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The Effect of Work Life Balance, Leadership Style, and Workload on the Performance of Employees of the Pompengan River area Office in Jeneberang Case Study

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Abstract: *This study aims to analyze the influence of work life balance, leadership style, and workload on the performance of generation Z employees at the Pompengan River Area Office in Jeneberang. The research method used is associative research with a quantitative descriptive approach. The research sample consisted of 53 respondents who were Generation Z employees, and data were collected through questionnaires. Data analysis was carried out using multiple linear regression to test the influence of independent variables on dependent variables. The results of the study show that work-life balance has a positive effect on employee performance, which means that the better the work-life balance, the higher the performance shown. Leadership style also has a positive effect, especially if the leader is able to implement a communicative and participatory leadership pattern. On the other hand, workload has a negative effect on employee performance, where a high workload tends to reduce productivity. This study emphasizes that human resource management in the BBWS Pompengan Jeneberang environment needs to pay attention to work balance, the application of an effective leadership style, and proportionate workload management so that the performance of generation Z employees can be optimized.*

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INTRODUCTION

The development of the global population is increasing significantly every year. Currently, the composition of the world's population is dominated by Millennials and Generation Z. Generations are defined as a group of individuals who are differentiated based on their year of birth, age, location, as well as the events that shaped their life experiences (Romanova, 2020). Differences in characteristics between generations are a relevant issue in various areas of life because each generation has different values that can affect their outlook, behavior, and preferences in various aspects, including in the world of work.

Generation Z is a group born in the late 1990s to early 2010s. This generation is often referred to as the "e-generation" or "internet generation" because they grew up in an era of rapid development of digital technology and easier access to information. As "digital natives", Generation Z is considered to have better multitasking skills compared to previous generations and is faster in accessing and processing information (Sakashita,

2020). This provides its own advantages in various aspects of work, especially those related to technology and innovation. In the context of the world of work, Generation Z has different characteristics from previous generations. Gen Z tends to look for a structured and safe work environment. They are less likely to choose a highly flexible or competitive work environment that blends work and personal life (Al-Twal et al., 2025; Scholz & Grotefend, 2019). Despite preferring stability, Gen Z tends to change jobs frequently and show low organizational loyalty. They prioritize personal preferences and career development opportunities over long-term commitments with one employer (Surugiu et al., 2025). This indicates that Generation Z has unique preferences in facing the challenges of the modern world of work.

The Pompengan River Area Office of Jeneberang is a government agency located in South Sulawesi Province with the main task of managing water resources. This agency plays an important role in planning, implementing, and supervising various programs and activities related to watershed management, flood control, raw water supply, irrigation, and various other related activities. As one of the strategic agencies in the South Sulawesi region, the Pompengan Jeneberang River Area Office employs a large number of employees from various generations. The presence of Generation Z in the composition of human resources in this agency is of special concern, especially in relation to employee performance. Of the total 998 employees who work at the Pompengan River Area Office in Jeneberang, as many as 113 people or around 11.3% are Generation Z. With this considerable proportion, understanding the characteristics and performance of Generation Z is an important thing to study.

Human resources are fundamental elements that need to be optimized in order to contribute optimally to the achievement of organizational goals (As'ad et al., 2023). Human resources are a combination of intellectual and physical abilities built to compete in a dynamic business environment (Apascaritei & Elvira, 2022). Therefore, understanding the characteristics of certain generations, especially Generation Z, is important in the formulation of human resource management strategies. Performance is a crucial element that determines the sustainability of an organization (Yolanda et al., 2022). Various forms of support from the company, such as leader's direction, motivation, implementation of discipline, conducive work atmosphere, and provision of adequate facilities, are important factors in improving employee performance. Generation Z, with its unique characteristics, needs special attention so that their potential can be optimally utilized for the benefit of the organization.

Human resources are valuable assets for a company or organization. Every company or organization must have a program to improve the capabilities and professionalism of human resources in order to develop as needed. To achieve maximum performance, organizations must ensure that the workforce is selected right for the job and the conditions that allow them to work optimally. In fact, some employees are unable to meet the performance standards of an organization or the Company, this is because employees have other lives that need attention in addition to their work, this circumstance includes dealing with personal, family, and social life (Ramadhani & Ekowati, 2024; Wibowo & Hartono, 2020).

