytical procedures involved descriptive statistics, inferential statistics, and path analysis to assess both the direct and indirect effects among the variables. Classical assumption testing, including normality, multicollinearity, and heteroscedasticity assessments, was performed to validate the regression model's adequacy. Furthermore, the mediating role of work–life balance was examined using the Sobel test to determine the magnitude of the indirect effect of workload on work stress (Rahyuda, 2019; Gujarati, 2012).

The results of the instrument tests showed that all indicators were valid, with correlation coefficients exceeding 0.30, and reliable, as indicated by Cronbach's Alpha values greater than 0.60. After confirming that the model met all classical assumptions, path analysis was conducted to estimate the influence of each variable, both individually and collectively. Hypotheses were tested using the F-test and t-test to determine the statistical significance of the variable effects, while the Sobel test was applied to verify whether work–life balance effectively acted as a mediator. These analytical steps ensured that the study's conclusions were accurate, robust, and scientifically accountable (Riduwan & Kuncoro, 2011; Darmawan et al., 2023).

### 3. Results and Discussion

#### General Description of the Company

##### Brief History of PT. Hatten Bali Tbk

PT Hatten Bali began in 1994, when Ida Bagus Rai Budarsa established a small wine production business in Bali. At that time, its legal form was a privately held Limited Liability Company (PT tertutup). The status as a privately held PT meant that the company's shares could not be freely traded by the public, but were instead owned only by internal parties or limited investors. In 1993–1994, Ida Bagus Rai Budarsa had a vision to produce wine from local grapes. In August 1994, Hatten Wines officially released its first product, called Hatten Rose. From 2001 to 2014, Hatten Wines officially released its complete range of wine products.

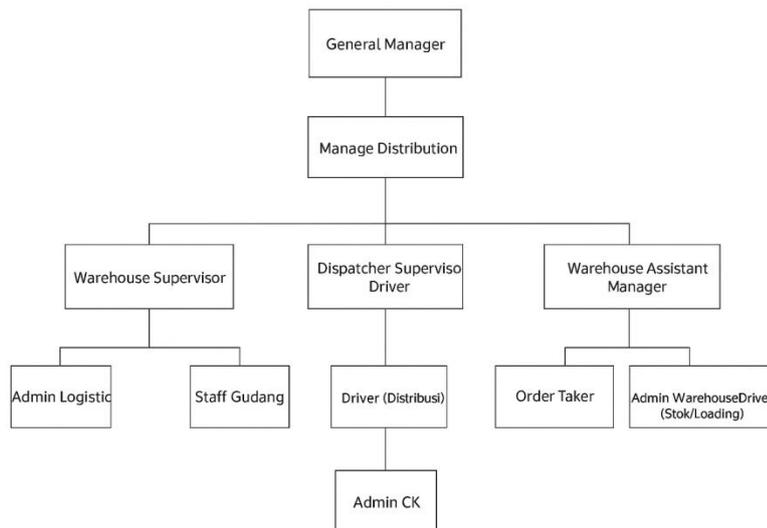
PT Hatten Bali later decided to conduct an initial public offering. On January 10, 2023, the company officially listed its shares on the Indonesia Stock Exchange under the ticker symbol WINE. Since then, the company's status changed from a privately held PT to a publicly listed PT (Tbk). This change marked an important transformation from a local family business into a public company whose shares can be owned by the wider community through the capital market.

In terms of distribution, Hatten Bali relies on several main channels. Their products are widely distributed to the HORECA sector, which is closely linked to Bali's tourism industry. In addition, they also appear in retail stores, partner with distributors in various regions outside Bali, and maintain a personal touch through the Cellar Door in Sanur, where consumers can directly taste the wine while learning more about its production process. At present, most sales remain concentrated in Bali with a contribution of more than 80%, while Jakarta, Lombok, and other regions are starting to show increasing growth.

##### Organizational Structure of PT. Hatten Bali Tbk Distribution Division

An organizational structure is required to achieve organizational goals, in which employees are arranged from various interconnected subsystems that cooperate based on the division of tasks and authority and have specific objectives. The organizational structure of PT. Hatten Bali Tbk distribution division can be seen in Figure 1 below.

