



**THE EFFECT OF WORKLOAD AND ROLE CONFLICT ON WORK-LIFE
BALANCE: THE MEDIATING ROLE OF WORK STRESS****Amanda Zahra Dewayani¹****Universitas Islam Indonesia, Yogyakarta, Indonesia**21311558@students.uii.ac.id**Fereshti Nurdiana Dihan²****Universitas Islam Indonesia, Yogyakarta, Indonesia**fereshti.nurdiana@uii.ac.id

Abstract

This study aims to analyze the effect of workload and role conflict on work-life balance, with work stress as an intermediary variable. The background of this study is based on the importance of maintaining a balance between an employee's work and personal life, which is influenced by various factors such as workload, role conflict, and work stress. The method used is a quantitative approach with a questionnaire as the instrument, while data analysis is performed using multiple linear regression and path analysis using SPSS software. The results of the study show that: 1) workload has a negative but insignificant effect on work-life balance; 2) role conflict has a negative and significant effect on work-life balance; 3) workload has a positive and significant effect on work stress; 4) role conflict has a positive but insignificant effect on work stress; 5) work stress has a negative and significant effect on work-life balance; 6) work stress is able to mediate the effect of workload on work-life balance; and 7) work stress is not able to mediate the effect of role conflict on work-life balance. Practically, this study provides recommendations for companies to improve work systems related to workload distribution, reduce employee stress levels, clarify tasks and responsibilities, and implement employee welfare programs.

Keywords: Workload, Role Conflict, Work-Life Balance, Work Stress



INTRODUCTION

Human resources are crucial for organizational sustainability, as employees drive continuity and performance. Work life balance, the allocation of time and energy between work and personal life, is essential for well-being and productivity (Fischer et al., 2003; Wirawan, 2022). It is influenced by workload and role conflict. Workload refers to task volume and complexity relative to capacity, including quantitative (task volume within time) and qualitative (task-skill alignment) aspects (Halim & Heryjanto, 2021; Yusnita & Nurlinawaty, 2022). Excessive workload and high role conflict, from competing role demands, increase stress and reduce personal time, thereby lowering work life balance (Wolfe et al., 1962; Rachmawati & Hadi, 2018). Managing these factors is vital to maintain engagement, well-being, and productivity.

Role conflict significantly influences work-life balance. Studies by Rachmawati and Hadi (2018), Suhaimi et al. (2018), and Aviciena et al. (2024) show that when employees face tasks beyond their formal roles, competing demands strain physical and psychological resources, reducing satisfaction and balance. Conversely, Sari et al. (2017) report a positive effect, implying mediating factors. One potential mediator is work stress, defined as the interaction between individuals and their environment leading to adaptive or maladaptive responses to excessive demands. Work stress shapes employees' emotions, cognition, and well-being, thereby influencing how workload and role conflict affect their ability to maintain balance (Natanael et al., 2023).

Work stress is often triggered by excessive workload and role conflict. Heavy tasks or limited time increase discomfort and pressure, raising stress levels (Priyanto et al., 2023; Natanael et al., 2023; Kokoroko & Sanda, 2019; Omar et al., 2020). Role conflict, arising from competing role demands, also heightens workplace tension and harms well-being (Litania et al., 2018). Empirical studies confirm that higher role conflict significantly increases stress (Odini & Prasetyo, 2023; Ahmad et al., 2021; Wahjoedi, 2023; Effendy et al., 2023). Thus, employees facing both high workload and role conflict are more vulnerable to elevated stress, which disrupts productivity, satisfaction, and work-life balance.

Work stress and work life balance are closely linked in employees' daily lives. High stress disrupts balance, while strong work life balance reduces workplace pressures (Natanael et al., 2023; Zahoor et al., 2021). Work stress also mediates the effects of workload and role conflict, as excessive demands increase stress and weaken employees' ability to manage professional and personal roles. This study examines the mediating role of work stress in the relationship between



workload, role conflict, and work-life balance. Understanding this mediation is essential for identifying factors that influence employee well-being and productivity, while providing organizations with insights to design strategies that manage workload, reduce role conflict, and support work-life balance.

