THE EFFECT OF WORKING HOURS AND WORKLOAD ON EMPLOYEES WORK-LIFE BALANCE MEDIATED BY WORK STRESS

FINAL PROJECT

To Fulfill the Requirements for Obtaining a Bachelor's Degree

MERRIE NATHANIA
NIM. B1024201025

MANAGEMENT DEPARTMENT

FACULTY OF ECONOMICS AND BUSINESS

UNIVERSITAS TANJUNGPURA

PONTIANAK

2025

THE EFFECT OF WORKING HOURS AND WORKLOAD ON EMPLOYEES WORK-LIFE BALANCE MEDIATED BY WORK STRESS

FINAL PROJECT

To Fulfill the Requirements for Obtaining a Bachelor's Degree

MERRIE NATHANIA
NIM. B1024201025

MANAGEMENT DEPARTMENT

FACULTY OF ECONOMICS AND BUSINESS

UNIVERSITAS TANJUNGPURA

PONTIANAK

2025

STATEMENT OF ORIGINALITY

Name	: Merrie Nathania
Student ID	: B1024201025
Department	: Management International Class
Concentration	: Human Resource Management
Proposal Title	: The Effect of Working Hours and Workload on Employees Work-Life Balance Mediated by Work Stress

I hereby declare that the Final Project titled above is my own independent scholarly work. All sources and references used have been properly acknowledged and cited in full compliance with recognized academic citation standards and institutional regulations (see attached plagiarism verification report). I fully accept responsibility should any form of academic misconduct, including but not limited to plagiarism, be proven. I further acknowledge that such violations may result in the annulment of this Thesis/Dissertation at the discretion of the academic authority. This declaration is made with complete awareness of its academic and ethical significance, and I affirm its accuracy without reservation.

Pontianak, 18th of July 2025



Merrie Nathania

NIM. B1024201025

ACCOUNTABILITY STATEMENT

I, the undersigned:

Name	: Merrie Nathania
Student ID	: B1024201025
Department	: Management International Class
Concentration	: Human Resource Management
Proposal Title	: The Effect of Working Hours and Workload on Employees Work-Life Balance Mediated by Work Stress

Declare that this Final Work is my own work, and all sources both quoted and referred to have been correctly stated.

Pontianak, 18th of July 2025



Merrie Nathania
NIM. B1024201025

LEMBAR YURIDIS

THE EFFECT OF WORKING HOURS AND WORKLOAD ON EMPLOYEES WORK-LIFE BALANCE MEDIATED BY WORK STRESS

Penanggung jawab Yuridis

Merrie Nathania
B1024201025

Jurusan : Manajemen
Program Studi : Manajemen International
Konsentrasi : Sumber Daya Manusia
Tanggal Ujian : 8 Juli 2025

MAJELIS PENGUJI

Majelis Penguji	Nama NIP	Tgl/bln/thn	Tanda Tangan
Pembimbing 1	Pramana Saputra S.E., M.M. NIP. 199101142022031006	13/8 - 25	
Pembimbing 2	Prof. Mustaruddin, S.E., M.Si., Ph.D. NIP. 196206021989031002	13/8 - 25	
Penguji 1	Prof. Dr. Nurul Komari, S.E., M.P. NIP. 196005191987032002	14/8 - 25	
Penguji 2	Karsim S.Kom., M.M. NIP. 198706072022031005	24/9 - 25	

Dinyatakan telah memenuhi persyaratan dan lulus
oleh Majelis Penguji dalam Ujian Karya Akhir
Program Riset Karya Akhir dan Komprehensif untuk
memperoleh gelar Sarjana.

Pontianak, 21 Juli 2025
Koordinator Program Studi Manajemen

Bimoro Bagus Purnomo, S.E., M.M.
NIP. 199205082019031006

ACKNOWLEDGEMENT

First and foremost, I express my deepest gratitude to Almighty God for His blessings and guidance that enabled me to complete this thesis entitled "THE EFFECT OF WORKING HOURS AND WORKLOAD ON EMPLOYEES WORK-LIFE BALANCE MEDIATED BY WORK STRESS". This thesis is submitted as a requirement to obtain a Bachelor's degree in Management at the Faculty of Economics and Business, Universitas Tanjungpura, Pontianak. This work is lovingly dedicated to my parents and family, whose support and prayers have been my greatest strength.

