

From Pressure to Dissatisfaction: The Mediating Mechanisms of Work-Life Conflict Dimensions in the Relationship between Work Overload and Job Satisfaction

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ABSTRACT

Persistent workload pressure in public healthcare institutions raises concerns about declining job satisfaction, particularly when excessive job demands disrupt the balance between professional and personal roles. This study investigates the direct and indirect effects of work overload on job satisfaction through the mediating mechanisms of work-life conflict among nurses at RSUD Dr. Muhammad Zein Painan, a regional public hospital in West Sumatra, Indonesia. Grounded in the Job Demands-Resources theory, work-life conflict is conceptualized as a reflective-reflective second-order construct comprising Work Interference with Life (WIL) and Life Interference with Work (LIW). A quantitative explanatory design was employed using purposive sampling, involving 158 nurses assigned to inpatient wards and the emergency department. Data were collected through a five-point Likert scale questionnaire and analyzed using Structural Equation Modeling with the Partial Least Squares (SEM-PLS) approach. The findings indicate that work overload exerts a negative and significant direct effect on job satisfaction and positively influences both WIL and LIW, suggesting intensified bidirectional role interference. However, only LIW demonstrates a negative and significant effect on job satisfaction, whereas WIL does not show a significant direct relationship. Mediation analysis reveals that LIW provides complementary mediation in the relationship between work overload and job satisfaction, while WIL exhibits direct-only non-mediation. Higher-order construct evaluation confirms that both dimensions significantly form work-life conflict, with LIW showing a slightly stronger contribution. These results demonstrate an asymmetric transmission mechanism in which reverse role interference plays a more critical role in translating workload pressure into reduced job satisfaction. The study refines demand-based explanations of employee attitudes in public healthcare contexts and emphasizes the strategic importance of workload management and institutional support systems in sustaining nurses' job satisfaction.

Keywords: Work Overload, Work Interference with Life, Life Interference with Work, Work-Life Conflict, Job Satisfaction

INTRODUCTION

Increasing healthcare demands have intensified work pressure in public hospitals, particularly in regional referral institutions where patient volumes continue to rise. Nurses are required to deliver continuous and high-quality care under strict time constraints, rotating shifts, administrative responsibilities, and increasingly complex service standards. Under these conditions, work overload emerges as a critical organizational challenge. Work overload refers to a situation in which job demands exceed an individual's available time, energy, and capabilities, resulting in sustained psychological and physical strain (Demerouti & Bakker, 2023). According to the Job Demands Resources theory, excessive job demands that are not balanced with sufficient resources lead to strain, reduced motivation, and negative work outcomes (Bakker, Demerouti, et al., 2023). In healthcare settings, persistent overload has been linked to emotional exhaustion, reduced performance, and declining job satisfaction (Barpanda & Saraswathy, 2023; Moreno-Martínez & Sánchez-Martínez, 2025)

Job satisfaction reflects a positive emotional and cognitive evaluation of one's job and overall work experience (Spector, 2022). It encompasses employees' perceptions of compensation, leadership, work environment, career

development opportunities, and the alignment between professional responsibilities and personal well-being. In hospital contexts, job satisfaction plays a vital role in determining service quality, patient safety, organizational commitment, and turnover intention (Al-Surimi et al., 2022). Prior research consistently demonstrates that excessive workload negatively affects job satisfaction, particularly when employees perceive an imbalance between effort and reward (Marič et al., 2021). Nevertheless, the relationship between work overload and job satisfaction is rarely purely direct, as various psychological and social mechanisms often explain how job demands are translated into dissatisfaction.

One of the most significant mechanisms linking work overload and job satisfaction is work life conflict. Work life conflict occurs when participation in one role interferes with participation in another role due to time pressure, strain, or incompatible expectations (Greenhaus & Beutel, 2008). High workload reduces recovery time and emotional resources, thereby intensifying tension between professional and personal domains. Empirical evidence indicates that work overload significantly increases work life conflict, which subsequently decreases job satisfaction and overall well-being (Huo & Jiang, 2023; McNeill & Cullington, 2025). These findings suggest that work life conflict serves as an important transmission mechanism through which job demands affect work attitudes.

Contemporary literature conceptualizes work life conflict as a multidimensional and higher order construct consisting of two directional dimensions, namely Work Interference with Life and Life Interference with Work (Nichols & Swanberg, 2018). Work Interference with Life occurs when work demands disrupt family or personal life, whereas Life Interference with Work arises when personal responsibilities hinder work performance. Treating work life conflict as a second order construct reflected by these two dimensions allows a more comprehensive understanding of how directional conflicts jointly represent broader work life imbalance. Despite its theoretical relevance, limited empirical studies in public healthcare settings have modeled work life conflict as a higher order mediating construct linking work overload and job satisfaction. This issue is particularly relevant in regional public hospitals such as RSUD Dr. Muhammad Zein Painan, a government referral hospital in West Sumatra that serves Pesisir Selatan Regency. As a Type B public hospital, it manages substantial inpatient and emergency case volumes each year. High patient dependency levels, shift based scheduling, emergency unpredictability, and administrative demands contribute to perceived workload intensity among nurses. Even when staffing ratios formally meet regulatory standards, perceived overload may still arise due to service complexity and continuous operational pressures. Research suggests that workload pressure in resource constrained public healthcare institutions tends to be more strongly associated with work life imbalance and dissatisfaction compared to private hospital settings (Dave et al., 2025; Zia et al., 2024).

Although numerous studies have examined workload and job satisfaction in healthcare contexts, empirical investigations that integrate work life conflict as a multidimensional higher order mediating mechanism remain limited, especially in regional public hospitals. Many prior studies treat work life conflict as a unidimensional construct or focus primarily on private or metropolitan healthcare institutions (Bajwa & Ahmed, 2023; Huo & Jiang, 2023). Consequently, there is insufficient understanding of how Work Interference with Life and Life Interference with Work simultaneously transmit the negative effects of work overload to job satisfaction. Therefore, this study aims to examine the effect of work overload on job satisfaction and to investigate the mediating role of work life conflict conceptualized as a second order construct reflected by its two directional dimensions among inpatient and emergency nurses at RSUD Dr. Muhammad Zein Painan. Grounded in the Job Demands Resources theory, this research contributes to human resource management literature in the public healthcare sector by clarifying the mechanisms through which excessive job demands lead to dissatisfaction and by providing practical implications for workload management and employee well-being policies.