LITERATURE REVIEW

Work-life balance refers to the equilibrium between work demands and personal or family life, reflecting how individuals allocate time, energy, and commitment across professional and personal domains (Wirawan, 2022; Yusnita & Nurlinawaty, 2022; Natanael et al., 2023). Employees achieve high work-life balance when they invest effort proportionately in both work and non-work activities and feel satisfied with their roles. It involves managing dual responsibilities effectively while maintaining well-being and creating a supportive environment that integrates work and personal life (Pratiwi & Silvianita, 2020). This concept provides a foundation for examining factors that influence employees' ability to maintain work-life balance.

Existing studies demonstrate that workload and role conflict significantly influence work-life balance, though results vary. Excessive workload, in terms of task volume or complexity, often increases stress and reduces employees' capacity to allocate time and energy to personal activities, thereby lowering work-life balance (Omar et al., 2020; Halim & Heryjanto, 2021; Suhaimi et al., 2018). In some contexts, high workload may motivate employees to complete tasks efficiently, potentially supporting work-life balance (Natanael et al., 2023; Wirawan, 2022). Role conflict, arising from competing demands across multiple roles, consistently produces tension and dissatisfaction, negatively affecting work-life balance (Omar et al., 2015; Rachmawati & Hadi, 2018; Suhaimi et al., 2018; Aviciena et al., 2024).

Work stress plays a critical role in shaping work-life balance, though its effects are context dependent. High work stress can disrupt equilibrium as tension from work carries into personal life, yet moderate stress may be manageable and even support balancing responsibilities (Aruldoss et al., 2020; Megayani et al., 2023). Work stress is influenced by workload and role conflict, where excessive task volume, complexity, tight deadlines, or competing role expectations elevate psychological strain, reduce performance capacity, and impair employees' ability to maintain work-life balance (Kokoroko & Sanda, 2019; Wirawan, 2022; Natanael et al., 2023; Effendy et al., 2021; Juwita, 2018; Oadini &

Prasetyo, 2023; Wahjoedi, 2023). These findings highlight its mediating role between job demands and work-life balance.

Work stress has been identified as a key mediator between job demands and work-life balance. Excessive workload, including high task volume or complexity, increases stress and disrupts employee well-being (Kokoroko & Sanda, 2019; Omar et al., 2020). Likewise, role conflict elevates stress by imposing competing demands that create psychological tension (Ahmad et al., 2021; Wahjoedi, 2023; Effendy et al., 2021). In turn, work stress significantly affects work-life balance, with effective stress management enhancing equilibrium, while poor management reduces it. These findings support the hypothesis that work stress mediates the effects of workload and role conflict, which this study examines through seven hypotheses in Figure 1.

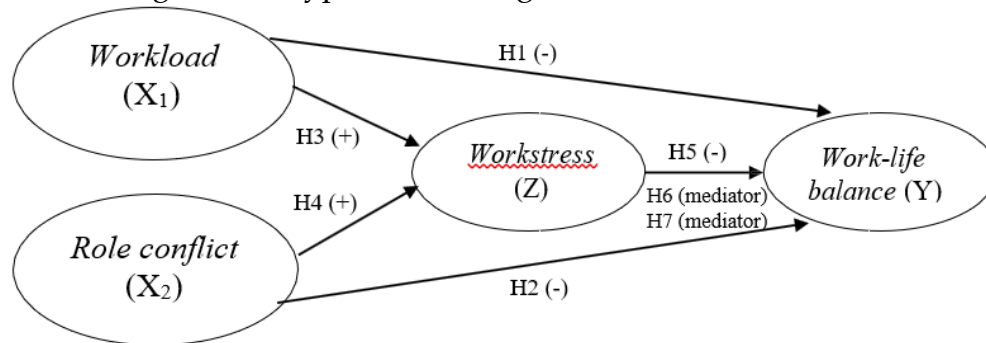


Figure 1.
Framework Model

RESEARCH METHOD

This study employs a quantitative research approach, which utilizes statistical methods to collect and analyze numerical data. Data were gathered via an online questionnaire using a five-point Likert scale. The exogenous variables are workload (X1) and role conflict (X2), the endogenous variable is work-life balance (Y), and work stress (Z) serves as the mediating variable. The sample comprises Generation Y (millennials) in Yogyakarta, selected through purposive sampling based on specific criteria (Arikunto, 2018). Sample size was determined using Hair et al.'s (2018) formula, multiplying the number of indicators by five to ten, resulting in 185 respondents, who were analyzed using descriptive statistics, multiple linear regression, and path analysis in SPSS.



