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THE EFFECT OF WORK-LIFE BALANCE AND WORK ENVIRONMENT ON EMPLOYEE PERFORMANCE WITH MENTAL HEALTH AS AN INTERVENING VARIABLE IN AN AUDIO EQUIPMENT MANUFACTURING

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Abstract

This research examines the impact of workplace equilibrium and physical-social conditions on employee productivity mediated by psychological well-being in an audio equipment manufacturing company in Indonesia's Unit Department, addressing performance variability from extended hours and inadequate support amid rising mental health issues in Indonesia. A quantitative approach employed saturated sampling of 113 employees, with primary data from 5-point Likert questionnaires via Google Forms, analyzed via PLS-SEM in SmartPLS 4.0.9.9, including measurement model evaluation (outer loadings, AVE, HTMT), structural assessment, bootstrapping (5,000 resamples), and validity-reliability checks. Findings reveal workplace equilibrium (β=0.327, p=0.007) and organizational environment (β=0.467, p<0.001) significantly enhance psychological well-being and productivity (direct effects: β=0.354/0.288, p<0.05), with indirect mediation (β=0.104/0.148, p<0.05) and strong predictive power (R^2=0.733; AVE>0.5, α>0.87). The core synthesis supports Social Exchange Theory in manufacturing contexts. Policy implications urge firms to promote work-life balance through flexible hours, improved lighting, and support to safeguard mental health and boost productivity. Originality stems from the first PLS-SEM analysis using full population data from an Indonesian audio firm, resolving prior conflicting findings and highlighting mediation in non-shift overtime settings.

Keywords: Work-Life Balance, Work Environment, Mental Health, Employee Performance

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INTRODUCTION

Human resources drive company success by determining operational efficiency and competitiveness. Employee performance reflects the ability to meet planned targets effectively, as measured by productivity and goal achievement. In Indonesia, mental health issues among workers are rising, with WHO data from 2019 indicating 15% of working adults face disorders, costing $1 trillion globally in lost productivity annually.

At this company, inconsistent performance targets from January to September 2024 signal low employee output, linked to overtime disrupting work-life balance and poor environments straining mental health. Work-life balance involves harmonizing professional and personal responsibilities to boost satisfaction and reduce burnout, while work environment encompasses physical and social factors like lighting and support. Prior studies conflict: some affirm positive effects on performance, others do not (Ardiansyah & Surjanti, n.d.).

This research analyzes direct and indirect effects via mental health, contributing to management practices in audio equipment firms.

LITERATURE REVIEW

Effective research must anchor its hypotheses in robust theories explaining variable interrelationships. This study employs **Social Exchange Theory (SET)**(Homans, n.d.), positing reciprocal exchanges where organizational support like work-life balance (WLB) and work environment (WE) elicits employee performance (EP) via enhanced mental health (MH). SET frames WLB/WE as investments yielding psychological returns, mediated by MH, aligning with global empirical patterns in high-pressure manufacturing.

Work-life balance reflects equilibrium between professional demands and personal well being, encompassing time allocation, engagement levels, satisfaction, stress reduction, retention, and holistic health (Arifin & Agus Muharto, n.d.);(Noviyaningtyastuti, n.d.). Globally, WLB mitigates burnout, boosting creativity and productivity(Matakena, n.d.);(Udin, n.d.) Yet, Indonesian non-shift overtime disrupts this balance, as seen in PT. Emsonic's sales-driven fatigue (Wahyu Ramadhani & Maharani Ekowati, n.d.). SET suggests supportive policies foster reciprocity, enhancing MH and EP contradicting null findings(Ardiansyah & Surjanti, n.d.).

Work environment integrates physical (lighting, cleanliness, airflow) and social elements (peer support, management interaction), driving emotional states and motivation(J. Gunawan & Setiawan, n.d.); Matakena et al., 2023).