Hypothesis Development

Within the Job Demands-Resources theory, job characteristics are categorized into job demands and job resources (Demerouti & Bakker, 2023). Job demands refer to aspects of work that require sustained physical, cognitive, or emotional effort and are therefore associated with certain psychological costs. One central job demand in service and healthcare contexts is Work Overload, defined as a condition in which task quantity, time pressure, and performance expectations exceed individual capacity. Prolonged exposure to excessive demands

initiates the health impairment process, leading to energy depletion and strain. Work-Life Conflict represents a form of inter role conflict arising when participation in one domain is incompatible with participation in another (Nichols & Swanberg, 2018). It consists of two directional dimensions: Work Interference with Life, which occurs when work demands disrupt personal or family roles, and Life Interference with Work, which occurs when personal demands hinder work performance. As strain variables within the JD-R framework, these dimensions reflect the consequences of resource depletion across role domains (Granger et al., 2024). Meanwhile, Job Satisfaction refers to a positive evaluative judgment about one's job and work experiences, encompassing both affective and cognitive components (Spector, 2022). Within the health impairment process, sustained strain is expected to undermine job satisfaction.

Work Overload, Work Interference with Life and Life Interference with Work on Job Satisfaction

Beyond indirect mechanisms, JD-R theory also acknowledges a direct pathway from job demands to work outcomes (Demerouti & Bakker, 2023). Continuous exposure to excessive workload accelerates energy depletion, reduces motivation, and limits psychological recovery. This direct health impairment pathway may independently influence employees' evaluative judgments about their job. Work overload negatively affects job satisfaction and contributes to work interference with personal life and personal life interference with work (Chowhan & Pike, 2022; Mosquera & Soares, 2024). The meta-analysis indicates that high workload significantly reduces job satisfaction among health workers (Wulansari et al., 2023). Employees confronted with persistent overload tend to report diminished enthusiasm and less favorable job evaluations.

Work Interference with Life reflects an imbalance in which professional obligations consistently limit personal life participation. Reduced recovery opportunities and sustained tension in non-work roles gradually alter employees' perceptions of their job. Within the JD-R health impairment process, strain undermines well-being and contributes to unfavorable work attitudes (Koroglu & Ozmen, 2021). When employees perceive that work repeatedly intrudes upon personal life, their overall evaluation of the job becomes less positive. Empirical studies confirm that work to life conflict is negatively associated with job satisfaction across various sectors (Buba et al., 2024; Gynning et al., 2024; Nida et al., 2024). When work interferes with personal life, can negatively impact job satisfaction (Sangeetha, 2023).

Research in Ghana's tertiary education sector revealed that both work interference with personal life and personal life interference with work negatively impacted job satisfaction (Boakye et al., 2022). Life Interference with Work represents strain arising when personal demands disrupt professional responsibilities. Such disruptions may generate frustration, role stress, and perceptions of reduced competence. Over time, these experiences influence cognitive and affective evaluations of work. Consistent with the JD-R health impairment process, sustained strain resulting from reverse conflict contributes to negative job attitudes (Bakker, Xanthopoulou, et al., 2023). The study found that personal life interference with work has a negative relationship with job satisfaction (Chinvala & Battur, 2022). Empirical findings indicate that higher levels of Life Interference with Work are associated with lower job satisfaction and reduced engagement (Marič et al., 2021). Accordingly, the following hypothesis is proposed:

H1: Work Overload has a negative effect on Job Satisfaction.

H2: Work Interference with Life has a negative effect on Job Satisfaction.

H3: Life Interference with Work has a negative effect on Job Satisfaction.

Work Overload on Work Interference with Life and Interference with Work

Work Overload requires continuous allocation of time and energy to work activities. According to the JD-R model, when job demands exceed available resources, individuals experience strain that limits their capacity to fulfill other role obligations (Buruck et al., 2020). As workload intensifies, employees have fewer opportunities for recovery and non-work engagement, increasing the likelihood that work responsibilities intrude into personal life. Work overload is positively associated with work interference with life, where excessive work demands encroach on personal time, leading to conflicts and stress in personal life (Khalil et al., 2021). This interference

is a significant predictor of reduced life satisfaction and increased stress (Chowhan & Pike, 2022). Work overload positively affects work-life conflict, suggesting that high workload leads to work interference with personal life (Mander & Antoni, 2022; Wati et al., 2025). The health impairment process suggests that excessive demands accelerate resource loss, thereby increasing interference from work to non-work domains.

In addition to influencing the personal domain, excessive workload may also intensify reverse interference. Continuous exposure to high demands reduces emotional regulation capacity and weakens boundary management between work and family roles (Kossek et al., 2023). As fatigue accumulates, individuals may struggle to manage personal responsibilities effectively, increasing the likelihood that non work demands spill over into work activities. Job demands, including time demand, work intensity, and emotional labour demand, contribute to overwork, which in turn promotes work-life conflict, this conflict suggests that work overload can positively affect personal life, leading to life interference with work (Lv et al., 2022; Yang et al., 2022). Work overload positively predicts greater work-life conflict, indicating that work overload can indeed interfere with life outside of work (McNeill & Cullington, 2025). Accordingly, the following hypothesis is formulated:

H4: Work Overload has a positive effect on Work Interference with Life.

H5: Work Overload has a positive effect on Life Interference with Work.

The Mediating Role of Work Interference with Life and Life Interference with Work

The JD-R model proposes that job demands influence work outcomes through strain mechanisms embedded in the health impairment process. Work overload depletes psychological resources, increasing work interference with life. This imbalance restricts recovery and intensifies emotional tension, which subsequently lowers Job Satisfaction (Stajkovic & Stajkovic, 2025). Empirical research supports this transmission mechanism, showing that workload increases work to life conflict, which in turn reduces satisfaction (Baş & Güney, 2022; Chowhan & Pike, 2022; Lott & Wöhrmann, 2023). Thus, Work Interference with Life functions as a mediating variable linking excessive demands to negative work attitudes.

Parallel to the previous pathway, reverse conflict may also transmit the impact of workload to job satisfaction. Persistent overload weakens employees’ capacity to manage personal obligations, increasing Life Interference with Work (Huo & Jiang, 2023). This strain condition contributes to frustration and performance related pressure, ultimately diminishing satisfaction. Empirical evidence indicates that reverse role conflict can mediate the relationship between job demands and negative work attitudes (Sarwar et al., 2021; Shakoor et al., 2021). When work demands interfere with personal life, it creates stress and dissatisfaction, which can lower job satisfaction (Kao, 2024). Therefore, the final hypothesis is proposed:

H6: Work Interference with Life mediates the relationship between Work Overload and Job Satisfaction.