The talk about Work-life balance is very hotly discussed and associated with individual performance, Work-life balance is a concept that connects dedication to work or career with happiness, free time, family relationships, and spiritual development (M. I. Kurnia & Khairunnisa, 2024). The existence of this Work-life balance concept provides

benefits for the industry, because employee performance and creativity tend to increase. Employees who successfully fulfill the role of Work-life balance show better work performance (Asari, 2022; Azizah, 2023). So it is very important to pay attention to the psyche of each employee in order to achieve the Company's goals optimally and apart from the work-life balance of employees, the following is data related to the importance of work-life balance in job selection in Generation Z in Indonesia.

Although previous studies have shown that work-life balance has a positive effect on employee performance, there are inconsistencies in findings and contextual limitations that create research gaps. Several studies, such as by Hakim (2023) and Kurnia & Widigdo (2021), confirm these positive influences, but have not explored the role of new work contexts or Gen Z characteristics in depth. Meanwhile, the study by Ambalika et al. (2024) actually showed the negative impact of work-life balance on performance, as well as the absence of a significant moderation effect. This difference shows that the influence of work-life balance is contextual and has not been fully understood in the work dynamics of the younger generation, especially in the midst of changes in post-pandemic work patterns and increasing expectations of work flexibility.

The application of the right leadership style allows leaders to establish effective communication as well as create good cooperation in the execution of duties and responsibilities (Natsir et al., 2024). Targeted communication can increase employee satisfaction, which ultimately has an impact on the optimal execution of tasks. If the leadership style is well received by employees, then it will be easier to achieve organizational goals, and the level of job satisfaction tends to increase. Therefore, leadership style has a crucial role and needs to be a major concern for every leader.

Some previous studies support this view. A study by Marlius & Yulita (2024) shows that leadership style has a positive influence on employee performance in the local government environment, which reflects the importance of the role of leaders in shaping a productive work culture. Pratiwi & Rizky (2024) also found that leadership style significantly contributes to improving employee performance, both individually and in conjunction with other variables such as employee engagement and job satisfaction. Furthermore, research by Suryana et al. (2024) provides a different view by showing that leadership style has no influence on employee performance in the context of quail egg processing companies, suggesting that leadership effectiveness can be contextual depending on the type of industry and organizational characteristics.

Generation Z is known to have good multitasking skills, but this does not necessarily mean that they are able to handle excessive workloads (Intana & Sucipto, 2024). Diverse job demands as well as pressure from management to achieve certain targets can affect their performance (Shelawaty & Sutisna, 2021). Workload is one of the factors that can affect employee performance. According to Robbins and Judge (2014), workload can be defined as the number of tasks or activities that must be completed by an employee in a certain period of time. Too high a workload can lead to stress, fatigue, and decreased productivity. Conversely, too low a workload can result in boredom and lack of motivation.

Workloads that are in accordance with the abilities and preferences of Generation Z are expected to optimize their performance (Sudiyanto, 2020). However, if the workload is inappropriate or excessive, it can result in a negative impact on their productivity and job satisfaction (Apriana et al., 2022; Dony Muslim et al., 2023). Therefore, it is important for management to understand how workload affects the performance of Generation Z

employees in order to develop the right strategy in managing human resources. Various tasks and pressure from management to achieve certain targets can affect their performance. This shows that increasing tasks need to be balanced with effective support and strategies so that employee performance remains optimal.

Taking into account the unique characteristics of Generation Z who grow up in the digital era, have a tendency to multitask, as well as a preference for a stable and structured work environment, an appropriate managerial approach is needed so that their potential can be maximized in the world of work. One important approach is to adjust the workload proportionately so as not to cause stress or saturation that can reduce performance. In addition, the right leadership style is indispensable for creating effective communication, building teamwork, and increasing motivation and job satisfaction.

