

## Literature Review:

Jalal and Zaheer (2017) embarked on a study to explore the influence of workload on job performance and uncovered results that challenged prevailing perceptions. Contrary to some popular hypotheses, their research found that increased workloads did not necessarily translate to reduced job performance. Instead, workload demonstrated a positive and significant influence on job performance. This unexpected positive correlation suggests the pivotal role of how employees navigate and adapt to demanding tasks, which can vary based on individual resilience, skills, and motivations (Jalal & Zaheer, 2017). Moreover, they reported that job satisfaction also displayed a positive association with workload. This means, despite the potential stressors that higher workloads may introduce, there exists an undercurrent of satisfaction derived from successfully navigating demanding tasks or achieving organizational objectives. Yet, the study did not find job satisfaction to serve as a bridge between workload and job performance. Another critical aspect highlighted by Danendra and Rahyuda (2019) is the strong positive correlation between job satisfaction and performance. This means that job contentment can be a catalyst for high performance levels, suggesting that corporate organizations should prioritize strategies enhancing job satisfaction. This can be achieved by facilitating skill development, acknowledging achievements, and fostering a healthy work culture. Conversely, the research by Danendra and Rahyuda (2019) unveiled a different dynamic. Their findings underscored a significant negative relationship between workload and employee performance in the corporate sector. Such results indicate the imperative need for effective workload management to avert adverse performance repercussions. As the corporate sphere often presents substantial task demands, this emphasizes the significance of equitably distributing tasks and equipping employees with the requisite resources and backing to manage their obligations (Danendra & Rahyuda, 2019). The study also revealed that elevated workloads might correlate with reduced job satisfaction. Excessive workloads in corporate settings can fuel stress and burnout, leading to an eroded sense of well-being. These detriments to job satisfaction may in turn, affect overall performance and engagement levels.

One critical research avenue has been the examination of how workload acts as a potential driver of work-family conflict. Goh, Ilies, and Wilson (2015) provide a comprehensive exploration into this dynamic, highlighting that variations in daily workload positively correlate with work-family conflict. In corporate environments, where professionals often grapple with balancing career and familial responsibilities, the finding underscores the repercussions of excessive workload. Specifically, fluctuating workload intensities can instigate work-family conflicts, subsequently affecting life satisfaction adversely (Goh et al., 2015). The mediation of work-family conflict in the connection between daily workload and life satisfaction further elucidates the broad consequences of workload on an individual's holistic well-being. While these dynamics lay out the challenges, the study also unveils potential solutions. Notably, supportive supervisors emerge as a significant moderating factor, buffering the negative repercussions of daily workload on work-family conflict. This aspect emphasizes the indispensable role of supportive leadership in navigating the turbulent waters of work-family conflict in the corporate sector (Goh et al., 2015).

Another dimension to this discourse is the role of job strain, working hours, and social support in shaping work-family conflict. Samad, Reaburn, and Di Milia's (2015) exploration within the context of an Australian regional university sheds light on these nuances. The authors identify job strain and total work hours as potent predictors of work-family conflict. Intriguingly, while job strain—manifested through high demands and low control—emerges as the dominant predictor,

long work hours also significantly influence work-family conflict (Samad et al., 2015). Although social support's role appears to be overshadowed by these dominant factors, it cannot be entirely dismissed. A striking nuance from Samad et al.'s (2015) study is the disparity between academic and administrative staff. Despite the supposed autonomy in academic roles, higher job strain levels were reported, leading to intensified work-family conflicts.

Work-family conflict, encompassing the challenges that arise when demands from work and family domains collide, acts as a mediating variable in the relationship between workload and employee performance. The study by Urs and Schmidt (2018) provides insights into how work-family conflict mediates this relationship. When employees experience high workload, the spillover of work demands into the family domain increases, intensifying work-family conflict. This, in turn, can lead to reduced cognitive resources, decreased well-being, and compromised employee performance. The mediation effect of work-family conflict is influenced by boundary management strategies. In cases of high workload, employees may struggle to establish boundaries between work and family due to increased demands and limited resources. The study by Urs and Schmidt (2018) highlights that as work demands intensify, employees may find it challenging to separate work and family roles, contributing to elevated work-family conflict. Consequently, the spill-over effect of work-family conflict hinders the employee's capacity to perform optimally in both domains.