I also extend my sincere appreciation to my supervisor, academic advisor, examiners, lecturers, research respondents, and friends who have provided guidance, assistance, and encouragement throughout this journey.

Therefore, on this occasion, I would like to express my deepest gratitude to:

1. Prof. Dr. Garuda Wiko, S.H., M.Si., FCBArb., Rector of Tanjungpura University, for his leadership and for fostering an academic environment that encourages learning and research excellence.
2. Dr. Barkah, S.E., M.Si., Dean of the Faculty of Economics and Business, for his support and commitment to advancing the quality of education within the faculty.
3. Heriyadi, S.E., M.E., Ph.D., Head of the Management Department, for his guidance and contribution to the development of the department and its students.
4. Dr. Wenny Pebrianti, S.E., M.Sc., Secretary of the Management Department, for her assistance and dedication in ensuring the smooth administration of academic activities.
5. Bintoro Bagus Purmono, S.E., M.M., Coordinator of the Management Study Program, for his continuous encouragement and the opportunities provided to students in pursuing academic growth.
6. Prof. Mustaruddin, S.E., M.Si., Ph.D., my supervisor, for his invaluable guidance, constructive feedback, and encouragement throughout the process of completing this thesis. His advice has been instrumental in improving both the quality of my research and my academic development.
7. Pramana Saputra, S.E., M.M., my academic advisor, for his thoughtful insights, kind support, and assistance in revising this work. His patience and encouragement helped me persevere through challenges.
8. Prof. Dr. Nurul Komari, S.E., M.P., my examiner, for her constructive critiques, valuable comments, and for challenging me to improve and strive for perfection in my research.

9. Karsim, S.Kom., M.M., my examiner, for his constructive critiques, valuable comments, and for challenging me to improve and strive for perfection in my research.
10. All lecturers involved in the MBKM Research Program, for their dedication, mentorship, and for providing such meaningful opportunities that have enriched my academic experience.
11. All respondents from across Indonesia, for their willingness to participate and share their experiences, without which this research would not have been possible.
12. Friends who kindly helped distribute the questionnaires and offered their time and effort to ensure the success of this research.
13. My beloved family and friends, for their endless encouragement, patience, and belief in my abilities. Your prayers and support have been my greatest motivation in completing this thesis.
14. Lastly, all individuals whose contributions, whether large or small, have supported me along the way. Though not mentioned by name, your kindness and encouragement are deeply valued and sincerely appreciated.

Any shortcomings or limitations that remain in this thesis are entirely my own responsibility.