RESULTS AND DISCUSSION

Respondent Profile

The study sampled 185 millennials in Yogyakarta. Table 1 summarizes their demographic and professional profiles, including gender, age, education, occupation, monthly income, and marital status. The following section provides a detailed description and analysis of these respondent characteristics.

Table 1. Respondent Profile

	Category	Frequency	%
Gender	Male	90	48,6
	Female	95	51,4
Age	< 29 years	0	0,0
	29 - 33 years	79	42,7
	34 - 38 years	60	32,4
	39 - 44 years	46	24,9
Education	Junior High School	10	5,4
	Senior High School	7	3,8
	Diploma	1	0,5
	Bachelor	159	85,9
	Master	4	2,2
	Others	4	2,2
Occupation	Civil Servant (PNS)	23	12,4
	Private Sector Employee	50	27,0
	Entrepreneur / Self-Employed	22	11,9
	Labor / Worker	15	8,1
	State-Owned Enterprise Employee	44	23,8
	Regional-Owned Enterprise Employee	2	1,1
	Others	29	15,7
Monthly Income	< Rp2.000.000	40	21,6
	Rp2.000.000 – Rp4.000.000	49	26,5
	>Rp4.000.000	96	51,9
Marital Status	Single/Unmarried	59	31,9
	Married	95	51,4
	Divorced	31	16,8

Source: Data Processed (2025)



Data Validity and Reliability

Validity was tested using the Pearson Product-Moment correlation, with items valid if r-calculated exceeds r-table, while reliability was assessed via Cronbach’s Alpha, with values above 0.70 indicating consistency (Ghozali, 2018). Data validity and reliability results are presented in Table 2.

Table 2.
Data Validity and Reliability

Variable	Item	r-calculated	r-table	Cronbach’s Alpha
Workload	WL1	0,439	0,144	0.727
	WL2	0,684	0,144	
	WL3	0,645	0,144	
	WL4	0,372	0,144	
	WL5	0,498	0,144	
	WL6	0,463	0,144	
	WL7	0,642	0,144	
	WL8	0,681	0,144	
	WL9	0,502	0,144	
	WL10	0,458	0,144	
Role Conflict	RC1	0,780	0,144	0.744
	RC2	0,605	0,144	
	RC3	0,780	0,144	
	RC4	0,438	0,144	
	RC5	0,443	0,144	
	RC6	0,501	0,144	
	RC7	0,782	0,144	
	RC8	0,255	0,144	
	RC9	0,604	0,144	
Work-life Balance	WLB1	0,758	0,144	0.756
	WLB2	0,757	0,144	
	WLB3	0,342	0,144	
	WLB4	0,759	0,144	
	WLB5	0,606	0,144	
	WLB6	0,521	0,144	
	WLB7	0,614	0,144	
	WLB8	0,526	0,144	



Work Stress	WS1	0,420	0,144	0.757
	WS2	0,652	0,144	
	WS3	0,365	0,144	
	WS4	0,799	0,144	
	WS5	0,801	0,144	
	WS6	0,319	0,144	
	WS7	0,654	0,144	
	WS8	0,335	0,144	
	WS9	0,424	0,144	
	WS10	0,801	0,144	

Source: Data Processed (2025)

Table 2 indicates that all questionnaire items have r-calculated values exceeding the r-table value of 0.144 (df = 183; α = 5%). Additionally, all variables demonstrate Cronbach’s Alpha values above 0.70. Hence, the research instrument can be considered valid and reliable.

Hypothesis Testing

Hypotheses were tested using regression and path analysis. Two regression models were employed: Model I examined the effects of workload, role conflict, and work stress on work-life balance, while Model II assessed workload and role conflict on work stress. Path analysis was then applied to evaluate the mediating role of work stress. First, the results of the normality test using the Kolmogorov-Smirnov (K-S) method are presented in Tables 3 and 4.

