Vol. 4 No. 6 (2026)
e-ISSN: 2963-7589
Economic and Business Journal | ECBIS
https://ecbis.net/index.php/go/index

EMPLOYEE WORKLOAD AND WORK-FAMILY CONFLICT ON FEMALE EMPLOYEE PERFORMANCE: THE MEDIATING ROLE OF PSYCHOLOGICAL WELL-BEING

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Submitted:	Revised:	Accepted:
07 October 2026	17 October 2026	30 October 2026

Abstract

This study examines the relationships of employee workload and work-family conflict with female employee performance, with psychological well-being as a mediating variable. The research was conducted among female employees in the rolling section of PT Seribu Satu Alami, a cigarette manufacturing company in Pamekasan, Indonesia. A quantitative approach was applied using questionnaire data from 204 respondents. The data were analyzed using Partial Least Squares Structural Equation Modeling (PLS-SEM) with SmartPLS 4. The results indicate that employee workload has no significant direct relationship with employee performance (β= −0.023; t = 0.409; p = 0.682), but it has a positive relationship with psychological well-being (β= 0.382; t = 6.837; p < 0.001). Work-family conflict is positively related to employee performance (β= 0.380; t = 6.191; p < 0.001) and psychological well-being (β= 0.193; t = 2.952; p = 0.003). Psychological well-being is positively related to employee performance (β= 0.486; t = 8.034; p < 0.001). Indirect effects through psychological well-being are significant for both employee workload (β = 0.185; t = 5.285; p < 0.001) and work-family conflict (β= 0.094; t = 2.700; p = 0.007). These findings highlight the relevance of psychological well-being in explaining the relationship between work-related demands and female employee performance.

Keywords: *Employee Performance; Employee Workload; Female Employees; Psychological Well-Being; Work-Family Conflict.*

1. INTRODUCTION

Human resources play an important role in organizational performance because employees are directly involved in carrying out operational activities. Employee performance may be associated not only with the completion of work tasks but also with the working conditions and personal circumstances employees experience. These issues are particularly relevant for women who carry out paid work while also managing responsibilities outside the workplace.

Employee workload represents the demands employees experience when completing assigned tasks. Work quantity, deadlines, work pace, and the need to maintain output quality can shape employees' work experiences. Previous research has examined workload in relation to employee performance, including among female employees (Linda & Rino,

2023). However, the relationship may vary according to the work setting and the resources available to employees.

Work-family conflict occurs when demands from work and family roles are incompatible, making participation in one role more difficult. because of demands from the other role (Greenhaus & Beutell, 1985). For female employees, work demands may compete with time and energy needed for family life. Research has connected work-family conflict with employee performance and psychological well-being, and has also considered psychological well-being as a mechanism linking work-family conflict to performance (Maksum et al., 2022).

Psychological well-being is relevant because it describes an individual's positive psychological state and may be associated with the ability to carry out daily activities and work responsibilities. Prior research has reported a relationship between psychological well-being and employee performance (Atan & Obeng, 2024). This suggests that psychological well-being may help explain how employees' work experiences relate to their performance.

These issues are pertinent to PT Seribu Satu Alami, a cigarette manufacturing company in Pamekasan, East Java, Indonesia. The company's rolling section involves manual and repetitive production activities. Employees need to maintain accuracy because products that do not meet production requirements are classified as rejects and are not counted as acceptable output. Initial observations also indicated that employees work within defined working hours and regulated break periods. Such conditions make it relevant to examine workload, work-family conflict, psychological well-being, and performance among female employees in this setting.

Although previous studies have examined individual relationships among these variables, the present study examines employee workload and work-family conflict simultaneously, with psychological well-being serving as a mediating variable in the relationship with female employee performance. Specifically, this study aims to examine: (1) the relationship between employee workload and employee performance; (2) the relationship between employee workload and psychological well-being; (3) the relationship between work-family conflict and employee performance; (4) the relationship between work-family conflict and psychological well-being; (5) the relationship between psychological well-being and employee performance; (6) the mediating role of psychological well-being in the relationship between employee workload and employee performance; and (7) the mediating role of psychological well-being in the relationship between work-family conflict and employee performance.

