

ANALYSIS OF THE INFLUENCE OF WORK-LIFE BALANCE (WLB), WORKLOAD, AND SOCIAL SUPPORT ON EMPLOYEE PERFORMANCE AT (PLTU) ASAM ASAM

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ABSTRACT

The performance of employees at PLTU Asam Asam, as a vital element in the company's success in meeting national energy needs, is influenced by Work-Life Balance (WLB), Workload, and Social Support, which collectively play a crucial role in maintaining productivity, job satisfaction, and employee well-being amid high operational challenges. This study aims to analyze the influence of Work-Life Balance, Workload, and Social Support on employee performance at PLTU Asam Asam. Using a quantitative approach with a saturated sampling technique involving 183 employees, data were collected through a Likert scale and analyzed using SEM-PLS to examine the impact of factors such as working hours, knowledge management, and social support on employee job satisfaction. The findings reveal that Work-Life Balance (WLB), Workload, and Social Support significantly affect employee performance at PLTU Asam Asam. A good work-life balance enhances performance, while excessive workload can reduce it. Additionally, social support from the work environment plays a role in boosting motivation and productivity. These three factors explain 71.2% of the variation in employee performance, with the remaining portion influenced by other factors.

KEYWORDS Work Life Balance; Workload; Social Support; Employee Performance; Industry.



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INTRODUCTION

In today's modern industrial era, employees in various industry sectors (Sugiyanto & Setiyono, 2024), including the energy sector, often faces challenges related to work-life balance. Employee performance is one of the most vital elements in the success of an organization, especially in the power generation industry such as PLTU Asam Asam. As one of the energy generation implementing units operating in strategic areas, PLTU Asam Asam has a great responsibility in meeting the electricity needs of the community and industry. However, the achievement of optimal performance depends not only on technical and operational aspects, but also on the human factors that are the main drivers of the Company (Stuart & Stuart, 2024). PLTU Asam Asam not only plays a role in meeting national energy needs, but also has the responsibility to ensure that employees involved in daily operations can work optimally.

Performance is the ability that every employee must have to carry out the tasks and responsibilities that have been given by the Company (Turangan et al., 2022). With optimal performance, employees are able to complete their work effectively and efficiently, so that they can achieve job satisfaction (I & Wahyu Gunawan P, 2023). In addition, employee performance is also an indicator of their productivity, which is the result of the development of work skills that continue to be improved (Ardiansyah & Surjanti, 2020). Performance is an achievement

of organizational goals that is realized through work results, both quantitatively and qualitatively, and includes aspects of creativity, flexibility, reliability, and other elements expected by the organization (Arifin & Muharto, 2022). Performance also refers to the stage where the job requirements are successfully met by the employee (Marhumi et al., 2022). In addition, performance reflects the results obtained by individuals or groups in an organization, in accordance with their authority and responsibilities, which are achieved legally and are not contrary to law, moral, or ethics (Nabila & Syarvina, 2022).

One of the factors that often affects employee performance is the concept of Work-Life Balance (WLB). WLB refers to the ability of employees to divide their time and energy between work tasks and their personal lives, so that no aspect comes at the expense of their overall well-being (Asari, 2022). Work-Life Balance (WLB) is a concept that is getting more and more attention in the modern world of work. This term refers to an individual's ability to manage their time and energy in a balanced manner between work and personal life. WLB is the ability of employees to divide their time in a balanced way between work and personal life (Turangan et al., 2022). Based on employee data at PLTU Asam Asam, most of the employees are of productive age, with an average age of 40-50 years, as seen from the following data:

Table 1. Employees of Asam Asam PLTU who are at Productive Age

No.	Name	Age (years)	Position	Final Education
1	Agus Sucianto	55	Senior Officer of UPK Operations Performance	STM Machine
2	Slamet Hidayat	54	Senior Officer Performance Coal Handling	STM Machine
3	Djurianto	53	Senior Officer of Integrated Management System	STM Machine
4	Personal Arry	48	Manager of the Generation Implementation Unit	S1 Engine
5	To Hasanudin	36	UPK Senior Performance Officer	S1 Engine

Source: data at PLTU Asam Asam

From the data above, it can be seen that the majority of employees have big responsibilities that require high time and dedication. In positions such as "Senior Officer" or "Unit Manager," work pressure tends to be higher due to complex responsibilities. This often has an impact on their work-life balance. This imbalance can lead to stress, decreased motivation, and even mental health disorders, which ultimately affects their overall performance.

Several studies related to the effect of Work-Life Balance (WLB) on employee performance have been conducted by (Asari, 2022)(Turangan et al., 2022)(I & Wahyu Gunawan P, 2023)(Ardiansyah & Surjanti, 2020)(Arifin & Muharto, 2022) which provides results, namely Work-Life Balance (WLB) has a positive and significant influence on employee performance. The studies highlight that work-life balance can increase employee productivity, efficiency, and job satisfaction, which in turn contributes to the achievement of organizational goals. With a good WLB, employees tend to be better able to manage their time, energy, and commitments, thus avoiding burnout or excessive stress that can interfere with work performance. Furthermore, optimal WLB also supports the emotional and physical well-being of employees, creating a healthier and more harmonious work

environment, which ultimately improves the quality of work of individuals and teams in the organization.

