

THE INFLUENCE OF WORK-LIFE BALANCE ON EMPLOYEE PERFORMANCE WITH MENTAL HEALTH AS AN INTERVENING VARIABLE: A STUDY AT LPP RRI JAMBI

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Abstract

This study aims to examine the effect of work-life balance on employee performance with mental health as an intervening variable at LPP RRI Jambi. A quantitative method was applied using a survey approach by distributing questionnaires to 62 employees. Data were analyzed using Structural Equation Modeling (SEM) with Partial Least Squares (PLS). The results indicate that work-life balance has a significant positive effect on both mental health and employee performance. Moreover, mental health significantly mediates the relationship between work-life balance and employee performance. These findings highlight the importance of creating a supportive work environment that fosters work-life balance to enhance employees' mental health and overall productivity.

Keywords: Work-life Balance, Mental Health, Employee Performance, Mediation, LPP RRI Jambi

Introduction

The modern workforce has undergone significant transformations, driven by technological advancements, shifts in organizational culture, and increasing demands for efficiency and effectiveness. Amid globalization and digitalization, employees are expected to perform flexibly while consistently meeting high performance targets. These expectations often lead to psychological strain and an increased risk of imbalance between professional and personal life. One of the most critical aspects of human resource management today is achieving and maintaining work-life balance (Adolph, 2016c).

Maintaining equilibrium between professional responsibilities and personal life is particularly crucial for employees managing multiple simultaneous obligations. For many employees, daily life is divided between two realms—work and personal spaces—often resulting in a lack of fulfillment in one or both areas. Research has shown that an imbalance between work and life can reduce job satisfaction (Renea & Wahyuni, 2018). Increasing awareness of the importance of balancing work and personal life has become a key driver of organizational transformation (Wahdiniawati et al., 2024), not only relevant to individuals but also fundamental for companies aiming to attract and retain top talent.

The concept of work-life balance has evolved beyond mere time allocation. It now encompasses psychological and emotional dimensions that are essential for achieving holistic harmony in everyday life (Ismunandar & Kurnia, 2023; Agus et al., 2023). Recent studies emphasize that work-life balance is not solely about work hours versus leisure time, but also about psychological well-being in the workplace (Anjarwati et al., 2023). A supportive organizational environment can foster a positive atmosphere, wherein employees feel valued and supported (Persada & Kartika, 2023).

Employee performance remains a key outcome affected by work-life balance. Performance refers to the outcomes achieved by individuals in fulfilling their job responsibilities and is influenced by various internal and external factors, including knowledge, skills, motivation, leadership, and work environment (Silaen et al., 2021; Lestary & Harmon, 2017). Naharuddin and Sadegi (2013) argue that employee performance is closely tied to one's willingness and openness in work interactions, which in turn boosts productivity.

Beyond performance, mental health also plays a vital mediating role in the relationship between work-life balance and employee outcomes. Mental health refers to an individual's overall psychological, emotional, and social well-being. It includes the ability to manage stress, adapt to change, form healthy relationships, and make sound decisions (Diana, 2020; Dewi, 2012). Healthy mental states are reflected in emotional resilience, psychological adaptability, personal development, and spiritual grounding. Frank L. K., as cited by Pratama et al. (2024), defines mental health as a dynamic process of continual growth and maturity, where individuals assume responsibilities and contribute positively to their cultural and social context.

According to Merriam-Webster (in Pratama et al., 2024), mental health is the state of emotional and psychological well-being that enables individuals to use cognitive and emotional capabilities to function effectively in society. However, mental health is subjective and varies across individuals, underscoring the importance of individualized mental wellness support (Hapsari, 2019).

LPP RRI Jambi, as a public broadcasting institution, has a vision to become a credible and leading organization supported by competent and professional human resources. To achieve this, optimal employee performance and a mentally healthy, balanced work environment are essential. Leadership that fosters a supportive and empathetic work climate is crucial in maintaining employee performance and well-being.

Data from RRI Jambi indicate a decline in employee performance over the past three years. Performance evaluations show a drop from a total score of 89.50 in 2022 to 76.95 in 2024, moving from the "Good" to the lower threshold of performance categories. Additionally, a preliminary survey of 8 employees further supports this trend, highlighting issues related to cooperation, responsibility, and job satisfaction.

