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Workload and Employee Performance among Indonesian Remote Workers: The Mediating Role of Job Satisfaction and Work-Life Balance

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Abstract

The rapid expansion of remote working has transformed how employees experience workload and perform their job responsibilities, particularly in emerging economies such as Indonesia. This study examines the direct and indirect relationships between workload and employee performance through the mediating roles of work-life balance and job satisfaction among Indonesian remote workers. A quantitative research design was employed using survey data collected from 160 remote employees working in major Indonesian cities. The data were analyzed using Partial Least Squares Structural Equation Modeling (PLS-SEM). The findings reveal that workload has a positive and significant effect on employee performance ($\beta = 0.278$, $p < 0.001$) and job satisfaction ($\beta = 0.204$, $p = 0.015$). Job satisfaction also exerts a significant positive influence on employee performance ($\beta = 0.503$, $p < 0.001$) and significantly mediates the relationship between workload and employee performance ($\beta = 0.103$, $p = 0.023$). In contrast, neither the direct effect of workload on work-life balance nor the mediating role of work-life balance was statistically significant. These findings should be interpreted within the context of Indonesian remote workers, where workload may be perceived as a challenge demand that promotes motivation and achievement rather than solely as a hindrance. The study extends the Job Demands-Resources (JD-R) framework by demonstrating that the positive consequences of workload are contingent upon contextual factors and employees' psychological responses. The findings also suggest that, within the present research context, job satisfaction constitutes a more salient mediating mechanism than work-life balance.

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1. Introduction

The global shift toward remote working has fundamentally transformed the traditional understanding of workplace dynamics. Accelerated by the COVID-19 pandemic, remote work has transitioned from a temporary solution to a long-term employment model adopted across various industries (B. Wang et al., 2021). This structural shift, while offering flexibility and autonomy, has simultaneously introduced new challenges related to workload management and employee well-being. Unlike conventional work settings, remote workers often face blurred boundaries between personal and professional life, contributing to increased workload perception and its subsequent implications on job performance (Ribeiro et al., 2024).

Beyond the immediate impact of the COVID-19 pandemic, remote and hybrid working arrangements have become an integral component of organizational strategies across Southeast Asia, including Indonesia. The rapid expansion of digital infrastructure, cloud-based collaboration platforms, and flexible employment policies has enabled organizations to institutionalize remote work practices rather than treating them as temporary responses to the pandemic. In Indonesia, sectors such as information technology, financial services, digital marketing, education, and business services have increasingly adopted remote and hybrid work models to enhance organizational agility while responding to employees' growing expectations for workplace flexibility. Nevertheless, these changing work arrangements have also intensified concerns regarding workload management, employee well-being, and sustainable performance, making it essential to understand the psychological mechanisms through which workload influences employee outcomes in remote work environments.

Workload, defined as the amount of task demand an employee perceives over a given time, is widely recognized as a significant predictor of job outcomes (Inegbedion et al., 2020). Excessive workload, especially in remote work settings, can lead to psychological strain and reduced productivity. However, the mechanism through which workload affects employee performance remains complex and may involve multiple mediating factors. Among these, work-life balance and job satisfaction are increasingly acknowledged as central psychological states that influence performance outcomes (Susanto et al., 2022). When employees struggle to manage their time and responsibilities across work and personal domains, their satisfaction with work may decline, ultimately affecting their level of engagement and performance.

Remote workers often experience heightened difficulties in maintaining a healthy work-life balance due to a lack of physical separation between work and home environments. This imbalance can lead to dissatisfaction and disengagement, even when the individual workload is manageable (Suhariadi et al., 2023). Conversely, individuals who report a balanced work-life interface tend to show higher levels of job satisfaction and are more likely to perform

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efficiently. As such, work-life balance not only influences job satisfaction but may also serve as a critical pathway through which workload impacts performance in a remote context.

Although previous studies have examined workload, work-life balance, job satisfaction, and employee performance separately, several important research gaps remain. First, empirical evidence focusing specifically on Indonesian remote workers remains scarce, despite the rapid expansion of remote and hybrid work arrangements following the pandemic. Second, prior studies have predominantly examined single mediating mechanisms, whereas limited attention has been given to comparing the simultaneous mediating roles of work-life balance and job satisfaction within a unified research model. Third, while the Job Demands–Resources (JD-R) theory has been widely applied in conventional workplace settings, empirical validation of its motivational and strain mechanisms among cross-sector remote workers remains limited. Addressing these gaps is essential for advancing the understanding of how workload shapes employee performance under increasingly digital and flexible working environments. The urgency of this research lies in its potential to uncover the psychological mechanisms that drive performance in remote work environments, offering actionable insights for organizations aiming to optimize workforce productivity while maintaining employee well-being. As remote work becomes an enduring part of modern organizational life, understanding these mediating dynamics is essential for designing sustainable human resource strategies.

Accordingly, this study aims to examine the direct effect of workload on employee performance and the indirect effects operating through work-life balance and job satisfaction among Indonesian remote workers. The study contributes theoretically by extending the Job Demands–Resources (JD-R) framework through distinguishing two potential psychological mechanisms underlying the workload–performance relationship, namely the motivational mechanism represented by job satisfaction and the resource-based mechanism represented by work-life balance. From a practical perspective, the findings provide evidence-based insights for organizations in designing workload management and employee well-being strategies that enhance remote employee performance in increasingly flexible work environments.

2. Literature Review

Theoretical Foundation: Job Demands-Resources (JD-R) Theory

This study is grounded in the Job Demands-Resources (JD-R) theory, which offers a comprehensive framework to understand how work environments affect employee well-being and performance (Bakker & Demerouti, 2016). According to this theory, job demands refer to physical, psychological, or emotional efforts required by a role, such as workload, while job resources pertain to physical, psychological, or organizational aspects that help achieve work goals, reduce demands, or foster growth. The JD-R model posits that high job demands, when not adequately supported by resources, can lead to strain and reduced

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performance outcomes. Conversely, sufficient resources such as work-life balance and job satisfaction can buffer the adverse effects of demands, enhancing motivation and performance (Bakker & Demerouti, 2016). In the context of remote work, workload often increases due to the lack of temporal boundaries and increased digital communication, making JD-R theory particularly relevant. This model not only explains the direct effect of workload on performance but also provides a basis for analyzing mediating variables—such as work-life balance and job satisfaction—as essential resources within this framework.

Workload and Employee Performance

Workload is commonly defined as the number of tasks and responsibilities assigned to an employee within a given time frame. While a reasonable workload can enhance motivation and provide a sense of accomplishment, excessive workload often leads to physical and psychological strain, which in turn can undermine job performance (Isac & Haj Saleh, 2023). In the context of remote work, where task boundaries are often unclear and communication demands are high, perceived workload tends to intensify, increasing the risk of overload and inefficiency.

High workload has been empirically linked to diminished performance due to factors such as fatigue, reduced attention, and impaired decision-making. For instance, in a study by Bowling and Kirkendall (2012) found that excessive workload was shown to negatively influence task accuracy and timeliness, particularly in knowledge-based jobs. Similarly, Khuong and Yen (2016) found that employees who frequently encountered high task demands demonstrated lower levels of productivity and job involvement, driven largely by stress and burnout symptoms.