On the other hand, workload also plays an important role in determining the quality of employee performance. Too high or unbalanced workloads can lead to physical and mental fatigue, which in turn reduces productivity (Marhumi et al., 2022). Workload is one of the important elements that affect employee performance. Workloads that are too heavy or not distributed properly can result in physical and mental fatigue (Nabila & Syarvina, 2022). Based on data from the workload analysis of the position of "HR Officer" at PLTU Asam, it can be seen that some activities require significant time allocation, as shown in the following table:

Table 2. Activities That Require Significant Time Allocation

No.	Activity	Turnaround Time (Minutes)	Effective Time (Minutes)	Employee Needs
1	Making proposals to increase the level of competence	4,500	78,000	0.115
2	Compiling assessment needs	6,750	78,000	0.173
3	Carry out employee benefit management	1,350	78,000	0.208
4	Checking tax withholding data	2,250	78,000	0.346
5	Analyze training implementation data	2,250	78,000	0.346

Source: Analysis of the position of HR Officer at PLTU Asam

This data shows that the completion time of certain tasks requires significant allocation, with some activities reaching nearly 7,000 minutes. The following graph shows the distribution of the completion time of the activity:

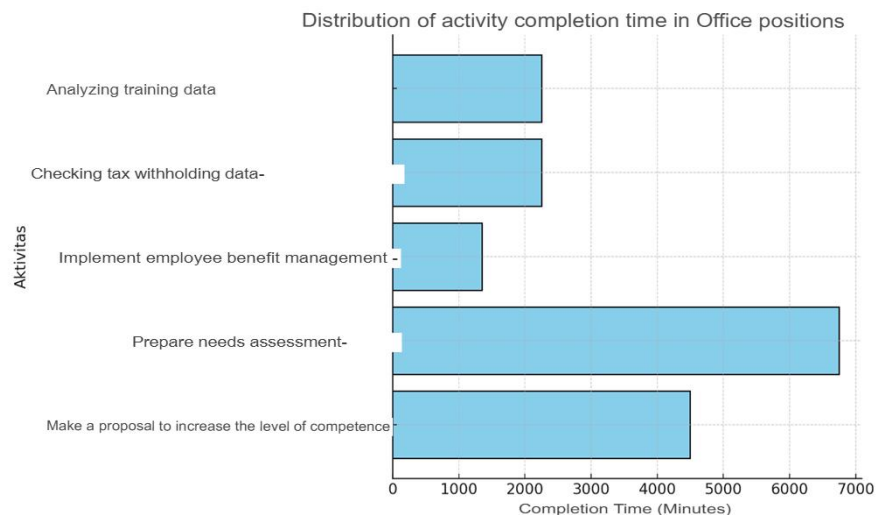


Figure 1. Distribution of Activity Completion Time

Source: processed by the Author (2025)

This uneven distribution of time can lead to increased employee needs, which ultimately creates additional pressure on employees. In the long run, this can reduce the efficiency and productivity of the company.

A number of studies that have been conducted by (Marhumi et al., 2022)(Nabila & Syarvina, 2022)(Rohman & Ichsan, 2021)(Polakitang et al., 2019)(Ohorela, 2021) shows that workload has a positive and significant influence on employee performance. The results of these studies indicate that increased workloads given to employees can spur them to work more productively, as long as the load is still within reasonable limits and does not cause excessive physical or mental fatigue. With an optimal workload, employees tend to be more organized, motivated, and able to complete their tasks with greater efficiency. However, it is important to note that this positive influence only applies when the workload is allocated proportionately, in line with the individual's capacity and competence, so that employees do not feel overburdened which can actually lower their performance. These studies reinforce the understanding that effective workload management is one of the keys to improving overall organizational productivity.

In addition to WLB and workload, social support is also recognized as an influential factor in improving employee performance. Social support includes the help that employees receive from coworkers, superiors, or family in dealing with issues related to work or personal life (Faradisi & Makki, 2022). This support can increase confidence, reduce anxiety, and provide additional motivation in carrying out job tasks (Muiz et al., 2022). Social support in the workplace plays an important role in creating a healthy and productive work environment. This support can come from superiors, co-workers, or even family (Rofi & Purwanda, 2022). From the organizational structure at PLTU Asam, it can be seen that there are various levels of positions that allow collaboration between departments. However, ineffective communication is often an obstacle to providing adequate social support. Low social support can lead to employee isolation, a lack of belonging, and increased work stress. Conversely, good social support can increase job satisfaction, strengthen interpersonal relationships, and encourage better performance (Dawn, 2024). Therefore, it is important to evaluate the extent to which social support is provided to employees at PLTU Asam.