The results of early assessments of work-life balance and mental health at RRI Jambi show that a significant portion of employees feel neutral or dissatisfied with their current balance and psychological condition. These findings indicate potential stress, emotional fatigue, and lack of personal time that may negatively impact employee performance.

Given this context, it becomes crucial to investigate how work-life balance affects employee performance through the mediating role of mental health at LPP RRI Jambi. Previous studies (Oyewole & Kayode, 2025; Erwanto et al., 2024) have confirmed the interconnected influence among these variables, which this research seeks to validate further in the specific context of a public broadcasting institution in Indonesia.

Literature Review

Work-Life Balance

According to Nurjana et al. (2022), work-life balance refers to an individual's ability to fulfill work, family, and other non-work commitments and responsibilities. Beyond the interaction between work and family roles, it also involves balancing multiple roles across different life domains. When roles inside and outside the organization are mutually supportive and free from conflict, this contributes positively to both organizational performance and personal well-being.

Similarly, Kusumah et al. (2021) define work-life balance as a state in which individuals can equally manage their professional and personal responsibilities while maintaining a high level of commitment. This balance reflects one's ability to meet the demands of each role effectively.

Employee Performance

According to Aswin et al. (2019), employee performance is defined as the output both in quality and quantity produced by an employee in carrying out their duties and responsibilities. Asaloei et al. (2023) describe performance as the achievements of individuals or groups within an organization, measured both qualitatively and quantitatively, and carried out in accordance with their authority, duties, and responsibilities. Such performance must also align with legal, ethical, and moral standards. Hidayat et al. (2023) emphasize that performance is the result of an employee's efforts, influenced by their capabilities and awareness of their roles and responsibilities (Adolph, 2016a).

Mental Health

The World Health Organization (WHO) defines mental health as a state of well-being in which individuals realize their own potential, can cope with normal life stressors, work productively, and contribute to their communities (Gutierrez et al., 2021). It encompasses cognitive, emotional, and behavioral well-being (Pongtambing et al., 2020), all of which are essential for everyday functioning.

Mental health significantly influences physical health, social relationships, and quality of life. According to Isabel et al. (2019), it also involves one's ability to find enjoyment in life and to maintain a balance between life activities and psychological resilience. Thus, mental health is not merely the absence of mental illness, but the presence of positive psychological functioning.

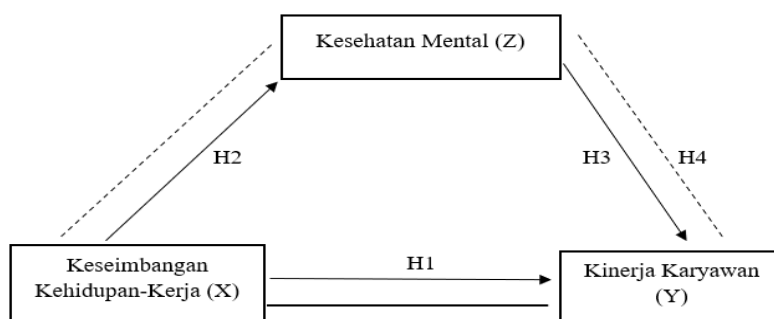


Figure 1. Conceptual Framework

Methods

This study employs a quantitative approach to examine the influence of work-life balance and mental health on employee performance at LPP RRI Jambi. Data were collected through questionnaires, direct observation, and literature review. The questionnaire was used to obtain large-scale quantitative data from respondents regarding the three key constructs: work-life balance, mental health, and employee performance. Observation allowed the researcher to gain contextual understanding by directly monitoring employee behaviors and work conditions, while literature review supported the theoretical framework by referring to books, scientific articles, and credible publications relevant to the research variables. The collected data were then coded, edited, and processed using Microsoft Excel and analyzed with SmartPLS to test the hypotheses.

through Structural Equation Modeling (SEM). The measurement model (outer model) was assessed to determine indicator reliability and validity using reflective indicator loadings, convergent validity (via AVE), discriminant validity (via HTMT), and composite reliability (via Cronbach's alpha). The structural model (inner model) was evaluated using R-square to assess explanatory power and bootstrapping to test the significance of hypothesized relationships. The use of SmartPLS in this study allows for the examination of direct and indirect effects, including the mediating role of mental health between work-life balance and employee performance.