The negative impact of excessive workload on performance is further supported by the Job Demands-Resources (JD-R) theory, which posits that job demands such as high workload can lead to strain when not balanced by sufficient resources (Bakker & Demerouti, 2016). As strain accumulates, employees experience decreased cognitive functioning, emotional exhaustion, and withdrawal behaviors, all of which impair their capacity to meet performance expectations.

Moreover, contemporary research suggests that the effect of workload on performance may be more pronounced in virtual work arrangements. According to (Gao et al., 2021), remote employees who reported heavier workloads also experienced higher levels of work exhaustion and reduced output quality, largely due to limited peer interaction and increased autonomy pressure. These findings highlight the importance of managing workload as a strategic factor in sustaining employee performance. In light of these observations, the following hypothesis is proposed:

H1: Workload significantly affects employee performance.

Workload and Work-Life Balance

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Workload represents one of the most prominent jobs demands affecting employees' capacity to manage their responsibilities across work and personal domains. When excessive workload is consistently high, it imposes significant time and energy constraints that limit employees' ability to fulfil family and personal obligations (Petitta & Ghezzi, 2023). As a result, excessive workload tends to erode the equilibrium between professional and private life, contributing to poor work-life balance. The theoretical foundation for this relationship can be traced to the Job Demands–Resources (JD-R) model, which suggests that high job demands—such as excessive workload—deplete individual resources, leaving little room for recovery or engagement in non-work activities (Bakker & Demerouti, 2016). This imbalance leads to role conflict, especially among remote workers who often experience blurred boundaries between work and home life (B. Wang et al., 2021).

Recent empirical studies have supported the inverse relationship between excessive workload and work-life balance. For example, Abioro et al. (2018) found that employees experiencing heavy workloads were more likely to report work-life conflict, as they struggled to allocate sufficient time to family and leisure activities. In another study, (Kumar & Velmurugan, 2018) emphasized that long working hours and overwhelming task demands significantly impaired employees' ability to disengage from work, resulting in lower perceived work-life balance. In remote working conditions, this effect is often amplified. Without clear spatial separation between work and home environments, employees under high workload pressure may work longer hours and find it difficult to maintain psychological detachment from their tasks (Molino et al., 2020). Consequently, excessive workload levels are a major predictor of diminished work-life balance, particularly in flexible or hybrid work arrangements. Based on these findings, the following hypothesis is formulated:
H2: Workload significantly affects work-life balance.

Workload and Job Satisfaction
Workload is a critical job demand that influences how employees perceive their roles and responsibilities within an organization. While a manageable workload may enhance engagement and foster a sense of accomplishment, excessive or sustained workload is frequently associated with negative psychological outcomes, including diminished job satisfaction (Spector & Jex, 1998). In remote work settings, the perception of workload can be amplified due to the lack of clear boundaries between work and personal life, potentially leading to feelings of being overwhelmed and undervalued (Isac & Haj Saleh, 2023). Job satisfaction, defined as a positive emotional state resulting from the appraisal of one's job or job experiences (Almasradi et al., 2020), is highly sensitive to workload levels. When employees are burdened with unrealistic expectations or insufficient time to complete tasks, their satisfaction with work tends to decline. This is largely because high workload can reduce autonomy, increase stress, and limit opportunities for recovery—all of which erode the intrinsic and extrinsic rewards of work (Nguyen & Mcclelland, 2025).

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Several empirical studies support the relationship between workload and job satisfaction. For instance, (Allam et al., 2023) found that employees experiencing heavy workloads were more likely to report emotional exhaustion, which in turn reduced their satisfaction with their jobs. Similarly, (Sumirat & Indradewa, 2023) observed that high job demands negatively influenced satisfaction through elevated levels of fatigue and decreased motivation. In the context of remote work, where employees are often expected to be constantly available and self-managed, excessive workload can further intensify dissatisfaction. The absence of immediate managerial support and the pressure to deliver results independently may cause remote workers to perceive their workload as both excessive and inequitable (B. Wang et al., 2021). Consequently, maintaining reasonable workload expectations is crucial for preserving employee satisfaction in flexible work environments. Based on this reasoning and prior evidence, the following hypothesis is proposed:
H3: Workload significantly affects job satisfaction.

Work-Life Balance and Employee Performance
Work-life balance (WLB) refers to an individual's ability to effectively manage responsibilities across work and personal domains, without one interfering with the other (Almazrouei et al., 2025). In today's increasingly flexible and remote work settings, achieving a sustainable work-life balance has become a crucial factor that influences employee attitudes and behaviors. When individuals are able to maintain harmony between their work and private lives, they are more likely to experience psychological well-being, reduced stress, and improved concentration—all of which contribute to better work performance (Tiroina & Sulaiman, 2021).

The theoretical link between work-life balance and performance can also be understood through the Conservation of Resources (COR) theory (Bon & Shire, 2022), which suggests that employees strive to conserve and acquire personal resources such as time, energy, and emotional stability. A poor work-life balance threatens these resources, resulting in emotional exhaustion and reduced capacity to perform effectively. Conversely, when employees perceive that they can fulfil both professional and personal obligations, they are more likely to be motivated, focused, and productive in their job roles.

Empirical studies have consistently demonstrated a positive relationship between work-life balance and job performance. For instance, Utomo et al. (2024) found that employees who experienced higher levels of balance between work and life reported greater job involvement and performance outcomes. Similarly, Heriyadi et al. (2020) argued that work-life balance enhances satisfaction in both life domains, which fosters engagement and increased organizational citizenship behavior—factors that are strongly associated with performance effectiveness.

In remote work environments, the role of work-life balance is even more pronounced. Without the spatial and temporal boundaries of a traditional office setting, employees may

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struggle with interruptions, time fragmentation, and role conflict. Those who succeed in establishing clear boundaries and routines tend to show higher levels of job focus and task completion. As such, maintaining a healthy work-life balance in remote work settings is not only essential for well-being but also for optimal job performance. Based on this rationale and supporting literature, the following hypothesis is proposed:
H4: Work-life balance has a positive effect on employee performance.

Job Satisfaction and Employee Performance
Job satisfaction refers to the extent to which employees feel content with various aspects of their work, including responsibilities, compensation, relationships, and overall work environment. Satisfied employees are more likely to be engaged, motivated, and committed, which in turn fosters higher levels of job performance (Deepalakshmi et al., 2024). The connection between job satisfaction and performance has been widely studied in organizational behavior, with many scholars acknowledging its role as a key determinant of individual productivity and organizational success.

The Social Exchange Theory provides a useful lens through which this relationship can be interpreted. According to this theory, employees who feel valued and satisfied with their work are more inclined to reciprocate through increased performance and loyalty (Cropanzano & Mitchell, 2005). This reciprocity is especially visible in remote work contexts, where self-discipline and intrinsic motivation become essential for delivering performance outcomes.

