

# The Effect of Work-Life Balance on Career Commitment Mediated By Workload and Work Stress (Case Study of PT Sari Murni West Sumatera Branch Office)

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## ABSTRACT

This study aims to examine and analyze the effect of work-life balance on career commitment, with workload and work stress as mediating variables among employees of PT Sari Murni West Sumatera Branch Office. The background of this research stems from the low level of employee career commitment, as indicated by the initial pre-survey results with a respondent achievement rate (RAR) of only 59.17%. The research method uses a quantitative approach with survey techniques and data collection through written questionnaires. The population in this study consists of 134 permanent employees, with a sample size of 101 permanent employees. The sampling method used is simple random sampling to determine a representative sample size from the population studied. This method was chosen due to its ability to reduce bias and provide more accurate results. Data analysis was conducted using SmartPLS 3.2.8 with the Partial Least Squares (PLS) approach. The results show that work-life balance has a positive and significant effect on career commitment. Regarding the indirect effects, the pathway through workload is not supported at the 5% significance level, as the bootstrap confidence interval includes zero, indicating that workload does not mediate the relationship between work-life balance and career commitment. In contrast, the indirect pathway through work stress is positive and significant, as its bootstrap confidence interval does not include zero, supporting a complementary mediation relationship between work-life balance and career commitment, while work stress significantly mediates the relationship between work-life balance and career commitment. These findings highlight the importance for employees of PT Sari Murni West Sumatera Branch Office to manage work-life balance and work stress in order to enhance career commitment.

**Keywords:** Work-life balance, career commitment, workload, work stress

## INTRODUCTION

In an increasingly dynamic era of global competition, companies are required not only to focus on achieving business targets but also to ensure the sustainability and stability of their human resources. One important aspect that contributes to organizational sustainability is employee career commitment. Career commitment describes the extent to which an individual is committed to their career path within an organization, which is directly related to the desire to stay, contribute optimally, and grow together with the company (Simanjuntak, 2022).

Career commitment is a term that refers to a person's identification with and involvement in their work, reflecting loyalty and dedication manifested in efforts to develop their career and achieve professional goals. It aids the adaptation process at work, such as building a career identity and becoming more competitive. Furthermore, recent research shows a paradigm shift from organizational career models toward autonomous, individual, and boundaryless careers. The terms "protean career" and "boundaryless career" are used to describe this shift (Karacan Ozdemir et al., 2023; Chang et al., 2021).

According to Nuraini and Fitriani (2021), workload is the accumulation of various work activities borne by an employee over a certain period, and if this workload exceeds the individual's capacity, it can trigger fatigue and psychological stress. Meanwhile, Wijayanti and Saputra (2022) state that workload also includes emotional

pressure due to high expectations and a demanding work environment.

Employees feel fully engaged in this regard. Satisfaction with the current career path shows a relatively higher level of satisfaction compared to other questions. However, there is still room for improvement. While employees feel responsible for the image and reputation of their profession, many still feel not fully engaged in this matter. Furthermore, employees feel a sense of responsibility but have not yet fully implemented these values.

Overall, the phenomenon reflects a lack of employee commitment to their careers, with several factors needing improvement. Employees feel insufficiently motivated to enhance their work quality and still face challenges in achieving a balance between work and personal life. Companies need to pay more attention to support and recognition to boost motivation and job satisfaction, as well as provide more opportunities for career development so that employees' career commitment can increase.

Various previous studies have confirmed the relationship between high workload, work stress, and career commitment. Poulouse & Dhal (2020) found that excessive workload reduces employees' career commitment through increased pressure and a decreased perception of work-life balance. This finding is reinforced by Fatima et al. (2024), who state that work overload causes emotional exhaustion and job frustration, which in turn reduce job satisfaction and career commitment.

## LITERATURE REVIEW

### Career Commitment

Career commitment refers to the extent to which an individual feels attached to and involved in their work. It indicates how loyal a person is to their profession. According to Wickramasinghe (2020), career commitment is an intrinsic motivation for a person to fulfill the role in the chosen career, as well as a form of loyalty to the work they undertake. This commitment is not fixed but can develop and change over time throughout a person's career journey. Understanding this change is important because nowadays many people choose to manage their own careers rather than relying entirely on the organization they work for.