H7: Life Interference with Work mediates the relationship between Work Overload and Job Satisfaction.

Drawing upon the underlying theoretical framework and the formulated hypotheses, the conceptual model depicting the relationships among the study variables is presented in Figure 1.

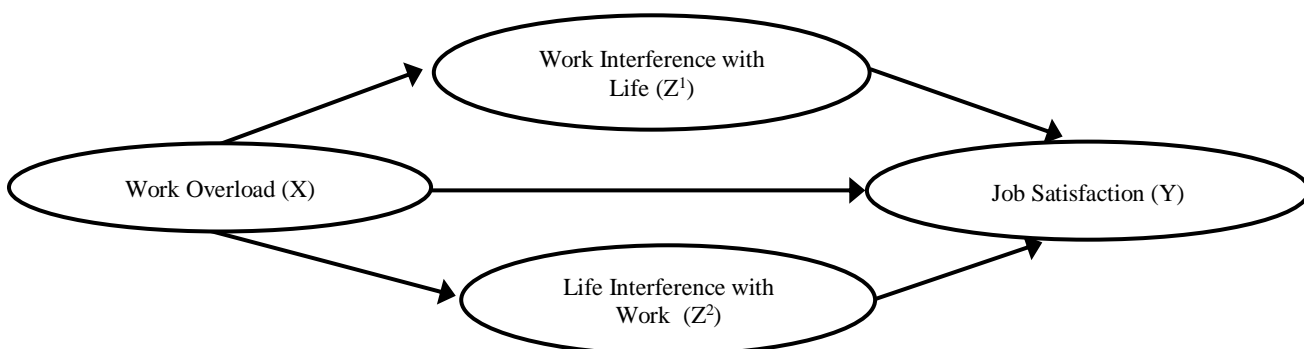


Figure 1. Conceptual Framework

METHODOLOGY

Research Design

This study employed a quantitative approach with an explanatory research design to examine the direct and indirect effects of Work Overload on Job Satisfaction through the mediating role of Work-Life Conflict dimensions. A cross-sectional design was applied, meaning that data were collected at a single point in time to capture nurses' perceptions under existing organizational conditions (Sugiyono, 2020). The study was conducted at RSUD Dr. Muhammad Zein Painan, a Type B public hospital in West Sumatra. The population consisted of 258 nursing personnel. A purposive sampling technique was employed to ensure that respondents met criteria relevant to the research objectives (Sugiyono, 2020). The inclusion criteria were nurses with more than two years of tenure, those directly involved in patient care services, and nurses assigned to inpatient wards and the emergency department. Based on these criteria, the final sample comprised 158 respondents.

Measurement of Variables

Work Overload was measured using the instrument developed by Reyes et al. (2021), consisting of five items reflecting time pressure, multitasking intensity, and job complexity. Work-Life Conflict was measured using the multidimensional instrument developed by Nichols & Swanberg (2018). It consists of two directional dimensions: Work Interference with Life and Life Interference with Work. Each dimension captures the extent to which role participation in one domain disrupts role fulfillment in the other domain. Job satisfaction was measured using an instrument adapted from Cellucci and DeVries (1978), consisting of 20 items that assess various aspects of employees' work experiences, including pay, promotion opportunities, coworkers, supervision, and the work itself. All items were combined and treated as a single composite measure to capture employees' overall evaluation of their job. All items were assessed using a five-point Likert scale ranging from strongly disagree (1) to strongly agree (5). Higher scores indicate higher levels of the respective constructs.

Higher Order Construct Modeling

To adequately represent the multidimensional nature of Work-Life Conflict, this study modeled it as a reflective-reflective second order construct within the PLS SEM framework. Conceptually, Work-Life Conflict is not a single homogeneous experience but consists of two interrelated directional dimensions: Work Interference with Life and Life Interference with Work (Nichols & Swanberg, 2018). Specifying Work-Life Conflict as a higher order construct allows a more comprehensive and theoretically consistent representation of inter role conflict. The higher order construct was estimated using the two-stage approach in PLS SEM (Hair et al., 2017). In the first stage, latent variable scores of the first order constructs were obtained. In the second stage, these latent scores were used as manifest indicators of the higher order construct. This approach is recommended for hierarchical component models and improves estimation efficiency while reducing potential collinearity issues.

Data Collection Procedure

Data were collected through structured questionnaires distributed directly to eligible nurses at RSUD Dr. Muhammad Zein Painan. Participation was voluntary. Respondents were informed about the research purpose and assured that their responses would remain confidential and anonymous. Completed questionnaires were screened for completeness before proceeding to statistical analysis.

Data Analysis Technique

Data were analyzed using Partial Least Squares Structural Equation Modeling with SmartPLS software. The measurement model was evaluated by assessing convergent validity through outer loadings greater than 0.70 and Average Variance Extracted greater than 0.50. Construct reliability was assessed using Composite Reliability and Cronbach's Alpha with thresholds greater than 0.70 (Black & Babin, 2019). Discriminant validity was evaluated using the Fornell-Larcker criterion, cross loading and the Heterotrait-Monotrait Ratio (Black & Babin, 2019). The structural model was assessed by examining path coefficients, coefficient of determination R^2 , and predictive relevance Q^2 (Black & Babin, 2019). Hypotheses were tested using the bootstrapping

procedure with a significance threshold of t statistic greater than 1.96 and p value less than 0.05 (Bagozzi & Yi, 2012). Mediation effects were evaluated by analyzing the significance of indirect effects in accordance with contemporary mediation testing procedures (Zhao et al., 2010).

RESULTS

Respondent Profile

This section presents the demographic characteristics of the respondents.