2. RESEARCH METHOD

This study employed a quantitative approach to examine the relationships between Employee Workload, Work-Family Conflict, Psychological Well-being, and Employee Performance among female employees in the rolling section of PT Seribu Satu Alami. A quantitative approach was used to analyze the relationships between the research variables through numerical data and statistical procedures. The study focused on examining the direct relationships between the variables and the mediating role of Psychological Well-being in

the relationships between Employee Workload, Work-Family Conflict, and Employee Performance.

The population consisted of 415 female employees working in the rolling section of PT Seribu Satu Alami. The sample comprised 204 respondents, determined using the Slovin formula with a 5% margin of error. Respondents were selected using a random sampling technique to provide eligible employees with an opportunity to be included in the study. Data were collected through a structured questionnaire designed to measure Employee Workload, Work-Family Conflict, Psychological Well-being, and Employee Performance. The questionnaire items were adapted from established measurement instruments, namely Qureshi et al. (2012) for Employee Workload, Gutek et al. (1991) for Work-Family Conflict, Topp et al. (2015) for Psychological Well-being, and Williams & Anderson (1991) for Employee Performance.

The collected data were analyzed using Partial Least Squares Structural Equation Modeling (PLS-SEM) with SmartPLS 4. The analysis involved evaluating the measurement model to assess the validity and reliability of the constructs and evaluating the structural model to examine the relationships between the research variables. Hypothesis testing was conducted using bootstrapping to assess path coefficients, t-statistics, and p-values. The analysis also examined the mediating role of Psychological Well-being in the relationships between Employee Workload, Work-Family Conflict, and Employee Performance. These procedures were used to determine whether the proposed relationships were supported by the empirical findings.

3. RESULTS AND DISCUSSION

3.1. Measurement Model Assessment

The measurement model was evaluated to assess the validity and reliability of the constructs. The assessment included convergent validity, internal consistency reliability, and discriminant validity. The analysis was conducted using SmartPLS 4 based on the primary data collected from female employees in the rolling department of PT Seribu Satu Alami.

3.1.1. Convergent Validity

Convergent validity was assessed by examining the outer loading values of the indicators. As presented in Table 2, all retained indicators had outer loading values above 0.70, ranging from 0.755 to 0.883. These results indicate that the indicators adequately represent their respective constructs.

Table 1. Convergent Validity Assessment

Construct	Number of Retained Indicators	Minimum Loading	Maximum Loading	Assessment
Employee Workload	12	0.772	0.880	Acceptable
Work-Family Conflict	10	0.784	0.883	Acceptable

Psychological Well-being	11	0.755	0.850	Acceptable
Employee Performance	7	0.774	0.864	Acceptable

Source: *Primary data processed using SmartPLS 4 (2026).*

The results indicate that all retained indicators met the loading criterion used in the original study. Accordingly, the indicators were retained for subsequent measurement and structural model assessments. It should be noted that the Work-Family Conflict construct contains ten retained indicators, with indicator X2.8 not included in the reported loading results.

3.1.2. Reliability and Average Variance Extracted

Internal consistency reliability was evaluated using Cronbach's alpha, rho_A, and composite reliability. Convergent validity at the construct level was also examined using the average variance extracted (AVE).

Table 2. Construct Reliability and Convergent Validity

Construct	Cronbach's Alpha	rho_A	Composite Reliability	AVE
Employee Workload	0.957	0.960	0.962	0.679
Work-Family Conflict	0.949	0.952	0.956	0.688
Psychological Well-being	0.924	0.925	0.939	0.687
Employee Performance	0.945	0.946	0.952	0.646

Source: *Primary data processed using SmartPLS 4 (2026).*

As shown in Table 3, all constructs have Cronbach's alpha and composite reliability values above 0.70. The AVE values also exceed 0.50, ranging from 0.646 to 0.688. These findings indicate satisfactory internal consistency reliability and convergent validity for the four constructs.

3.1.3. Discriminant Validity

Discriminant validity was examined to determine whether each construct could be empirically distinguished from the other constructs in the model. The original thesis reports that the indicators have higher loading values on their respective constructs than on the other constructs.