Table 3.
Normality Test Model I

		Unstandardized Residual
N		185
Normal Parameters ^{a,b}	Mean	.0000000
	Std. Deviation	6.10294347
	Absolute	.042
Most Extreme Differences	Positive	.042
	Negatif	-.022
Kolmogorov-Smirnov Z		.575
Asymp. Sig. (2-tailed)		.896

a. Test distribution is Normal.

b. Calculated from data.

Source: Data Processed (2025)



Table 4.
Normality Test Model II

		Unstandardized Residual
N		185
Normal Parameters ^{a,b}	Mean	.0000000
	Std. Deviation	7.05721719
Most Extreme Differences	Absolute	.079
	Positive	.054
	Negatif	-.079
Kolmogorov-Smirnov Z		1.075
Asymp. Sig. (2-tailed)		.198

- a. Test distribution is Normal.
- b. Calculated from data.

Source: Data Processed (2025)

Table 3 presents the Kolmogorov-Smirnov normality test results with a significance value of $0.896 > 0.05$, indicating normally distributed residuals in the first regression model. Similarly, Table 4 shows a significance value of $0.198 > 0.05$, confirming normal distribution of residuals in the second model. Next, the multicollinearity test was conducted by examining the Variance Inflation Factor (VIF) values, as presented in Table 5 dan Table 6.

Table 5.
Multicollinearity Test Model I

Model	Collinearity Statistics	
	Tolerance	VIF
1	workload	1.150
	role conflict	1.026
	work stress	1.136

- a. Dependent Variabel: work-life balance
- Source: Data Processed (2025)



Table 6.
Multicollinearity Test Model II

Model	Collinearity Statistics	
	Tolerance	VIF
1 workload	.985	1.015
1 role conflict	.985	1.015

a. Dependent Variabel: work stress
Source: Data Processed (2025)

Table 5 and Table 6 show that the VIF values for workload, role conflict, and work stress are all below 10, indicating no multicollinearity among the independent variables in both regression models. Next, the heteroscedasticity test using the Glejser method are shown in Table 7 and Table 8.

Table 7.
The Heteroscedasticity Test Model I

Model	Unstandardized Coefficients		Standardize d Coefficients	t	Sig.
	B	Std. Error	Beta		
1 (Constant)	8.143	1.815		4.487	.000
1 workload	-.024	.040	-.047	-.599	.550
1 role conflict	-.044	.040	-.083	-1.106	.270
1 work stress	-.041	.037	-.086	-1.090	.277

a. Dependent Variabel: abs
Source: Data Processed (2025)

Table 8.
The Heteroscedasticity Test Model II

Model	Unstandardized Coefficients		Standardize d Coefficients	t	Sig.
	B	Std. Error	Beta		
1 (Constant)	8.769	1.842		4.761	.000
1 workload	-.038	.041	-.069	-.933	.352



role conflict	-0.065	.043	-.112	-1.512	.132
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a. Dependent Variabel: abs1

Source: Data Processed (2025)

Table 7 and Table 8 show that the significance values for each variable exceed 0.05, indicating no heteroscedasticity and consistent residual variance across observations. Next, the effects of workload, role conflict, and work stress on work-life balance (Model I) are presented in Table 9, while the effects of workload and role conflict on work stress (Model II) are presented in Table 10.

Table 9. Multiple Linear Regression Model I

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Note
	B	Std. Error	Beta			
(Constant)	35.310	3.126		11.295	.000	
1 Workload	-.044	.068	-.049	-.649	.517	H1 Rejected
Role Conflict	-.154	.069	-.161	-2.241	.026	H2 Supported
Work Stress	-.193	.064	-.227	-3.000	.003	H5 Supported

a. Dependent Variabel: work-life balance

Source: Data Processed (2025)

Table 9 shows that workload has a non-significant negative effect on work-life balance ($\beta = -0.044$, $p = 0.517$), rejecting H1. Role conflict ($\beta = -0.154$, $p = 0.026$) and work stress ($\beta = -0.193$, $p = 0.003$) significantly reduce work-life balance, supporting H2 and H5.