A number of studies that have been conducted by (Fauzia Afriyani et al., 2024)(Faradisi & Makki, 2022)(Muiz et al., 2022)(Rofi & Purwanda, 2022)(Dawn, 2024) It shows that social support has a positive and significant influence on employee performance, where social support includes aspects such as emotional, instrumental, and information support provided by superiors, colleagues, and the work environment in general. This support not only helps employees cope with work pressure and professional challenges, but also increases motivation, confidence, and job satisfaction, which directly contributes to increased productivity and quality of work. Furthermore, social support also plays a role in creating harmonious working relationships, strengthening employees' commitment to the organization, and encouraging the development of individual potential so that employees are able to achieve optimal performance in the tasks given. Thus, the existence of strong social support in the work environment is one of the key factors in driving the success of individuals and organizations as a whole.

Employee performance is not only influenced by technical abilities but also by emotional balance and support of the work environment. An unbalanced workload and lack of social support can lower employee job satisfaction and productivity. Therefore, it is important to understand how these three factors interact with each other and affect performance at PLTU Asam. These three elements: WLB, workload, and social support have a significant influence

on employee performance. Poor Work-Life Balance can result in decreased work quality, while excessive workload can lead to burnout and decreased productivity. On the other hand, good social support can be a balancing factor that helps employees cope with work pressure.

PLTU Asam is one of the largest power plants that requires intensive operations around the clock. Employees working at these plants face a variety of challenges, including long hours, high productivity demands, and working conditions that can be very demanding both physically and mentally. Therefore, it is crucial to analyze the extent to which factors such as WLB, workload, and social support can affect their performance. A high workload often results in employees not being able to allocate enough time to themselves or their families, which affects their psychological and physical well-being. In addition, workers in the energy sector often face stress related to occupational safety and operational responsibilities, which exacerbates the negative impact of an unbalanced workload.

PLTU Asam as an organization engaged in the energy generation sector must pay attention to these factors to ensure that its employees can work effectively without sacrificing their welfare. By understanding the relationship between WLB, workload, and social support to employee performance, companies can take strategic steps to improve productivity and job satisfaction. Employees who have a good work-life balance tend to be more satisfied with their jobs, more motivated, and have higher levels of productivity. On the other hand, an unbalanced workload can lead to a decrease in performance quality. In this case, a lower or balanced workload will give employees room to rest and concentrate better on their tasks. Social support also has an equally important impact on creating a productive work environment. Research shows that social support, both from employers and co-workers, contributes to stress reduction, increases confidence, and provides a sense of security that supports employees to work more optimally.

Employee performance is an important element in organizational success, including in the energy sector such as PLTU Asam. Previous studies have highlighted the positive influence of Work-Life Balance (WLB), workload, and social support on employee performance. However, this research is generally conducted in different industry contexts, such as the service or manufacturing sectors, so the results do not fully reflect the unique conditions of the energy generation sector, which has labor-intensive challenges and high demands. In addition, although there is empirical evidence showing that WLB, workload, and social support each have a significant impact on performance, research that comprehensively examines the interaction of these three factors in the context of power generation is still limited. The Asam Power Plant, as one of the main power plants in the region, has typical working characteristics, including an intensive operational schedule, a high physical and mental workload, and demands to maintain the stability of the national electricity supply. This context creates additional challenges that can significantly impact employee performance.

Furthermore, although PLTU Asam has an organizational structure that allows for social support, there has been no research that has in-depth evaluated the extent to which this support is felt by employees and its impact on performance. In addition, related studies often ignore the role of productive age and complex responsibilities, which are characteristic of the majority of employees at coal-fired power plants. As such, there is an urgent need to explore how WLB, workload, and social support together affect employee performance in the power

generation context. Therefore, the author is interested in conducting a study entitled "Analysis of the Influence of Work-Life Balance (WLB), Workload, and Social Support on Employee Performance at Asam (PLTU)".

RESEARCH METHOD

This study adopts a quantitative approach with a design that focuses on hypothesis testing (Hermawan & Hariyanto, 2022). The main objective of this study is to analyze and explain the cause-and-effect relationship between the various variables involved through the hypothesis testing process (Scott, 2017). Using a quantitative approach, this study aims to measure the impact of several factors, such as working hours, knowledge management, and employee performance evaluation, on employee job satisfaction at PLTU Asam. Through hypothesis testing, this study seeks to identify significant relationships between these variables and provide a deeper understanding of the interaction between these factors and their influence on employee satisfaction levels. The use of questionnaires and appropriate measurement scales is necessary to ensure that the data collected is quantitative and can be analyzed using statistical methods.