Struktur Organisasi Departemen Distribution - PT Hatten Bali Tbk.



Picture1. Organizational structure.

### Characteristics of Respondents

The findings obtained from the questionnaires completed by 36 employees in the Distribution Division of PT Hatten Bali Tbk describe the respondents' characteristics in terms of age and gender, which are detailed as follows:

Table 2. Characteristics of Respondents.

Characteristics	Classification	Number of people)	Percentage (%)
Age	20-30 years	15	41.7
	31-40 years	13	36.1
	41-50 years	7	19.4
	>50 years	1	2.8
Total		36	100
Gender	Male	33	91.7
	Female	3	8.3
Total		36	100
Length of Work	1-2 years	5	13.9
	3-5 years	17	47.2
	>5 years	14	38.9
Total		36	100

Source: data processed in 2025

Based on the characteristics of the 36 respondents in this study, who were employees of the Distribution Division at PT Hatten Bali Tbk, the age distribution shows that 15 respondents (41.7%) were between 20–30 years old, 13 respondents (36.1%) were 31–40 years old, 7 respondents (19.4%) were 41–50 years old, and 1 respondent (2.8%) was over 50 years old. These figures indicate that employees aged 20–30 years constitute the largest group in the study. This trend is aligned with the nature of work in the distribution division, which demands high mobility and stamina due to responsibilities such as overseeing deliveries, coordinating logistics, and conducting field operations. Consequently, younger employees in the 20–30 age range are generally preferred because they typically possess stronger physical endurance and faster responsiveness.

In terms of gender, 33 respondents (91.7%) were male, while only 3 respondents (8.3%) were female. This demonstrates that male employees dominate the sample, which corresponds with the work characteristics of the distribution division involving goods mobilization, product handling, stock verification, and distribution activities across various locations. These tasks often require considerable physical strength and endurance, which are generally associated with male employees.

Regarding tenure, 5 respondents (13.9%) had worked for 1–2 years, 17 respondents (47.2%) had worked for 3–5 years, and 14 respondents (38.9%) had more than 5 years of work

experience. These data show that employees with 3–5 years of service form the largest group. Interview findings suggest that this is because employees within this tenure range have become familiar with the operational workflow—such as delivery routes, customer interactions, and logistics systems—and feel more comfortable continuing in the distribution division rather than seeking employment in a different type of work environment.

### Description of Research Variables

Descriptive analysis is used to describe the research variables (workload, work stress, work life balance) and the respondents' perceptions of each variable indicator, based on their answers to the questions in the research instrument. The scale used in the measurement consists of five measurement levels given by respondents for each indicator to be measured, with the calculation:

$$\text{Interval} = \frac{5 - 1}{5} = 0,80$$

The measurement criteria used are as follows:

**Table 3.** Variable Description Criteria.

Average Score	Criteria		
	Work Stress	Workload	Work Life Balance
1.00 - 1.80	Very Low	Very Low	Very good
1.81 - 2.60	Low	Low	Good
2.61 - 3.40	Moderate	Moderate	Moderate
3.41 - 4.20	High	High	Not good
4.21 - 5.00	Very high	Very high	Very Not Good

Source: Processed by the author

### Descriptive Variables of Work Stress

**Table 4.** D Description of Respondents' Answers on Work Stres.

No	Statement	Proportion of Respondents' Answers (person)					Total Answers	Average	Criteria
		1	2	3	4	5			
1	I feel pressured by my job.	0	0	4	10	22	162	4.50	Very high
2	I feel burdened to perform tasks outside my job description.	0	1	17	8	10	135	3.75	Tall
3	I feel frequent miscommunication among coworkers.	0	6	9	5	16	139	3.86	Tall
4	The current organizational structure helps the company achieve its goals efficiently.	0	9	16	7	4	114	3.17	Moderate
5	My leader is able to motivate me to improve my performance.	4	7	13	6	6	111	3.08	Moderate
Overall Average of Work Stress							3.67	Tall	

Source: data processed in 2025

Based on Table 4, it can be seen that the respondents' perception of the work stress variable has an overall average score of 3.67, which falls into the high category. This indicates that employees of PT. Hatten Bali Tbk Distribution Division experience a high level of work stress. The respondents' evaluation of the statements with the highest and lowest averages is as follows:

1. The statement with the lowest average is "My leader is able to motivate me to improve my performance", with an average score of 3.08, categorized as moderate. This means that, in general, respondents consider their leaders to be moderately able to motivate them to improve their performance.