In previous research, Ashforth et al. (1989), as cited by Wickramasinghe (2020), identified the factors included in career commitment as follows: 1. Career Identification, 2. Career Involvement, 3. Willingness to Work Hard, 4. Career Satisfaction, and 5. Loyalty to the Profession.

### Work Life balance

Work-life balance describes an individual's ability to manage the demands of two main roles in their life, namely work and personal life, in a proportional and harmonious manner. According to Putri and Amalia (2021), work-life balance is a condition in which a person is able to fulfill professional responsibilities without neglecting important aspects of their personal life.

In the current context, as stated by Ramadhani and Prasetyo (2022), work-life balance has become increasingly important due to changes in work patterns following the pandemic, which have blurred the boundaries between the workspace and home life, especially as a result of the implementation of remote work systems.

In previous research, Hill et al. (2001), as cited by Poulouse & Dhal (2020), stated that there are several factors influencing the extent to which a person can maintain a balance between work and personal life. These factors include:

1. Flexible work hour arrangements,
2. Realistic workload,
3. Role strain, especially experienced by women,
- and 4. Social support from both environment and family the work

2.1.3 Workload Workload refers to the total Additional assignments or sudden tasks, and 5. Individual ability and capacity.

## Work Stres

demands of tasks that a person must carry out within a certain period, encompassing physical, mental, and emotional aspects. In an organizational context, workload is not only related to the amount of work but also includes the level of task difficulty, time pressure, and the individual's capacity to complete these tasks effectively.

According to Nuraini and Fitriani (2021), workload is the accumulation of various work activities borne by an employee over a certain period, and if this workload exceeds the individual's capacity, it can trigger fatigue and psychological stress. Meanwhile, Wijayanti and Saputra (2022) state that workload also includes emotional pressure due to high expectations and a demanding work environment.

Several indicators can be used to identify the level of workload experienced by employees. Based on previous research by Cohen et al. (2000), as cited by Kyeong Jeon et al. (2022), these indicators include: 1. Number of tasks or work volume, 2. Time constraints for completion, 3. Task difficulty level, 4.

Work stress is a psychological and emotional condition that arises as a reaction to job pressures perceived to exceed an individual's ability to cope. This condition occurs when the demands of the work environment are disproportionate to the individual's capacity to meet or adjust to those demands (Susanti & Wijaya, 2021). Work stress not only affects employees' psychological well-being but can also disrupt performance, reduce job satisfaction, and increase the risk of chronic fatigue and other health problems.

Work stress can be identified through several indicators that describe the situations or conditions causing stress in individuals at the workplace. Some main indicators of work stress, according to previous research by Lazarus & Folkman (1984), as cited by Wickramasinghe (2020), include: 1. Work Overload, 2. Role Ambiguity, 3. Role Conflict, 4. Time Pressure, 5. Lack of Social Support, 6. uncomfortable work environment, 7. Job Insecurity.

## Hypothesis Development

According to Sugiyono (2021), a hypothesis is a temporary answer to the research problem formulation; therefore, research problem statements are usually formulated in the form of questions. It is called temporary because the answer given is based only on relevant theory and has not yet been supported by facts obtained through data collection. The hypotheses used in this study are as follows:

H1: Work-life balance has a positive and significant effect on employees' career commitment.

H2: Work-life balance has a negative and significant effect on workload.

H3: Workload has a negative and significant effect on employees' career commitment.

H4: Work-life balance has a negative and significant effect on work stress. H5: Work stress has a negative and significant effect on career commitment. H6: Workload mediates the relationship between work-life balance and career commitment.

H7 : Work stress mediates the relationship between work-life balance and career commitment.