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International studies confirm WE's positive EP link through positivity(Marpaung, n.d.); (Puspa, n.d.), though some report insignificance (Warongan, n.d.)In Indonesia's audio sector, suboptimal facilities exacerbate MH strain, per SET's support-performance dynamic.

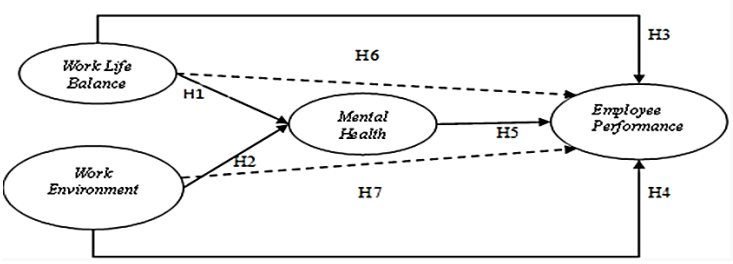
Mental health signifies disorder-free well-being, indicated by psychological thriving, low distress/anxiety/stress, and sustained concentration(Putri et al., n.d.); (Nurrady et al., n.d.). WHO (2019) notes 15% prevalence among workers, costing $1T globally; Indonesia mirrors this via 56% stress/burnout (Simbolon, n.d.). MH mediates WLB/WE-EP (Vijayalakshmi et al., n.d.); (Diwanti, n.d.), as supportive contexts reduce emotional depletion per SET.

EP gauges outcomes via productivity, quality, initiative, attitude, and responsibility (Agus Triansyah et al., n.d.); (J. Gunawan & Setiawan, n.d.). Indonesia's productivity rose 4.8% (2018-2022) post-COVID but lags targets (Ahdiat, n.d.); PT. Emsonic's inconsistencies highlight MH/WLB/WE gaps. SET predicts performance reciprocity from perceived fairness.

RESEARCH METHOD

This quantitative study employs empirical, objective, measurable, logical, and systematic techniques to test variable relationships, enabling generalizable insights into organizational dynamics.

Figure 1.
Conceptual Research Model



Source: (Author, 2025)

Variable Measurements

Work-Life Balance (WLB/X1): Equilibrium of career and personal life (time, engagement, satisfaction; low stress/turnover; physical/mental health) (Arifin & Agus Muharto, n.d.);(Meli Noviani, n.d.); (Meli Noviani, n.d.)

Work Environment (WE/X2): Physical/social workplace factors (lighting, cleanliness, quietness, colors, secure storage, ventilation) impacting emotions (P. Gunawan, n.d.); (Iis, n.d.)).

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Mental Health (MH/Z): Absence of disorders with adaptive stress coping (well-being; low distress/sadness/anxiety/extreme stress; sustained focus) (Putri et al., n.d.); (Nurrady et al., n.d.); (Kristanto & Seviana, n.d.)).

Employee Performance (EP/Y): Task outcomes reflecting productivity, quality, initiative, attitude, and responsibility (Puspitasari et al., n.d.)

Target population comprised all 113 Unit Department employees at PT. Emsonic Indonesia (audio equipment manufacturer, Jakarta). Saturated sampling included every member for comprehensive coverage, avoiding partial selection biases (Udin, n.d.)

Primary data derived from structured Likert-scale (1-5) questionnaires distributed via Google Forms, tailored to variables. Brief interviews supplemented insights. Secondary data included company reports, media analyses, journals, and online sources accessed through Google Scholar (Wahyu Ramadhani & Maharani Ekowati, n.d.).

SmartPLS 4.0.9.9 facilitated Partial Least Squares Structural Equation Modeling (PLS-SEM), bypassing normality assumptions via bootstrapping. Analysis proceeded in three phases: outer model (validity/reliability), inner model (R^2/f^2), and hypothesis testing (path coefficients, $t>1.96$, $p<0.05$; 5,000 subsamples).