Based on a review of various previous studies, there are important similarities and differences to be pointed out. The similarity lies in the focus of the variables studied, namely work-life balance, leadership style, and workload that have been shown to have an influence on employee performance in various sectors. Several studies such as those conducted by Hakim (2023), Kurnia and Widigdo (2021), and Marlius and Yulita (2024), confirm that these three variables have a significant relationship with work performance. Nevertheless, this study has some fundamental differences compared to previous studies. First, this study specifically highlights the performance of employees from the Generation Z group who have different characteristics and work values compared to the previous generation. Second, the context of the research was carried out in a government agency, namely the Pompengan Jeneberang River Area Office, which has not been touched much by a similar study. Third, this study uses the Spillover theory approach as a framework to understand how the pressure or balance of one aspect of life can affect other aspects, especially in the relationship between individual variables and work performance. These differences make this research have its own contribution in expanding understanding of cross-generational human resource management in the public sector.

Previous studies have shown that an effective leadership style can drive employee performance, although the influence can differ depending on the context of the organization. In this regard, it is important for organizations such as the Pompengan Jeneberang River Regional Center Office to comprehensively understand how the combination of leadership style, workload, and work-life balance affects the performance of Generation Z employees. Sustainable.

LITERATURE REVIEW

Work-life balance

The concept of work-life balance broadly refers to the balance between professional and personal life responsibilities, which includes health, leisure, family, and spiritual development (Immaculate & Maran, 2017; Peter et al., 2019). This involves negotiating and sharing expectations regarding the role between the individual and his or her partner in the domain of work and family (Immaculate & Maran, 2017). This balance is critical to achieving job satisfaction, organizational commitment, and overall well-being. Work-life balance is a multifaceted concept that involves managing a balance between work and personal life responsibilities, including family, leisure, and self-development (Mulang, 2022). It is about prioritizing and balancing the demands of work with the demands of personal life to achieve overall well-being and satisfaction (K. K. Kumar & Premalatha, 2018; Simanjuntak & Ninin, 2021). By fostering a supportive work environment and

encouraging employees to prioritize their well-being, organizations can increase employee productivity and satisfaction (K. K. Kumar & Premalatha, 2018). Work-life balance means that employees can use their working time flexibly between work and personal life, family, hobbies, education, and so on to achieve a balance and not focus too much on their work. balance between work, personal needs, recreation, and family life.

Work-Life Balance Factors

According to Brough et al. (2020) stated that there are several factors that affect work-life balance, namely:

a. Personality Characteristics. There is a relationship between the type of attachment that individuals get as a child and work-life balance. Individuals who have secure attachments tend to experience positive spillover compared to individuals who have insecure attachments.
b. Family Characteristics. It is one of the important aspects that can determine whether there is a conflict between work and personal life. For example, role conflicts and role ambiguities in the family can affect work-life balance.
c. Characteristics of the work. Including work patterns, workload and the amount of time spent working can trigger conflicts, both conflicts in work and conflicts in personal life.
d. Attitude. Where in attitude there are components such as knowledge, feelings and the tendency to act. The attitude of each individual is one of the factors that affect the work-life balance.

Work-life balance indicator

Fisher in (Hakem et al., 2024) stated that there are four components of Work-life balance that are the basis for developing a Work-life balance measurement tool. The development of the measuring instrument produces items that are classified into four dimensions, namely:

1. WIPL (Work Interfence with Personal Life). This dimension refers to the extent to which work can interfere with an individual's personal life.
2. PLIW (Personal Life Interfence with Work). This dimension refers to the extent to which an individual's personal life interferes with his or her work life.
3. PLEW (Personal Life Enhancement of Work). This dimension refers to the extent to which a person's personal life can improve individual performance in the world of work.
4. WEPL (Work Enhancement of Personal Life). This dimension refers to the extent to which work can improve the quality of an individual's personal life.