Table 1. Respondent Characteristics

Demographics	Category	n	%
Gender	Male	19	14.62
	Female	111	85.38
	Total	130	100
Age	20–30 years	11	8.46
	31–40 years	76	58.46
	41–50 years	37	28.47
	51–60 years	6	4.61
	Total	130	100
Unit	OBSGYN	2	1.54
	Perinatology	8	6.15
	Surgery	11	8.46
	ICU	10	7.69
	Neuro	12	9.23
	Internal Medicine	10	7.69
	Pediatrics	8	6.15
	Integrated Class	11	8.46
	Pulmonary	10	7.69
	VIP & Class I Integrated	12	9.23
	Class III Integrated	11	8.46
	HCU	14	10.77
	Emergency (ED)	11	8.46
	Total	130	100
Employment Status	Civil Servant (PNS)	43	33.08

	Contract (PPPK)	34	26.15
	BLUD	53	40.77
	Total	130	100
Tenure	< 5 years	12	9.23
	6–10 years	43	33.08
	11–15 years	42	32.31
	16–20 years	10	7.69
	> 20 years	23	17.69
	Total	130	100

Source: Processed Data (2025)

As shown in Table 1, the majority of respondents were female (85.38%), reflecting the gender composition commonly found in nursing and healthcare professions. Most participants were aged 31–40 years (58.46%), followed by 41–50 years (28.47%), indicating that respondents were predominantly in their productive and professionally mature stage. The distribution across hospital units was relatively balanced, with the largest proportion from the HCU (10.77%), followed by Neuro and VIP & Class I Integrated units (9.23% each). This variation suggests representation across diverse clinical settings with differing workload characteristics. Regarding employment status, most respondents were BLUD employees (40.77%), followed by civil servants (33.08%) and PPPK contract staff (26.15%), indicating a predominance of non-permanent employment arrangements. In terms of tenure, the majority had 6–10 years (33.08%) and 11–15 years (32.31%) of service, suggesting substantial professional experience. Overall, the sample reflects experienced healthcare personnel across multiple service units, supporting the credibility of their responses.

Measurement Model Assessment

The measurement model was evaluated to confirm that all constructs exhibit satisfactory levels of validity and reliability before proceeding to the structural model analysis (Black & Babin, 2019). The assessment was conducted using Partial Least Squares Structural Equation Modeling (PLS-SEM) with SmartPLS version 3.2.9. The evaluation included tests of convergent validity, internal consistency reliability, and discriminant validity.

The results of convergent validity and reliability testing are presented in Table 2.

Table 2. Convergent Validity and Reliability

Variable	Cronbach's Alpha	Composite Reliability	AVE
Job Satisfaction	0,972	0,974	0,656
Life Interference with Work	0,891	0,920	0,697
Work Interference with Life	0,881	0,913	0,678
Work Overload	0,869	0,905	0,656

Source: Processed data using Smart PLS 3.2.9 (2026)

As shown in Table 2, all constructs demonstrate Average Variance Extracted (AVE) values greater than 0.50, indicating that each construct explains more than half of the variance of its indicators. In addition, both Cronbach’s Alpha and Composite Reliability values exceed the recommended cutoff of 0.70, suggesting strong internal consistency (Black & Babin, 2019). These findings confirm that the measurement model meets the required standards for convergent validity and reliability.

Discriminant validity was examined using three approaches: the Fornell-Larcker criterion, cross-loadings analysis, and the Heterotrait-Monotrait Ratio (HTMT).

Table 3. Discriminant Validity (Fornell-Larcker Criterion)

Variable	Job Satisfaction	Life Interference with Work	Work Interference with Life	Work Overload
Job Satisfaction	0,810			
Life Interference with Work	-0,716	0,835		
Work Interference with Life	-0,732	0,804	0,824	
Work Overload	-0,789	0,713	0,713	0,808

Source: Processed data using SmartPLS 3.2.9 (2026)

The diagonal elements represent the square root of AVE for each construct. Since these values are higher than the correlations with other constructs in the same row and column, the Fornell-Larcker criterion is satisfied, indicating adequate discriminant validity (Black & Babin, 2019).

Table 4. Discriminant Validity (Cross Loadings)

Instrument	Job Satisfaction	Life Interference with Work	Work Interference with Life	Work Overload
JS1	0,883	-0,642	-0,637	-0,658
JS10	0,804	-0,629	-0,628	-0,716
JS11	0,839	-0,579	-0,533	-0,640
JS12	0,831	-0,644	-0,634	-0,685
JS13	0,801	-0,577	-0,609	-0,713
JS14	0,766	-0,597	-0,603	-0,658
JS15	0,806	-0,610	-0,617	-0,606
JS16	0,784	-0,607	-0,588	-0,572
JS17	0,812	-0,648	-0,579	-0,652
JS18	0,833	-0,611	-0,588	-0,618
JS19	0,846	-0,624	-0,621	-0,664

JS2	0,784	-0,639	-0,565	-0,615
JS20	0,788	-0,553	-0,501	-0,502
JS3	0,838	-0,593	-0,551	-0,635
JS4	0,803	-0,619	-0,624	-0,617
JS5	0,815	-0,606	-0,612	-0,685
JS6	0,826	-0,655	-0,641	-0,711
JS7	0,779	-0,619	-0,599	-0,645
JS8	0,759	-0,548	-0,527	-0,538
JS9	0,790	-0,632	-0,556	-0,594
LIW10	-0,673	0,886	0,817	0,647
LIW6	-0,549	0,791	0,737	0,563
LIW7	-0,587	0,792	0,704	0,548
LIW8	-0,605	0,825	0,716	0,556
LIW9	-0,726	0,876	0,796	0,651
WIL1	-0,569	0,741	0,845	0,585
WIL2	-0,540	0,648	0,744	0,553
WIL3	-0,657	0,798	0,851	0,612
WIL4	-0,695	0,850	0,884	0,642
WIL5	-0,531	0,664	0,786	0,538
WO1	-0,625	0,611	0,578	0,812
WO2	-0,643	0,610	0,621	0,792
WO3	-0,640	0,492	0,513	0,797
WO4	-0,630	0,565	0,584	0,816
WO5	-0,658	0,600	0,586	0,834

Source: Processed data using SmartPLS 3.2.9 (2026)

The cross-loadings analysis shows that each indicator loads more strongly on its associated construct than on other constructs. All Job Satisfaction items (JS1-JS20) exhibit higher loadings on Job Satisfaction compared to other variables. Similarly, indicators for Life Interference with Work (LIW), Work Interference with Life (WIL), and Work Overload (WO) load highest on their respective constructs. This pattern further supports discriminant validity (Black & Babin, 2019).

Table 5. Discriminant Validity (HTMT)

Variable	Job Satisfaction	Life Interference with Work	Work Interference with Life	Work Overload
Job Satisfaction				
Life Interference with Work	0,808			
Work Interference with Life	0,784	0,865		
Work Overload	0,855	0,805	0,813	

Source: Processed data using SmartPLS 3.2.9 (2026)

All HTMT values are below the conservative threshold of 0.90, indicating that the constructs are empirically distinct from one another (Black & Babin, 2019).

Second-Order Construct Assessment

The higher-order construct was evaluated using the reflective measurement approach within the PLS-SEM framework (Hair et al., 2017). In this study, Work-Life Conflict was specified as a higher-order construct reflected by two lower-order components: Life Interference with Work and Work Interference with Life. The assessment results are presented in Figure 2 and Table 6.