RESULTS AND DISCUSSION

The results of the study indicate that work-life balance and work environment have a significant positive effect on employee performance and that mental health mediates the relationship between work-life balance. The results of this study can be explained by the Social Exchange Theory introduced by (Homans, n.d.) as a grand theory, and applied in an organizational context by (Hermiati, 2024). This theory explains that the relationship between individuals and organizations is based on the principle of reciprocity, where employees will give their best Organizational support through work-life balance and conducive environments fosters reciprocal high performance from employees. In this research context, these factors enhance psychological well-being, with mental health serving as a key mediator strengthening their impact on productivity outcomes (Chen & Wang, 2024). The analysis examines how workplace equilibrium and physical-social settings influence staff effectiveness, mediated by psychological health, within an Indonesian audio equipment manufacturer. Employing census sampling, all 113 Unit Department personnel participated,

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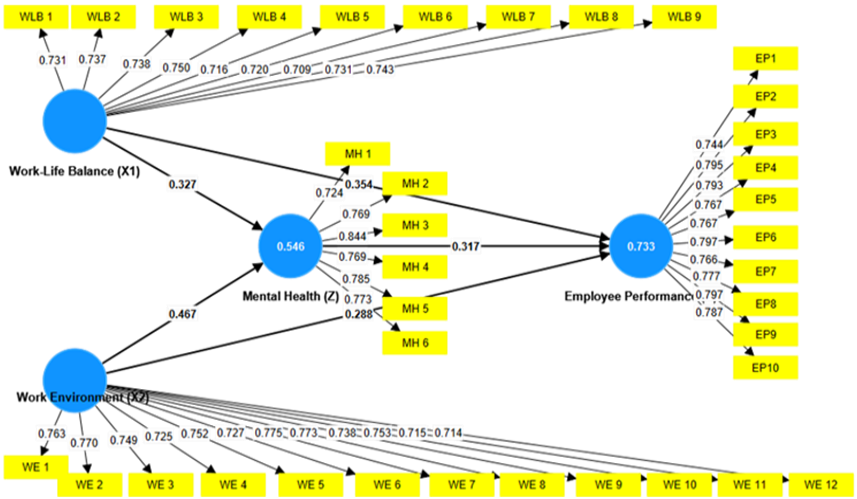
ensuring comprehensive data coverage (Urban, 2024). Data processing utilized Partial Least Squares Structural Equation Modeling via SmartPLS version 4.0.9.9.

Designing the Outer Path Model

The outer path model design connects the independent, mediating, and dependent variables. The outer path model design in this study is illustrated in the following figure:

Figure 2
Path Outer Model



Source: SmartPLS 4.0 output (2025)

Validity Test

Convergent Validity

Indicators demonstrate adequate convergent validity when outer loadings exceed 0.70, confirming each item's substantial contribution to its construct (Hair et al., 2021). Loadings between 0.40-0.70 may remain acceptable depending on composite reliability and AVE performance, though values below 0.40 typically warrant indicator removal to preserve measurement quality.(Hair et al., 2024).

All measurement items exhibited outer loadings surpassing both 0.40 and 0.70 thresholds, confirming their validity for subsequent statistical analysis. Convergent validity was primarily assessed through Average Variance Extracted (AVE), representing the percentage of item variance accounted for by their respective latent constructs. Values meeting or exceeding 0.50 indicate satisfactory construct reliability.(Hair et al., 2024).

Tabel 1
Average Variance Extracted (AVE)

Construction	Average variance extracted (AVE)
Employee Performance (Y)	0,607

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Mental Health (Z)	0,606
Work Environment (X2)	0,534
Work-Life Balance (X2)	0,557

Source: SmartPLS 4.0 output (2025).

Based on Table 1 in this study, the AVE values for all constructs also met these criteria, namely employee performance (Y) (0.607), mental health (Z) (0.606), work-life balance (X1) (0.534), and work environment (X2) (0.557). This indicates that these constructs have adequate convergent validity and are able to explain the indicator variance well, as they have reached >0.50.