Leadership

Leadership is an important part of social life that occurs both inside and outside the organization. As a leadership process, it is dynamic because it takes place in an ever-changing organizational environment and involves interaction between individuals in achieving common goals (Susanto & Nuriah, 2024). Leadership success is largely determined by the leader's ability to manage cooperation and direct organizational members towards effective achievement. According to Robbins and Judge (Robbins & Judge, 2018), leadership is the ability to influence a group towards achieving goals. This definition asserts that leadership is not only related to formal positions, but also to the interpersonal and managerial abilities inherent in individuals. Leadership effectiveness is highly dependent on the leader's personal characteristics as well as the quality of

relationships with team members (Febrian, 2023). Leaders who are able to build healthy interpersonal relationships and give employees room for participation in the decision-making process tend to be more successful in fostering collective engagement and responsibility. Creativity and initiative of subordinates need to be facilitated so that leadership becomes a means of development, not just control.

Leadership that upholds human values is able to create an inclusive and fair work environment. In the midst of differences and potential conflicts, leaders need to have the ability to solve problems wisely and productively. The success of a leader is not only determined by the achievement of targets, but also by his ability to maintain harmony and encourage progress that values each individual in the organization (Susanto & Nuriah, 2024). Thus, leadership is not only understood as a tool to achieve organizational goals, but as a human process that demands sensitivity, exemplarity, and the ability to build meaningful relationships. Effective leadership is reflected in the balance between achieving goals and maintaining human values in a dynamic and collaborative work environment.

Characteristics of a Leader

In the modern leadership literature, a leader's effectiveness is not only measured by achieving targets, but also by his or her ability to establish strategic direction, foster healthy emotional relationships, and encourage the growth of team members. Some of the key characteristics of an effective leader as expressed by (Dhakal, 2025) include:

1. Vision and Strategy. Effective leaders are able to clearly communicate the organization's vision and strategic direction, as well as align the efforts of all team members to move toward a common goal. Clarity of vision is the main guide in decision-making and division of responsibilities, while strengthening a sense of belonging to the organization's mission.
2. Emotional Intelligence. Leaders with high emotional intelligence have the ability to understand, manage, and respond constructively to their own emotions as well as those of others. This is important to create healthy work dynamics, build trust, and improve overall team performance.
3. Coaching and Development. A leadership style that focuses on coaching encourages leaders to be actively involved in developing subordinates' skills and potential. This approach creates a work environment that is supportive, empowering, and growth-oriented for both individuals and teams.

Leadership Style.

Effendy (2022) stated that there are three main types of leadership styles, each reflecting a different approach to managing and influencing organizational members, namely:

a. Autocratic Leadership Style. This style emphasizes the leader's full dominance in the decision-making process. The leader acts as the sole controller who sets direction, gives instructions, and supervises the execution of tasks without providing room for participation for members. Autocratic leadership concentrates power on the leader figure and tends to involve minimal input from subordinates.
b. Democratic Leadership Style. Democratic leadership emphasizes the importance of consensus, active participation of members, and openness to new ideas. Leaders with this style are more oriented towards interpersonal relationships and value the contribution of each individual in the organization. This approach views team members

as equal partners, as well as fostering a collaborative and communicative work atmosphere.

c. Laissez-faire (free) leadership style. In this style, leaders give team members complete freedom to manage and complete their work in a way they deem effective. This style assumes that members have sufficient competence and responsibility to work independently. Despite the lack of direct supervision, this style is able to build confidence, responsibility, and employee involvement in achieving organizational goals.

The effectiveness of organizational leadership in this study is measured through five main dimensions according to Kartono in Febrian (2023), namely:

1) Decision-making ability. Decision-making ability refers to a systematic approach in evaluating the various available alternative courses of action and determining the options that are considered most appropriate based on rational considerations and the context of the situation at hand.
2) Ability to Motivate. Motivational ability is the internal drive that a leader has to encourage members of the organization to voluntarily exert their abilities, time, and energy in carrying out their duties and responsibilities for the achievement of the organization's goals and objectives.
3) Communication skills. Communication skills are the ability to convey messages, ideas, or information to other parties effectively, both verbally and in writing, with the aim that the message is understood correctly and can be followed up as expected.
4) Ability to control subordinates. The ability to control subordinates includes the skills of leaders to direct, command, and influence the behavior of team members through personal strength and positional authority, with approaches varying from firm instruction to persuasion, to ensure that tasks can be completed optimally for the benefit of the organization.
5) Ability to control emotions. The ability to control emotions is an important skill in maintaining psychological stability, both in social interactions and decision-making. Leaders who are able to manage their emotions effectively will find it easier to build healthy relationships and support the achievement of personal and professional success.