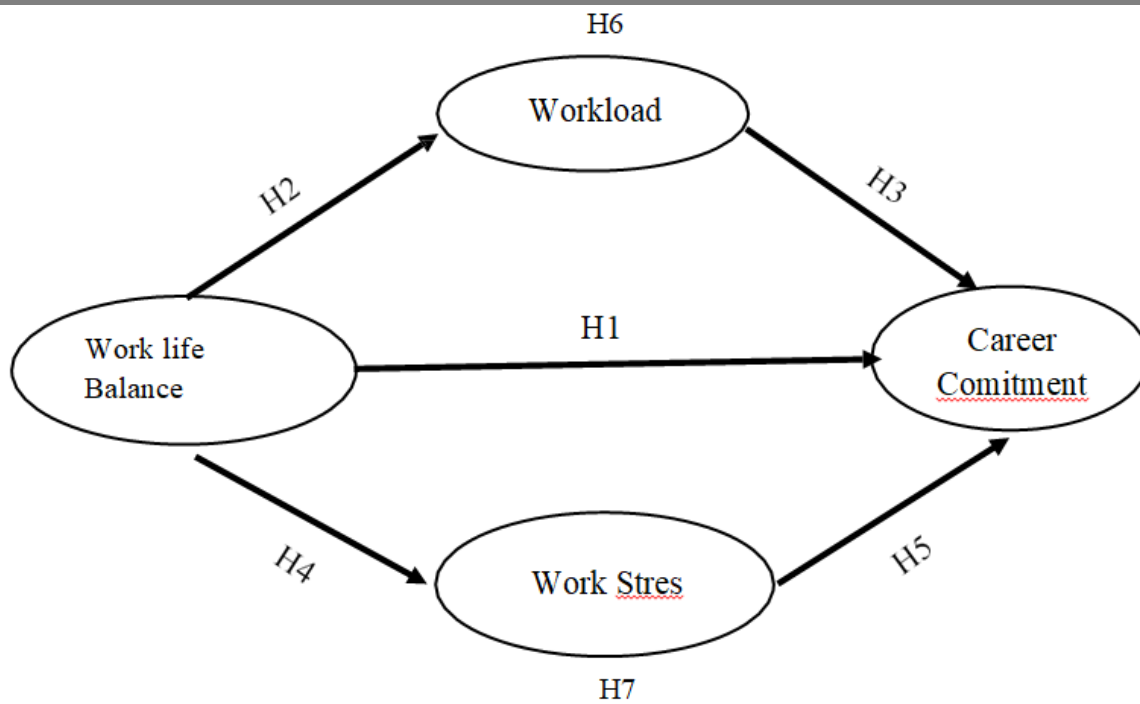


Figure 1 Research Framework

## RESEARCH METHOD

The selected method is quantitative because the research data consists of numerical values, and the analysis uses statistics to test the established hypotheses (Wulandari, 2021). The object of this study is PT Sari Murni, West Sumatra Branch. The population of this research includes all employees of PT Sari Murni at the West Sumatra Branch, totaling 134 employees, which consist of permanent employees.

The sample size consisted of 101 respondents, determined using Slovin's formula. Regarding the randomization procedure for the 101 samples, the survey was conducted from June 1, 2025, to June 20, 2025. A total of 101 questionnaires were distributed, and all 101 were usable, resulting in a response rate of 100%. Participation was voluntary, with informed consent obtained from all respondents. Respondent identities and data were kept confidential, accessed only by the research team, and reported in aggregate to protect individual privacy

## ANALYSIS RESULTS AND DISCUSSION

This section describes the profile of the research respondents as follows

**Table 1 Profile of Participating Respondents**

| Demographic | Category     | Number (People) | Percentage (%) |
|-------------|--------------|-----------------|----------------|
| Gender      | Male         | 46              | 45,54          |
|             | Female       | 55              | 54,56          |
|             | <b>Total</b> | <b>101</b>      | <b>100.0</b>   |
| Age         | 18-25 years  | 12              | 11.88          |
|             | 26-33 years  | 33              | 32.67          |
|             | 34-41 years  | 46              | 45.54          |