However, the complete cross-loading values should be reproduced from the original SmartPLS output before the article is finalized. The summarized statement alone is insufficient to independently verify every indicator's discriminant validity. Therefore, the final manuscript should include the complete cross-loading matrix or another discriminant validity assessment, such as the heterotrait–monotrait ratio, if the corresponding output is available.

3.2. Structural Model Assessment

The structural model was assessed by examining collinearity, the coefficient of determination, and the hypothesized direct and indirect relationships. The results were used to evaluate the explanatory capacity of the model and the proposed mediating role of psychological well-being.

3.2.1. Collinearity Assessment

Collinearity was assessed using the variance inflation factor (VIF). The original thesis reports VIF values ranging from 1.022 to 1.260. These values are below the commonly applied threshold of 5, suggesting that collinearity was not a major concern in the estimated structural model.

Table 3. Collinearity Assessment

Assessment	Reported VIF Range	Reference Threshold	Interpretation
Structural model	1.023–1.258	Below 5.00	No substantial collinearity concern

Source: *Primary data processed using SmartPLS 4 (2026).*

The table presents the reported range rather than individual path-level VIF values. The complete path-specific values should be inserted if the original output is available.

3.2.2. Coefficient of Determination

The coefficient of determination (R^2) was used to examine the proportion of variance in the endogenous constructs explained by their predictors.

Table 4. Coefficient of Determination

Endogenous Construct	R^2	Adjusted R^2
Psychological Well-being	0.205	0.197
Employee Performance	0.461	0.453

Source: *Primary data processed using SmartPLS 4 (2026).*

The model explains 20.5% of the variance in psychological well-being, with an adjusted R^2 of 0.197. This indicates that employee workload and work-family conflict jointly account for a portion of the variation in employees' psychological well-being, while the remaining variance is associated with factors outside the model.

For employee performance, the R^2 value is 0.461 and the adjusted R^2 value is 0.453. Thus, psychological well-being, employee workload, and work-family conflict collectively explain 46.1% of the variance in employee performance. The remaining variance may be attributable to other factors not examined in this study.

3.2.3. Predictive Relevance

The original thesis reports Q^2 values of 0.184 for psychological well-being and 0.256 for employee performance.

Table 5. Predictive Relevance

Endogenous Construct	Q^2	Initial Interpretation
Psychological Well-being	0.183	Positive predictive relevance
Employee Performance	0.252	Positive predictive relevance

Source: *Primary data processed using SmartPLS 4 (2026).*

Both reported Q^2 values are greater than zero, indicating predictive relevance under the assessment approach used in the thesis. The final manuscript should identify the precise procedure used to obtain these values and reproduce the corresponding SmartPLS output where possible.

3.2.4. Hypothesis Testing

The direct and indirect relationships were evaluated using the path coefficients, t-statistics, and p-values reported in the original thesis. A significance level of 0.05 was used to assess the hypotheses.

Table 6. Direct and Indirect Effect Testing

Hypothesis	Relationship	Path Coefficient (β)	t-Statistic	p-Value	Result
H1	Employee Workload → Employee Performance	-0.023	0.409	0.682	Not supported
H2	Employee Workload → Psychological Well-being	0.382	6.837	<0.001	Supported
H3	Work-Family Conflict → Employee Performance	0.380	6.191	<0.001	Supported
H4	Work-Family Conflict → Psychological Well-being	0.193	2.952	0.003	Supported
H5	Psychological Well-being → Employee Performance	0.486	8.034	<0.001	Supported
H6	Employee Workload → Psychological Well-being → Employee Performance	0.185	5.285	<0.001	Supported
H7	Work-Family Conflict → Psychological Well-being → Employee Performance	0.094	2.700	0.007	Supported

Source: *Primary data processed using SmartPLS 4 (2026).*

The results indicate that six of the seven proposed relationships are statistically significant. Employee workload does not have a statistically significant direct relationship with employee performance. However, its indirect relationship with performance through psychological well-being is positive and significant. Work-family conflict has significant

positive direct relationships with both employee performance and psychological well-being, while its indirect relationship with performance through psychological well-being is also significant.