- The statement with the highest average is “I feel pressured by my job”, with an average score of 4.50, categorized as very high. This means that, in general, respondents feel very pressured by their job.

#### Descriptive Workload Variable

The workload variable in this study is an independent variable. The workload variable, symbolized by X, is measured using 3 statements responded to with a 5-point Likert scale. Based on the respondents' answers regarding the workload variable, the proportion of responses can be seen as follows:

**Table 5.** Description of Respondents' Answers on Workload.

No	Statement	Proportion of Respondents' Answers (people)					Total Answers	Average	Criteria
		1	2	3	4	5			
1	I often face a high workload.	0	1	13	7	15	144	4.00	Tall
2	I can handle customers who do not meet the requirements professionally.	0	0	21	1	14	137	3.81	Tall
3	I work overtime to complete my tasks.	0	1	10	9	16	148	4.11	Tall
Overall Average Workload								3.97	Tall

Source: data processed in 2025

Based on Table 5, respondents' perceptions of the workload variable show an overall average of 3.97, which falls into the high category. This indicates that employees at PT. Hatten Bali Tbk, Distribution Division, experience a high workload in their current jobs. The statements with the highest and lowest average ratings are as follows:

- The statement with the lowest average rating is “I can handle customers who do not meet the requirements professionally,” with an average score of 3.81, categorized as high. This means that, in general, respondents consider themselves capable of professionally handling customers who do not meet the requirements.
- The statement with the highest average rating is “I work overtime to complete my tasks,” with an average score of 4.11, categorized as high. This means that, in general, respondents often work overtime to complete their work.

#### Descriptive of Work-Life Balance Variable

The work-life balance variable, symbolized by Z, is measured using 3 statements responded to with a 5-point Likert scale. Based on respondents' answers regarding the work-life balance variable, the proportion of responses can be seen as follows:

**Table 6.** Description of Respondents' Answers on Work-Life Balance.

No	Statement	Proportion of Respondents' Answers (people)					Total Answers	Average	Criteria
		1	2	3	4	5			
1	I feel stressed because my time for activities outside work is very limited.	0	0	18	8	10	136	3.78	Not good
2	My family often demands more attention because I am too busy working.	0	12	9	7	8	119	3.31	Enough
3	I feel uncomfortable because I have to sacrifice personal time to complete my work.	0	2	17	4	13	136	3.78	Not good
Overall Average Work-Life Balance								3.62	Not good

Source: data processed in 2025

Based on Table 6, respondents' perceptions of the work-life balance variable show an overall average of 3.62, which falls into the poor category. This indicates that employees at PT. Hatten Bali Tbk, Distribution Division, have a poor level of work-life balance in their work. The statements with the highest and lowest average ratings are as follows:

1. The statement with the lowest average rating is "My family often demands more attention because I am too busy working," with an average score of 3.31, categorized as fair. This means that, in general, respondents feel their family quite often demands more attention because they are too busy working.
2. The statements with the highest average rating are "I feel stressed because my time for activities outside work is very limited" and "I feel uncomfortable because I have to sacrifice personal time to complete my work," both receiving an average score of 3.78, categorized as poor. This means that, in general, respondents feel stressed due to limited time for activities outside work and feel uncomfortable because they must sacrifice personal time to complete their work.

### Inferential Analysis Results

Inferential statistics are statistical techniques used to analyze sample data and apply the results to a population (Sugiyono, 2022). In this study, inferential statistical analysis is used to examine the relationships or effects among the variables studied, namely path analysis, classical assumption tests, and the Sobel test.

### Path Analysis Results

Path analysis is utilized to identify both the direct and indirect effects of the independent variables on the dependent variable. The estimation of path coefficients is derived from correlation and regression analyses, which were performed using SPSS 25.0 for Windows. The variables examined in this study include Workload (X), Work-Life Balance (Z), and Work Stress (Y). Path analysis may only be applied after certain underlying assumptions have been satisfied. The procedures for testing the proposed hypotheses through path analysis are outlined as follows.