Figure 2. Second-Order Construct Assessment

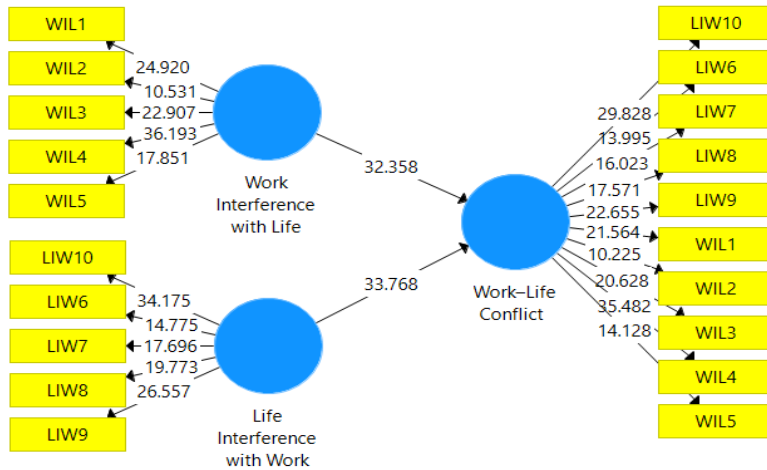


Table 6. Second-Order Construct Assessment

Path	Original Sample (O)	T Statistics	P Values
Life Interference with Work → Work-Life Conflict	0,520	33,698	0,000
Work Interference with Life → Work-Life Conflict	0,505	32,847	0,000

Source: Processed data using SmartPLS 3.2.9 (2026)

As shown in Table 6, both lower-order components load positively and significantly on Work-Life Conflict. Life Interference with Work exhibits a loading of 0.520 ($t = 33.698, p < 0.001$), while Work Interference with Life shows a loading of 0.505 ($t = 32.847, p < 0.001$). The high t-statistics and significant p-values indicate that both components substantially contribute to the formation of the higher-order construct (Hair et al., 2017).

Comparatively, Life Interference with Work demonstrates a slightly stronger loading than Work Interference with Life, suggesting that interference originating from personal life into work plays a marginally more prominent role in explaining overall Work-Life Conflict in this sample. Overall, the results confirm that the hierarchical component model is statistically supported and that both components adequately represent the higher-order construct.

Coefficient of Determination (R²) and Predictive Relevance (Q²)

The explanatory power and predictive capability of the structural model were evaluated using the coefficient of determination (R²) and predictive relevance (Q²). The results are presented in Table 7.

As shown in Table 7, Job Satisfaction has an R² value of 0.700, indicating that 70% of its variance is explained by the predictor variables included in the model. This value falls within the strong category, suggesting substantial explanatory power. Life Interference with Work and Work Interference with Life report R² values of 0.508 and 0.509, respectively, which are categorized as moderate. These findings indicate that approximately 50% of the variance in each construct is accounted for by their respective antecedent variables in the structural model (Black & Babin, 2019).

Regarding predictive relevance, all Q² values are greater than zero, confirming that the model possesses adequate predictive capability (Black & Babin, 2019). Specifically, Job Satisfaction demonstrates strong predictive relevance (Q² = 0.444), while Life Interference with Work (Q² = 0.344) and Work Interference with Life (Q² = 0.335) show moderate predictive relevance. Overall, the structural model exhibits satisfactory explanatory and predictive performance.

Table 7. R Square and Q Square

Variable	R Square	Category	Q Square	Category
Job Satisfaction	0,700	Strong	0,444	Strong
Life Interference with Work	0,508	Moderate	0,344	Moderate
Work Interference with Life	0,509	Moderate	0,335	Moderate

Source: Processed data using SmartPLS 3.2.9 (2026)

Structural Model Assessment

The structural relationships were examined using the bootstrapping procedure in PLS-SEM. Hypotheses were evaluated based on a significance criterion of t-statistics greater than 1.96 and p-values below 0.05 (Bagozzi & Yi, 2012).

Table 8. Direct Hypothesis Testing

Path	Original Sample	T Statistics	P Values
Work Overload → Job Satisfaction	-0,498	6,250	0,000
Life Interference with Work → Job Satisfaction	-0,337	3,103	0,002
Work Interference with Life → Job Satisfaction	-0,072	0,702	0,483
Work Overload → Work Interference with Life	0,714	11,776	0,000
Work Overload → Life Interference with Work	0,713	11,118	0,000

Source: Processed data using SmartPLS 3.2.9 (2026)

The results indicate that Work Overload has a negative and statistically significant effect on Job Satisfaction ($\beta = -0.498, p < 0.001$) (Bagozzi & Yi, 2012), suggesting that higher perceived workload is associated with lower job satisfaction. Life Interference with Work also shows a negative and significant effect on Job Satisfaction ($\beta = -0.337, p = 0.002$) (Bagozzi & Yi, 2012), indicating that when personal life disrupts work responsibilities, overall job satisfaction declines. In contrast, Work Interference with Life does not significantly influence Job Satisfaction ($\beta = -0.072, p = 0.483$) (Bagozzi & Yi, 2012), as the t-statistic does not exceed the critical threshold. Furthermore, Work Overload demonstrates a strong positive effect on both Work Interference with Life ($\beta = 0.713, p < 0.001$) and Life Interference with Work ($\beta = 0.713, p < 0.001$) (Bagozzi & Yi, 2012). These findings imply that excessive workload substantially increases bidirectional role interference.

