

The Effects of Workload and Work Environment on Sustainable Employee Performance: The Mediating Role of Work-Life Balance at the Department of Education and Culture of Subang Regency

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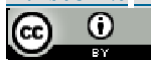
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ABSTRACT

Sustainable employee performance is important for maintaining public service quality. This study examines the effects of workload and work environment on sustainable employee performance, with work-life balance as a mediator at the Department of Education and Culture of Subang Regency. A quantitative causal design was applied to 154 of 250 employees selected through probability sampling. Data were collected through a five-point Likert questionnaire in 2026 and analyzed using SEM-PLS with SmartPLS 4. Workload had negative and significant effects on work-life balance and sustainable employee performance. Work environment had positive and significant effects on both outcomes. Work-life balance positively affected sustainable employee performance and significantly mediated both relationships. The findings support proportional workload allocation, supportive work conditions, and work-life balance policies.

INTRODUCTION

Sustainable employee performance has become an important concern in public organizations because service quality depends on employees who can maintain productivity, adapt to change, and contribute consistently without undermining their well-being. In the public sector, sustainable performance also relates to the broader goals of decent work, effective institutions, and sustainable development. The Department of Education and Culture of Subang Regency has a strategic role in education and cultural services, so the continuity of employee performance directly supports the quality of public service.

The empirical context shows that organizational performance was relatively high but not fully uniform. The 2024 LKIP reported an average organizational performance achievement of 98.68%. However, the indicator for educators and education personnel meeting the Minimum Service Standard reached only 91% against a 100% target. This gap indicates that high aggregate performance does not automatically mean that every performance dimension has reached its target.

Attendance data also showed fluctuations across the June to November 2025 period. The number of employees and working days changed across periods, while late arrivals and absence categories also varied. These fluctuations provide an initial indication that employee conditions were not fully stable over time. To examine the individual level more directly, the study used a preliminary survey of 20 employees.

Table 1. Selected Organizational Performance Indicators, 2024

Indicator	Target	Realization	Achievement
Public Satisfaction Index (IKM)	B (81.50)	B (83.02)	101.87%
School Participation Rate	100%	99.2%	99.2%
Schools implementing local-content curriculum	100%	100%	100%
Educators and education personnel meeting SPM	100%	91%	91%
Protection, development, and promotion of local cultural objects	100%	100%	100%
Museum typology	Type C	Type C	100%

The preliminary survey identified a more specific problem at the employee level. Seventy percent of respondents reported that they had not been able to maintain consistent performance quality when workload increased. Sixty-five percent reported difficulties adapting to new policies, work systems, or job demands. Sixty percent reported that they had not consistently shown initiative and contribution beyond their main duties. These findings indicate problems in performance consistency, adaptive performance, and contextual contribution.

Table 2. Preliminary Survey of Sustainable Employee Performance (n = 20)

Statement	Yes	No
Unable to maintain consistent performance quality when workload increases	14 (70%)	6 (30%)
Difficulty adapting to new policies, work systems, or new job demands	13 (65%)	7 (35%)
Inconsistent initiative and contribution beyond main duties	12 (60%)	8 (40%)

The same preliminary survey showed that workload, work environment, and work-life balance were the most relevant work-condition issues. Eighty-five percent of respondents stated that workload was too heavy and not balanced with available working time. Sixty percent stated that the work environment did not fully support comfort. Eighty percent stated that work-life balance had not been maintained. These empirical conditions provide a direct rationale for examining workload and work environment as predictors of sustainable employee performance, with work-life balance as the proposed mechanism.

Prior studies provide mixed evidence. Some studies report that workload reduces performance, while others find positive or nonsignificant effects. Similar inconsistency appears in research on workload and work-life balance. Research on work environment generally reports positive relationships with work-life balance and performance, but the strength of these relationships varies across organizational settings. Studies on work-life balance also show positive links with employee performance, although some findings remain nonsignificant. This inconsistency creates a contextual research gap in local government organizations, particularly in education and culture agencies where formal bureaucracy, public service demands, and changing policies interact.