#### 1. Formulating the Hypotheses and Substructural Equations

The first step in path analysis is formulating the research model hypotheses based on existing theories, namely:

- a) Workload has a significant positive effect on work stress among employees at PT. Hatten Bali Tbk, Distribution Division.
- b) Workload has a significant negative effect on work-life balance among employees at PT. Hatten Bali Tbk, Distribution Division.
- c) Work-life balance has a significant negative effect on work stress among employees at PT. Hatten Bali Tbk, Distribution Division.
- d) Work-life balance is able to mediate the effect of workload on work stress among employees at PT. Hatten Bali Tbk, Distribution Division.

Based on the hypotheses that have been formulated, the Sub-structural equation 1 can be formulated as follows:

$$Z = \beta_2 X + e_1$$

Meanwhile, the Sub-structural equation 2 can be formulated as follows:

$$Y = \beta_1 X + \beta_3 Z + e_2$$

In this study, the effect of workload on work life balance was calculated using the SPSS 25.0 for Windows program. The results of the first Sub-structural calculation are presented in Table 7.

**Table 7.** Path Analysis Results on Sub-structural 1.

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
(Constant)	20,554	1,741		11,806	0,000
Workload	-0.813	0.143	-0.698	-5,681	0,000
R2: 0.487					
Dependent: Work-life balance					

Source: data processed in 2025

Based on the path analysis results presented in Table 7, the first sub-structural equation is formulated as follows:

$$Z = \beta_2 X + e_1$$

$$Z = -0.698X$$

This first sub-structural equation indicates that the workload variable has a coefficient of  $-0.698$  in relation to work–life balance. This suggests that an increase in workload leads to a decrease in work–life balance, and vice versa. In this study, the influence of workload and work–life balance on work stress was analyzed using SPSS 25.0 for Windows. The results of the second sub-structural equation calculation are shown in Table 8.

**Table 8.** Path Analysis Results on Sub-structural 2.

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
(Constant)	20,636	4,914		4,200	0,000
Workload	0.519	0.250	0.310	2,079	0.045
Work-life balance	-0.779	0.214	-0.542	-3,636	0.001
R2: 0.624					
Dependent: Work stress					

Source: data processed in 2025

Referring to the path analysis results in Table 8, the second sub-structural equation is expressed as follows:

$$Y = \beta_1 X + \beta_3 Z + e_2$$

$$Y = 0.310X - 0.542Z$$

This equation indicates that the workload variable has a coefficient of  $0.310$  in relation to work stress, implying that higher workload corresponds to higher work stress, and the opposite is also true. Meanwhile, the work–life balance variable has a coefficient of  $-0.542$ , showing that an increase in work–life balance leads to a reduction in work stress, and conversely, a decrease in work–life balance results in higher work stress.

## 2. Form of the Path Coefficient Diagram

### a) Direct effect

Direct effect occurs when a variable directly influences another variable without any mediating variable.

- 1) The effect of workload on work stress ( $\beta_1$ ) is  $0.310$
- 2) The effect of workload on work life balance ( $\beta_2$ ) is  $-0.698$
- 3) The effect of work life balance on work stress ( $\beta_3$ ) is  $-0.542$

### b) Indirect effect

Indirect effect occurs when another variable mediates the relationship between the two variables. The indirect effect of workload on work stress through work life balance is obtained by multiplying the effect of workload on work life balance ( $\beta_2$ ) and the effect of work life balance on work stress ( $\beta_3$ ), resulting in:  $-0.698 \times -0.542 = 0.378$ .

### c) Total effect

To understand the total effect, the direct effect of workload on work stress ( $\beta_1$ ) of  $0.310$  is added to the indirect effect of workload on work stress through work life balance ( $\beta_2 \times \beta_3$ ) of  $0.378$ , resulting in:  $0.310 + 0.378 = 0.688$ .