Table 9. Mediation Testing

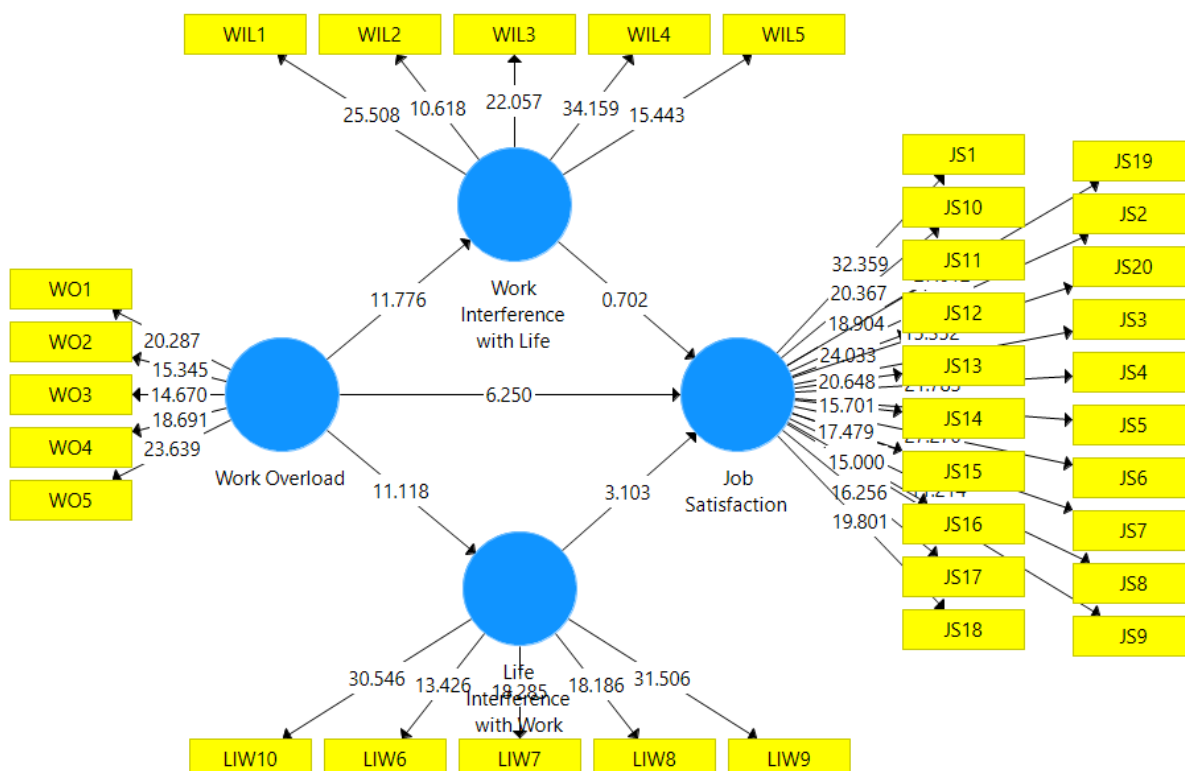
Path	Original Sample	T Statistics	P Values
Work Overload → Work Interference with Life → Job Satisfaction	-0,051	0,697	0,486
Work Overload → Life Interference with Work → Job Satisfaction	-0,240	2,784	0,006

Source: Processed data using SmartPLS 3.2.9 (2026)

The mediation analysis reveals that Life Interference with Work significantly mediates the relationship between Work Overload and Job Satisfaction ($\beta = -0.240, p = 0.006$) (Bagozzi & Yi, 2012). This indicates that workload reduces job satisfaction not only directly but also indirectly through increased interference of personal life with work. Conversely, Work Interference with Life does not mediate the relationship between Work Overload and Job Satisfaction ($\beta = -0.051, p = 0.486$), as the indirect effect is not statistically significant (Bagozzi & Yi, 2012).

To provide a comprehensive overview of the hypothesized relationships and the magnitude of the structural paths, Figure 3 presents the results of the structural model assessment.

Figure 3. Structural Model Assessments



DISCUSSION

Relative Structural Contribution of Work-Life Conflict Dimensions

Work-Life Conflict in this study is conceptualized as a reflective-reflective higher-order construct formed by two bidirectional dimensions: Life Interference with Work (LIW) and Work Interference with Life (WIL) (Nichols & Swanberg, 2018). The structural evaluation indicates that both dimensions significantly and positively contribute to the higher-order construct. LIW demonstrates a marginally stronger loading ($\beta = 0.520$; $t = 33.698$; $p < 0.001$) compared to WIL ($\beta = 0.505$; $t = 32.847$; $p < 0.001$), suggesting a slightly greater structural contribution. Although the difference is relatively small, the findings indicate that life-to-work interference is somewhat more salient in shaping overall work-life conflict in this context. This pattern implies that disruptions originating from the personal domain toward professional responsibilities represent a relatively more pronounced manifestation of inter-role strain among nurses at RSUD Dr. Muhammad Zein Painan. In healthcare settings characterized by strict service standards, time pressure, and high accountability, diminished concentration or emotional availability at work may immediately influence performance outcomes. When personal responsibilities spill over into work tasks, cognitive and emotional resources required for professional functioning may become constrained, thereby intensifying perceived conflict. These findings align with the Job Demands-Resources model, which posits that strain increases when available resources are insufficient to meet role demands (Demerouti & Bakker, 2023). Personal obligations that consume psychological energy and attentional capacity may reduce the resources available for job performance, reinforcing the relative structural importance of life-to-work interference within the broader work-life conflict construct. Empirical studies likewise indicate that family care and domestic responsibilities can interfere with work performance under demanding occupational conditions (Bajwa & Ahmed, 2023; Syahroni & Ramli, 2025), consistent with the structural tendencies observed in this study.

The Effect of Work Overload on Job Satisfaction

The empirical findings demonstrate that Work Overload has a negative and statistically significant effect on Job Satisfaction ($\beta = -0.498$; $t = 6.250$; $p < 0.001$). This result indicates that higher perceived workload substantially reduces employees' positive evaluation of their job. The magnitude of the coefficient suggests that workload pressure is a central determinant of job attitudes within the structural model. This relationship is theoretically explained by the Job Demands-Resources theory, which posits that excessive job demands initiate a health impairment process that weakens motivation and well-being (Demerouti & Bakker, 2023). When employees are continuously exposed to high task volume, time pressure, and performance expectations, their psychological and physical resources become depleted. As resource depletion intensifies, employees are more likely to reassess their work experience negatively, resulting in lower job satisfaction. A recent meta-analysis focusing on health personnel confirms that high workload significantly reduces job satisfaction across diverse healthcare settings (Wulansari et al., 2023). These findings indicate that excessive job demands consistently undermine positive work evaluations among health workers. Complementary meta-analytic research also demonstrates that workload is systematically linked to unfavorable organizational and behavioral outcomes, reinforcing its role as a central occupational stressor in demanding work environments (Chen et al., 2025). Collectively, this body of evidence underscores the robustness and cross-contextual consistency of the negative workload-job satisfaction relationship. More recent evidence also indicates that excessive workload reduces job satisfaction by increasing strain and limiting recovery opportunities (Barpanda & Saraswathy, 2023; Moreno-Martínez & Sánchez-Martínez, 2025). These studies collectively reinforce the robustness of the negative workload-satisfaction relationship. In the context of public hospital services, high patient dependency, shift rotations, and administrative demands intensify perceived overload. When employees perceive that work demands exceed their manageable capacity, they experience reduced control and diminished professional fulfillment.