Pontianak, 18th of July 2025



Merrie Nathania
NIM. B1024201025

The effect of working hours and workload on work-life balance via stress

Merrie Nathania

Fakultas Ekonomi dan Bisnis
Universitas Tanjungpura, Indonesia

ABSTRAK

Pada era modern, menjaga *Work-Life Balance* antara kehidupan kerja dan pribadi, serta mengelola *Work Stress* terkait pekerjaan, telah menjadi semakin penting terutama bagi generasi muda yang baru memasuki dunia kerja. Keseimbangan yang terpelihara dengan baik meningkatkan produktivitas dan kesejahteraan karyawan. Namun, *Workload* yang berat dan *Working Hours* yang panjang dapat mengganggu keseimbangan ini. Studi ini menguji dampak *Workload* dan *Working Hours* pada *Work-Life Balance* karyawan Generasi Z, khususnya mereka yang telah bekerja setidaknya enam bulan hingga lima tahun, dengan *Work Stress* sebagai faktor mediasi. Pendekatan kuantitatif deskriptif diterapkan, menggunakan data survei dari 212 pekerja Gen Z di berbagai industri di Indonesia. Analisis melalui Partial Least Squares Structural Equation Modeling (PLS-SEM) menggunakan SmartPLS memberikan beberapa wawasan. Temuan menunjukkan bahwa *Working Hours* tidak secara langsung memengaruhi *Work-Life Balance*, karena adanya jadwal fleksibel atau strategi manajemen waktu yang efektif. Namun, *Workload* secara signifikan mengganggu *Work-Life Balance*, karena peserta melaporkan kesulitan menjaga batasan ketika kewalahan dengan tugas. Baik *Working Hours* maupun *Workload* berkontribusi pada peningkatan *Work Stress* terkait pekerjaan, yang berdampak negatif pada kemampuan karyawan untuk menjaga kesejahteraan pribadi dan sosial. Selain itu, *Work Stress* memediasi hubungan antara *Working Hours* dan *Workload* dengan *Work-Life Balance*. Ini menunjukkan bahwa meskipun jam kerja yang panjang mungkin tidak secara langsung mengurangi keseimbangan, efek tidak langsungnya melalui stress adalah signifikan. Hasil ini menyoroti *Workload* dan *Work Stress* sebagai faktor kritis yang memengaruhi *Work-Life Balance* profesional Gen Z yang baru memulai karier.

Kata kunci: *Work Stress; Working Hours; Work-Life Balance; Workload.*

The effect of working hours and workload on work-life balance via stress

Merrie Nathania

Fakultas Ekonomi dan Bisnis
Universitas Tanjungpura, Indonesia

ABSTRACT

In the modern era, maintaining a balance between work and personal life, as well as managing work-related stress, has become increasingly important especially for younger generations entering the workforce. A well-maintained balance enhances employee productivity and well-being. However, heavy workloads and long working hours can disrupt this equilibrium. This study examines the impact of workload and working hours on the work-life balance of Generation Z employees, specifically those who have been working for at least six months to five years, with work-related stress as a mediating factor. A descriptive quantitative approach was applied, using survey data from 212 Gen Z workers across industries in Indonesia. Analysis via Partial Least Squares Structural Equation Modeling (PLS-SEM) using SmartPLS provided several insights. The findings show that working hours do not directly influence work-life balance, due to flexible schedules or effective time management strategies. However, workload significantly disrupts work-life balance, as participants reported difficulty maintaining boundaries when overwhelmed with tasks. Both working hours and workload contribute to increased work-related stress, which negatively impacts employees' ability to maintain personal and social well-being. Additionally, work stress mediates the relationship between both working hours and workload with work-life balance. This suggests that while long hours may not directly reduce balance, their indirect effect through stress is significant. These results highlight workload and work stress as critical factors affecting the work-life balance of early-career Gen Z professionals.

Keywords: *Work Stress; Working Hours; Work-Life Balance; Workload.*

SUMMARY

The effect of working hours and workload on work-life balance via stress

1. Background

Work-life balance is fundamentally crucial for enhancing the quality of life and productivity of employees. Organizations are increasingly recognizing that a good work-life balance is vital for the overall well-being of their workforce, contributing significantly to talent retention, employee satisfaction, and improved organizational performance. Generation Z, a demographic highly susceptible to stress due to the prevalent environmental uncertainty, forms a significant portion of the current workforce. In Indonesia, Gen Z employees are reported to work longer hours than their Millennial counterparts, with a high majority (95%) emphasizing the critical importance of work-life balance for their overall well-being, which includes personal development, mental health, and physical health. Specifically, a considerable portion of this generation defines work-life balance by having a manageable workload and the ability to avoid excessive overtime.

Workload and working hours are identified as primary factors directly influencing an individual's work-life balance. Excessive demands in either area can frequently lead to elevated work-related stress, which, in turn, severely disrupts this balance and negatively impacts both health and productivity. Previous research has presented conflicting results regarding the direct impact of working hours on work-life balance, indicating a research gap that this study aims to address. This gap is particularly evident when considering early-career Generation Z employees in the Indonesian context.

2. Research Problems

This research addresses several key problems concerning the work experience of Generation Z employees in Indonesian industries:

1) How do working hours specifically affect the work-life balance of Generation Z employees in Indonesia?
2) What is the influence of workload on the work-life balance of Generation Z employees in Indonesia?
3) To what extent do working hours contribute to work stress experienced by Generation Z employees in Indonesia?
4) How does workload impact the level of work stress among Generation Z employees in Indonesia?