|                      |                             |            |              |
|----------------------|-----------------------------|------------|--------------|
|                      | > 42 years                  | 10         | 9.90         |
|                      | <b>Total</b>                | <b>101</b> | <b>100.0</b> |
| length of employment | <2 years                    | 7          | 6.93         |
|                      | 2 s/d 4 years               | 55         | 54.46        |
|                      | 5 s/d 7 years               | 26         | 25.74        |
|                      | > 7 years                   | 13         | 12.87        |
|                      | <b>Total</b>                | <b>101</b> | <b>100.0</b> |
| Education            | D3                          | 14         | 13.86        |
|                      | S1                          | 63         | 62.38        |
|                      | S2                          | 22         | 21.78        |
|                      | S3                          | 2          | 1.98         |
|                      | <b>Total</b>                | <b>101</b> | <b>100.0</b> |
| Employment status    | Contract employees          | 0          | 0            |
|                      | Permanent employees         | 101        | 100.0        |
|                      | <b>Total</b>                | <b>101</b> | <b>100,0</b> |
| Job level            | Manager and Assiten Manager | 10         | 9.90         |
|                      | Supervisor                  | 10         | 9.90         |
|                      | Staff and Chief             | 81         | 80.20        |
|                      | <b>Total</b>                | <b>101</b> | <b>100.0</b> |

Based on Table 1, it can be seen that the majority of respondents are female, totaling 55 individuals (54.56%), while the remaining respondents are male, totaling 46 individuals (45.54%).

The second profile differentiates respondents by age, where the majority are aged 34-41 years, totaling 46 individuals (45.54%), while the lowest age group is those under 42 years, totaling 10 individuals (9.90%).

The third profile is based on the length of employment, where most respondents have been working for 2 to 4 years, totaling 55 individuals (54.46%). This is followed by the lowest group of respondents with less than 2 years of employment, totaling 7 individuals (6.93%).

The fourth profile is based on education, where the majority are graduates **Measurement Model Assessment**

The Measurement Model

Assessment (MMA) is useful for understanding the relationship between with a bachelor's degree (S1), totaling 63 individuals (62.38%), while the lowest group of respondents are those with a doctoral degree (S3), totaling 2 individuals (1.98%).

The fifth profile is based on employment status, where all respondents are permanent employees, totaling 101 individuals (100%), and there are no contract employees (0.00%).

The sixth profile is based on job level, where most respondents hold staff and chief positions, totaling 81 individuals (80.20%), while the lowest number of respondents are in managerial and assistant managerial positions, totaling 10 individuals (9.90%), along with 10 individuals (9.90%) in supervisory roles. statement items and variables. It consists of two key components: convergent validity and discriminant validity. (Hair et al., 2014).

Table 2 Results Cronbach's Alpha, Composite Reliability, and AVE

| Variable          | Valid item | Outer Loading | Cronbach's Alpha | Composite Reliability | Average Variance Extracted (AVE) |
|-------------------|------------|---------------|------------------|-----------------------|----------------------------------|
| Workload          | 5          | 0,729-0,779   | 0,818            | 0,872                 | 0,577                            |
| Work Life Balance | 7          | 0,737-0,799   | 0,883            | 0,909                 | 0,587                            |
| Career Comitment  | 8          | 0,781-0,869   | 0,935            | 0,947                 | 0,689                            |
| Work Stres        | 6          | 0,728-0,793   | 0,855            | 0,891                 | 0,577                            |

Based on Table 2, it can be observed that all variables have a Cronbach's alpha > 0.7, composite reliability > 0.7, and AVE > 0.5, thereby meeting the established criteria (Hair et al., 2014).

Discriminant Validity demonstrates the uniqueness of a construct compared to other constructs. There are several methods to assess discriminant validity, including: *Fornell – Larcker criterion* and *cros loadings*

Table 3 Results Fornell-Lacker criterion

|                   | Workload | Work life balance | Career Comitment | Work Stres |
|-------------------|----------|-------------------|------------------|------------|
| Workload          | 0,760    |                   |                  |            |
| Work life Balance | -0,536   | 0,766             |                  |            |
| Career Comitment  | -0,503   | 0,729             | 0,830            |            |
| Work Stres        | 0,153    | -0,455            | -0,594           | 0,760      |

Table 3 shows that the correlation of the workload variable with itself (workload) is 0.760. This correlation value is greater than the correlation between workload and work-life balance (-0.536), greater than the correlation between workload and career commitment (-0.503), and greater than the correlation between workload and work stress (0.153).

Similarly, the correlation of work-life balance with itself (work-life balance) is 0.766. This correlation value is greater than the correlation with career commitment (0.729) and greater than the correlation between work-life balance and work stress (-0.455).