Results and Discussion

Results

Convergent validity in this study was evaluated through the reflective indicator loadings of each construct using SmartPLS 4.0. According to Ghazali (2023), an indicator is considered valid if its loading factor exceeds 0.70, though values between 0.50 and 0.60 are still acceptable for exploratory research (Chin, 1998). Initially, one indicator from the Work-Life Balance construct (X7) demonstrated a loading factor below 0.70 and was thus excluded from the model. Following the removal, a recalculation was conducted. The updated outer model showed that all remaining indicators for Work-Life Balance, Mental Health, and Employee Performance constructs had loading values exceeding the threshold of 0.70, confirming convergent validity. Additionally, path coefficients indicated that Work-Life Balance had the strongest effect on Mental Health ($\beta = 0.649$), followed by the effect of Mental Health on Employee Performance ($\beta = 0.544$), and finally the direct effect of Work-Life Balance on Employee Performance ($\beta = 0.396$). These results support the robustness of the measurement model after refinement, ensuring that each construct is accurately measured by its corresponding indicators.

The values cross loading for each indicator of each variable already has a value cross loading the largest compared to the value cross loading from other variable indicators with the standard value used, namely 0.7. This shows that each variable can be said to have discriminaty validity the good on.

To assess the internal consistency of each construct, composite reliability and rho_A coefficients were examined. The Work-Life Balance construct recorded a rho_A value of 0.939 and a composite reliability (rho_C) of 0.949, indicating excellent internal consistency and demonstrating that the indicators reliably measure the underlying latent variable. The Employee Performance construct yielded a rho_A of 0.962 and a rho_C of 0.965, which reflects a very high level of reliability, confirming that the items consistently capture the dimensions of employee performance. Lastly, the Mental Health construct presented a rho_A value of 0.949 and a rho_C of 0.954, suggesting strong consistency and reliability in measuring psychological well-being. These values exceed the commonly accepted thresholds of 0.70, thereby confirming that each construct within the model demonstrates a high degree of reliability.

To further evaluate the reliability and convergent validity of each construct, Cronbach's Alpha and Average Variance Extracted (AVE) values were examined. The Work-Life Balance variable obtained a Cronbach's Alpha of 0.937 and an AVE of 0.726, indicating a high level of internal consistency and satisfactory convergent validity. The Employee Performance construct showed a Cronbach's Alpha of 0.959 with an AVE value of 0.736, which confirms both strong internal reliability and that the construct explains a substantial portion of the variance in its indicators. Meanwhile, the Mental Health variable demonstrated a Cronbach's Alpha of 0.944 and an AVE of 0.722, exceeding the minimum threshold of 0.70 for reliability and 0.50 for AVE. These results confirm that all constructs are reliable and exhibit good convergent validity in the measurement model.

The coefficient of determination (R-Square) analysis was conducted to assess the predictive power of the independent variables on the endogenous constructs. The results showed that the Work-Life Balance variable was able to explain 42.1% of the variance in the Mental Health construct, as indicated by an R-Square value of 0.421, while the remaining 57.9% was attributed to other factors not included in this model. Furthermore, the Employee Performance construct demonstrated a higher R-Square value of 0.732, which implies that Work-Life Balance and Mental Health together accounted for 73.2% of the variance in employee performance, with the remaining 26.8% explained by other variables outside the scope of this study. These findings indicate a moderate to strong explanatory power of the model, particularly in predicting employee performance.

The hypothesis testing for direct effects was conducted using the t-statistic and p-value to determine the significance of the relationships between variables. The results revealed that Work-Life Balance had a significant direct influence on Employee Performance, with a t-statistic of 3.908 and a p-value of 0.000, indicating a strong effect at the 5% significance level. Similarly, Work-Life Balance also demonstrated a significant direct impact on Mental Health, evidenced by a t-statistic of 10.041 and a p-value of 0.000, both of which meet the criteria for statistical significance. Moreover, Mental Health was found to significantly influence Employee Performance, with a t-statistic of 4.873 and a p-value of 0.000, confirming its mediating role in the model. These findings collectively support the proposed hypotheses, indicating that all direct paths within the structural model are statistically significant.

The analysis of the indirect effect aimed to examine the mediating role of mental health in the relationship between work-life balance and employee performance. The findings showed that work-life balance had a

significant indirect effect on employee performance through mental health, with a t-statistic value of 4.171 and a p-value of 0.000, indicating a statistically significant result at the 5% level. This result confirms that mental health serves as a mediating variable, strengthening the influence of work-life balance on employee performance. Thus, the mediation analysis supports the hypothesis that improved work-life balance positively affects employee performance, with mental health acting as a critical intermediary factor in this relationship.