Recent empirical research has further confirmed this link. For instance, (M. Wang et al., 2025) found that job satisfaction significantly enhances job performance among employees in both service and manufacturing sectors. Likewise, (Issa et al., 2024) showed that satisfied employees are more likely to go beyond formal job duties and exhibit higher productivity, especially when working autonomously. In addition, a study by (Santiago-torner, 2024) emphasized that job satisfaction directly improves performance by increasing psychological empowerment and reducing emotional exhaustion in virtual working environments.

Moreover, job satisfaction contributes to several behavioral outcomes—such as lower absenteeism, higher retention, and better task focus—that collectively enhance performance metrics. Particularly for remote workers, satisfaction with flexibility, communication, and managerial support has been shown to positively affect work quality and goal achievement (Chatterjee et al., 2022). Based on the theoretical framework and empirical evidence above, the following hypothesis is proposed:
H5: Job satisfaction has a positive effect on employee performance.

Work-Life Balance and Job Satisfaction as Mediators
Based on the JD-R framework, it is reasonable to assume that workload impacts employee performance indirectly through the erosion or enhancement of psychological resources. Both

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work-life balance and job satisfaction serve as such resources, potentially mediating the path between demands (workload) and outcomes (performance). Previous studies have validated similar indirect relationships, suggesting that organizations can mitigate the negative impact of workload by supporting work-life balance and fostering satisfaction (Bakker & Demerouti, 2016; Wani, 2023). Therefore, the final hypotheses are:

H6: Work-life balance mediates the relationship between workload and employee performance.

H7: Job satisfaction mediates the relationship between workload and employee performance.

Based on the theoretical development and empirical findings discussed above, it can be concluded that workload, work-life balance, job satisfaction, and employee performance are interrelated through a series of direct and indirect pathways. The proposed hypotheses reflect both the motivational and strain processes outlined in the Job Demands-Resources (JD-R) framework, which emphasizes the dual role of job demands and resources in shaping employee outcomes. Prior studies have reported inconsistent findings regarding the consequences of workload. While excessive workload is often associated with stress, fatigue, and reduced well-being, other studies suggest that under certain circumstances workload may function as a motivational demand that stimulates employee engagement and performance. Given these mixed findings, the present study formulates non-directional hypotheses and empirically examines the nature of the relationships among the constructs. Accordingly, this study seeks to examine the direct effect of workload on employee performance as well as the mediating roles of work-life balance and job satisfaction. To illustrate these hypothesized relationships, the conceptual framework of this study is presented in Figure 1 below.

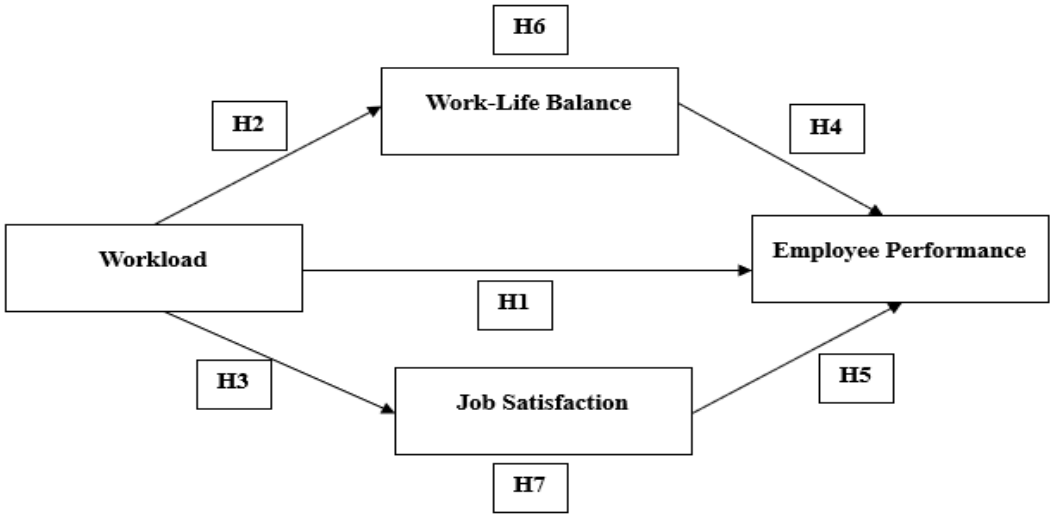


Figure 1. Research Framework

3. Research Methods

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This study employed an explanatory quantitative research design using a cross-sectional survey approach. The study was designed to examine the structural relationships among workload, work-life balance, job satisfaction, and employee performance based on the proposed theoretical framework rather than to establish definitive causal relationships. The use of a quantitative method allows for statistical testing of the proposed hypotheses and facilitates generalization of findings across similar populations (Susilana, 2015). The causal design was chosen to analyze the direction and magnitude of relationships between the studied variables in a structured and empirical manner (Sugiyono, 2020).

The population of this research comprises remote employees working across various sectors in Indonesia, including information technology, digital marketing, customer service, education, and finance. These sectors were selected because they commonly implement remote work policies and are thus relevant to the study's context. The sample consisted of individuals who had been working remotely for at least six months, ensuring that they had sufficient exposure to the dynamics of remote work environments. A non-probability purposive sampling technique was employed to select respondents who met specific inclusion criteria, particularly those who could provide meaningful insights into the relationship between workload, work-life balance, job satisfaction, and performance. The maximum number of structural paths pointing at an endogenous construct was three, resulting in a minimum requirement of 30 observations according to the ten-times rule. The final sample of 160 respondents substantially exceeded this threshold (Hair et al., 2019).

The data were collected through a structured online questionnaire distributed via digital platforms such as email, LinkedIn, and WhatsApp. The instrument was developed based on validated measurement scales adopted from previous studies. Only respondents who had worked remotely for at least six months and completed all questionnaire items were included in the final analysis. All returned questionnaires were complete; therefore, no missing value treatment was required. The research was conducted over a five-month period from January to May 2025, with participants located in major urban areas across Indonesia, such as Jakarta, Medan, Bandung, Semarang, Surabaya, Balikpapan and Makassar. Prior to completing the questionnaire, respondents were informed about the voluntary nature of participation, anonymity, confidentiality, and the exclusive use of the data for academic purposes. Participation implied informed consent.

For the purpose of data analysis, this study used the Partial Least Squares Structural Equation Modelling (PLS-SEM) technique with the assistance of Smart-PLS 4.0 software. This method was chosen due to its suitability for complex models involving multiple mediators and its ability to handle data that do not necessarily meet the assumptions of normal distribution (Ghozali, 2021; Hair et al., 2021; Haryono, 2017; Santosa, 2018). The data analysis included measurement model evaluation (convergent validity, discriminant validity, and reliability) and structural model assessment (path coefficients, R-square values, effect

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size, and mediation analysis). Bootstrapping with 5,000 resamples was conducted to test the statistical significance of the relationships among variables.