Table 4 Cross Loadings

|     | Workload | Work life Balance | Career Comitment | Work Stres |
|-----|----------|-------------------|------------------|------------|
| BK1 | 0,777    | -0,459            | -0,474           | 0,153      |
| BK2 | 0,730    | -0,351            | -0,308           | 0,097      |
| BK3 | 0,771    | -0,467            | -0,356           | 0,139      |

|             |        |        |        |        |
|-------------|--------|--------|--------|--------|
| <b>BK4</b>  | 0,739  | -0,329 | -0,297 | 0,122  |
| <b>BK5</b>  | 0,778  | -0,400 | -0,434 | 0,066  |
| <b>KK1</b>  | -0,488 | 0,667  | 0,831  | -0,472 |
| <b>KK2</b>  | -0,422 | 0,601  | 0,825  | -0,522 |
| <b>KK3</b>  | -0,381 | 0,663  | 0,811  | -0,487 |
| <b>KK4</b>  | -0,384 | 0,616  | 0,781  | -0,483 |
| <b>KK5</b>  | -0,495 | 0,682  | 0,849  | -0,460 |
| <b>KK6</b>  | -0,370 | 0,654  | 0,839  | -0,561 |
| <b>KK7</b>  | -0,422 | 0,654  | 0,868  | -0,475 |
| <b>KK8</b>  | -0,376 | 0,629  | 0,835  | -0,486 |
| <b>KKK1</b> | -0,341 | 0,779  | 0,627  | -0,396 |
| <b>KKK2</b> | -0,397 | 0,753  | 0,567  | -0,359 |
| <b>KKK3</b> | -0,348 | 0,747  | 0,546  | -0,298 |
| <b>KKK4</b> | -0,429 | 0,774  | 0,645  | -0,349 |
| <b>KKK5</b> | -0,452 | 0,798  | 0,634  | -0,380 |
| <b>KKK6</b> | -0,494 | 0,772  | 0,557  | -0,303 |
| <b>KKK7</b> | -0,407 | 0,740  | 0,591  | -0,347 |
| <b>SK1</b>  | 0,035  | -0,292 | -0,449 | 0,760  |
| <b>SK3</b>  | 0,144  | -0,379 | -0,489 | 0,749  |
| <b>SK4</b>  | 0,024  | -0,211 | -0,309 | 0,727  |
| <b>SK5</b>  | 0,242  | -0,390 | -0,445 | 0,770  |
| <b>SK6</b>  | 0,083  | -0,445 | -0,542 | 0,802  |
| <b>SK7</b>  | 0,139  | -0,280 | -0,408 | 0,749  |

Items BK1 to BK5 have the highest loading values and are grouped under the workload column. This indicates that the items related to Workload are considered to effectively measure the workload variable. Similarly, the items related to Work-

Life Balance (KKK1 – KKK7) have the highest loading values and are grouped under the work-life balance column. This suggests that the items related to Work-Life Balance are believed to measure the career commitment variable.

## Heterotrait-Monotrait Ratio (HTMT)

|                   | Workload | Work-Life Balance | Career Commitment | Work Stress |
|-------------------|----------|-------------------|-------------------|-------------|
| Workload          |          |                   |                   |             |
| Work-Life Balance | 0,600    |                   |                   |             |
| Career Commitment | 0,561    | 0,844             |                   |             |
| Work Stress       | 0,178    | 0,439             | 0,626             |             |

In addition to the Fornell–Larcker criterion and cross-loadings, discriminant validity was further assessed using the heterotrait–monotrait ratio (HTMT). The HTMT ratios and their bootstrap confidence intervals are reported in Table 4.1 Discriminant validity is supported when the confidence interval does not include 1.00. The results indicate that the constructs of work-life balance, workload, work stress, and career commitment are empirically distinguishable based on the HTMT assessment

## Structural Model Assessment

*Structural Model Assessment (SMA)* is a structural model Structural Model Assessment (SMA) is used to examine the hypothesized relationships among the latent variables in the research model. Because this study uses a cross-sectional survey design, the results are interpreted as statistical associations consistent with the proposed theoretical relationships rather than definitive causal effects.. The testing of SMA employs a bootstrapping procedure.