Discussion

The Influence of Work-Life Balance on Employee Performance

The results of the analysis demonstrate that work-life balance has a positive and significant influence on employee performance. This finding confirms that employee performance at LPP RRI Jambi can be enhanced through the implementation of a balanced approach to managing work and personal life. These findings are consistent with the study by Saina et al. (2021), which highlights that alignment between personal and professional life is a key factor influencing employees' emotional state, mental focus, and behavior in the workplace. Similarly, the results align with the findings of Rizqiyah (2024), who reported a significant positive relationship between work-life balance and employee performance. This conclusion is further supported by Zaky (2022), whose study also indicated that work-life balance significantly improves employee performance.

The Influence of Work-Life Balance on Mental Health

The results of the analysis indicate that work-life balance has a positive and significant effect on employees' mental health. This finding confirms that improving work-life balance can enhance the mental well-being of employees at LPP RRI Jambi. These results are consistent with the view expressed by Savitri and Gunawan (2023), who emphasized the importance for organizations to support both work-life balance and employees' mental health through policies such as flexible working hours, leave policies, child care support, and a corporate culture that values balance. In addition, employees themselves can take proactive steps to improve their work-life balance and mental health by effectively managing their time, setting priorities, and allocating time for rest and leisure outside of working hours. This study also aligns with the findings of L and Muhammad (2023), who concluded that work-life balance significantly and positively influences mental health. Therefore, it can be stated that work-life balance is one of the key factors affecting employees' mental health at LPP RRI Jambi.

The Influence of Consumer Satisfaction on Purchase Decisions

Further analysis reveals that consumer satisfaction has a significant effect on ticket and merchandise purchase decisions, with a T-statistic of 3.304 and a P-value of 0.001. This confirms that higher consumer satisfaction with a previous film contributes to stronger purchase decisions. These results support previous research, which suggests that greater consumer satisfaction enhances purchase intention and brand loyalty.

These findings are in line with the argument of Wicaksana (2020), who posits that a high level of consumer satisfaction can significantly drive consumers' purchasing decisions for a brand. Furthermore, Apriasty & Simbolon (2022) reinforce this perspective by emphasizing that consumer satisfaction serves as a fundamental pillar in fostering brand loyalty.

The Influence of Mental Health on Employee Performance

The results of the analysis reveal that mental health has a positive and significant influence on employee performance. This indicates that the performance of employees at LPP RRI Jambi can be enhanced through improved mental well-being. These findings align with the argument presented by Erwanto et al. (2024), who asserted that good mental health—encompassing both emotional and intellectual aspects—has a significant positive impact on employee performance. When mental health is well-maintained, employees tend to exhibit greater focus in their tasks, higher efficiency in achieving targets, and increased effectiveness in addressing challenges. Similarly, Sengco (2025) explained that employees with strong mental health are likely to demonstrate higher job performance, stronger organizational commitment, and greater intention to remain within the institution.

The Influence of Work-Life Balance on Employee Performance through Mental Health

The findings indicate that work-life balance has a positive and significant indirect effect on employee performance through mental health. This suggests that enhancing work-life balance contributes to improved mental well-being, which in turn positively affects the performance of employees at LPP RRI Jambi. Sipayung et al. (2023) emphasized that both work-life balance and employees' mental health significantly influence performance outcomes. Employees who maintain a healthy balance between professional and personal life tend to have better mental health, which positively contributes to their job performance. Therefore, it is crucial for organizations to implement supportive policies such as flexible working hours, paid leave, and mental health support systems. Additionally, fostering an organizational culture that values work-life balance and mental well-being can enhance employee engagement and sustainable performance. These results are consistent with the findings of Savitri and Gunawan (2023), who reported that work-life balance positively affects both mental health and employee performance. Similarly, Ulwiyah (2023) found

that work-life balance significantly contributes to better mental health and improved job performance among employees.

Conclusion

This study found that work-life balance, mental health, and employee performance at LPP RRI Jambi are all at high levels. Work-life balance has a positive and significant effect on both employee performance and mental health. In turn, mental health significantly enhances employee performance. Furthermore, mental health serves as a mediating variable, strengthening the indirect effect of work-life balance on employee performance. These findings highlight the critical role of promoting work-life balance and mental well-being to improve employee outcomes.

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