Measurement Item. To ensure the validity and reliability of the data collected, this study adopted measurement items from previously validated instruments in the literature. Each variable was measured using multiple items rated on a 5-point Likert scale, ranging from 1 = *Strongly Disagree* to 5 = *Strongly Agree*. The constructs included in this research are Workload, Work-Life Balance, Job Satisfaction, and Employee Performance. The items were slightly modified to suit the context of remote work while maintaining the original meaning. The sources of the items are also included to provide transparency and academic rigor. The measurement items were adapted from previously validated scales. Because the respondents were Indonesian employees, the original English questionnaire was translated into Bahasa Indonesia using a back-translation procedure. The translated version was subsequently reviewed by two academics with expertise in human resource management to ensure semantic equivalence. A pilot test involving 30 remote employees was then conducted to assess item clarity and readability before the full survey was administered.

Table 1. Measurement Items Used in the Study

Variable	Code	Item Statement	Source
Workload	WL1	I have to work very hard to meet all my job responsibilities.	(Bakker & Demerouti, 2016; Gao et al., 2021)
	WL2	My job requires me to complete too many tasks in a limited time.	
	WL3	I often feel overloaded with the amount of work I am given.	
	WL4	I have to multitask constantly to keep up with my workload.	
Work-Life Balance	WLB1	I am able to balance my work and personal life effectively.	(Abioro et al., 2018; Asari, 2022)
	WLB2	My job allows me to maintain a healthy balance between work and personal responsibilities.	
	WLB3	I rarely experience conflict between my work and personal life.	
	WLB4	I have enough time for myself and my family despite my job.	
Job Satisfaction	JS1	I feel satisfied with my current job.	(Larasati & Susilarini, 2024; Utomo et al., 2024)
	JS2	My work gives me a sense of accomplishment.	
	JS3	I am generally content with the conditions of my work.	

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Variable	Code	Item Statement	Source
Employee Performance	JS4	I feel that my job meets my expectations.	(Firya & Sucipto, 2024; Haang et al., 2020; Susanti et al., 2024)
	EP1	I consistently meet the performance standards of my job.	
	EP2	I complete my work efficiently and effectively.	
	EP3	I regularly contribute to the success of my team or department.	
	EP4	I take initiative in solving problems at work.	

Source: Adapted from previous studies (2025)

4. Results

Respondent Demographics

Table 2 below describes the characteristics of the respondents who were the objects of this study.

Table 2. Respondent Demographics (N = 160)

Demographic Variable	Category	Frequency	Percentage (%)
Gender	Male	72	45.0%
	Female	88	55.0%
Age	20–29 years	48	30.0%
	30–39 years	67	41.9%
	40–49 years	32	20.0%
	≥50 years	13	8.1%
Marital Status	Single	59	36.9%
	Married	101	63.1%
Education Level	Diploma	12	7.5%
	Bachelor's Degree	104	65.0%
	Master's Degree	44	27.5%
Work Experience	< 2 years	28	17.5%
	2–5 years	59	36.9%
	6–10 years	44	27.5%
	>10 years	29	18.1%
City of Residence	Jakarta	42	26.3%
	Medan	21	13.1%
	Bandung	19	11.9%
	Semarang	17	10.6%

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Demographic Variable	Category	Frequency	Percentage (%)
Job Type	Surabaya	26	16.3%
	Balikpapan	14	8.8%
	Makassar	21	13.1%
	Customer Support / Call Center	28	17.5%
	IT / Software Development	34	21.3%
	Digital Marketing / Content	27	16.9%
	Finance / Accounting	25	15.6%
	Education / Online Teaching	19	11.9%
	Administration / Back Office	27	16.9%

Source: Primary data processed (2025)

The demographic analysis of the 160 respondents provides valuable insight into the profile of remote workers in major urban centers across Indonesia. The gender distribution reveals a slightly higher proportion of female respondents (55%) compared to male respondents (45%), indicating a notable presence of women in remote work settings. In terms of age, the largest group falls within the 30–39 years range (41.9%), followed by the 20–29 years group (30%). This suggests that the majority of remote workers in the sample are within the productive, early to mid-career age bracket. Regarding marital status, 63.1% of respondents are married, while 36.9% are single, which may influence their perceptions of work-life balance, particularly in remote work environments where boundaries between personal and professional life can be blurred. In terms of educational attainment, most participants hold at least a Bachelor's degree (65%), and 27.5% possess a Master's degree, indicating that remote work is predominantly taken up by highly educated individuals. Only a small proportion (7.5%) have a Diploma qualification.

When analyzing work experience, 36.9% of respondents have between 2 to 5 years of experience, followed by those with 6 to 10 years (27.5%) and more than 10 years (18.1%). This distribution demonstrates that the majority of participants are experienced enough to provide credible insights into the dynamics of remote work performance. Geographically, respondents are well-distributed across seven major Indonesian cities, with the highest proportion located in Jakarta (26.3%), followed by Surabaya (16.3%) and Medan and Makassar (13.1% each). This regional representation enhances the external validity of the study by capturing diverse urban perspectives. In terms of job roles, the most common job type among respondents is IT and Software Development (21.3%), followed by Customer Support (17.5%), Digital Marketing and Content (16.9%), and administrative roles (16.9%). Additionally, Finance and Accounting professionals make up 15.6% of the sample, while Online Teaching and Education account for 11.9%. These findings reflect the growing relevance of digital skills in remote work, as well as the adaptability of various professions

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to flexible work arrangements. Overall, the demographic profile indicates a balanced and diverse sample of remote workers, both in terms of gender and professional background, which supports the reliability of the findings in addressing the study's objectives on workload, work-life balance, job satisfaction, and employee performance.

Descriptive Statistical Analysis

Table 3 below shows the results of the descriptive statistical tests of this study.

Table 3. Descriptive Statistical Test Results

Variable	Code	Item Statement	Mean	Std. Deviation
Workload	WL1	I have to work very hard to meet all my job responsibilities.	3.938	0.944
	WL2	My job requires me to complete too many tasks in a limited time.	3.925	1.074
	WL3	I often feel overloaded with the amount of work I am given.	3.869	1.032
	WL4	I have to multitask constantly to keep up with my workload.	3.656	0.915
Work-Life Balance	WLB1	I am able to balance my work and personal life effectively.	3.575	1.064
	WLB2	My job allows me to maintain a healthy balance between work and personal life.	3.950	1.096
	WLB3	I rarely experience conflict between my work and personal life.	3.744	1.151
	WLB4	I have enough time for myself and my family despite my job.	3.869	1.186
Job Satisfaction	JS1	I feel satisfied with my current job.	3.950	1.046
	JS2	My work gives me a sense of accomplishment.	3.562	0.933
	JS3	I am generally content with the conditions of my work.	3.931	1.066
	JS4	I feel that my job meets my expectations.	3.987	1.025
Employee Performance	EP1	I consistently meet the performance standards of my job.	3.438	0.958
	EP2	I complete my work efficiently and effectively.	3.775	1.145
	EP3	I regularly contribute to the success of my team or department.	3.588	1.002
	EP4	I take initiative in solving problems at work.	3.438	1.063

Source: Primary Data Processed with Smart-PLS (2025)

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The descriptive statistics presented in Table 3 provide insights into the central tendencies and variability of the 16 measurement items used to assess four primary constructs: Workload (WL), Work-Life Balance (WLB), Job Satisfaction (JS), and Employee Performance (EP). Each item was rated on a Likert scale ranging from a minimum of 1 or 2 to a maximum of 5, depending on the item. The four items measuring workload (WL.1 to WL.4) show mean scores ranging from 3.656 to 3.938, indicating a moderately high perceived workload among remote workers. The lowest mean is observed in WL.4 (M = 3.656, SD = 0.915), suggesting that this item reflects a slightly lower perception of workload compared to the others. Standard deviations range between 0.915 and 1.074, indicating moderate variation in responses.