This study contributes by testing an integrated model that connects workload, work environment, work-life balance, and sustainable employee performance in a district government institution. The study focuses on sustainable employee performance rather than conventional short-term performance. It also tests work-life balance as a mediating mechanism. The research aims to examine the direct effects of workload and work environment on sustainable employee performance, the effects of these work conditions on work-life balance, the effect of work-life balance on sustainable employee performance, and the mediating effects of work-life balance.

THEORETICAL REVIEW

Job Demands-Resources Model

The Job Demands-Resources (JD-R) Model explains employee outcomes through the interaction between job demands and job resources. Job demands require sustained physical, cognitive, or emotional effort. Workload represents a key job demand because high volume, time pressure, and performance targets require continuous energy expenditure. When demands remain high without

adequate resources, employees may experience fatigue, strain, and reduced capacity to sustain performance.

Job resources include organizational, social, and physical conditions that help employees achieve work goals and reduce the costs of job demands. A supportive work environment can therefore function as a resource through adequate facilities, supportive supervision, communication, and cooperative relationships. These resources can strengthen motivation and help employees manage work demands. In this study, the JD-R Model provides the main theoretical explanation for why workload is expected to have negative effects and why a supportive work environment is expected to have positive effects.

Sustainable Human Resource Management and Sustainable Employee Performance

Sustainable Human Resource Management extends the analysis from short-term organizational output to the long-term sustainability of human resources. Taken together, the sustainable HRM literature converges on a single conceptual thread: employee performance is sustainable only when productivity is achieved without depleting the employee's future capacity to perform. De Prins et al. (2014) frame this continuity through the principles of openness and respect embedded in sustainable HR practice, while Ji et al. (2021) translate the same continuity principle into an operational construct by defining sustainable performance as output that is maintained over time alongside employee well-being and adaptive capacity. Read jointly, these perspectives indicate that sustainability is not an additional outcome separate from performance, but a qualifying condition attached to it, which is the basis for treating well-being-preserving mechanisms, such as work-life balance, as integral to the performance model rather than as a peripheral variable.

Work-life balance is the construct that connects the JD-R and sustainable HRM perspectives into a single explanatory model. As a job demand, workload consumes the time and energy that employees allocate across work and non-work roles, so that a high workload directly narrows the balance the sustainable HRM literature treats as a precondition for continuity. As a job resource, a supportive work environment operates in the opposite direction: adequate facilities, cooperative relationships, and organizational support offset the strain created by demands and free up capacity for non-work roles, thereby restoring balance. Because better work-life balance in turn preserves the concentration, motivation, and adaptive capacity that sustain performance, the JD-R demands-resources mechanism and the sustainable HRM continuity principle jointly justify positioning work-life balance as the mediating link between workload, work environment, and sustainable employee performance in the research model below.

Work-life balance provides the explanatory link between these work conditions and sustainable performance. Evidence from Mulyono and Iqbal (2025), Patimah et al. (2024), Putri et al. (2024), and Sutanto et al. (2024) indicates that balance is connected with employee performance and can help explain how work demands and work conditions translate into performance outcomes. Integrated with the JD-R Model and sustainable HRM perspective, these findings

suggest a coherent mechanism: excessive demands can reduce the capacity available for non-work roles, supportive resources can protect that capacity, and preserved work-life balance can help employees maintain performance over time. The remaining gap is therefore not simply whether workload, work environment, and work-life balance are related to performance, but how these variables operate together in a district-level government education and culture institution. This study addresses that gap by testing the direct effects of workload and work environment on sustainable employee performance, their effects on work-life balance, the effect of work-life balance on sustainable performance, and the two indirect pathways through work-life balance. The contribution lies in integrating job demands, job resources, and sustainable performance within a public-sector context where service continuity and employee capacity must be considered simultaneously.