## 3. Testing the Coefficient of Determination ( $R^2$ ) and the Error Variable (e)

In this test, the value of each coefficient of determination for Sub-structural 1 and Sub-structural 2 as well as the value of each error variable in each Sub-structural will be examined for the purpose of compiling the final path diagram model. The following presents the calculation results of the error variable in each Sub-structural.

$$e_i = \sqrt{1 - R_i^2}$$

$$e_1 = = = 0.716 \sqrt{1 - R_1^2} \sqrt{1 - 0,487}$$

$$e_2 = = = 0.613 \sqrt{1 - R_2^2} \sqrt{1 - 0,624}$$

In calculating the influence of error (e), the results obtained for the error value of Sub-structural 1 (e1) is  $0.716$  and the error value of Sub-structural 2 (e2) is  $0.613$ . Next, the total coefficient of determination will be calculated as follows:

$$R^2_m = 1 - (e_1)^2 - (e_2)^2$$

$$= 1 - (0.716)^2 - (0.613)^2$$

$$= 1 - (0.513) - (0.376)$$

$$= 1 - 0.193 = 0.807$$

The total coefficient of determination obtained is 0.807, indicating that 80.7% of the variation in the work stress variable is influenced by workload, either directly or indirectly through work–life balance. The remaining 19.3% is attributed to other factors not included within the research model. Based on the sub-structural equations, the calculated path coefficients are interpreted using the standardized beta values for each relationship between variables.

The magnitude of the effect of workload on the work life balance and work stress variables is shown, as well as the magnitude of the effect of the work life balance variable on work stress, where each magnitude of effect is obtained from the standardized coefficient beta and the error value of each sub-structural equation.

### Summarizing and Concluding

**Table 9. Summary of Workload Effect on Work Stress Mediated by Work Life Balance.**

Variable Effect	Direct Effect	Indirect Effect through Z	Total Effect	Std. Error	Sig.	Result
X→Y	0.310	0.378	0.688	0.250	0.045	Significant
X→Z	-0.698		-0.698	0.143	0,000	Significant
Z→Y	-0.542		-0.542	0.214	0.001	Significant

Source: data processed in 2025

Table 9 shows a summary of the values of each path, both direct and indirect effects between variables, as well as the error values for each substructural equation obtained through path analysis techniques. The meaning of the values in Table 9 is explained as follows.

#### 1. The effect of workload on work stress

The effect of workload on work stress shows that workload has a direct effect on work stress of 0,310 with a significance value of 0,045.

#### 2. The effect of workload on work life balance

The effect of workload on work life balance shows that workload has a direct effect on work life balance of -0,698 with a significance value of 0,000.

#### 3. The effect of work life balance on work stress

The effect of work life balance on work stress shows that work life balance has a direct effect on work stress of -0,542 with a significance value of 0,001.

#### 4. The effect of workload on work stress mediated by work life balance

The effect of workload on work stress mediated by work life balance shows that workload has a direct effect on work stress of 0,310 and an indirect effect of 0,378, resulting in a total effect of 0,688.

### Classical Assumption Test

#### 1. Normality Test

The normality test is used to determine whether the regression model follows a normal distribution. This step is essential because non-normally distributed data prevent the use of parametric statistical techniques in hypothesis testing (Sugiyono, 2023). Normality can be assessed using the Kolmogorov–Smirnov test in SPSS, where an Asymp. Sig value greater than 0.05 indicates that the data are normally distributed. The results of the One-Sample Kolmogorov–Smirnov normality test are shown in Table 10.

**Table 10. Normality Test Results.**

Equality	Asymp. Sig. (2-tailed)	Description
Sub-structural 1	0.200	Normal
Sub-structural 2	0.200	Normal

Source: data processed in 2025

Based on the results of the One-Sample Kolmogorov–Smirnov Test presented in Table 10, the Asymp. Sig. (2-tailed) values for Sub-structural 1 and Sub-structural 2 are both 0.200. Since these values exceed the alpha level of 0.05, the data in this study can be considered normally distributed. Thus, it can be concluded that the regression model satisfies the normality assumption.

#### 2. Multicollinearity test

Multicollinearity refers to a perfect or near-perfect linear relationship among two or more independent variables within a regression model. It can be identified through the tolerance value and the Variance Inflation Factor (VIF). If the tolerance value exceeds 0.10 or the VIF

is below 10, the model is considered free from multicollinearity. The results of the multicollinearity test are presented in Table 11.