Figure 2 Structural Model Assessment

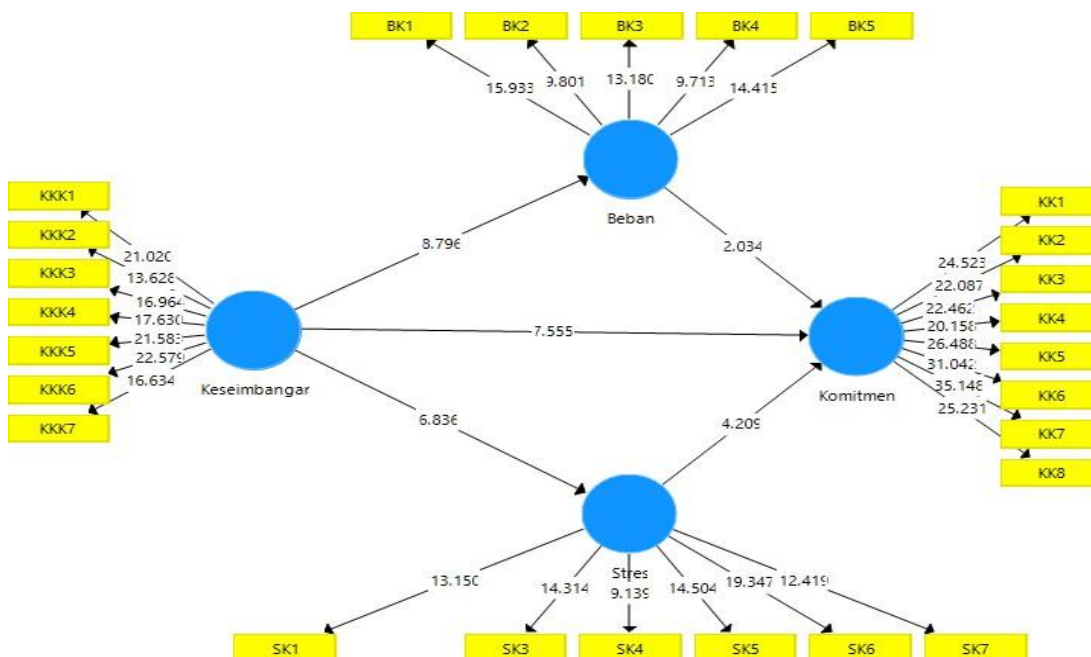


Table 5 Results Assessment Structural Model

|                                       | Original Sample (O) | Standard Deviation (STDEV) | T Statistics (O/STDEV) | P Values | Decisions   |
|---------------------------------------|---------------------|----------------------------|------------------------|----------|-------------|
| Work life balance -> Career comitment | 0,546               | 0,072                      | 7,555                  | 0,000    | H1 accepted |

|                                           |        |       |       |              |             |
|-------------------------------------------|--------|-------|-------|--------------|-------------|
| <b>Work life balace -&gt; workload</b>    | -0,536 | 0,061 | 8,796 | <b>0,000</b> | H2 accepted |
| <b>Workload -&gt; career comitment</b>    | -0,162 | 0,079 | 2,034 | <b>0,042</b> | H3 accepted |
| <b>Work life balance -&gt; work stres</b> | -0,455 | 0,066 | 6,836 | <b>0,000</b> | H4 accepted |
| <b>Work stres -&gt; career comitmet</b>   | -0,321 | 0,076 | 4,209 | <b>0,000</b> | H5 accepted |

Based on Figure 2 and Table 5, the interpretation is as follows:

1. The influence of work-life balance on career commitment has an original sample of 0.546 (positive sign), T statistics of 7.555 (greater than 1.96), and P values of 0.00 (less than 0.05). Thus, it can be concluded that work-life balance has a positive and significant effect on career commitment (H1 accepted).
2. The influence of work-life balance on workload has an original sample of -0.536 (negative sign), T statistics of 8.796 (greater than 1.96), and P values of 0.000 (less than 0.05). Thus, it can be concluded that work-life balance has a negative and significant effect on workload (H2 accepted).
3. The influence of workload on career commitment has an original sample of -0.162 (negative sign), T statistics of 2.037 (greater than 1.96), and P values of 0.042 (less than 0.05). Thus, it can be concluded that workload has a negative and significant effect on career commitment (H3 accepted).
4. The influence of work-life balance on work stress has an original sample of -0.455 (negative sign), T statistics of 6.836 (greater than 1.96), and P values of 0.000 (less than 0.05). Thus, it can be concluded that work-life balance has a negative and significant effect on work stress (H4 accepted).
5. The influence of work stress on career commitment has an original sample of - 0.321 (negative sign), T statistics of 4.209 (greater than 1.96), and P values of 0.000 (less than 0.05). Thus, it can be concluded that work stress has a negative and significant effect on career commitment (H5 accepted).