Synthesis of Prior Studies and Research Gap

The existing evidence can be synthesized around the interaction between job demands, job resources, and employees' capacity to sustain performance. Workload represents a job demand that becomes detrimental when the volume, time pressure, and performance requirements exceed employees' available capacity. Across Alpin et al. (2023), Firjatullah et al. (2023), Patimah et al. (2024), and Rachmawati (2022), heavier workload is generally associated with poorer employee outcomes. These findings converge on the proposition that workload should be assessed in relation to the time, energy, and resources available to complete it. In contrast, work environment operates primarily as a job resource. Evidence from Firjatullah et al. (2023), Ramiati and Maharani (2024), Rasool et al. (2025), and Warongan et al. (2022) indicates that supportive physical and social conditions can reduce work barriers and strengthen employee outcomes. The two streams therefore complement each other: workload captures the demands placed on employees, while work environment captures resources that help employees manage those demands.

Hypotheses Development

- H1: Workload has a negative and significant effect on sustainable employee performance.
- H2: Work environment has a positive and significant effect on sustainable employee performance.
- H3: Workload has a negative and significant effect on work-life balance.
- H4: Work environment has a positive and significant effect on work-life balance.
- H5: Work-life balance has a positive and significant effect on sustainable employee performance.
- H6: Work-life balance mediates the effect of workload on sustainable employee performance.
- H7: Work-life balance mediates the effect of work environment on sustainable employee performance.

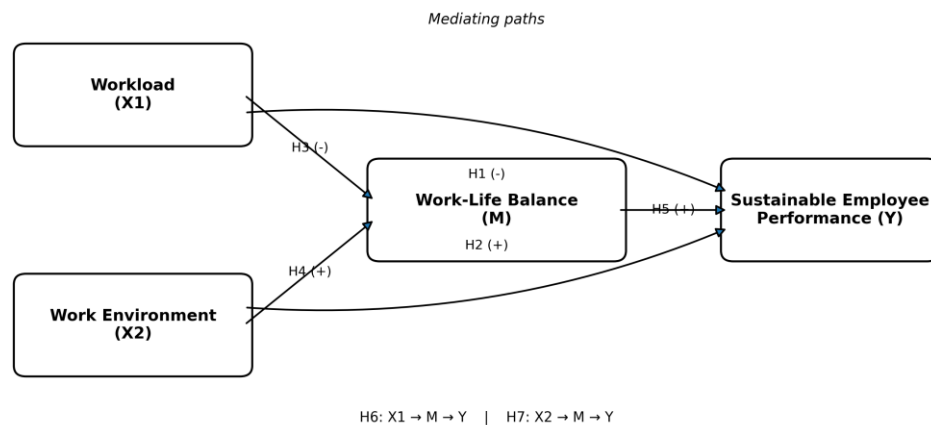


Figure 1. Conceptual Framework

METHODOLOGY

This study used a quantitative causal (explanatory) research design, which was chosen because the objective was to test hypothesized cause-effect relationships among workload, work environment, work-life balance, and sustainable employee performance rather than merely to describe them; this design is consistent with the use of SEM-PLS for simultaneous structural path estimation. The population consisted of 250 active permanent employees of the Department of Education and Culture of Subang Regency, drawn from the department's official employee roster, which served as the sampling frame. Employees on long-term leave or those in probationary status at the time of data collection were excluded so that respondents had sufficient tenure to evaluate workload, work environment, and work-life balance in the current organizational setting. Probability sampling with simple random sampling was used: every employee listed in the sampling frame was assigned a sequential number, and respondents were selected using a random-number draw so that each employee had an equal and independent opportunity to be selected, minimizing selection bias. Sample size was justified using the Slovin formula with a 5% error tolerance, which was considered appropriate given the finite and fully enumerable population of 250 employees, as shown below. Rounding the calculated minimum of 153.85 up to 154 respondents also satisfies the rule-of-thumb minimum sample size for SEM-PLS estimation, which requires at least ten times the largest number of structural paths directed at a single construct in the model; the realized sample of 154 therefore exceeds both the Slovin-based requirement and the SEM-PLS minimum. Questionnaires were distributed directly to the 154 selected employees, and only fully completed responses were retained for analysis, yielding a 100% usable response rate. This procedure

provided a transparent basis for the selected sample size and maintained a defined sampling error tolerance.