Discriminant Validity

Discriminant validity confirms indicators load more strongly onto their intended constructs than competing latent variables. The Heterotrait-Monotrait ratio (HTMT) serves as primary assessment, where values below 0.90 establish sufficient construct distinctiveness (Dewi & Purwanti, 2024).

Tabel 2
Discriminant Validity

Construction	Employee Performance (Y)	Mental Health (Z)	Work-Life Balance (X1)
Employee Performance (Y)			
Mental Health (Z)	0,815		
Work-Life Balance (X1)	0,847	0,734	
Work Environment (X2)	0,822	0,761	0,792

Source: SmartPLS 4.0 output (2025)

Table 2 results confirm all inter-construct HTMT ratios fall below the conservative 0.90 cutoff (0.734-0.847 range), establishing satisfactory discriminant validity across model constructs and enabling clear empirical differentiation between latent variables.

Based on the results of comprehensive validity testing using outer loadings and AVE, and HTMT, it can be concluded that this research instrument is both convergent and discriminant valid. Therefore, the data used in this study can be reliably used to measure the constructs studied and supports the validity of subsequent analysis.

Reliability Testing

Reliability evaluation employs dual metrics: Composite Reliability (CR) and Cronbach's Alpha. Constructs achieve acceptable internal consistency when CR exceeds 0.70, and Cronbach's Alpha surpasses 0.60 thresholds.

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Table 3
Reliability Testing

Construction	Cronbach's alpha	Composite reliability (rho_a)	Composite reliability (rho_c)
Employee Performance (Y)	0,928	0,928	0,939
Mental Health (Z)	0,871	0,876	0,902
Work-Life Balance (X1)	0,891	0,891	0,912
Work Environment (X2)	0,928	0,928	0,938

Source: SmartPLS 4.0 Output (2025)

Table 3 analysis reveals that all constructs achieved Cronbach's Alpha exceeding 0.87, confirming superior internal consistency within measurement instruments. Additionally, Composite Reliability (rho_c) surpassed 0.90 across constructs, complemented by rho_A values above 0.70, collectively satisfying established reliability benchmarks.(Halimah, 2025).

Inner Model Analysis

Inner model analysis aims to test the coefficient of determination and the causal relationships between latent variables in a structural model. In other words, this analysis evaluates Path coefficients that quantify predictor impacts on criterion variables within PLS-SEM frameworks, evaluating both relationship magnitude and statistical significance. R^2 metrics assess structural model explanatory capacity, indicating the proportion of endogenous variance attributable to exogenous predictors (range 0-1), with higher values reflecting superior predictive accuracy (Gojny-Zbierowska, 2021). Benchmarks classify $R^2 \geq 0.75$ as substantial, 0.50 moderate, and 0.25 weak explanatory power, while F^2 effect sizes (≥0.02 small, ≥0.15 medium, ≥0.35 large) detail individual predictor contributions (Cohen, 1988; Hair et al., 2019).

Table 4
R-Square

Variable	R-Square	R-Square Adjusted
Employee Performance (Y)	0,733	0,725
Mental Health (Z)	0,546	0,538

Source: SmartPLS 4.0.9.9 Output (2025)

Table 4 reveals $R^2 = 0.733$ for employee performance alongside 0.546 for mental health, indicating the structural model accounts for 73.3% variance in

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performance outcomes (Y) and 54.6% in psychological well-being (Z). These coefficients classify performance prediction as robust, while mental health explanation qualifies as moderate per established guidelines (Hair et al., 2021). Unmodeled factors thus contribute to the residual 26.7% performance variance alongside 45.4% mental health variability.