Table 5.1 Results of R-square ( $R^2$ ) and Q-square ( $Q^2$ ) Analysis

|                          | <b>R Square</b> | <b>information</b> | <b>Q Square</b> | <b>information</b> |
|--------------------------|-----------------|--------------------|-----------------|--------------------|
| <b>Workload</b>          | 0,287           | Weak               | 0,151           | Moderate           |
| <b>Career Commitment</b> | 0,697           | Moderate           | 0,467           | Strong             |
| <b>Job Stress</b>        | 0,207           | Weak               | 0,103           | Weak               |

Based on Table 4.12, the workload variable has an R-square ( $R^2$ ) of 0.287, indicating that the influence of work-life balance on workload is 28.7%, which falls into the weak category (Hair et al., 2014). Furthermore, the career commitment variable has an  $R^2$  of 0.697, meaning the influence of work-life balance, workload, and work stress on career commitment is 69.7%, falling into the moderate category (Hair et al., 2014). Additionally, the work stress variable has an R-square ( $R^2$ ) of 0.207, indicating that the influence of work-life balance on work stress is 20.7%, which falls into the weak category (Hair et al., 2014).

Meanwhile, the  $Q^2$  for workload is 0.151, indicating that the predictive power of work-life balance regarding workload falls into the moderate category. The  $Q^2$  for career commitment is 0.467, indicating that the predictive power of work-life balance, workload, and work stress regarding career commitment falls into the strong category. Finally, the  $Q^2$  for work stress is 0.103, indicating that the predictive power of work-life balance regarding work stress falls into the weak category (Hair et al., 2014).

Table 6 Result Analysis Of *Workload And Work Stress* As A Mediating Variable

|                                                           | Original Sample (O) | Standard Deviation (STDEV) | T Statistics (O/STDEV) | P Values     | Decisions               |
|-----------------------------------------------------------|---------------------|----------------------------|------------------------|--------------|-------------------------|
| <b>Work-Life Balance → Workload → Career Commitment</b>   | 0,087               | 0,044                      | 1,960                  | <b>0,051</b> | Not supported           |
| <b>Work-Life Balance → Job Stress → Career Commitment</b> | 0,146               | 0,041                      | 3,566                  | <b>0,000</b> | Complementary Mediation |

1. The results of the analysis on the effect of workload as a mediating variable between work-life balance and career commitment (WLB → WL → CC) show an original sample of 0.087, T statistics of 1.960 (equal to 1.96), and P values of 0.051 (greater than 0.05). The results of the indirect effect analysis show that the pathway from work-life balance to career commitment through workload (WLB → Workload → Career Commitment) has an original sample of 0.087, a standard deviation of 0.044, a t-statistic of 1.960, and a p-value of 0.051. Thus, the indirect effect is not supported at the 5% significance level. The bootstrap confidence interval should also be reported to determine whether the interval includes zero. Because the indirect effect is not statistically supported at the 5% level, H6 is rejected. Therefore, there is insufficient evidence to conclude that workload mediates the relationship between work-life balance and career commitment..
2. The results of the indirect effect analysis show that the pathway from work-life balance to career commitment through work stress (WLB → Work Stress → Career Commitment) has an original sample of 0.146, a standard deviation of 0.041, a t-statistic of 3.566, and a p-value of 0.000. The indirect effect is positive and statistically significant. The bootstrap confidence interval should also be reported, and the mediation decision should be based on whether the confidence interval excludes zero. Because the indirect effect is positive and the direct effect of work-life balance on career commitment is also positive and significant, the relationship is consistent with complementary mediation. Thus, H7 is supported. Therefore, the type of mediation between work stress, work-life balance, and career commitment is **competitive mediation** (Zhao, Lynch, et al., 2010).