Participant selection was implemented in three operational steps. First, the official employee roster was used as the sampling frame and each eligible employee was assigned a unique sequential number after applying the stated inclusion and exclusion criteria. Second, 154 numbers were drawn randomly from the eligible roster, giving each eligible employee an equal probability of selection. Third, the selected employees were invited to complete the questionnaire, and responses were retained only when the questionnaire was fully completed. Thus, the final sample consisted of 154 eligible employees selected from the defined sampling frame rather than respondents recruited through convenience or self-selection.

$$n = N / (1 + Ne^2) = 250 / (1 + 250(0.05)^2) = 153.85 \approx 154$$

(1)

Primary data were collected through a structured five-point Likert questionnaire administered to the selected respondents in 2026. The instrument operationalized four constructs. Workload was measured through work conditions, work-time utilization, target achievement, and work standards. Work environment was measured through work atmosphere, facility availability, and coworker relationships. Work-life balance was measured through time balance, involvement balance, and satisfaction balance. Sustainable employee performance was represented by contextual performance and adaptive performance. Secondary data included employee attendance records, official organizational reports, policies, and relevant academic literature. The organizational and attendance information provided contextual evidence for the research problem, while the questionnaire provided individual-level data for hypothesis testing.

The data were analyzed using Structural Equation Modeling with Partial Least Squares (SEM-PLS) through SmartPLS 4. The analysis proceeded in two stages. First, the measurement model was evaluated through indicator loadings, Average Variance Extracted (AVE), cross-loadings, Heterotrait-Monotrait Ratio (HTMT), Cronbach's Alpha, and Composite Reliability to establish convergent validity, discriminant validity, and internal consistency. Second, the structural model was evaluated through VIF, R^2 , adjusted R^2 , Q^2 , f^2 , and SRMR, followed by direct-effect and mediation testing. Hypotheses were tested using bootstrapping at a 5% significance level. A relationship was considered statistically significant when the t-statistic exceeded 1.96 and the p-value was below 0.05. Mediation was evaluated using the specific indirect effect, while the significance of the corresponding direct effect was considered when interpreting whether mediation was partial or full.

RESULTS

Respondent Characteristics

The final sample consisted of 154 employees. Women represented 53.25% of respondents and men represented 46.75%. The largest age group was 25 to 35 years, while the largest tenure group was 5 to 10 years. Most respondents held a bachelor's degree.

Table 3. Respondent Characteristics (n = 154)

Characteristic	Category	Frequency	Percentage
Gender	Male	72	46.75%
	Female	82	53.25%
Age	< 25 years	18	11.69%
	25 to 35 years	54	35.06%
	36 to 45 years	49	31.82%
	> 45 years	33	21.43%
Tenure	< 5 years	28	18.18%
	5 to 10 years	46	29.87%
	11 to 15 years	39	25.32%
	> 15 years	41	26.63%
Education	Senior high school/equivalent	20	12.99%
	Diploma	18	11.69%
	Bachelor's degree	88	57.14%
	Master's degree	24	15.58%
	Doctoral degree	4	2.60%

Measurement Model

The initial measurement model was refined by removing indicators that did not meet the retained loading criteria. The final model retained 11 workload indicators, 5 work-environment indicators, 9 work-life balance indicators, and 7 sustainable employee performance indicators. The retained indicators showed adequate convergent validity. AVE values ranged from 0.505 to 0.541, exceeding the 0.50 criterion. Reliability was also adequate, with Cronbach's Alpha values from 0.755 to 0.912 and Composite Reliability values from 0.836 to 0.925.