Workload

Workload is one of the important factors in the world of work that directly affects productivity, job satisfaction, as well as the physical and mental condition of employees. In general, workload can be interpreted as the number or level of tasks given to a person to complete within a certain time limit using the abilities, skills, and energy they have (Azzari, 2021). Workload is not only related to the quantity of work, but also includes the complexity and difficulty level of the work itself. Workload includes various forms of responsibility that can affect individuals both physically and mentally (Azwar & Candra, 2019). This means that a person who receives an excessive workload is not only at risk of physical fatigue, but also psychological stress that can have an impact on performance and overall health. Workload is the work demands that must be met by employees in the form of activities or achievement targets that have been set within a certain time by the organization (Syafrinadina, 2021). This means that there is a time limit and a measure of success that must be achieved in the implementation of tasks, thus demanding effectiveness in managing work time and energy.

Workload as a consequence of carrying out tasks can be in the form of physical activities such as lifting, carrying, or operating heavy equipment, as well as mental activities such as compiling reports, conducting analysis, or making strategic decisions. Thus, workloads are not always physical, but can also be cognitive and emotionally demanding. Meanwhile, Robbins & Judge (2018) emphasized that the weight or lightness of the workload depends largely on each individual's subjective perception of the tasks they undertake. Two people who have the same job may feel different levels of workload due to differences in perception, ability, experience, and mental readiness they have.

RESEARCH METHODS

This research is included in quantitative research in the form of descriptive and hypothesis testing to examine the relationship between independent variables (Work-life balance, workload, and leadership style (employee performance) and one dependent variable (Performance) through Job Satisfaction as an intervening variable. Based on the hypothesis formulated, this research can be tested through a quantitative approach, using a survey method to collect primary data from relevant respondents. Statistical analysis using regression tests to measure the extent to which independent variables affect bound variables in the object of the study area. This procedure aims to ensure the validity and reliability of the hypothesis proposed. While quantitative research primarily focuses on the measurement of phenomena and the formation of causal relationships through empirical data, qualitative research emphasizes understanding processes and meanings without quantification (Barroga & Matanguihan, 2022). The development of research questions and hypotheses is crucial in guiding the design and results of the research, ensuring trustworthy results with significant implications (Barroga & Matanguihan, 2022). Therefore, descriptive quantitative research plays an important role in generating the data needed to formulate a hypothesis, which is then tested to validate the proposed relationships between variables in a study.

Data Types and Sources

The types of data used in this study are as follows:

a. Quantitative data. Data in the form of figures obtained from the Pompengan River Area Center Office in Jeneberang, such as the number of employees, and other data that support the research.
b. Qualitative data. The data obtained from the Pompengan Jeneberang River Area Center Office is not in the form of numbers, such as an overview of the agency, questionnaire results, interview results and other data that support the research.

Data Sources. Research requires both qualitative and quantitative data to test hypotheses. The data is a fact collected in the study consisting of two sources, namely:

a. Primary Data. Data obtained directly from the research object is referred to as primary data. The methods used to obtain the primary data include observation, interviews, and giving questionnaires to the Pompengan River Area Center Office in Jeneberang Makassar.
b. Secondary Data. Data collected by the author from documents in the agency. This data is in the form of an overview of the agency, such as its history of establishment, organizational structure, description of duties and responsibilities.

Population and Sample

Population. Population is a generalized area consisting of objects or subjects that have certain qualities and characteristics that are determined by the researcher to be studied and then drawn conclusions. The population in this study is all employees of Gen Z employees of the Pompengan Jeneberang River Area Office Office. The population in this study is 113 people. Sample. Samples are part of the number and characteristics possessed by the population (Sugiyono, 2019). Sampling aims to obtain representative data so that the results of the research can be generalized to a wider population. Sample selection was carried out using a simple random sampling technique or simple random sampling. This technique provides an equal opportunity for each member of the population to be selected as a respondent, thus minimizing bias and ensuring data representation. To determine the number of samples from a population of 113 people, the statistical approach of the Slovin formula was used.