The WLB indicators (WLB.1 to WLB.4) have mean scores between 3.575 and 3.950, with WLB.2 (M = 3.950, SD = 1.096) recording the highest average, suggesting that respondents generally perceive a relatively satisfactory balance between their work and personal life. The standard deviations are relatively higher than those for workload, ranging from 1.064 to 1.186, implying greater variability in responses across this dimension. Job Satisfaction items (JS.1 to JS.4) present mean values from 3.562 to 3.987, with JS.4 (M = 3.987, SD = 1.025) showing the highest satisfaction level. This suggests that remote employees feel fairly satisfied with their work, although variability across items remains consistent, with standard deviations between 0.933 and 1.066.

The four indicators of Employee Performance (EP.1 to EP.4) report the lowest mean scores, ranging from 3.400 to 3.775, indicating a slightly lower self-assessment of performance levels compared to other constructs. Specifically, EP.1 and EP.4 both show a mean of 3.438, while EP.2 presents the highest mean of 3.775 but with the largest variation (SD = 1.145), suggesting mixed perceptions about performance among remote workers. Overall, the mean values of all constructs lie between moderate to moderately high levels, suggesting that respondents have a balanced perception of workload, satisfactory levels of work-life balance and job satisfaction, and moderate self-perceived performance. The observed standard deviations, all ranging between 0.915 and 1.186, indicate that there is some diversity in individual responses, which may reflect the different experiences of remote workers across various cities in Indonesia.

Measurement Model Assessment (Outer Model Evaluation)

To verify the robustness of the constructs used in this study, the measurement model was examined through several statistical indicators, such as indicator reliability, internal consistency, convergent validity, and discriminant validity. The summarized results of these assessments are displayed in Table 4. Convergent validity was determined by analyzing both the outer loadings and the Average Variance Extracted (AVE). All indicators showed factor loadings greater than 0.70, and each construct recorded an AVE value above 0.50, which supports the presence of adequate convergent validity (Hair et al., 2016). In addition, the internal consistency of the constructs was confirmed by Cronbach's Alpha and Composite

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Reliability (CR), both of which exceeded the recommended cut-off point of 0.70, signifying strong reliability (Santosa, 2018). Discriminant validity was evaluated using the Heterotrait-Monotrait Ratio (HTMT) approach. The HTMT values for all construct pairs were found to be below the critical threshold of 0.90, indicating that each construct is empirically distinct and sufficiently discriminated from the others (Henseler et al., 2015).

Table 4. Evaluation of Measurement Models

Construct	Code	Loading Factor	Cronbach's Alpha	CR	AVE	HTMT (Max)
Workload	WL1	0.939	0.922	0.944	0.812	0.427
	WL2	0.923				
	WL3	0.918				
	WL4	0.820				
Work-Life Balance	WLB1	0.915	0.891	0.952	0.751	0.630
	WLB2	0.932				
	WLB3	0.823				
	WLB4	0.788				
Job Satisfaction	JS1	0.859	0.834	0.843	0.670	0.683
	JS2	0.850				
	JS3	0.715				
	JS4	0.843				
Employee Performance	EP1	0.795	0.856	0.865	0.699	0.683
	EP2	0.884				
	EP3	0.813				
	EP4	0.850				

Note: All values satisfy recommended thresholds: Outer Loadings > 0.70; AVE > 0.50; α & CR > 0.70; HTMT < 0.90 (Hair et al., 2019; Henseler et al., 2015)
Source: Primary Data Processed with Smart-PLS (2025)

The measurement model was assessed through a series of reliability and validity indicators, as summarized in Table 4. All constructs in this study—Workload, Work-Life Balance, Job Satisfaction, and Employee Performance—meet the recommended thresholds for convergent and discriminant validity, as well as internal consistency reliability. All items exhibit outer loadings well above the minimum acceptable value of 0.70, confirming that each indicator strongly reflects its respective latent construct (Hair et al., 2019). Specifically, the Workload construct shows the highest indicator loadings, with values ranging from 0.820 to 0.939, indicating excellent convergence. Work-Life Balance items also display strong loadings (0.788 to 0.932), followed by Job Satisfaction (0.715 to 0.859) and Employee Performance (0.795 to 0.884).

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The Average Variance Extracted (AVE) values for all constructs exceed the threshold of 0.50, with Workload having the highest AVE of 0.812, suggesting that the constructs explain a substantial portion of variance in their indicators (Santosa, 2018). These findings provide solid evidence of convergent validity for the measurement model. Both Cronbach's Alpha and Composite Reliability (CR) values surpass the recommended cutoff of 0.70 for all constructs, indicating high levels of internal consistency. For example, Workload records a Cronbach's Alpha of 0.922 and a CR of 0.944, while Work-Life Balance also demonstrates robust reliability ($\alpha = 0.891$; CR = 0.952). These results confirm that the measurement items are consistent and reliable in capturing their intended constructs (Ghozali, 2021).

Discriminant validity was examined using the Heterotrait-Monotrait Ratio (HTMT). All HTMT values fall below the recommended threshold of 0.90, with the highest value observed at 0.683, indicating that each construct is empirically distinct from the others (Henseler et al., 2015). This further supports the model's discriminant validity and the uniqueness of each latent variable. Based on the results, all constructs and their respective indicators satisfy the established criteria for measurement model evaluation. These outcomes demonstrate that the constructs used in this study are statistically valid and reliable, thus providing a strong foundation for subsequent structural model analysis.

Collinearity Statistics (Inner VIF)

Before testing the structural model hypotheses, collinearity statistics should be assessed to ensure that no multicollinearity exists among the predictor constructs. This assessment is conducted to determine whether the independent variables are excessively correlated, which could lead to unstable estimates of the structural path coefficients. In Partial Least Squares Structural Equation Modeling (PLS-SEM), the Variance Inflation Factor (VIF) is commonly used to evaluate multicollinearity. According to Hair et al. (2021), VIF values below 5.00 indicate that multicollinearity is not a concern, whereas Kock and Hadaya (2018) proposed a more conservative threshold of 3.30.