Table 4. Measurement Model Quality

Construct	Retained Indicators	AVE	Cronbach's Alpha	Composite Reliability
Workload	11	0.531	0.912	0.925
Work Environment	5	0.505	0.755	0.836
Work-Life Balance	9	0.541	0.894	0.914
Sustainable Employee Performance	7	0.538	0.856	0.890

Discriminant validity was also supported. The HTMT values reported in the thesis were below 0.90, with the highest value at 0.793 between sustainable employee performance and work-life balance. This indicates that the constructs retained sufficient empirical distinction for structural analysis.

Structural Model Evaluation

The structural model showed no multicollinearity problem. All VIF values were below 3, ranging from 1.006 to 1.401. The model explained 28.6% of the variance in work-life balance and 53.5% of the variance in sustainable employee performance. The adjusted R^2 values were 0.277 and 0.526, respectively. The effect-size analysis showed that work-life balance had the largest effect on sustainable employee performance, with $f^2 = 0.480$, while workload and work environment had small direct effect sizes on sustainable employee performance. Predictive relevance was supported because Q^2 values were 0.266 for work-life balance and 0.278 for sustainable employee performance. The reported SRMR was 0.063, indicating acceptable model fit.

Table 5. Structural Model Evaluation

Test	Work-Life Balance	Sustainable Employee Performance	Interpretation
R^2	0.286	0.535	Moderate explanatory power
Adjusted R^2	0.277	0.526	Moderate explanatory power
Q^2	0.266	0.278	Predictive relevance
Largest f^2	0.182	0.480	Moderate / large

Hypothesis Testing

Table 6. Direct Effects

Relationship	β	t	p	Decision
Workload → Sustainable Employee Performance	-0.179	2.862	0.004	Supported
Work Environment → Sustainable Employee Performance	0.160	2.699	0.007	Supported
Workload → Work-Life Balance	-0.354	6.394	<0.001	Supported
Work Environment → Work-Life Balance	0.385	5.924	<0.001	Supported
Work-Life Balance → Sustainable Employee Performance	0.561	8.484	<0.001	Supported

All five hypothesized paths were statistically significant, indicating that the two job-demand and job-resource variables operate in opposite directions on employee outcomes, exactly as the JD-R framework predicts: workload eroded both work-life balance and sustainable employee performance, while a supportive work environment reinforced both. The gap between workload's effect on sustainable employee performance ($\beta = -0.179$) and its effect on work-life balance ($\beta = -0.354$) suggests that workload's damage is felt more strongly in employees' non-work lives than in their immediate task output, meaning early declines in balance may signal performance risk before output itself deteriorates. Work-life balance's path coefficient of 0.561, roughly three times larger than the direct workload or work-environment effects, positions it as the dominant proximal driver of sustainable performance in this model rather than a secondary outcome, which is examined further through the mediation results below.

Table 7. Specific Indirect Effects

Mediated Relationship	Indirect β	t	p	Decision
Workload → Work-Life Balance → Sustainable Employee Performance	-0.199	5.002	<0.001	Supported
Work Environment → Work-Life Balance → Sustainable Employee Performance	0.216	4.826	<0.001	Supported

Both indirect paths were significant, and because the corresponding direct effects of workload and work environment on sustainable employee performance remained significant after work-life balance was entered into the

model, work-life balance functioned as a partial rather than a full mediator in both relationships. Practically, this means workload and work environment each reach employee performance through two simultaneous channels: a direct channel tied to the immediate demands or resources of the job, and an indirect channel that operates by first reshaping employees' capacity to balance work and personal life. Because neither channel absorbs the other entirely, interventions that address only task-level conditions (e.g., adjusting workload targets) without also supporting employees' work-life balance would be expected to capture only part of the available performance gain.