The Effect of Work Interference with Life on Job Satisfaction

The structural model results indicate that Work Interference with Life does not have a statistically significant effect on Job Satisfaction ($\beta = -0.072$; $t = 0.702$; $p = 0.483$). Although the coefficient is negative, the relationship fails to reach the required significance threshold. This finding suggests that interference originating from work

into personal life does not directly reduce employees' job satisfaction in this study. Within the Job Demands-Resources framework, sustained strain is expected to undermine positive work attitudes (Demerouti & Bakker, 2023). Prior empirical evidence generally supports this assumption. Studies have consistently reported that work-to-life interference is negatively associated with job satisfaction, as employees who perceive work as intruding into their personal life tend to evaluate their job less favorably (Boakye et al., 2022; Buba et al., 2024; Gynning et al., 2024). From this perspective, the non-significant effect observed in the present study represents a deviation from dominant empirical patterns. Several contextual explanations may clarify this result. In public healthcare environments, work demands such as shift schedules, emergency calls, and extended hours are often perceived as inherent characteristics of the profession. Nurses may normalize work intrusion into personal life as part of their professional commitment. When such interference is considered expected rather than exceptional, its direct impact on job satisfaction may weaken. Another plausible explanation relates to professional identity and service orientation. Healthcare employees frequently derive meaning from patient care responsibilities. Even when work limits personal time, employees may maintain positive job evaluations due to perceived social contribution and professional purpose.

The Effect of Life Interference with Work on Job Satisfaction

The empirical results show that Life Interference with Work has a negative and statistically significant effect on Job Satisfaction ($\beta = -0.337$; $t = 3.103$; $p = 0.002$). This finding indicates that when personal responsibilities disrupt professional performance, employees' evaluation of their job declines. The magnitude of the coefficient suggests that reverse role interference represents a meaningful predictor of job attitudes within the model. From the perspective of the Job Demands-Resources theory, strain emerging from cross-domain interference reduces available cognitive and emotional resources required for effective work functioning (Demerouti & Bakker, 2023). When personal demands spill over into the workplace, employees may experience reduced concentration, increased tension, and feelings of inefficiency. Such experiences alter their perception of work quality and professional competence, ultimately lowering job satisfaction. Empirical research supports this relationship. Studies consistently report that family-to-work interference is negatively associated with job satisfaction across occupational settings (Boakye et al., 2022; Chinvala & Battur, 2022). More recent findings also confirm that higher levels of life interference with work significantly predict lower job satisfaction and reduced engagement (Huo & Jiang, 2023; Marič et al., 2021). In the context of public hospital services, employees operate under strict procedural standards and high accountability. When personal issues disrupt attention or availability at work, employees may perceive themselves as unable to perform optimally. This perceived performance shortfall can generate frustration and diminish positive job appraisal. Unlike work interference with life, which may be normalized in demanding healthcare roles, disruption of work performance tends to be more psychologically salient because it directly challenges professional responsibility.

The Effect of Work Overload on Work Interference with Life

The structural analysis indicates that Work Overload has a positive and statistically significant effect on Work Interference with Life ($\beta = 0.714$; $t = 11.776$; $p < 0.001$). This substantial coefficient demonstrates that increased workload strongly intensifies the extent to which professional responsibilities disrupt employees' personal life. The magnitude of the relationship suggests that workload pressure is a dominant predictor of work-to-life interference in the model. According to the Job Demands-Resources theory, excessive job demands consume time and energy resources, leaving fewer resources available for non-work roles (Demerouti & Bakker, 2023). When employees face high task volume, tight deadlines, and continuous service pressure, recovery opportunities decline. As a consequence, work obligations increasingly encroach upon family and personal activities, generating role imbalance. Empirical findings consistently support this mechanism. Research shows that quantitative workload significantly predicts work-to-life interference across sectors (Chowhan & Pike, 2022; Khalil et al., 2021). In healthcare environments specifically, heavy workload has been associated with greater intrusion of work demands into personal time due to shift rotations and emergency unpredictability (McNeill & Cullington, 2025). These studies reinforce the present result, confirming that workload is a primary driver of interference from work to personal life. In the context of public hospital services, sustained patient demands and administrative responsibilities likely reduce flexibility and limit disengagement after working hours. This structural condition amplifies the spillover of work into the non-work domain.

The Effect of Work Overload on Life Interference with Work

The results further reveal that Work Overload has a positive and statistically significant effect on Life Interference with Work ($\beta = 0.713$; $t = 11.118$; $p < 0.001$). This finding indicates that excessive workload not only disrupts personal life but also indirectly weakens employees' ability to manage personal responsibilities in ways that later interfere with work performance. Within the Job Demands-Resources framework, prolonged exposure to high demands accelerates resource depletion and reduces emotional regulation capacity (Demerouti & Bakker, 2023). When employees become fatigued due to excessive workload, their ability to manage family obligations and personal commitments effectively may decline. Over time, unresolved personal responsibilities can spill back into the workplace, increasing reverse interference. Recent empirical studies support this bidirectional spillover process (Utomo et al., 2025). Lv et al. (2022) show that high workload contributes to cross-domain strain that ultimately disrupts both personal and professional functioning. Similarly, Huo and Jiang (2023) report that sustained job demands are associated with increased family-to-work interference due to accumulated exhaustion and weakened boundary management. In high-demand healthcare settings, persistent overload may reduce employees' psychological availability outside working hours. This can create tension within personal roles, which subsequently affects focus and effectiveness during work shifts. As a result, workload pressure becomes a catalyst not only for work-to-life interference but also for reverse interference dynamics.

The Mediating Role of Work Interference with Life in the Relationship between Work Overload and Job Satisfaction

The mediation analysis demonstrates that Work Interference with Life does not significantly mediate the relationship between Work Overload and Job Satisfaction ($\beta = -0.051$; $t = 0.697$; $p = 0.486$). Although Work Overload significantly increases Work Interference with Life, and the direct effect of Work Overload on Job Satisfaction remains significant, the indirect effect through Work Interference with Life is not statistically supported. According to the mediation typology proposed by Zhao et al. (2010), this pattern represents direct-only non-mediation, in which the direct effect is significant while the indirect effect is not. This indicates that Work Overload influences Job Satisfaction directly without being transmitted through Work Interference with Life. From the perspective of the Job Demands-Resources (JD-R) theory, job demands are expected to influence employee outcomes through strain-based mechanisms (Demerouti & Bakker, 2023). Previous empirical studies frequently report that work-to-life interference mediates the negative effect of workload on job attitudes and well-being (Chowhan & Pike, 2022; Lott & Wöhrmann, 2023). However, the present findings suggest that this indirect pathway is not supported in the public hospital context examined in this study. One possible explanation is that work encroachment into personal life may be perceived as an inherent and normalized characteristic of healthcare professions. In public hospital settings, shift rotations, emergency duties, and extended working hours are often institutionalized as standard job conditions. Consequently, although excessive workload increases work-to-life interference, such interference may not substantially alter employees' global evaluation of their job.