Table 5
F Square

Construction	Employee Performance (Y)	Mental Health (Z)	Work Environment (X2)	Work-Life Balance (X1)
Employee Performance (Y)				
Mental Health (Z)	0.171			
Work Environment (X2)	0.121	0.231		
Work-Life Balance (X1)	0.201	0.113		

Source: SmartPLS 4.0.9.9 Output (2025)

Table 5 indicates work-life balance (X1) exerts moderate predictive influence on performance outcomes (Y) with f^2 = 0.201, whereas work environment (X2) demonstrates small-to-moderate impact at f^2 = 0.121. Mental health mediation yields comparable moderate effects (f^2 = 0.171) on performance. Additionally, work environment substantially influences psychological well-being with f^2 = 0.231, while work-life balance registers smaller effects (f^2 = 0.113).

Categorized as moderate with an f^2 value of 0.231, and work-life balance on mental health has a small to moderate effect with an f^2 value of 0.113. These f^2 values strengthen the R^2 results, indicating that these variables collectively explain the variance of the endogenous variables well.

Hypothesis Analysis

The path coefficient table shows the hypothesis testing of this study. This table is used to determine the validity of the hypothesis. The criteria for a p-value are <0.05 (5%), and t = >1.96. The Original Sample (O) is the path coefficient value that indicates the magnitude and direction of the influence between variables. Whether positive (O > 0) or negative (O < 0) (Hair et al., 2021) Path coefficients exceeding critical t-values (t > 1.96) with p < 0.05 confirm statistical significance, leading to null hypothesis rejection (H_0) in favor of the alternative hypothesis (H_a). The structural path analysis results from this study appear below:

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Direct Effect Hypothesis Test

Table 6
Direct Effect Hypothesis Test

Variabel	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T statistics (|O/STDEV|)	P values
Work-Life Balance (X1) ->Mental Health (Z)	0,327	0,333	0,120	2,715	0,007
Work Environment (X2) -> Mental Health (Z)	0,467	0,463	0,121	3,864	0,000
Work-Life Balance (X1) ->Employee Performance (Y)	0,354	0,337	0,117	3,012	0,003
Work Environment (X2) -> Employee Performance (Y)	0,288	0,305	0,123	2,343	0,019
Mental Health (Z) -> Employee Performance (Y)	0,317	0,317	0,081	3,907	0,000

Source: SmartPLS 4.0 output (2025)

Hypothesis 1
Work-Life Balance → Mental Health relationship shows $\beta = 0.327$ ($t = 2.715$, $p = 0.007$), exceeding significance criteria ($t > 1.96$, $p < 0.05$), thus confirming H_a while rejecting H_0.

Hypothesis 2
Work Environment → Mental Health demonstrates strongest direct effect ($\beta = 0.467$, $t = 3.864$, $p < 0.001$), exceeding significance criteria and supporting H_a over H_0.

Hypothesis 3
Work-Life Balance significantly predicts Employee Performance ($\beta = 0.354$, $t = 3.012$, $p = 0.003$), meeting bootstrapping criteria ($t > 1.96$, $p < 0.05$) and supporting the alternative hypothesis over null.

Hypothesis 4
Work Environment significantly predicts performance outcomes ($\beta = 0.288$, $t = 2.343$, $p = 0.019$), meeting conventional significance levels and confirming directional hypothesis.

Hypothesis 5
Mental Health mediates performance relationship ($\beta = 0.317$, $t = 3.907$, $p < 0.001$), providing robust empirical support for mediation pathway and rejecting H_0.

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Testing for Mediation Effects (Indirect Effect)

Indirect effects significance was evaluated through bootstrapping procedures utilizing 5,000 resamples, assessing mental health's (Z) mediating role between work-life balance (X1), work environment (X2), and performance outcomes (Y) within the PLS-SEM framework.