The population in this study is all employees who work at PLTU Asam, which totals 183 people, as the population to be studied (PLTU Asam-Asam, 2025). Given the relatively small size of the population, the sampling technique used is the saturated sampling technique, where each member of the population is used as a sample (Nugroho, Adi Sulisty, 2022), so that the sample in this study was 183 respondents. The selection of respondents in this study focuses on PLTU Asam employees, because they have a direct relationship with the phenomenon to be studied, namely those related to performance and factors that affect it. This is done to ensure that the data obtained is relevant and represents the real situation on the ground. Using the entire population as respondents, the number involved was considered sufficient to produce representative and in-depth data to answer the research questions, as well as provide an accurate picture of the factors that affect employee performance in the company.

In this study, data collection was carried out using the Likert scale which has five levels of assessment, namely 1 (Very Poor), 2 (Not Good), 3 (Sufficient), 4 (Good), and 5 (Very Good) (Priadana & Sunarsi, 2021). This scale is designed to measure various aspects related to the variables studied, such as employee performance, work-life balance, workload, and social support, with the aim of delving deeper into respondents' perceptions of the factors that affect their job satisfaction. By using this scale, it is hoped that more accurate and detailed data can be obtained on the extent to which each factor studied contributes to job satisfaction and performance at PLTU Asam. Respondents will be asked to rate various aspects based on their experiences and views, which will then be analyzed to see the relationship between these variables and their effect on employee satisfaction and performance.

In this study, data analysis was carried out by grouping data based on variables and types of respondents, compiling tables for each variable measured, and presenting data for the variables being studied (Hermawan, 2021). The analysis technique applied is SEM PLS (Partial Least Squares), which does not rely on many assumptions and can be used for both small and large samples. In addition, PLS is effective for testing theories and identifying relationships

between variables without requiring a strong theoretical foundation. PLS is used to measure the outer model to evaluate the validity and reliability of variables through existing indicators, as well as structural models (inner models) to assess the relationship between latent variables. Hypothesis testing was carried out by comparing the t-statistical values obtained with the t-table to determine the significance of the influence between variables (Irwan & Adam, 2015). Some of the evaluation criteria used in this study include convergent validity, discriminant validity, composite reliability, and Cronbach alpha for the outer model, as well as R-square, Q-square, and Goodness of Fit (GoF) for the structural model. Hypothesis testing was carried out by comparing the probability values between the t-statistics and the t-table at a significance level of $\alpha = 5\%$. If the t-statistic is greater than the t-table, then the hypothesis is considered accepted or supported (Hair, J. F., Hult, G. T. M., Ringle, C. M., & Sarstedt, 2021):

- a. If the probability of the result ≥ 0.05 , then the hypothesis is rejected
- b. If the probability of the result ≤ 0.05 , then the hypothesis is accepted

RESULT AND DISCUSSION

RESEARCH RESULTS

Overview of Research Subjects

The description of the research subjects in this study consists of gender, age, and length of work. Below presents the characteristics of the research sample.

Table 4. Characteristics of Research Samples

Characteristics	Sum
Gender	
Woman	1
Man	182
Total	183
Age	
20 - 30 years	83
31 – 40 years old	96
41 – 50 years old	1
> 50 years	4
Total	138

Source: Data processed, 2025

The characteristics of the respondents in this study are divided into two main categories, namely gender and age. In terms of gender, the majority of respondents were male with a total of 182 people, while only 1 respondent was female. Meanwhile, based on age group, respondents were spread across several age ranges. The 31–40 year old age group dominated with 96 respondents, followed by the 20–30 year old age group with 83 people. The respondents in the age range of 41-50 years were only 1 person, while the other 4 people were over 50 years old. Overall, the number of respondents based on age category reached 138 people.

Descriptive Analysis

Table 5. Descriptive Analysis

No	Variabel	Average
1	Work-Life Balance (WLB)	4,51
2	Workload	4,13
3	Social Support	4,07
4	Employee Performance	4,12

Source: Data processed, 2025

The descriptive analysis in this study is presented in Table 5, which shows the average score of each of the variables studied, namely Work-Life Balance (WLB), Workload, Social Support, and Employee Performance. Based on the results of the analysis, the Work-Life Balance (WLB) variable has the highest average, which is 4.51, which indicates that the work-life balance felt by employees is quite high. Furthermore, the Workload variable has an average of 4.13, which shows that the workload felt by employees is in the category of quite high, but still lower compared to WLB. Social Support has an average of 4.07, which indicates that the level of support provided by the work environment, both from colleagues and superiors, is quite good despite being at the lowest value compared to other variables. Meanwhile, the Employee Performance variable has an average of 4.12, which indicates that employees generally have a good level of performance and are in line with the workload and social support received. Thus, the results of this descriptive analysis provide an initial overview of the relationship between Work-Life Balance (WLB), Workload, Social Support, and Employee Performance in the context of this study.