Data Collection Techniques

To obtain relevant data in this study, research was carried out using the following methods:

1. Observation. Observation is a form of research conducted by the author by making observations, either face-to-face or indirectly such as providing a list of questions to be answered.
2. Questionnaire or Questionnaire. Questionnaire is a data collection technique that is carried out by giving a set of questions on the tax statement in writing to the respondent to be answered. The questionnaire technique is the main data collection technique in this study, where the questionnaire is given in the form of a list of questions and their answer choices (multiple choice) to 113 employees registered at the Pompengan River Area Office in Jeneberang Makassar. The questions attached in will represent each of the variable indicators that have been determined. Variable measurements will be carried out on a Likert scale using the scoring method.
3. Documentation Method. Documentation Method, which is data collection where researchers investigate written objects such as books, magazines, documents, regulations, and so on.
4. Interview method. The interview method, Interview is an oral question and answer between two or more people directly useful for obtaining first-hand (primary) data, complementing other collection techniques, testing the results of other data collection.

Data Analysis Techniques

Test Research Instruments

A research instrument is a tool used to measure observed natural and social phenomena (Sugiyono, 2019). In quantitative research, the quality of research instruments is related to the validity and reliability of the instruments and the quality of data collection is related to the accuracy of the methods used to collect data. Instruments in quantitative research can be in the form of tests, interview guidelines, observation guidelines and questionnaires. Based on the data and variables obtained, the researcher will use the Instrument Test test method (Validity Test and Reliability Test).

RESULTS OF RESEARCH AND DISCUSSION

Hypothesis Test

To test the hypothesis in this study, multiple linear regression was used with the help of SPSS software version 25. This hypothesis test is carried out by paying attention to the p value, that is, if the p value is less than 0.05, the influence between the variables is significant, and vice versa. For more details of the hypothesis test results, it can be seen in the following table:

Table 1. Research Hypothesis Testing Results

Type		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	2.158	0.799		2.702	0.009
	X1	0.351	0.125	0.333	2.816	0.007
	X2	0.282	0.125	0.264	2.265	0.028
	X3	-0.308	0.124	-0.305	-2.486	0.016

Source: Data processed, 2025

Hypothesis testing in Tebel 14 which is the finding in this study, hypothesis testing is carried out to answer whether the proposed hypothesis can be accepted or rejected. The significance level of parameter estimation in hypothesis testing was set at 95% or $\alpha = 0.05$.

1. The Relationship between Work-Life Balance (X1) and Performance (Y). The value of the regression coefficient for Work-Life Balance is 0.351, which means that every 1-unit increase in Work-Life Balance will increase employee Performance by 0.351, assuming other variables are constant. The results of the t-test showed that the calculated t value of 2.816 was greater than the t table of 2.009, with a significance of $0.007 < 0.05$. This indicates that Work-Life Balance has a positive and significant effect on Performance. Thus, an alternative hypothesis (Ha1) is accepted.
2. The Relationship of Leadership Style (X2) to Performance (Y). The regression coefficient for Leadership Style is 0.282, meaning that every 1 unit increase in Leadership Style will increase Performance by 0.282, assuming other variables are fixed. The calculated t value of 2.265 is greater than the table t of 2.009, with a significance of $0.028 < 0.05$. These results show that Leadership Style has a positive and significant effect on Performance. Thus, an alternative hypothesis (Ha2) is accepted.
3. The Relationship of Workload (X3) to Performance (Y). The regression coefficient for Workload is -0.308, which means that every 1 unit increase in Workload will actually decrease Employee Performance by 0.308, assuming other variables are constant. The results of the t-test showed that the calculated t-value of -2.486 was smaller than the -t of the table -2.009, with a significance of $0.016 < 0.05$. This indicates that Workload has a significant but negative effect on Performance. Thus, an alternative hypothesis (Ha3) is accepted.