## CONCLUSION

1. Work -life balance has a positive and significant effect on career commitment among employees of PT Sari Murni, West Sumatra Branch.
2. Work -life balance has a negative and significant effect on workload at PT Sari Murni, West Sumatra Branch.
3. Workload has a negative and significant effect on career commitment among employees of PT Sari Murni, West Sumatra Branch.
4. Work -life balance has a negative and significant effect on work stress at PT Sari Murni, West Sumatra Branch.
5. Work stress has a negative and significant effect on career commitment among employees of PT Sari Murni, West Sumatra Branch.
6. The indirect effect of work-life balance on career commitment through workload is not supported at the 5% significance level. Therefore, there is insufficient evidence to conclude that workload mediates the relationship between work-life balance and career commitment.
7. The indirect effect of work-life balance on career commitment through work stress is positive and statistically significant. Because the direct and indirect effects have the same positive direction, the relationship is consistent with complementary mediation

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## RESEARCH QUESTIONNAIRE

### The Effect of Work-Life Balance on Career Commitment:

#### The Mediating Roles of Workload and Job Stress (PT Sari Murni West Sumatra Branch)

| NO                          | Statement                                           |
|-----------------------------|-----------------------------------------------------|
| <b>A. Career Commitment</b> |                                                     |
| 1                           | I believe that my work reflects my personal values. |

|   |                                                                                                                                  |
|---|----------------------------------------------------------------------------------------------------------------------------------|
| 2 | I would feel a sense of loss if I could no longer work in this field.                                                            |
| 3 | I often think about ways to improve the quality of my work.                                                                      |
| 4 | I enjoy my work, even when facing organizational challenges and maintaining integrity as an indicator of organizational success. |
| 5 | I actively develop my skills to support my work.                                                                                 |
| 6 | Overall, I am satisfied with my current career path.                                                                             |
| 7 | I feel this profession aligns with my personal values.                                                                           |
| 8 | I feel responsible for the image and reputation of my profession.                                                                |

Source : Wickramasinghe (2020 )

### **B. Work–Life Balance**

|   |                                                                                                     |
|---|-----------------------------------------------------------------------------------------------------|
| 1 | Flexible working hours help me balance my work and personal life.                                   |
| 2 | Flexible work policies make it easier for me to manage family responsibilities.                     |
| 3 | I am able to complete my work tasks within the allotted time.                                       |
| 4 | The workload I receive does not overwhelm me.                                                       |
| 5 | Domestic responsibilities (e.g., childcare, household management) often distract me while working.  |
| 6 | I rarely have time for myself because I must complete work tasks both at the workplace and at home. |
| 7 | I still feel socially supported even without assistance from colleagues or family.                  |
| 8 | I continue to perform at my best even when I feel unappreciated or unrecognized.                    |

Source : Poulose & Dhal (2020)

### **c. Workload**

|   |                                                                                     |
|---|-------------------------------------------------------------------------------------|
| 1 | I often feel that the amount of work assigned exceeds my ability to complete it.    |
| 2 | I have to work under time pressure almost every day.                                |
| 3 | Many of my tasks require extra effort due to their high level of difficulty.        |
| 4 | I frequently receive additional tasks assigned suddenly and without prior planning. |
| 5 | I feel my workload is not commensurate with my ability or capacity.                 |

Source : Kyeong Jeon et al., (2022)

### **d. Stres Kerja**

|   |                                                                |
|---|----------------------------------------------------------------|
| 1 | My job demands more time and energy than I am able to provide. |
| 2 | My job demands more time and energy than I am able to provide. |

|                                       |                                                                                                    |
|---------------------------------------|----------------------------------------------------------------------------------------------------|
| 3                                     | I frequently receive conflicting requests from different colleagues or supervisors.                |
| 4                                     | I feel pressured due to the large number of tasks that must be completed within a short timeframe. |
| 5                                     | I feel isolated when facing pressures or problems at work.                                         |
| 6                                     | The work environment tends to be unpleasant or tense.                                              |
| 7                                     | I feel my position in the organization is insecure or unstable.                                    |
| <i>Source : Wickramasinghe (2020)</i> |                                                                                                    |