Tabel 7
Indirect Effect

Variable	Original sample (O)	Sample mean (M)	Standard deviation (STDEV)	T statistics (|O/STDEV|)	P values
Indirect pathways: Work-Life Balance (X1) → Mental Health (Z) → Employee Performance (Y)	0,104	0,104	0,044	2,345	0,019
Parallel mediation: WorkEnvironment (X2) → MentalHealth (Z) → Employee Performance (Y)	0,148	0,148	0,059	2,513	0,012

Source: SmartPLS 4.0.9.9

Hypothesis 6

Work-Life Balance → Mental Health → Employee Performance indirect pathway yields $\beta = 0.104$ ($t = 2.345$, $p = 0.019$), confirming significant mediation effect beyond t-table threshold (1.96, $\alpha = 0.05$) and rejecting H_0 for H_a.

Hypothesis 7

Work Environment → Mental Health → Employee Performance demonstrates stronger mediation ($\beta = 0.148$, $t = 2.513$, $p = 0.012$), exceeding conventional significance criteria and providing robust empirical support for hypothesized indirect relationship.

Discussion

The findings confirm all hypotheses, demonstrating that work-life balance (WLB) and work environment (WE) directly enhance mental health (MH) and employee performance (EP), with MH significantly mediating these pathways. WLB's effect on MH (β=0.327, p=0.007) aligns with global evidence that balanced responsibilities reduce emotional strain, as organizational support fosters psychological returns per Social Exchange Theory (Organization, n.d.)(Iis, n.d.)(Wahyadyatmika, n.d.). Similarly, WE's stronger influence on MH (β=0.467, p<0.001) underscores how conducive physical and social settings buffer stress, consistent with studies in high-pressure Indonesian manufacturing (Yulianti,

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n.d.)(Udin, n.d.). Direct paths to EP (WLB β=0.354, p=0.003; WE β=0.288, p=0.019) and MH's role (β=0.317, p<0.001) resolve prior inconsistencies, where null effects often stemmed from overlooked mediation or contextual factors like overtime (Matakena, n.d.) vs. (Himawan, 2019). In PT. Emsonic's non-shift context, these results highlight MH as a critical bridge, explaining 73.3% of performance variance stronger than typical SEM models. Theoretically, this validates SET's reciprocity in emerging markets; practically, it urges targeted interventions amid Indonesia's 56% workplace stress rates.

This study successfully achieves its objectives by confirming through PLS-SEM analysis that work-life balance (β=0.327, p=0.007 on mental health; β=0.354, p=0.003 on performance) and work environment (β=0.467, p<0.001; β=0.288, p=0.019) directly enhance employee performance at PT. Emsonic Indonesia, with mental health fully mediating these pathways (indirect effects β=0.104/0.148, p<0.05), explaining 73.3% of performance variance and aligning with Social Exchange Theory's reciprocity principle. The robust model (AVE>0.5, CR>0.90, R^2=0.733) resolves prior literature conflicts by highlighting mediation in non-shift manufacturing overtime contexts, where supportive policies yield psychological returns and productivity gains. No major objectives remain unachieved, as all seven hypotheses were supported; minor unmodeled variance (26.7%) stems from cross-sectional design limitations, not analytical flaws.

Organizations like PT. Emsonic should implement flexible scheduling to promote work-life balance, upgrade physical facilities (e.g., lighting, ventilation), and launch mental health programs (e.g., stress counseling) to foster reciprocity, reduce 56% workplace stress prevalence in Indonesia, and sustain performance amid rising mental health costs. Future policies could integrate longitudinal monitoring for causality and multi-firm expansions to generalize beyond single-case insights.

CONCLUSION

This study reveals that work-life balance and work environment significantly boost employee performance both directly and through mental health mediation at PT. Emsonic Indonesia, with robust PLS-SEM evidence from a full population sample. These insights affirm Social Exchange Theory while reconciling mixed prior findings in manufacturing settings. Practically, firms should adopt flexible scheduling, facility upgrades, and MH programs to curb overtime fatigue and elevate productivity. Limitations include cross-sectional design limiting causality and self-reported data risking bias; future longitudinal

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or multi-firm studies could explore cultural moderators or additional variables like engagement.

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