Discussion

The Effect of Work-Life Balance on Employee Performance

The results of the study show that Work-Life Balance has a positive and significant influence on employee performance. These findings show that work-life balance can improve employee concentration, motivation, and work quality. Employees who can

divide their time and roles well will be better able to avoid excessive stress, maintain emotional stability, and maintain mental health, which ultimately translates into improved performance. Thus, Work-Life Balance is one of the important aspects that support work productivity.

Descriptive analysis shows that Work-Life Balance is in the very high category. Harmony between work and family becomes the most prominent dimension, reflecting the ability of employees to meet the demands of work without sacrificing family relationships. Meanwhile, the role management aspect is the lowest even though it remains high, showing that some employees still face difficulties in carrying out various roles at once. These results confirm that in general employees feel a good Work-Life Balance, although the role management aspect still requires attention.

Theoretically, these findings are in line with the Spillover Theory (Wilensky, 1960; Ilies et al., 2024). This theory explains that experiences in one aspect of life can affect other aspects. Positive spillover occurs when personal satisfaction has an impact on increased motivation and work focus, while negative spillover occurs when conflicts between work and personal life cause emotional distress and decreased performance (Escarda et al., 2022; Tong et al., 2024). In this study, a high Work-Life Balance confirmed that employees experienced more positive spillovers, so that their work performance was well maintained. These findings are consistent with the results of previous research. Hakim (2023) found that Work-Life Balance has a significant influence on the performance of Generation Z in Indonesia, because life balance provides space for employees to manage work energy better. Kurnia & Widigdo (2021) also emphasized that Work-Life Balance contributes to work well-being which has an impact on improving performance. Conversely, Ambalika et al. (2024) found that Work-Life Balance can have a negative impact if not managed appropriately, as role conflicts can decrease motivation and work effectiveness. This fact shows that Work-Life Balance does not only depend on the quantity of time available, but rather on how the quality of the role is managed.

Work-Life Balance has proven to be a significant factor in improving employee performance. Employees who can maintain a work-life balance show better levels of focus, motivation, and work responsibility, while employees who experience an imbalance are prone to role conflicts and decreased work performance. This balance ultimately not only supports productivity, but also increases job satisfaction and employee loyalty to the organization. By maintaining Work-Life Balance, organizations can create human resources that are healthier physically and mentally, so that sustainability of performance can be achieved in the long term.

The Influence of Leadership on Employee Performance

The results of this study show that leadership has a positive and significant effect on employee performance. This emphasizes that leaders who are able to make appropriate decisions, motivate, provide clear directions, control emotions, and direct subordinates in carrying out tasks will encourage employees to work more optimally. Effective leadership plays an important role in creating a directed, harmonious, and productive work atmosphere, so that employee performance can be achieved to the maximum.

The results of the descriptive analysis show that leadership is in the high category. The dimensions of communication ability and the ability to control emotions received the highest score, which indicates that employees rated their leaders as having good communication skills and being able to maintain attitudes in dealing with various

situations. Meanwhile, the decision-making dimension is at its lowest position although it remains in the high category. This shows that even though leaders are considered to be quite good in various aspects, there is still room to improve the quality of making quick and appropriate decisions when facing urgent conditions.

Theoretically, these results are consistent with the definition of leadership according to Robbins & Judge (2018), which is the ability to influence the group in achieving a common goal. An effective leader not only directs, but also motivates and creates a healthy work climate. According to Febrian (2023), leadership effectiveness is highly dependent on the quality of interpersonal relationships between leaders and subordinates. In relation to the Spillover theory, positive interactions between leaders and employees can create a conducive work atmosphere so that positive emotions dominate more and ultimately strengthen performance (Ilies et al., 2024; Escarda et al., 2022).

These findings are supported by various previous studies. Marlius & Yulita (2024) found that leadership has a significant effect on employee performance in the government sector, where leaders have a major role in building a productive work culture. Pratiwi & Rizky (2024) also show that effective leadership contributes to improving performance both individually and in groups. However, research by Suryana et al. (2024) shows that in certain contexts, leadership does not have a significant effect on performance, indicating that leadership effectiveness is influenced by the organizational context, work structure, and employee characteristics.