Table 5. Collinearity Statistics (Inner VIF)

Structural Relationship	VIF
Job Satisfaction → Employee Performance	1.467
Work-Life Balance → Employee Performance	1.432
Workload → Employee Performance	1.044
Workload → Job Satisfaction	1.000
Workload → Work-Life Balance	1.000

Source: Primary data processed with Smart-PLS (2025)

Table 5 presents the results of the collinearity assessment for the structural model. The VIF values range from 1.000 to 1.467, all of which are substantially below the recommended

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threshold of 5.00 (Hair et al., 2021) and the more conservative criterion of 3.30 suggested by Kock (2015). These findings indicate that multicollinearity is not a concern in the structural model. Among the predictor relationships, the highest VIF value is observed for Job Satisfaction → Employee Performance (VIF = 1.467), followed by Work-Life Balance → Employee Performance (VIF = 1.432). Although these values are relatively higher than the others, they remain well within the acceptable range and therefore do not indicate excessive collinearity. Meanwhile, the relationships Workload → Job Satisfaction and Workload → Work-Life Balance each produce a VIF value of 1.000, suggesting the absence of any collinearity issue for these predictor variables. Overall, the results confirm that the predictor constructs are statistically independent and do not exhibit problematic multicollinearity. Consequently, the estimated path coefficients can be interpreted with confidence, and the structural model satisfies one of the important assumptions for hypothesis testing using PLS-SEM.

Structural Model Assessment

The purpose of structural model assessment is to evaluate the proposed causal relationships among the latent constructs and to assess the model's overall predictive capability. This process incorporates several essential statistical measures, including the coefficient of determination (R^2), effect size (f^2), and the significance of path coefficients (β), which are tested using a bootstrapping approach (Ghozali, 2021; Hair et al., 2019; Santosa, 2018).

Table 6. R-Square Value

	R-Square	R-Square Adjusted
Work-life Balance	0.018	0.012
Job Satisfaction	0.042	0.036
Employee Performance	0.416	0.405

Source: Primary data processed with Smart-PLS (2025)

The R-Square (R^2) values in Table 6 provide insights into the proportion of variance explained by the predictor variables for each endogenous construct in the model. The R^2 value for Work-Life Balance (0.018) indicates that workload explains only 1.8% of the variance in work-life balance. This very low explanatory power suggests that workload alone is not the primary determinant of employees' work-life balance. Other factors, such as organizational flexibility, supervisor support, family responsibilities, and individual coping strategies, may play a substantially greater role in shaping employees' perceptions of work-life balance.

Likewise, the R^2 value for Job Satisfaction (0.042) indicates that workload explains only 4.2% of the variance in job satisfaction. This finding suggests that employee satisfaction is influenced by numerous organizational and psychological factors beyond workload, including leadership, compensation, career development opportunities, organizational culture, and perceived organizational support.

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In contrast, the R^2 value for Employee Performance (0.416) demonstrates moderate explanatory power. Approximately 41.6% of the variance in employee performance is explained by workload, work-life balance, and job satisfaction, indicating that the proposed model provides a reasonably strong explanation of performance outcomes. According to Hair et al. (2021), this value can be interpreted as strong explanatory power, suggesting that the model is relatively effective in predicting variations in employee performance compared to the other constructs.

The adjusted R^2 values are slightly lower, which is typical when accounting for the number of predictors in the model. These results highlight that while the model has a reasonable level of predictive relevance for Employee Performance, its explanatory capacity for Work-Life Balance and Job Satisfaction remains limited. Effect Size (f^2). The effect size (f^2) assesses the strength of the impact that an exogenous variable has on an endogenous variable within the structural model. It offers an understanding of how much each predictor contributes to the overall variance explained in the model. The f^2 values corresponding to the relationships tested in this research are displayed in Table 7, illustrating the individual effect magnitude of each path (Ghozali, 2021).

Table 7. F-Square Value

Variable	Workload	Work-Life Balance	Job Satisfaction	Employee Performance
Workload		0.019	0.044	0.127
Work-Life Balance			0,368	0.002
Job Satisfaction				0.295
Employee Performance				

Source: Primary data processed with Smart-PLS (2025)

The f^2 test results offer insight into the individual contribution of each exogenous variable to the explained variance in its respective endogenous construct. According to (Haryono, 2017) guidelines, f^2 values of 0.02, 0.15, and 0.35 represent small, medium, and large effects, respectively. As reflected in the table, Job Satisfaction has a moderate effect on Employee Performance, with an f^2 value of 0.295, indicating a meaningful contribution to the variance in performance outcomes. In contrast, Workload shows a small effect on Employee Performance ($f^2 = 0.127$) and Job Satisfaction ($f^2 = 0.044$), suggesting that while statistically significant, its individual influence is relatively modest. Additionally, Workload has a very small effect on Work-Life Balance ($f^2 = 0.019$), falling just below the threshold for a small effect. Meanwhile, Work-Life Balance has a negligible impact on Employee Performance, as indicated by an f^2 value of 0.002. These findings highlight that among the predictors, Job Satisfaction exerts the most substantial influence on Employee Performance, whereas Work-Life Balance does not meaningfully alter performance levels on its own.

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Table 8. Model Fit Result

	Saturated Model	Estimated Model
SRMR	0.067	0.157
d_ULS	0.615	3.345
d_G	0.327	0.418
Chi-square	291.339	342.496
NFI	0.837	0.809

Source: Primary data processed with Smart-PLS (2025)

The SRMR value for the saturated model is 0.067, which is below the recommended threshold of 0.08, indicating acceptable model fit for the measurement model. However, the estimated model reports an SRMR value of 0.157, suggesting that the structural model should be interpreted with caution (Hair et al., 2019). Given that PLS-SEM primarily emphasizes predictive capability rather than overall model fit, the evaluation of the structural model in this study mainly relies on path coefficients, R^2 values, effect sizes, and bootstrapping results. Additionally, Figure 2 presents the estimated path coefficients for the structural equation model, illustrating the strength and direction of the hypothesized relationships among constructs.

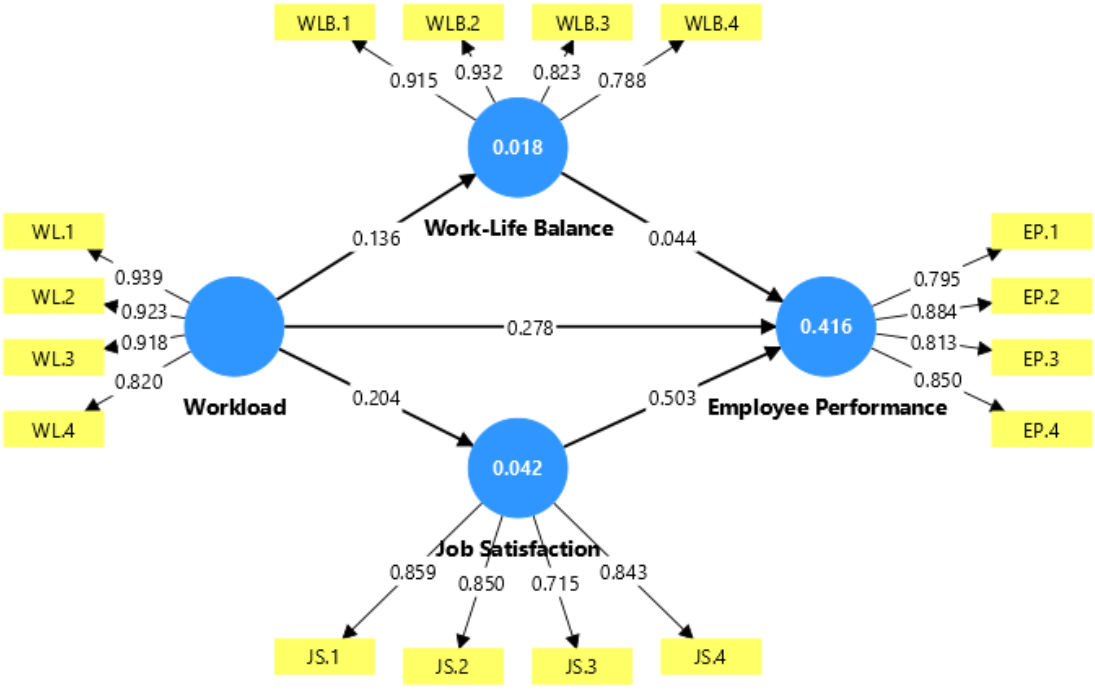


Figure 2. Structural Equation Modelling
Source: Primary Data Processed with Smart-PLS (2025)