**Table 11.** Multicollinearity Test Results.

Model		Tolerance	VIF	Description
Sub-structural 2	Workload	0.513	1,949	Free from Multicollinearity
	Work-life balance	0.513	1,949	Free from Multicollinearity

Source: data processed in 2025

Based on the results shown in Table 11, the tolerance values for the workload and work-life balance variables are both 0.513, which exceed the threshold of 0.10. Similarly, the VIF values for these variables are 1.949, which fall below the limit of 10. These results indicate that the regression model does not exhibit multicollinearity.

### 3. Heteroscedasticity Test

The heteroskedasticity test is conducted to determine whether the regression model exhibits unequal residual variance across observations. An ideal regression model is one that maintains constant or homogeneous variance. If heteroskedasticity is present, the regression results may become biased or unreliable. In this study, the heteroskedasticity test was performed using the Glejser method. The results of this test are presented in Table 12.

**Table 12.** Heteroskedasticity Test Results.

Equation Model		Sig.	Description
Sub-structural 1	Workload	0.060	Free of Heteroscedasticity
	Workload	0.506	Free of Heteroscedasticity
Sub-structural 2	Work-life balance	0.844	Free of Heteroscedasticity

Source: data processed in 2025

Based on the results presented in Table 12, the significance values for each model are 0.060, 0.506, and 0.844, all of which exceed the 5% (0.05) threshold. These findings indicate that the independent variables do not have a significant effect on the dependent variable, namely the absolute residuals. Therefore, the regression model can be concluded to be free from heteroskedasticity.

### Hypothesis Testing

The criteria for testing to explain the interpretation of influence among each variable are as follows:

If sig < 0.05 then Ho is rejected and Ha is accepted

If sig > 0.05 then Ho is accepted and Ha is rejected

The results of hypothesis testing in this study are as follows:

#### 1. The effect of workload on work stress

Ho: Workload does not have a positive significant effect on work stress

Ha: Workload has a positive significant effect on work stress

Based on the path analysis of Sub-structural 2 in Table 12, it is explained that workload has a Beta value of 0.310 and a Sig. value of 0.045 < 0.05, so it can be stated that Ho is rejected and Ha is accepted. This result proves that workload has a positive significant effect on work stress, which means that as workload increases, it will have a real impact on the increase in work stress. Therefore, the first hypothesis is accepted.

#### 2. The effect of workload on work life balance

Ho: Workload does not have a negative significant effect on work life balance

Ha: Workload has a negative significant effect on work life balance

Based on the path analysis of Sub-structural 1 in Table 12, it is explained that workload has a Beta value of -0.698 and a Sig. value of 0.000 < 0.05, so it can be stated that Ho is rejected and Ha is accepted. This result proves that workload has a negative significant effect on work life balance, which means that as workload increases, it will have a real impact on the decrease in work life balance. Therefore, the second hypothesis is accepted.

#### 3. The effect of work life balance on work stress

Ho: Work life balance does not have a negative significant effect on work stress

Ha: Work life balance has a negative significant effect on work stress.

Based on the path analysis results for Sub-structural 2 in Table 12, work–life balance shows a Beta coefficient of -0.542 with a significance value of 0.001, which is below 0.05. This indicates that the null hypothesis is rejected and the alternative hypothesis is accepted. The findings demonstrate that work–life balance has a significant negative effect on work stress, meaning that higher levels of work–life balance lead to a measurable reduction in stress levels. Thus, the third hypothesis is supported.

#### Sobel test

The mediation hypothesis can be examined using the Sobel test, which is designed to assess whether a mediating variable has a significant effect. This test evaluates the indirect influence of the independent variable (X) on the dependent variable (Y) through the mediator (Z) by multiplying the path coefficient from X to Z ( $a$ ) with the path coefficient from Z to Y ( $b$ ), producing the value  $ab$ . The standard errors for coefficients  $a$  and  $b$  are denoted as  $S_a$  and  $S_b$ , which are then used to calculate the standard error of the indirect effect ( $S_{ab}$ ). If the resulting Z-value exceeds 1.96, the mediating variable is deemed to significantly mediate the relationship between the independent and dependent variables, meaning that the null hypothesis is rejected and the alternative hypothesis is accepted.