Table 10. Multiple Linear Regression Model I

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.	
	B	Std. Error	Beta			
1 (Constant)	17.594	3.361		5.235	.000	

workload	.365	.074	.345	4.917	.000	H3 Supported
role conflict	.110	.079	.098	1.394	.165	H4 Rejected

a. Dependent Variabel: work stress

Source: Data Processed (2025)

Table 10 shows that workload significantly increases work stress ($\beta = 0.365$, $p < 0.05$), supporting H3, while role conflict has a positive but non-significant effect ($\beta = 0.110$, $p > 0.05$), leading to the rejection of H4.

Path Analysis

Path analysis was conducted to examine work stress as a mediator, with results from Regression Models I and II illustrated in Figure 2.

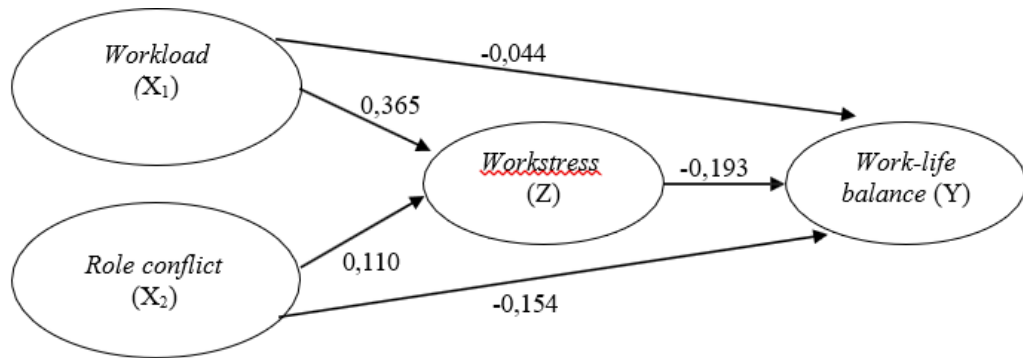


Figure 2.
Path Analysis

Figure 2 shows that the indirect effect of workload on work-life balance through work stress (-0.070) is greater than the direct effect (-0.044), indicating mediation and supporting H6. In contrast, role conflict’s indirect effect (-0.021) is smaller than its direct effect (-0.154), showing no mediation, thus H7 is rejected.

The Effect of Workload on Work-life Balance

The analysis indicates that workload has a negative but non-significant effect on work-life balance, as evidenced by a path coefficient of -0.044 and a significance value of 0.517, which exceeds the 0.05 threshold. This suggests that workload is not a primary determinant of work-life balance. These findings are consistent with Dunggio and Zulaifah (2018), who reported that workload does not have a significant relationship with work-life balance. Similarly, Omar et al. (2020) found an insignificant association between workload and work-life balance, indicating that workload alone is not the sole factor disrupting work-life balance. When the perceived workload remains within employees’ capacity, work-life balance can still be maintained.



The Effect of Role Conflict on Work-life Balance

The findings indicate that role conflict exerts a significant negative effect on work-life balance, as evidenced by a path coefficient of -0.154 and a significance value of 0.026 , which falls below the 0.05 threshold. It suggests that higher levels of role conflict are associated with a decrease in work-life balance, whereas lower levels contribute to its improvement. These results are consistent with prior studies by Omar et al. (2015), Rachmawati and Hadi (2018), Suhaimi et al. (2018), Aviciena et al. (2024), and Zahoor et al. (2020), all of which similarly report a negative impact of role conflict on work-life balance.

The Effect of Workload on Work Stress

The findings demonstrate that workload exerts a significant positive influence on work stress, as indicated by a path coefficient of 0.365 and a significance value of 0.000 (<0.05). It implies that an increase in workload intensifies work stress, whereas a manageable workload contributes to its reduction. These results are in line with previous research by Kokoroko and Sanda (2019), Omar et al. (2020), Wirawan (2022), Natanael et al. (2023), Hermanto et al. (2022), and Effendy et al. (2021), which similarly identify workload as a key predictor of elevated work stress levels.