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Hypothesis testing. Hypothesis testing in this study was conducted using the bootstrapping procedure available in Smart-PLS 4. In the context of management and economics research, a significance level ranging from 5% to 10% is widely accepted (Hair et al., 2019). A hypothesis is considered supported if the T-statistic exceeds the critical value of 1.960 and the p-value is equal to or below 0.050, indicating a statistically significant relationship between exogenous and endogenous constructs. Conversely, if the p-value is above 0.050 and the T-statistic falls below 1.960, the relationship is regarded as statistically insignificant, suggesting that the exogenous variable does not exert a meaningful influence on the endogenous outcome (Ghozali, 2021; Haryono, 2017; Santosa, 2018).

Table 9. Path Coefficient and Hypotheses Testing

Hypothesis	Relation	Original Sample	Sample Mean	SD	T-Statistics	P-Values	Description
H1	WL → EP	0.278	0.279	0.068	4.080	0.000	Supported
H2	WL → WLB	0.136	0.141	0.081	1.688	0.095	Not Supported
H3	WL → JS	0.204	0.209	0.084	2.427	0.015	Supported
H4	WLB → EP	0.044	0.045	0.072	0.602	0.547	Not Supported
H5	JS → EP	0.503	0.505	0.079	6.364	0.000	Supported
H6	WL → WLB → EP	0.006	0.006	0.013	0.460	0.646	Not Supported
H7	WL → JS → EP	0.103	0.105	0.045	2.268	0.023	Supported

Note: WL = Workload, WLB = Work-Life Balance, JS = Job Satisfaction, EP = Employee Performance
Source: Primary Data Processed with Smart-PLS (2025)

The structural model evaluation involved hypothesis testing to determine the significance of the relationships among the latent constructs. As shown in Table 9, several key findings were observed. First, H1, which posited that workload (WL) has a significant influence on employee performance (EP), is supported. The path coefficient is 0.278 with a T-statistic of 4.080 and a p-value of 0.000, indicating a strong and statistically significant relationship. Similarly, H3, which examined the effect of workload on job satisfaction (JS), is also supported, with a path coefficient of 0.204, a T-statistic of 2.427, and a p-value of 0.015. H5, proposing that job satisfaction positively affects employee performance, was strongly supported as well. The path coefficient of 0.503, along with a high T-statistic of 6.364 and a p-value of 0.000, suggests that job satisfaction plays a pivotal role in influencing performance outcomes.

Moreover, H7, which tested the mediating effect of job satisfaction in the relationship between workload and employee performance, is also confirmed. The mediation path (WL

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→ JS → EP) yielded a coefficient of 0.103, a T-statistic of 2.268, and a p-value of 0.023, indicating a significant indirect effect. On the other hand, H2 and H4, which proposed relationships between workload and work-life balance (WL → WLB), and between work-life balance and employee performance (WLB → EP), respectively, were not supported. These paths demonstrated p-values above the 0.05 threshold and T-statistics below 1.960, suggesting insufficient statistical evidence to confirm a significant effect.

Lastly, H6, which examined the indirect effect of workload on performance through work-life balance (WL → WLB → EP), was also rejected, as indicated by a very low T-statistic of 0.460 and a p-value of 0.646. The mediation analysis indicates that job satisfaction serves as a partial mediator in the relationship between workload and employee performance because both the direct effect (WL → EP) and the indirect effect (WL → JS → EP) are statistically significant. This finding suggests that workload influences employee performance both directly and indirectly through employees' level of job satisfaction. Conversely, work-life balance does not mediate the relationship because the indirect effect through work-life balance is statistically insignificant.

Discussion

Workload and Employee Performance (H1)

The findings indicate that workload has a positive and significant effect on employee performance among Indonesian remote workers. Although excessive workload has traditionally been associated with fatigue, stress, and declining performance, the present findings suggest that the relationship may be more context-dependent. In remote work settings, employees generally enjoy greater flexibility and autonomy in organizing their work schedules, allowing them to manage demanding workloads more effectively. Consequently, workload may be perceived not only as a job demand but also as an indication of organizational trust and responsibility that encourages greater effort and task engagement.

These findings are consistent with Ramdhan et al. (2025), who reported that an appropriate level of workload, when accompanied by effective work management, can motivate employees to accomplish their tasks more successfully. Within the context of Indonesian remote workers, higher workload may therefore stimulate productivity because employees are given greater discretion in determining when and how their work is completed. This finding also supports recent developments in the Job Demands-Resources (JD-R) framework, which suggest that demanding work conditions may generate positive outcomes when employees possess sufficient job resources, such as autonomy and flexibility (Bakker et al., 2023).

Nevertheless, these findings should be interpreted cautiously. Since the workload indicators primarily capture perceptions of work overload, organizations should ensure that increasing workloads are accompanied by adequate organizational support. Otherwise, prolonged

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exposure to excessive demands may eventually lead to fatigue, emotional exhaustion, and declining performance.

Workload and Work-Life Balance (H2)

Contrary to the proposed hypothesis, workload was not found to significantly influence work-life balance. This finding suggests that workload alone is insufficient to explain employees' perceptions of work-life balance within the context of remote work. One possible explanation is that remote employees generally possess greater flexibility in arranging their work schedules and balancing professional responsibilities with personal activities. Unlike conventional office environments, remote work enables employees to adjust working hours, prioritize tasks, and organize family responsibilities according to individual preferences. Consequently, even when workload increases, employees may still perceive that they maintain an acceptable balance between work and personal life.

This finding differs from previous studies, including Marecki (2024), which reported that higher workload generally reduces work-life balance. Such discrepancies may reflect differences in work arrangements. Many earlier studies were conducted among office-based employees operating under fixed schedules and direct supervision, whereas the present study focuses on Indonesian remote workers who experience considerably greater work autonomy. Therefore, work-life balance in remote work settings may be influenced more strongly by factors such as schedule flexibility, family support, digital work practices, and individual boundary management than by workload alone. The relatively low coefficient of determination ($R^2 = 0.018$) further supports this interpretation, indicating that workload explains only a small proportion of the variance in work-life balance. Other organizational and personal factors not included in the present model are likely to play a substantially greater role.