Ho: Work life balance does not mediate the effect of workload on work stress

Ha: Work life balance mediates the effect of workload on work stress

$$Z = \frac{ab}{\sqrt{b^2 S_a^2 + a^2 S_b^2 + S_a^2 S_b^2}}$$

Keterangan:

$$a = 0,698$$

$$S_a = 0,143$$

$$b = 0,542$$

$$S_b = 0,214$$

$$Z = \frac{0,698 \cdot 0,542}{\sqrt{(0,542^2 \cdot 0,143^2) + (0,698^2 \cdot 0,214^2) + (0,143^2 \cdot 0,214^2)}}$$

$$Z = \frac{0,378}{0,171}$$

$$Z = 2,212$$

Based on the results of the Sobel Test, the calculated Z value is  $2.212 > 1.96$ , so it can be stated that Ho is rejected and Ha is accepted, which means that work life balance is a mediating variable with a significant effect between workload and work stress. Therefore, the fourth hypothesis is accepted.

#### Discussion of Research Results

##### The Effect of Workload on Work Stress among Employees at PT. Hatten Bali Tbk Distribution Division

Based on the results of the first hypothesis test in this study, it shows that workload has a positive and significant effect on work stress among employees at PT. Hatten Bali Tbk Distribution Division. This result means that the higher the workload perceived by employees at PT. Hatten Bali Tbk Distribution Division, the greater the real impact on increasing work stress among employees at PT. Hatten Bali Tbk Distribution Division, and vice versa, the lower the workload perceived by employees at PT. Hatten Bali Tbk Distribution Division, the greater the real impact on decreasing work stress among employees at PT. Hatten Bali Tbk Distribution Division, so the first hypothesis is accepted. Heavy workload can make employees feel uncomfortable and become dissatisfied at work. Workload is a factor that can influence the occurrence of work stress among employees. This research finding among employees at PT. Hatten Bali Tbk Distribution Division shows that employees feel the workload they experience is quite high. Employees at PT. Hatten Bali Tbk Distribution Division feel that the workload is caused by employees taking overtime to complete the work they receive. This condition causes employees to feel pressured by the work they do, which will increase the level of work stress experienced by employees at PT. Hatten Bali Tbk Distribution Division. The Job Demands-Control Model theory can be related to this research result, where job demand is influenced by workload, that is, the heaviness or not of the work done by someone and whether the work done is excessive. Employees who feel excessive workload in working can cause problems for employees' mental and physical health, which will cause employees to feel stressed at work. This research result is in line with studies conducted by Nanda et al. (2020), Tualai & Aima (2022), Juru & Wellem (2022), Sikka and

Syarifudin (2021), and Rizki et al. (2022) showing that workload has a positive and significant effect on work stress.

### **The Effect of Workload on Work Life Balance among Employees at PT. Hatten Tbk Distribution Division**

Based on the results of the second hypothesis test in this study, it shows that workload has a negative and significant effect on work life balance among employees at PT. Hatten Bali Tbk Distribution Division. This result means that the higher the workload perceived by employees at PT. Hatten Bali Tbk Distribution Division, the greater the real impact on the decrease in work life balance possessed by employees at PT. Hatten Bali Tbk Distribution Division, and vice versa, the lower the workload perceived by employees at PT. Hatten Bali Tbk Distribution Division, the greater the real impact on the increase in work life balance possessed by employees at PT. Hatten Bali Tbk Distribution Division, so the second hypothesis is accepted. Excessive workload is one of the factors that can affect employees' balance between work and personal life. This research finding among employees at PT. Hatten Bali Tbk Distribution Division provides evidence that employees feel the workload they experience is excessive, where the workload is caused by employees taking overtime to complete the work they receive. When employees take overtime to complete their work, it causes employees to feel uncomfortable at work because they have to sacrifice their personal time to complete the work they receive. This condition causes employees to feel less work life balance while working at PT. Hatten Bali Tbk. The Job Demands-Control Model theory can be related to this research result, where job demand is influenced by workload, that is, the heaviness or not of the work done by someone and whether the work done is excessive. Employees who feel excessive workload in working will cause employees not to experience a balance between the work they do and their personal life. This research result is in line with studies conducted by Omar et al. (2020), Fuadiputra & Novianti (2020), Rizky & Afrianty (2018), Nurwahyuni (2019), Halim & Heryjanto (2021), and Omar et al. (2015) showing that workload has a negative and significant effect on work life balance.