Research Results

Measurement Model Analysis

The data analysis approach of this study is based on *Partial Least Squares* (PLS) based on Smart PLS version 4. Basically, PLS is a more comprehensive *Structural Equation Modeling* (SEM) approach than previous methods. SEM provides a deeper level of analysis to research by integrating theory and data, and can follow a path through latent variables, which is why SEM is commonly used in social science research

Instrument Feasibility Test (*Outer Model*)

The purpose of SmartPLS measurement is to find out the relationship between latent variables and various indicators. This measurement model is of course divided into two tests, namely validity test and reliability test, which are as follows:

1. Validity Test

This Validity Test includes several aspects of data testing using the Smart-PLS 4 application to process data in detail referring to the references and limitations and conditions that each test has, the data processing results obtained are as follows:

a. Convergent Validity Test

The Convergent Validity Test performs the process of verifying the correctness of the questionnaire statements. This stage performs a validity test process that includes a convergent

validity test and an AVE (*Average Variance Extracted*) score. The Convergent Validity Test checks the *Outer Loading* section, while the AVE score checks through *Construct Reliability and Validity*.

Table 6. Convergent Validity Test Results (*Outer Loading*)

	Work life Balance (X1)	Workload (x2)	Social Support (X3)	Employee Performance (Y)
X1.1	0,841			
X1.2	0,875			
X1.3	0,878			
X2.1		0,876		
X2.2		0,855		
X2.3		0,889		
X3.1			0,817	
X3.2			0,854	
X3.3			0,896	
X3.4			0,867	
Y1				0,880
Y2				0,878
Y3				0,900
Y4				0,893
Y5				0,912

Source: Data processed, 2025

Table 7. Results of the *Average Variance Extracted* (AVE) Validity Test

	Average variance extracted (AVE)	Information
Workload (x2)	0,763	Valid
Social Support (X3)	0,737	Valid
Employee Performance (Y)	0,797	Valid
Work Life Balance (X1)	0,748	Valid

Source: Data processed, 2025

The Convergent Validity Test as described in the Data Analysis Technique has an Outer Loading value requirement that is required to exceed the predetermined critical value of **>0.7**. Looking at Table 1, *Outer Loading* contains the value of each *loading factor*, all of which are "Green" which indicates that the value has exceeded the specified conditions (**>0.7**). Then, in table 2 the Average Variance Extracted (AVE) value of each Latent Variable indicates exceeding the specified threshold (**>0.5**).

Thus, it can be concluded that all statement items are declared "**Valid Convergent**". Also, these variables have good convergent validity because AVE values exceeding 50% of the variance produced by these indicators can be explained by latent variables.

b. Discriminating Validity Test

Tabel 8. Discriminant Validity – Fornell Larcker

	Workload (x2)	Social Support (X3)	Employee Performance (Y)	Work Life Balance (X1)
Workload (x2)	0,874			
Social Support (X3)	0,812	0,859		
Employee Performance (Y)	0,800	0,789	0,893	
Work Life Balance (X1)	0,432	0,478	0,505	0,865

Source: Data processed, 2025

This Discriminant Validity Test uses *Fornell-Larcker* parameters or criteria to carry out the data testing process, the Discriminant Validity Test requires a *Fornell-Larcker* value or Each construct must have a **higher** square root value of AVE than **the correlation value with other** constructs. When viewed from Table 3, the *Fornell-Larcker AVE square root values* of each construct > from the correlation value with the other constructs. Thus, it can be concluded that all variables are considered "Valid Discriminant".

2. Reliability Test

Tabel 9. Construct Reliability and Validity

	Cronbach's alpha	Composite reliability (rho_c)
Workload (x2)	0,845	0,906
Social Support (X3)	0,881	0,918
Employee Performance (Y)	0,936	0,951
Work Life Balance (X1)	0,837	0,899

Source : Data Processing (2025)

Reliability Testing has a test that usually consists of 2 (two) important aspects with each equipped with crucial requirements that must be met, namely: *Cronbach's Alpha* (>0.7), and *Composit's Reliability* (>0.8). In the following table, it can be confirmed that each of the variables has exceeded the requirements of the set crucial value, therefore it can be stated that all data has been reliable and has passed the reliability test.

Model Struktural (*Inner Model*)

After conducting the Instrument Feasibility Test (*Outer Model*) and looking at the results of the feasibility test above, it can be ensured that all variables have passed the first stage of testing. Furthermore, the researcher will conduct the second stage, namely the Structural Model Test (*Inner Model*) where the second stage conducts a testing process to see the relationship between latent variables, as shown in the following figure:

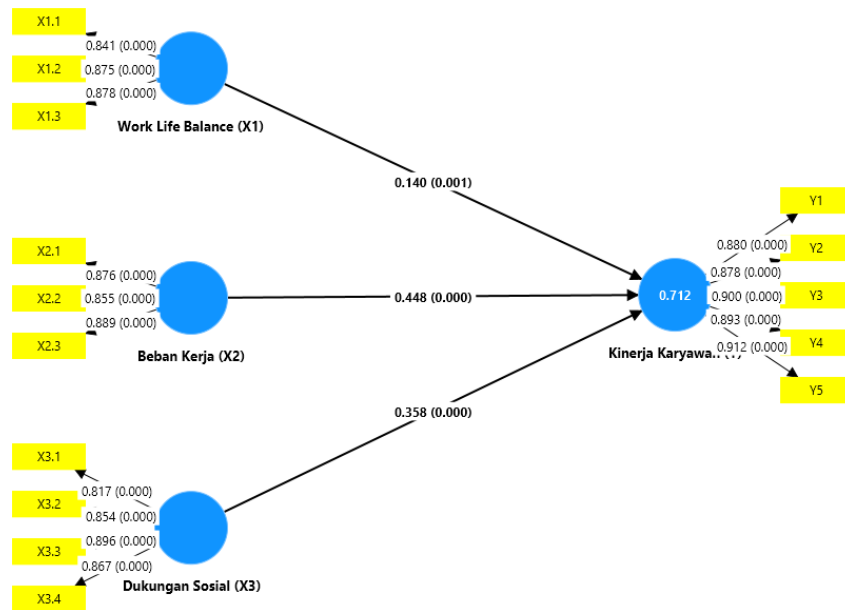


Figure 2. Structural Model Analysis (Inner Model)

Source : Data Processing (2025)

1. Beta Coefficient Value

Beta Coefficient (β) is a parameter that shows how much influence the independent variable has on the dependent variable, this value shows the strength and direction of the relationship between two (2) variables. We can see the value of the Beta Coefficient in the table below:

Table 10. Beta Value Test Results (β)

	Original sample (O)	Hubungan
Work Life Balance (X1) -> Employee Performance (Y)	0,140	Positive
Workload (X2) -> Employee Performance (Y)	0,448	Positive
Social Support (X3) -Employee Performance > (Y)	0,358	Positive

Source: Data Processing (2025)

From the data that has been obtained, there are two indications in this study, namely Positive and Negative Values, all values show Positive Values which show a Positive Relationship which if the free variable increases, the bound variable also increases.

2. T Test

The T test is a data testing process to find out or test the statistical significance of the Beta Coefficient. The T-value of the statistic is the ratio between the Beta Coefficient and the Standard Error, the Critical Value of this T-Statistic is 1.974 with p-values (<0.05) after the value is met then the beta coefficient shows a significant influence. We can see the results of the T Test from the table below:

Table 11. T-Test Results

	T statistics (O/STDEV)	P values	Significance (sig)
Work Life Balance (X1) -> Employee Performance (Y)	3,242	0,001	Signifikan
Workload (X2) -> Employee Performance (Y)	4,857	0,000	Signifikan
Social Support (X3) -Employee Performance > (Y)	3,947	0,000	Signifikan

Source: Data Processing (2025)

Each Variable Relationship showed a T-statistical value that was higher than the crucial value of 1.973 and followed by a p-value indicating <0.05 . Therefore, it can be concluded that the value of the Beta Coefficient of the results of the T Test is **Significant (Sig)**.

3. Determination Coefficient Value (R²)

The magnitude of the *coefficient determination (R-square)* is used to measure the proportion of total variation in a dependent variable that can be explained by an independent variable, the value of R² ranges between 0 and 1. Chin said that the R² result of 0.75 and above for the dependent latent variable in the structural model indicates the influence of the independent variable (which affects) on the dependent variable (which is affected) is included in the good category. Meanwhile, if the result is 0.50, it is included in the medium category, and if the result is 0.25, it is included in the weak category.

Table 12. R-square Test Results (R²)

	R-square
Employee Performance (Y)	0,712

Source : Data Processing (2025)

Based on the results of the R-square (R²) test in the table above, it can be concluded that the bound variable, namely Employee Performance, shows a value of R² > 0, so from here we can conclude that the dependent variable can be explained by an independent variable. The R² value on Employee Performance is 0.712 or can be said to be 71.2%, which can be interpreted as the influence of independent variables, namely Work Life Balance, Workload, and Social Support in explaining the Employee Performance variable of 71.2% included in the Medium/Moderate Category, and the remaining 28.8% influence is explained by other variables outside of what is being discussed by this study.

4. Goodness of Fit (GoF)

Goodness of Fit (GoF) is a measure that combines the quality of structural models and measurement models to assess the suitability of the overall model in PSL-SEM with the value and suitability of the model ranging from 0 to 1 using the **SRMR (Standardized Root Mean Square Residue) calculation indicator** which shows how well the model being tested is in accordance with empirical data. SRMR Value Interpretation:

- a. **SRMR ≤ 0.08** → models have a **good fit** (Hu & Bentler, 1999).

- b. $0.08 < \text{SRMR} \leq 0.10 \rightarrow$ Models are still acceptable.
- c. $\text{SRMR} > 0.10 \rightarrow$ Model is not fit and needs repair.