5) What is the direct relationship between work stress and work-life balance for Generation Z employees in Indonesia?
6) Does work stress mediate the relationship between working hours and work-life balance for Generation Z employees in Indonesia?
7) Does work stress mediate the relationship between workload and work-life balance for Generation Z employees in Indonesia?

3. Research Objectives

1) To determine the influence of working hours on work-life balance among Generation Z employees in Indonesian industries.
2) To investigate the effect of workload on work-life balance among Generation Z employees in Indonesia.
3) To analyze the impact of working hours on work stress experienced by Generation Z employees in Indonesia.
4) To evaluate the influence of workload on work stress among Generation Z employees in Indonesia.
5) To assess the direct impact of work stress on work-life balance for Generation Z employees in Indonesia.
6) To explore whether work stress mediates the relationship between working hours and work-life balance among Generation Z employees in Indonesia.
7) To examine whether work stress mediates the relationship between workload and work-life balance among Generation Z employees in Indonesia.

4. Research Methodology

This research adopted a descriptive quantitative survey method. Primary data was collected through questionnaires distributed to respondents via Google Forms, utilizing a five-point Likert scale ranging from 1 (Strongly Disagree) to 5 (Strongly Agree). The population for this study consisted of Generation Z employees across various industries in Indonesia. Purposive sampling was employed to select the sample, with criteria including: Being a Generation Z employee (born between 1997 and 2012, approximately 12-27 years old at the time of the study). Working in an Indonesian industry (not limited to startups). Having a minimum of 6 months to a maximum of 5 years of work experience. A total of 212 respondents were included in the final sample. The sample size was determined based on

Roscoe's Minimum Threshold Theory, which suggests 100-200 samples for regression or SEM analysis, and the 10-times rule (which required a minimum of 170 samples for 17 indicators). Data analysis was performed using Partial Least Squares Structural Equation Modeling (PLS-SEM) with SmartPLS 4 software. The analytical process involved: Outer Model Evaluation (Measurement Model): Assessed discriminant validity (Fornell-Larcker criterion, HTMT ratio < 0.90, cross-loadings) and convergent validity (loading factor > 0.70, AVE > 0.50). Reliability was checked using Composite Reliability (CR > 0.70) and Cronbach's Alpha (CA > 0.60).

Inner Model Evaluation (Structural Model): Evaluated the model's predictive accuracy using R-squared (R^2) values, with values of 0.75 (strong), 0.50 (moderate), and 0.25 (weak). Goodness of Fit (GoF) was also assessed. Hypothesis Testing: Conducted using bootstrapping to obtain t-statistics and p-values. A hypothesis was supported if the p-value was < 0.05 and the t-statistic was > 1.96 (for a two-tailed test). Mediation analysis was performed using indirect effects with bootstrapping, where mediation is confirmed if the p-value is < 0.05 for the indirect effect.

5. Results

The results of the analysis are as follows:

1) Working Hours did not directly affect Work-Life Balance: The hypothesis proposing a direct influence of working hours on work-life balance was not supported (p-value > 0.05). This suggests that for the Gen Z sample in Indonesia, factors like flexible work arrangements or effective time management might mitigate the direct impact of hours.
2) Workload significantly disrupted Work-Life Balance: The hypothesis stating that workload negatively affects work-life balance was supported (p-value < 0.05). This indicates that a heavy workload directly leads to difficulties in maintaining personal and professional harmony.
3) Working Hours increased Work Stress: The hypothesis that working hours positively influence work stress was supported (p-value < 0.05). Longer working hours were found to significantly contribute to higher levels of work-related stress.