The results of this study reinforce the view that effective leadership can be a determining factor for organizational success. Wise and communicative leaders are able to increase employee loyalty, reduce conflicts, and build a sense of togetherness in achieving collective goals. Leadership based on the principles of fairness and trust is ultimately able to create continuity of performance that not only benefits the organization, but also provides added value for employee welfare.

Leadership that is carried out with full responsibility will foster trust from subordinates, as they see a clear example in every decision and action of the leader. This directly increases the employee's sense of belonging to the organization, which in turn reinforces the intrinsic motivation to make the best contribution. Leaders who are consistent in upholding the values of justice and integrity are also able to prevent gaps or injustices in the work environment, so that potential conflicts can be suppressed and teamwork is more solid.

Wise leadership encourages the realization of a healthy organizational culture. This culture is not only reflected in the achievement of targets, but also in attention to employee welfare, appreciation for performance, and providing space for creativity and innovation. In the long run, humanistic and trustworthy leadership practices will create organizational stability because employees feel valued and involved in every process.

The Influence of Workload on Employee Performance

The results of this study show that workload has a significant negative effect on employee performance. This means that the heavier the workload felt, the greater the potential for performance degradation. Employees who face excessive work demands tend to experience physical and mental fatigue, loss of focus, and difficulty maintaining work quality. Conversely, when the workload is at a proportionate level, performance can be better maintained.

Descriptive analysis shows that workloads are in the low category. These findings show that in general, employees do not feel excessively burdened by task volume, work speed, or time pressure. However, the task complexity indicator emerged as a relatively more perceived aspect than other indicators, indicating that even though the quantity of work was not excessive, some employees still faced challenges in completing work that required concentration and deep thinking. This shows that the perception of employee workload tends to be controlled, although there are certain aspects that still have the potential to affect performance. Theoretically, these findings are in line with the Spillover Theory which emphasizes that the pressures of work can be carried over into personal life, and conversely, personal conflicts can impact work performance (Wilensky, 1960; Escarda et al., 2022). Negative spillover arises when the demands of the job are too high to cause stress, emotional exhaustion, or burnout, which then leads to decreased productivity. Robbins & Judge (2018) add that workloads have a subjective dimension; Two employees with the same task can feel different levels of pressure, depending on their abilities, experience, and mental endurance. Thus, the results of this study confirm that disproportionate workload is one of the factors that weaken performance.

The findings of this study are also in line with previous research. Syihabudhin et al. (2020) show that workload has a negative impact on employee performance, either directly or indirectly through Work-Life Balance imbalance. Mufida et al. (2022) found that in the startup work environment, high workload is one of the main factors for declining employee productivity. Paramita & Suwandana (2022) also emphasized that workload pressure has a significant effect on performance, especially in situations with tight deadlines and multitasking demands. On the other hand, the research of Suryana et al. (2024) found different results, where workload actually has a positive effect on performance in the context of certain industries. This difference shows that the influence of workload on performance is highly dependent on the organizational context and the employee's capacity to manage it. The results of this study emphasize that workload is one of the significant factors that can affect employee performance. Capacity-matched workloads support productivity, while excessive workloads have the potential to reduce effectiveness as they trigger fatigue, stress, and decreased motivation. Therefore, balanced workload management is key for organizations to maintain continuity of performance while creating a healthy and sustainable work environment.

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Work-Life Balance has a positive and significant effect on employee performance. This shows that work-life balance is an important factor that affects high and low performance. Employees who are able to maintain this balance will be more focused, motivated, and have enough energy to complete their responsibilities. Thus, Work-Life Balance is one of the determinants of employee success in displaying optimal performance. Leadership has a positive and significant effect on employee performance. These results confirm that the role of leaders is very decisive in directing, building communication, and maintaining the work spirit of subordinates. Effective leadership creates a conducive work atmosphere so that employees feel supported in carrying out their duties. Therefore, leadership is the main factor that can increase or decrease employee performance. Workload has a negative and significant effect on employee performance. These findings show that the heavier the workload felt, the greater the potential for performance degradation. Excessive pressure both physically and mentally can interfere with

concentration and the quality of work. Thus, proportionate workload management is the key to preventing a decline in employee performance.

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