Tabel 13. Goodness of Fit (SRMR)

Saturated model	
SRMR	0.060

Source: Data Processing (2025)

From the results of the test and calculation of Goodness of Fit in Table 13 above, the calculation result was 0.060. With this, it can be concluded that the Goodness of Fit in this research model with the suitability of the model is considered a **Good Fit**.

5. Q2 (*Predictive Relevance*)

Q2 or Predict Relevance is a measure used to assess the predictive ability of a model in PLS-SEM. Q2 measures how well the observation value can be reconstructed by the model and its estimation parameters. Variables or data are said to be able to predict the model well if the Q2 value is > 0 , but vice versa, if the variable or data is said to be unable to predict the model well if the Q2 value is < 0 .

Table 14. Q2 Test Results (Predictive Relevance)

Q ² predict	
Employee Performance (Y)	0.702

Source: Data Processing (2025)

Looking at the results of the Q2 (Predictive Relevance) test above, the Q2 value of Employee Performance is 0.702, this indicates that the Employee Performance variable which is influenced by the variables of Work Life Balance, Workload, and Social Support can predict the model well and according to the description of the research model in the field because it gets a Q2 value > 0 .

Uji Hypothesis

In accordance with the data processing that has been carried out using SmartPLS v4, results have been obtained to answer the hypothesis that has been described in this study. The Hypothesis Test will be carried out looking at the results on the Path Coefficient, *T-statistics*, and also *P-values* obtained from Calculate conducted by SmartPLS with the *Bootstrapping technique*. The Hypothesis Result can be declared acceptable if the *P-values* < 0.05 , the Hypothesis Test Results are as follows:

Table 15. Hypothesis Test Results

	Hypothesis	Path Coefficients	T-values	P-values	Conclusion
H1	Work Life Balance (X1) -> Employee Performance (Y)	0,140	3,242	0,001	Accepted
H2	Workload (X2) -> Employee Performance (Y)	0,448	4,857	0,000	Accepted
H3	Social Support (X3) - Employee Performance > (Y)	0,358	3,947	0,000	Accepted

Source: Data Processing (2025)

a. Work Life Balance (X1) to Employee Performance (H1)

The results of the Statistical Test can be seen in table 15 that the results obtained are 0.140 where the T-values are $3,242 > T\text{-table} (1.97)$ with the acquisition of P-values of $0.0001 < \text{the Sig Level} (< 0.05)$, with these results showing that Work Life Balance affects Employee Performance, which is stated by Work Life Balance has a positive and significant effect on Employee Performance.

b. Workload on Employee Performance (H2)

The results of the Statistical Test can be seen in table 15 that the results obtained are the coefficient of the Workload Variable to Employee Performance of 0.448 where the T-values are $4,857 > T\text{-table} (1.97)$ with the acquisition of P-values of $0.0000 < \text{the Sig Level} (< 0.05)$, with these results showing that the Workload affects Employee Performance, which is stated by the Workload has a positive and significant effect on Employee Performance.

c. Social Support for Employee Performance (H3)

The results of the Statistical Test can be seen in table 15 that the results obtained are 0.358 where the T-values are $3,947 > T\text{-table} (1.97)$ with the acquisition of P-values of $0.000 < \text{Sig Level} (< 0.05)$, with these results showing that Social Support affects Employee Performance, which is stated by Social Support has a positive and significant effect on Employee Performance.

Discussion

The Effect of Work-Life Balance (WLB) on the Performance of PLTU Asam Asam

Based on the results of the statistical test, it was obtained that the value of the Work-Life Balance variable coefficient on Employee Performance was 0.140 with a T-value of 3.242, which is greater than the T-table (1.97), and the P-value of 0.001 which is smaller than the significance level of 0.05. These results show that Work-Life Balance has a positive and significant influence on Employee Performance. In other words, the better the work-life balance that employees have, the higher their performance will be. These findings are also supported by the results of the questionnaire dissemination which showed that the indicator with the highest score in the Work-Life Balance variable was the balance of engagement, which reflects the extent to which employees can engage in their work and personal lives without feeling depressed. Employees who have a good balance of engagement are able to contribute

effectively in the workplace, while still maintaining their involvement in their social and personal lives. This confirms that work-life balance not only contributes to employee well-being, but also directly impacts their productivity and performance in the organization.