### **The Effect of Work Life Balance on Work Stress among Employees at PT. Hatten Bali Tbk Distribution Division**

Based on the results of the third hypothesis test in this study, it shows that work life balance has a negative and significant effect on work stress among employees at PT. Hatten Bali Tbk Distribution Division. This result means that if the higher the work life balance perceived by employees at PT. Hatten Bali Tbk Distribution Division, the greater the real impact on reducing work stress among employees at PT. Hatten Bali Tbk Distribution Division, and vice versa, if the lower the work life balance perceived by employees at PT. Hatten Bali Tbk Distribution Division, the greater the real impact on increasing work stress among employees at PT. Hatten Bali Tbk Distribution Division, so the third hypothesis is accepted. Work life balance is one of the important factors that can influence the work stress experienced by employees. When employees do not achieve optimal work life balance, they will feel stressed at work. This research finding among employees at PT. Hatten Bali Tbk Distribution Division provides understanding that employees feel less optimal work life balance at work, where employees feel that the work they have interferes with their personal time because they have to complete the work they receive. This condition causes employees to feel pressured by the work they do, which will increase the level of work stress experienced by employees at PT. Hatten Bali Tbk Distribution Division. The Job Demands-Control Model theory can be related to this research result, where job demand is related to personal conflicts experienced by workers in completing their work. Employees who feel that their work takes up much of their personal time can cause problems for employees' mental and physical health, which will cause employees to feel stressed at work. This research result is in line with studies by Rafsanjani et al. (2019), Hidayat et al. (2017), Pucangan & Indrawati (2020), and Rizky & Afrianty (2018) stating that work life balance has a negative and significant effect on work stress.

### **Work Life Balance Mediates the Effect of Workload on Work Stress among Employees at PT. Hatten Bali Tbk Distribution Division**

Based on the results of the fourth hypothesis test in this study, it shows that work life balance is a mediating variable of the effect of workload on work stress among employees at PT. Hatten Bali Tbk Distribution Division. This shows that the higher the workload perceived by employees at PT. Hatten Bali Tbk Distribution Division, the lower the work life balance and the greater the real impact on increasing work stress among employees at PT. Hatten Bali Tbk Distribution Division, so the fourth hypothesis is accepted. Work life balance plays an important role in mediating the effect of workload on work stress. Excessive workload is one

of the factors that can affect employees' balance between work and personal life. When employees do not achieve optimal work life balance, they will feel stressed at work. This research finding among employees at PT. Hatten Bali Tbk Distribution Division provides understanding that workload caused by employees taking overtime to complete the work they receive. When employees take overtime to complete their work, this causes employees to feel uncomfortable at work because they have to sacrifice their personal time to complete the work they receive. This condition causes employees to feel less work life balance at work, which makes employees feel pressured by the work they do, which will increase the level of work stress experienced by employees at PT. Hatten Bali Tbk Distribution Division. The Job Demands-Control Model theory can be related to this research result, where job demand is influenced by workload, that is, the heaviness or not of the work done by someone and whether the work done is excessive. Employees who feel excessive workload in working will cause employees not to experience a balance between the work they do and their personal life, which can cause problems for employees' mental and physical health, which will cause employees to feel stressed at work. This research result is in line with studies conducted by Rizky & Afrianty (2018), Wirawan (2022), Marcheila (2022), Stankevičienė et al. (2021), Nurwahyuni (2019), and Weale et al. (2019) stating that work life balance can mediate the effect of workload on work stress.

#### 4. Conclusion

Based on the research results obtained, several conclusions can be drawn as follows.

- 1) Workload has a positive and significant effect on work stress among employees at PT. Hatten Bali Tbk Distribution Division.
- 2) Workload has a negative and significant effect on work life balance among employees at PT. Hatten Bali Tbk Distribution Division.
- 3) Work life balance has a negative and significant effect on work stress among employees at PT. Hatten Bali Tbk Distribution Division.
- 4) Work life balance is a mediating variable in the effect of workload on work stress among employees at PT. Hatten Bali Tbk Distribution Division.

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