Workload and Job Satisfaction (H3)

The results demonstrate that workload has a positive and significant effect on job satisfaction. Although this finding appears to contrast with the traditional view that excessive workload decreases satisfaction, it may reflect the unique characteristics of remote work. Employees who are entrusted with greater responsibilities may interpret demanding assignments as evidence of organizational confidence in their capabilities. This finding is consistent with Kharisma and Kurniawati (2024), who argued that employees experiencing meaningful and well-structured workloads tend to perceive their work more positively, resulting in higher job satisfaction. Within remote working environments, greater task responsibility may also strengthen employees' perceptions of competence, achievement, and professional growth, thereby enhancing overall job satisfaction. These findings further suggest that employees do not necessarily perceive workload as a negative experience. Instead, when accompanied by sufficient autonomy and clear role expectations, demanding work assignments may become a source of motivation rather than dissatisfaction.

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Work-Life Balance and Employee Performance (H4)

The findings indicate that work-life balance does not significantly influence employee performance. This result differs from many previous studies that identified work-life balance as an important determinant of employee effectiveness. One possible explanation is that employee performance in remote work environments is driven more strongly by work-related factors such as job autonomy, digital competence, task clarity, and organizational support than by employees' perceived balance between work and personal life. Employees may continue to maintain high performance despite experiencing challenges in balancing work and family responsibilities because remote work provides greater flexibility in determining how work objectives are achieved (Almazrouei et al., 2025). This finding also suggests that work-life balance should not be regarded as a universal predictor of employee performance. Rather, its influence may depend on organizational context, occupational characteristics, and individual coping strategies. Consequently, organizations should avoid assuming that improvements in work-life balance will automatically translate into higher employee performance.

Job Satisfaction and Employee Performance (H5)

Job satisfaction was found to have a positive and significant effect on employee performance. This finding supports Tatar (2020), who demonstrated that satisfied employees are more likely to exhibit stronger organizational commitment, higher motivation, and superior work outcomes. Within remote work settings, satisfied employees are likely to demonstrate greater self-discipline, stronger intrinsic motivation, and increased willingness to exert discretionary effort despite limited direct supervision. Therefore, fostering job satisfaction remains an important managerial strategy for improving employee performance under flexible working arrangements.

The Mediating Role of Work-Life Balance (H6)

The mediation analysis indicates that work-life balance does not mediate the relationship between workload and employee performance. This finding is consistent with the non-significant direct relationship between workload and work-life balance, suggesting that work-life balance does not function as the primary mechanism through which workload influences employee performance among Indonesian remote workers. A plausible explanation is that remote employees have developed adaptive strategies for managing work and personal responsibilities. Flexible scheduling, increased autonomy, and technology-enabled work practices may reduce the extent to which workload disrupts employees' work-life balance. Consequently, although workload increases, employees may still maintain satisfactory performance without experiencing substantial changes in work-life balance. These findings differ from many pre-pandemic studies conducted among office-based employees, where fixed working hours and limited flexibility made work-life balance a more critical mechanism linking workload and performance (Bakker et al., 2023; Wani, 2023). The

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present findings therefore highlight that the mediating role of work-life balance may be contingent upon the characteristics of remote work arrangements.

The Mediating Role of Job Satisfaction (H7)

In contrast, job satisfaction was found to significantly mediate the relationship between workload and employee performance. This finding indicates that workload contributes to higher employee performance primarily by enhancing employees' positive psychological evaluations of their work. The significant mediation effect suggests that employees who perceive demanding work as meaningful and professionally rewarding are more likely to experience higher job satisfaction, which subsequently encourages better performance. These findings reinforce the motivational process proposed by the Job Demands-Resources framework, emphasizing that job demands do not inevitably produce negative outcomes when employees possess sufficient psychological and organizational resources. Overall, the findings demonstrate that job satisfaction represents a more influential motivational pathway than work-life balance in explaining how workload affects employee performance among Indonesian remote workers. These results contribute to the growing literature on remote work by showing that the mechanisms linking workload and performance differ from those commonly observed in conventional office settings, particularly after the widespread adoption of flexible work arrangements.

5. Conclusion, Implications, Limitations and Future Research

This study examined the relationship between workload and employee performance among Indonesian remote workers, with job satisfaction and work-life balance serving as mediating variables. The findings indicate that workload has a significant positive relationship with employee performance and job satisfaction, while job satisfaction also has a significant positive effect on employee performance. Furthermore, job satisfaction partially mediates the relationship between workload and employee performance, suggesting that employees' positive attitudes toward their jobs represent an important mechanism through which workload influences performance. In contrast, work-life balance neither significantly affected employee performance nor mediated the relationship between workload and employee performance. These findings should be interpreted within the specific context of this study and should not be generalized to all remote work settings. The relatively low explanatory power for work-life balance and job satisfaction also suggests that additional organizational and individual factors may contribute to these outcomes beyond workload alone. Overall, this study extends the application of the Job Demands–Resources (JD-R) framework by demonstrating that the relationship between workload and employee performance is not solely direct but also operates through employees' psychological responses, particularly job satisfaction.

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Practical Implications

The findings provide several practical implications for organizations implementing remote work arrangements. First, organizations should carefully design workload allocation to ensure that job demands remain manageable while supporting employees in achieving their performance objectives. Appropriate workload planning, realistic deadlines, and adequate organizational support may help employees perform effectively without creating excessive work pressure.

Second, because job satisfaction was found to be a significant mechanism linking workload and employee performance, organizations should strengthen human resource practices that enhance employees' job satisfaction. These practices may include supportive leadership, fair performance evaluation, recognition programs, career development opportunities, and effective communication between managers and employees. Improving these aspects can help organizations maintain high employee performance under remote working arrangements.

Third, although work-life balance did not emerge as a significant mediating mechanism in this study, organizations should continue to promote work-life balance as an essential component of employee well-being. The present findings merely indicate that, within the context of this research model and sample, job satisfaction provides a stronger explanation of employee performance than work-life balance. Therefore, initiatives promoting flexible work arrangements, employee well-being, and healthy work practices remain important for sustaining long-term organizational performance.

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Limitations

This study has several limitations that should be considered when interpreting the findings. First, the research employed a cross-sectional design, limiting the ability to draw definitive causal inferences among the study variables. Second, the sample consisted exclusively of remote employees in Indonesia using purposive sampling, which may limit the generalizability of the findings to other countries, industries, or employment arrangements. Third, all variables were measured using self-reported questionnaires, which may increase the possibility of common method bias despite the procedural remedies implemented during data collection. Finally, the relatively low R^2 values for work-life balance and job satisfaction indicate that additional organizational and individual factors influencing these constructs were not included in the present model.

Future Research

Future studies are encouraged to employ longitudinal or experimental research designs to better examine the causal relationships among workload, job satisfaction, work-life balance, and employee performance. Researchers may also investigate additional antecedents such as perceived organizational support, leadership style, organizational culture, employee resilience, psychological well-being, and work autonomy to improve the explanatory power

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of the model. Furthermore, comparative studies involving different countries, industries, or hybrid work arrangements would provide broader evidence regarding whether the relationships observed in this study are consistent across different organizational and cultural contexts. Future research may also distinguish between challenge workload and hindrance (overload) workload to better understand how different types of job demands influence employee outcomes in remote work environments.

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