These findings require careful interpretation because the positive coefficients for work-family conflict do not necessarily mean that conflict itself is beneficial. The meaning of the coefficients should be considered alongside the questionnaire's item wording, scoring direction, and the characteristics of the respondents.

3.5 Discussion

The direct relationship between employee workload and employee performance was negative but not statistically significant ($\beta = -0.023$; $t = 0.409$; $p = 0.682$). Because $t < 1.96$ and $p > 0.05$, the first hypothesis was not supported. In this sample, the workload experienced by female employees in the rolling section was not significantly associated with their performance in the structural model. This result should be interpreted in the context of the specific production setting and does not establish that workload is unimportant in every workplace.

Employee workload had a positive and significant relationship with psychological well-being ($\beta = 0.382$; $t = 6.837$; $p < 0.001$). This finding supports the second hypothesis. The direction of this relationship is the result obtained in this study and should be read as a statistical association within the tested model. It differs from a simple assumption that higher workload must always be associated with lower well-being, highlighting the importance of considering the characteristics of the respondents and workplace when interpreting the relationship.

Work-family conflict had a positive and significant relationship with employee performance ($\beta = 0.380$; $t = 6.191$; $p < 0.001$), supporting the third hypothesis. The positive coefficient means that higher work-family conflict was associated with higher performance in this sample, as estimated by the model. This result should not be interpreted as evidence that conflict improves performance or as a causal conclusion. It may instead indicate that employees' experiences of work and family demands are complex and that the measured relationship depends on the specific context and other variables in the model.

Work-family conflict was also positively and significantly associated with psychological well-being ($\beta = 0.193$; $t = 2.952$; $p = 0.003$), supporting the fourth hypothesis. This direction is likewise specific to the current sample and model. It should be reported without assuming that work-family conflict generally enhances well-being. The finding indicates that, among the respondents studied, the measured work-family conflict construct had a positive association with psychological well-being after accounting for the model structure.

Psychological well-being had a positive and significant relationship with employee performance ($\beta = 0.486$; $t = 8.034$; $p < 0.001$), supporting the fifth hypothesis. Among the direct paths in the model, this relationship had the largest coefficient. The result indicates that female employees reporting better psychological well-being also tended to report

stronger performance in the model. This finding is consistent with research highlighting the relevance of psychological well-being to employee performance (Atan & Obeng, 2024).

The indirect relationship between employee workload and employee performance through psychological well-being was positive and significant ($\beta = 0.185$; $t = 5.285$; $p < 0.001$). Thus, the sixth hypothesis was supported. Although the direct relationship between workload and performance was not significant, the indirect relationship through psychological well-being was significant. This pattern indicates that psychological well-being functions as a relevant mediating pathway in the estimated model.

The indirect relationship between work-family conflict and employee performance through psychological well-being was also positive and significant ($\beta = 0.094$; $t = 2.700$; $p = 0.007$), supporting the seventh hypothesis. This finding suggests that psychological well-being is relevant to understanding the relationship between work-family conflict and performance among the female employees studied. It is in line with prior research that has considered psychological well-being as a mediator in the relationship between work-family conflict and employee performance (Maksum et al., 2022).

4. CONCLUSION

This study examined the relationships between Employee Workload, Work-Family Conflict, Psychological Well-being, and Employee Performance among female employees in the rolling section of PT Seribu Satu Alami. The findings show that Employee Workload does not have a significant direct relationship with Employee Performance, while Work-Family Conflict has a positive and significant relationship with Employee Performance. Employee Workload and Work-Family Conflict are positively related to Psychological Well-being, which also has a positive and significant relationship with Employee Performance.

Furthermore, Psychological Well-being mediates the relationships between Employee Workload and Employee Performance, as well as between Work-Family Conflict and Employee Performance. These findings highlight the importance of psychological well-being in understanding employee performance. From a practical perspective, organizations should pay attention not only to employees' work demands and family-related responsibilities but also to their psychological well-being when developing strategies to support employee performance.

This study contributes to the literature by demonstrating the mediating role of Psychological Well-being in the relationships between Employee Workload, Work-Family Conflict, and Employee Performance. However, this study is limited to female employees in the rolling section of one company. Future research may involve employees from different industries, departments, and organizational settings to provide a broader understanding of these relationships.

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