DISCUSSION

Workload and Sustainable Employee Performance

The negative relationship between workload and sustainable employee performance supports H1 and is consistent with the JD-R Model. Workload functions as a job demand because employees must invest time, attention, and psychological energy to meet work requirements. When demands remain high relative to available capacity, employees have fewer resources to maintain consistent, adaptive, and contextual performance. The finding also supports the sustainable performance perspective because performance continuity depends not only on immediate output but also on preserving the employee's capacity to perform in the future.

The result is consistent with Alpin et al. (2023), Firjatullah et al. (2023), Patimah et al. (2024), and Rachmawati (2022). In the Subang context, performance management should distinguish productive workload from excessive workload. Increasing targets without considering available time, employee capacity, and supporting resources can weaken performance continuity. Workload mapping, task redistribution, and clearer prioritization therefore address the underlying demand rather than only the symptoms of reduced performance.

Work Environment and Sustainable Employee Performance

The positive relationship between work environment and sustainable employee performance supports H2 and reinforces the JD-R view of the work environment as a job resource. Adequate facilities, supportive relationships, clear communication, and a comfortable work atmosphere can reduce unnecessary work barriers and help employees direct their attention toward job demands. The finding suggests that sustainable performance is shaped not only by individual effort but also by the conditions under which that effort occurs.

This interpretation is consistent with Firjatullah et al. (2023), Ramiati and Maharani (2024), Rasool et al. (2025), and Warongan et al. (2022). For the Department of Education and Culture of Subang Regency, the work environment should therefore be managed as part of performance strategy. Physical improvements are more likely to produce sustainable benefits when accompanied by supportive supervision, teamwork, and effective communication. These resources can make demands more manageable and create conditions in which employees can maintain performance without unnecessary strain.

Workload and Work-Life Balance

The negative relationship between workload and work-life balance supports H3 and reflects the health impairment process in the JD-R Model. Work demands consume time and energy that employees also need for family, social, and personal roles. When work requirements expand without corresponding adjustments in time or resources, the boundary between work and non-work roles becomes more difficult to maintain. This explains why workload management is relevant to work-life balance even when employees remain able to complete their formal duties.

The finding is consistent with Badaruddin and Ibrahim (2025), Pasla et al. (2021), Patimah et al. (2024), and Putra Edy Wirawan (2022). Work-life balance should therefore not be treated solely as an employee's personal time-management responsibility. Organizational decisions about overtime, additional assignments, deadlines, and task priorities directly shape the conditions under which employees manage non-work roles. Managing workload becomes a preventive intervention for protecting both employee balance and sustainable performance.

Work Environment and Work-Life Balance

The positive relationship between work environment and work-life balance supports H4 and shows how job resources can extend beyond immediate task performance. Supportive facilities, cooperative relationships, and constructive communication can reduce friction and uncertainty in daily work, allowing employees to allocate time and psychological resources more effectively across work and non-work roles. Within the JD-R framework, these resources can offset the strain associated with job demands and help preserve employees' capacity outside work.

This interpretation is consistent with Badaruddin and Ibrahim (2025), Mulyono and Iqbal (2025), Musa et al. (2020), and Rosalie et al. (2025). Improving work-life balance therefore requires more than physical workplace improvements. Supportive supervision, teamwork, communication, and reasonable work processes should operate together. The contribution of the work environment is consequently both direct and enabling: it supports work performance while creating conditions that make balance more achievable.

Work-Life Balance and Sustainable Employee Performance

The positive relationship between work-life balance and sustainable employee performance supports H5 and provides an important link between JD-R and sustainable HRM. Work-life balance can preserve the energy, concentration, motivation, and adaptive capacity that employees need to perform consistently over time. This interpretation is important because sustainable performance requires continuity, not merely the achievement of short-term output. A balanced employee is better positioned to maintain performance while preserving the capacity required for future work demands.