The results of this study are in line with the research conducted by Asari (2022) who explained that the work-life balance variable has been proven to significantly affect employee performance with positive relationships, so that the H1 hypothesis is accepted. In addition, the test results were strengthened by questionnaire data showing that the majority of respondents had a high level of work-life balance. This indicates that the better the work-life balance maintained by employees, the higher their performance. Further support can be seen from the indicator "I am able to fulfill family responsibilities while still carrying out tasks at work," which obtained a fairly high score. This shows that employees have managed to maintain a work-life balance, so that they can still carry out tasks according to the company's expectations.(Asari, 2022) Meanwhile, the opposite is proportional to the research conducted by Turangan, Tatimu & Mukuan (2022) which provided the results of the study, namely that work-life balance does not have a significant influence and even shows a negative relationship with employee performance. In other words, the work-life balance among PLN Substation Kawangkoan employees does not directly contribute to their performance improvement. These findings indicate that work-life balance has not yet become a dominant factor in influencing employee performance. Work-life balance itself refers to the extent to which individuals can balance their roles in work and family and feel satisfied with both roles.(Turangan et al., 2022)

The Effect of Workload on the Performance of PLTU Asam Asam

The results of the statistical test show that the Workload variable has a significant influence on Employee Performance. This is evidenced by a coefficient value of 0.448, where the T-values obtained are 4.857 greater than the T-table (1.97), and the P-values of 0.000 which are smaller than the significance level of 0.05. With these results, it can be concluded that Workload has a positive and significant effect on Employee Performance, which means that an increase in Workload is followed by an increase in employee performance. These findings were also reinforced by the results of the questionnaire distribution which showed that the indicator with the highest score was "Targets to be Achieved." This indicator reflects the work goals or objectives that must be achieved by employees in a certain period of time, which can provide greater work pressure if these targets are not balanced with the employee's capacity and ability. Thus, the higher the workload given, the greater the challenges faced by employees in achieving the target, which ultimately affects their work performance. Therefore, management needs to pay attention to the balance between work targets and employee capacity in order to maintain productivity without increasing excessive work pressure.

The results of this study are in line with the research carried out by Fristy (2022) which provided research results, namely that the workload variable (X) has a significant influence on the performance of employees of PT. Nugraha Eka Kurir (JNE) Pekanbaru Line. This is evidenced by a calculated t value of 3.934 which is greater than the t of the table of 1.679, as well as a significance level of 0.000 which is smaller than 0.05. Thus, Ho was rejected and Ha was accepted, which means that the workload has a positive effect on employee performance. These findings show that the higher the workload that the company gives to employees, the

higher the performance produced.(Fristy, 2022) Meanwhile, research by Sitompul & Simamora (2021) explained the opposite result, namely workload does not have a significant influence on employee performance. In addition, work experience also does not have a positive impact on employee performance. Meanwhile, compensation has been proven to have a positive and significant influence on employee performance at PT. Tannery Sejahtera Mandiri Pekanbaru.(Sitompul & Simamora, 2021).

The Effect of Social Support on the Performance of PLTU Asam Asam Employees

The results of the statistical test in this study show that the Social Support variable has a positive and significant influence on Employee Performance. Based on the results of the analysis, the coefficient value for the Social Support variable on Employee Performance was 0.358, with a T-value of 3.947 which is greater than the T-table (1.97) and a P-value of 0.000 which is smaller than the significance level of 0.05. Thus, these results indicate that the higher the level of Social Support received by employees, the more employee performance will improve. This support includes various aspects, one of which is emotional support, which is the indicator with the highest score based on the results of the questionnaire distribution. Emotional support includes providing empathy, understanding, and emotional comfort from co-workers and superiors to employees, especially when they are facing stress or difficulties at work. The existence of this support plays an important role in improving the mental and emotional well-being of employees, which ultimately strengthens their confidence and helps reduce anxiety levels. Thus, the results of this study emphasize that social factors in the work environment, especially the support provided by colleagues and superiors, have a significant impact on improving employee productivity and performance.

The results of this study are in line with research conducted by Fahada (2024) which provides research results, namely that social support is proven to have a positive effect on employee performance. The greater the social support received, the better the employee's performance. Conversely, when social support is low, employee performance tends to decline.(Dawn, 2024) Meanwhile, research by Ramadhani (2019) provides the results of research that is reversed, namely that social support has no effect on employee performance in the marketing division of PDAM Surya Sembada Surabaya City. Meanwhile, participatory leadership styles have been proven to affect employee performance in the same division. Although social support does not directly affect performance, it does not mean that this factor is not important, as can be seen from the average respondents' responses that show a high level of social support. Ideally, each individual should show more sympathy for their co-workers to create a more positive work environment.(Ramadhani, 2019)

CONCLUSION

Based on the results of this study, it can be concluded that *Work-Life Balance* (WLB), *Workload*, and *Social Support* have a significant influence on Employee Performance at PLTU Asam Asam. The results of the analysis show that the better the *work-life balance* that employees have, the higher their performance will be. In addition, optimal *workloads* have been shown to increase productivity, but excessive use can lead to stress and lower performance. *Social support* from the work environment also plays an important role in

improving employee motivation and performance. The results of the *R-square* test showed that the three variables were able to explain 71.2% of the variation in employee performance, with the rest being influenced by other factors outside of this study. These findings are in line with previous research that confirms that a good *work-life balance*, a controlled *workload*, and strong *social support* contribute to improved employee performance, job satisfaction, and well-being in the workplace.

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