The Effect of Role Conflict on Work Stress

The findings indicate that role conflict has a positive but non-significant effect on work stress, as reflected by a regression coefficient of 0.110 and a significance value of 0.165 (>0.05). This suggests that role conflict is not a primary determinant of work stress. These results are consistent with the study by Muslikan and Ali (2022), which found that role conflict does not significantly influence work stress, and align with Natasya and Pujianto (2024), who reported that role ambiguity has a positive but non-significant impact on work stress.

The Effect of Work Stress on Work-life Balance

The findings indicate that work stress has a significant negative effect on work-life balance, as evidenced by a regression coefficient of -0.193 and a significance value of 0.003 (<0.05). This result suggests that higher levels of work stress reduce employees' work-life balance, whereas lower stress levels contribute to its improvement. These results are consistent with previous studies by Aruldoss et al. (2020), Megayani et al. (2023), and Arif et al. (2022), which highlight that job-related stress often extends beyond the workplace and disrupts the balance between employees' professional and personal lives.



Work Stress as a Mediator of the Effect of Workload on Work-Life Balance

The findings indicate that work stress mediates the relationship between workload and work-life balance, as evidenced by the indirect effect coefficient being larger than the direct effect coefficient (-0.070 vs. -0.044). This suggests that workload negatively impacts employees' work-life balance when it induces work stress. Employees with high workloads may experience pressure due to their tasks, and if unmanaged, this stress can disrupt the balance between their personal and professional lives. These results are consistent with Natanael et al. (2023), who highlight work stress as a mediating mechanism linking workload and work-life balance. When faced with high workloads or an imbalanced work environment, employees naturally experience work stress as a common response.

Work Stress as a Mediator of the Effect of Role Conflict on Work-Life Balance

The analysis reveals that work stress does not mediate the relationship between role conflict and work-life balance, as the direct effect coefficient is larger than the indirect effect coefficient (-0.154 vs. -0.021). It indicates that variations in work stress do not significantly alter the impact of role conflict on employees' work-life balance. It may be due to employees' high flexibility in task management and their ability to handle task-related uncertainties without experiencing stress, thereby maintaining their work-life balance. Moreover, some employees, particularly women experiencing family-related challenges, may even increase their work performance due to financial responsibilities, so the presence of role conflict does not necessarily induce stress or disrupt balance (Fransisca et al., 2023). These findings support Jaya et al. (2023), showing that work-family conflict negatively but non-significantly affects work-life balance, with perceived work stress exerting minimal influence on this relationship.

CONCLUSION

Based on the analysis, this study concludes that workload has a negative but insignificant effect on work-life balance, while role conflict has a significant negative effect. Workload significantly increases work stress, whereas role conflict shows a positive yet insignificant relationship with work stress. Furthermore, work stress significantly reduces work-life balance and serves as a mediating variable in the relationship between workload and work-life balance. However, work stress does not mediate the relationship between role conflict and work-life balance. These findings highlight the critical role of work stress in shaping employees' ability to maintain balance between work and personal life.



This study highlights several managerial implications to improve employees' work-life balance and reduce work stress. First, companies should optimize workload distribution by implementing fair shift schedules, adjusting working hours, assigning tasks according to competencies, and rotating employees who are overloaded while redistributing tasks to those with lighter responsibilities. Second, reducing stress levels requires creating a supportive work environment, promoting teamwork, and ensuring access to professional counseling services. Third, organizations need to develop clear and detailed job descriptions so employees fully understand their roles, which helps avoid role ambiguity, overlap, and conflict. Finally, managers are encouraged to adopt comprehensive well-being programs, such as psychological counseling, sports activities, family gatherings, sufficient rest periods, and the encouragement to take leave. These initiatives collectively foster healthier integration between personal and professional life.

Future research should extend this study by including additional variables beyond workload and role conflict that may influence work stress and work-life balance. It is recommended to consider demographic factors, such as gender, which could provide a more nuanced understanding of these relationships. Incorporating such variables would help to capture individual differences and offer deeper insights into the determinants of work stress and work-life balance.

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