The finding is supported by Faisal et al. (2022), Ji et al. (2021), Mulyono and Iqbal (2025), Puspitawati et al. (2025), and Sutanto et al. (2024). Work-life balance should therefore be integrated into human resource management rather than treated as a separate welfare program. Workload management, supportive work

conditions, effective scheduling, and employee development can reinforce one another because they address both the demands placed on employees and the capacity needed to sustain performance.

Mediating Role of Work-Life Balance in the Workload Relationship

The significant indirect relationship through work-life balance supports H6 and indicates partial mediation. Workload therefore affects sustainable employee performance through more than one mechanism. One mechanism is the immediate pressure created by job demands, while another operates through the reduction of employees' ability to maintain balance between work and non-work roles. This mediation pattern strengthens the JD-R explanation because it shows how a job demand can influence performance not only through direct resource depletion but also through disruption of employees' broader role capacity.

The finding is consistent with Bellini et al. (2025), Patimah et al. (2024), Putri et al. (2024), and Rosalie et al. (2025). Reducing workload can therefore protect performance through two complementary routes. Managers should not focus only on completing tasks more efficiently. They should also review unnecessary overtime, competing assignments, and avoidable deadline pressure because these conditions can weaken work-life balance and, in turn, undermine sustainable performance.

Mediating Role of Work-Life Balance in the Work Environment Relationship

The significant indirect relationship through work-life balance supports H7 and indicates partial mediation. A supportive work environment contributes to sustainable performance through direct work resources and through the preservation of work-life balance. This finding extends the JD-R interpretation of job resources because the benefit of a supportive environment is not limited to helping employees complete their tasks. Resources can also protect the capacity employees need to manage non-work roles, which subsequently supports sustained performance.

The result strengthens the sustainable HRM perspective by connecting employee well-being with organizational performance. In the Subang context, teamwork, communication, facility adequacy, and supportive management should therefore be treated as interconnected resources. Improving only physical facilities may not be sufficient if work processes remain poorly coordinated or interpersonal support remains weak. A more integrated approach can reduce unnecessary strain, support balance, and create conditions for employees to sustain performance over time.

CONCLUSIONS AND RECOMMENDATIONS

The study concludes that workload negatively affects sustainable employee performance and work-life balance, while work environment positively affects both outcomes. Work-life balance positively affects sustainable employee performance and has the strongest direct effect in the model. Work-life balance also partially mediates the effects of workload and work environment on sustainable employee performance. These findings support an integrated human

resource approach in which workload, work conditions, and employee balance are managed together.

Implementation Recommendations

1. Review workload distribution across units and positions on a regular basis. Map task volume against job responsibilities, available working time, and employee capacity.
2. Prioritize tasks when several assignments compete within the same period. Reduce repeated administrative work through appropriate digital systems.
3. Improve teamwork and cross-unit coordination. Strengthen knowledge sharing and collaborative problem solving.
4. Support work-life balance by improving scheduling, limiting unnecessary work outside normal hours, and reviewing tasks that frequently require overtime.
5. Strengthen sustainable employee performance through continuous competency development, training, knowledge sharing, and opportunities to improve job-related skills.

FURTHER STUDY

The study is limited to employees of one local government institution, so the findings should be interpreted within the context of the Department of Education and Culture of Subang Regency. The cross-sectional design also limits the ability to observe changes in employee conditions over time. Future studies should test the model in other public institutions and private-sector settings, use longitudinal designs where feasible, and examine whether the relationships remain stable across different workload periods. Future research can also extend the model by adding perceived organizational support, leadership style, work flexibility, work stress, psychological well-being, employee engagement, job satisfaction, organizational commitment, motivation, organizational citizenship behavior, or competence. The model explains 27.7% of the adjusted variance in work-life balance and 52.6% of the adjusted variance in sustainable employee performance, leaving room for additional explanatory variables.

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