4) Workload increased Work Stress: The hypothesis that workload positively affects work stress was supported (p-value < 0.05). Excessive workload was a significant predictor of increased work stress.
5) Work Stress significantly disrupted Work-Life Balance: The hypothesis that work stress negatively affects work-life balance was supported (p-value < 0.05). Higher work stress levels directly correlated with poorer work-life balance outcomes.
6) Work Stress mediated the relationship between Working Hours and Work-Life Balance: The hypothesis that work stress mediates the effect of working hours on work-life balance was supported (p-value < 0.05 for indirect effect). This indicates that the negative impact of working hours on work-life balance is largely indirect, operating through the increased work stress they generate.
7) Work Stress mediated the relationship between Workload and Work-Life Balance: The hypothesis that work stress mediates the effect of workload on work-life balance was supported (p-value < 0.05 for indirect effect). This demonstrates that the detrimental effect of workload on work-life balance is also primarily mediated by the stress induced by the heavy workload.

Overall, the model showed moderate predictive power for work stress (R^2=0.512) and work-life balance (R^2=0.610), indicating that the independent variables (working hours, workload) and mediator (work stress) explain a substantial portion of the variance in work-life balance.

6. Conclusion and Recommendations

1) Conclusion

This study concludes that while working hours do not have a direct statistically significant impact on the work-life balance of Generation Z employees in Indonesia, workload significantly and negatively affects it. Crucially, both working hours and workload are found to be significant positive predictors of work stress. The research strongly supports the role of work stress as a significant negative predictor of work-life balance. Most importantly, work stress fully mediates the

relationship between both working hours and workload with work-life balance. This implies that the primary mechanism through which excessive working hours and heavy workload impair work-life balance for Gen Z employees is the stress they generate. Effectively managing stress is thus key to achieving work-life balance.

2) Recommendations

Based on these findings, the study offers practical suggestions for various stakeholders:

For Organizations and HR Departments: It is crucial to implement effective strategies for workload management, ensuring that job demands are reasonable and sustainable. Additionally, organizations should prioritize initiatives aimed at stress reduction, such as providing resources for mental well-being, promoting breaks, and fostering a supportive work culture. Implementing flexible work arrangements (e.g., flextime, remote work options) can also help employees manage their hours and personal lives better, thereby reducing stress.

For Policymakers: The findings underscore the importance of policies that support work-life balance, particularly for younger generations entering the workforce. These policies should consider the unique needs and expectations of Generation Z, encouraging healthy work practices across industries.

For Employees: Understanding the impact of workload and stress on work-life balance can empower employees to advocate for their well-being and utilize available resources..

TABLE OF CONTENTS

STATEMENT OF ORIGINALITY i
ACCOUNTABILITY STATEMENT ii
LEMBAR YURIDIS iii
ACKNOWLEDGEMENT iv
ABSTRAK vi
ABSTRACT vii
SUMMARY viii
TABLE OF CONTENTS xiii
LIST OF TABLES xiv
LIST OF FIGURES xv
LIST OF APPENDIXES xvi
APPENDIXES 22

LIST OF TABLES

Table 1. Convergent Validity Results 9
Table 2. Discriminant Validity Cross Loading Test Results.....10
Table 3. Reliability Test Results 11
Table 4. R-Square.....12
Table 5. Path Coefficient Results.....12

LIST OF FIGURES

Figure 1. Research Framework 8
Figure 2. Algorithm Model Results.....10

LIST OF APPENDIXES

Appendix 1 23
Dean's Decree 23
Appendix 2 35
Letter of Acceptance 35
Appendix 3 37
Article Information.....37
Appendix 4 39
Operational Definition Table 39
Appendix 5 45
Questionnaire 45
Appendix 6 52
Data 52
Appendix 7 68
Processed Data 68

Effects of working hours and workload on work-life balance via stress

Merrie Nathania[1*], Pramana Saputra S.E., M.M[2], Karsim, S.Kom., M.M.[3]
Universitas Tanjungpura, Kalimantan Barat, Indonesia
merrienathania@gmail.com[1],pramana.saputra@ekonomi.untan.ac.id[2]
,karsim@ekonomi.untan.ac.id[3]



Abstract

Purpose: This study examines how job demands (workload and working hours) influence the work-life balance of early-career Generation Z employees in Indonesia, focusing on the mediating role of work stress.