The Mediating Role of Life Interference with Work in the Relationship between Work Overload and Job Satisfaction

In contrast, the mediation results show that Life Interference with Work significantly mediates the relationship between Work Overload and Job Satisfaction ($\beta = -0.240$; $t = 2.784$; $p = 0.006$). This finding indicates that excessive workload reduces job satisfaction not only directly but also indirectly by increasing the extent to which personal life disrupts work performance. Based on Zhao et al. (2010), this pattern is classified as complementary mediation, because both the direct and indirect effects are statistically significant and operate in the same (negative) direction. This suggests that Life Interference with Work partially transmits the impact of Work Overload on Job Satisfaction while the direct effect remains substantial. According to the Job Demands-Resources theory, sustained job demands deplete psychological resources, weakening individuals' capacity to manage multiple role responsibilities effectively (Demerouti & Bakker, 2023). When workload becomes excessive, employees may experience fatigue and reduced emotional regulation, which can hinder their ability to fulfill personal obligations (Kao, 2024). Unresolved personal strain may subsequently spill over into the workplace, impairing concentration and perceived effectiveness. This cross-domain disruption contributes to

negative job evaluations. Empirical research supports this indirect mechanism. Huo and Jiang (2023) demonstrate that workload intensifies family-to-work interference, which in turn reduces job satisfaction. Similarly, Sarwar et al. (2021) report that reverse role conflict mediates the relationship between job demands and negative work attitudes. The present findings align with these studies, confirming that interference originating from the non-work domain plays a meaningful role in translating excessive demands into dissatisfaction. Importantly, the significant complementary mediation of Life Interference with Work, combined with the direct-only non-mediation observed for Work Interference with Life, reveals an asymmetric transmission pattern. This suggests that in the examined public healthcare setting, job satisfaction is more sensitive to disruptions in work performance caused by personal demands than to work encroachment into personal life.

Limitations and Directions for Future Research

Despite offering meaningful insights into the mechanisms linking Work Overload, Work-Life Conflict, and Job Satisfaction, several limitations should be acknowledged. First, the cross-sectional design restricts causal interpretation. Although the structural relationships are theoretically grounded in the Job Demands-Resources framework (Demerouti & Bakker, 2023), the data were collected at a single point in time. Longitudinal or time-lagged designs would provide stronger evidence regarding the dynamic process through which workload develops into cross-domain interference and subsequently influences job attitudes. Second, the sample was obtained from a single public hospital, which may limit external validity. Organizational culture, staffing arrangements, and workload management practices vary across healthcare institutions. Future studies involving multiple hospitals, including private and metropolitan healthcare settings, would enhance generalizability and allow comparison of contextual differences. Third, although Work-Life Conflict was modeled hierarchically, its directional dimensions were examined separately in the mediation analysis. Future research may test the higher-order construct directly as a mediator to determine whether aggregated role conflict produces different transmission patterns compared to its bidirectional components. Fourth, the structural model primarily emphasized job demands without incorporating potential buffering resources. In line with the Job Demands-Resources theory, subsequent studies should integrate moderating variables such as supervisor support, autonomy, and organizational climate to examine whether adequate resources can attenuate the adverse effects of workload on cross-domain interference and job satisfaction (Bakker, Demerouti, et al., 2023). Fifth, this study relied exclusively on self-reported measures, which may increase the risk of common method bias. Although statistical procedures were implemented to ensure measurement validity, future research could incorporate multi-source data, objective workload indicators, or supervisor-rated performance assessments to strengthen methodological rigor. Finally, the asymmetric mediation pattern identified in this study indicates that life-to-work interference plays a comparatively more influential role in transmitting workload pressure into job dissatisfaction within public healthcare settings. Further investigation is needed to examine boundary conditions, including cultural context, professional identity, and boundary management strategies, to clarify why certain directional pathways become more salient under specific institutional conditions.

CONCLUSION

This study examined the direct and indirect relationships among Work Overload, Work-Life Conflict dimensions, and Job Satisfaction among nurses at RSUD Dr. Muhammad Zein Painan. The findings demonstrate that Work Overload negatively and significantly affects Job Satisfaction, indicating that excessive job demands undermine employees' positive evaluation of their work. In addition, Work Overload significantly increases both directional dimensions of Work-Life Conflict, namely Work Interference with Life and Life Interference with Work, confirming that high workload intensifies bidirectional inter-role strain. At the structural level, the two dimensions of Work-Life Conflict exhibit differentiated effects. Life Interference with Work negatively and significantly influences Job Satisfaction, whereas Work Interference with Life does not show a significant direct effect. These results indicate that interference originating from personal responsibilities toward professional functioning is more consequential for job attitudes than work-related intrusion into personal life. Mediation analysis further reveals asymmetric transmission mechanisms. Work Interference with Life does not mediate the relationship between Work Overload and Job Satisfaction, representing direct-only non-mediation. In contrast, Life Interference with Work provides complementary mediation, suggesting that workload pressure reduces job

satisfaction both directly and indirectly through reverse role interference. At the higher-order construct level, Work–Life Conflict was modeled as a reflective–reflective second-order construct comprising its two directional dimensions. The findings indicate that Life Interference with Work contributes slightly more strongly to the construct, highlighting the relative salience of reverse spillover in this public hospital context. This pattern reflects the performance-sensitive nature of healthcare services, where reduced psychological availability at work directly affects professional responsibility and service quality. Theoretically, the results extend the Job Demands–Resources framework by demonstrating that excessive job demands undermine job satisfaction through partially differentiated conflict pathways. Not all forms of work–life conflict operate equally in transmitting workload effects, as reverse interference appears to exert greater influence on professional attitudes. Practically, the findings emphasize the need for balanced workload allocation, adequate staffing, and institutional support mechanisms that assist nurses in managing personal and professional role boundaries. Strengthening these structural supports is essential for sustaining job satisfaction and maintaining service effectiveness in public healthcare organizations.

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