As employees navigate the delicate balance between work and family domains, the potential implications for workplace well-being and behavior are significant. Chen et al. (2020) spotlight the relevance of their findings by emphasizing the importance of understanding the emotional dimensions of work-family conflict within temporary project contexts. Chen et al.'s (2020) study brings to light the nuanced understanding of well-being and deviant behavior in the corporate sector. Work-family conflict's positive relationship with deviant behavior and its negative relationship with workplace well-being resonate within corporate sector. The study's findings shed light on the importance of recognizing emotional experiences as potential mediators, offering insights into how negative emotions can impact employee behavior and well-being.

The study conducted by Gillet et al. (2021) delves into this complex relationship, examining the mediated moderation model wherein workaholism and presenteeism interact to influence family life satisfaction and work performance, with WFC playing a mediating role. This literature review aims to provide insights into the implications of the study's findings, particularly within the nursing context, and their relevance for enhancing nurses' functioning. The research introduces a novel perspective by proposing a mediated moderation model. The interaction between workaholism and presenteeism influences family life satisfaction and work performance, with WFC serving as a mediator. The study reveals that the link between workaholism and outcomes, including family life satisfaction and work performance, is strengthened among nurses with high levels of presenteeism.

In the context of an evolving workforce landscape, the study by Bartram et al. (2023) explores the effects of wellbeing-oriented human resource management (HRM) on the intricate relationship between workload, burnout, thriving, and employee performance. As organizations increasingly prioritize sustainable employee-focused HRM strategies, this review aims to elucidate the implications of the study's findings and shed light on the potential pathways through which wellbeing-oriented HRM practices impact employee performance in high workload contexts. The study's focus on wellbeing-oriented HRM practices underscores the

contemporary shift towards enhancing employee well-being and performance. Against the backdrop of the COVID-19 pandemic, organizations are recognizing the significance of fostering sustainable HRM strategies that prioritize employee welfare. Bartram et al. (2023) emphasize that these approaches can transform feelings of burnout into opportunities for thriving, contributing to improved employee performance. The study draws on conservation of resources theory and examines the mediation effects of thriving and burnout between wellbeing-oriented HRM, workload, and employee performance. The findings confirm that wellbeing-oriented HRM practices are positively related to employee thriving, while perceived workload is positively associated with burnout. These insights underscore the interconnectedness of HRM practices, individual well-being, and work-related outcomes. The study's hypotheses are substantiated as thriving emerges as a mediator between wellbeing-oriented HRM and employee performance. This finding suggests that nurturing employee well-being through HRM practices fosters an environment conducive to thriving, which in turn positively impacts performance outcomes. Furthermore, the mediating effect of burnout between workload and employee performance underscores the detrimental influence of high work demands on overall work outcomes. Bartram et al. (2023) highlight an intriguing finding: workload was positively related to thriving, even after controlling for burnout. This observation challenges the traditional challenge-hindrance model of occupational stress, suggesting that certain demanding work situations can foster an environment in which employees not only persevere but also thrive. This insight is particularly relevant in the context of high workload settings. The study holds practical implications for organizations seeking to optimize employee performance. Wellbeing-oriented HRM practices emerge as protective resources against burnout, enabling employees to thrive even in high workload environments. These findings underline the significance of strategic HRM approaches that prioritize employee well-being as a means to enhance overall performance. Bartram et al.'s (2023) study offers a comprehensive understanding of the interplay between wellbeing-oriented HRM, workload, burnout, thriving, and employee performance. The examination of mediating effects and alternative pathways enhances our understanding of how HRM practices can act as catalysts for employee well-being and performance, even in challenging work settings.

In light of the changing dynamics in the workforce, the study conducted by Msuya and Kumar (2022) delves into the intricate relationships among supervisor work-life support, work autonomy, workload, and employee performance within the banking sector in Tanzania. This review aims to dissect the study's findings and implications in the context of the corporate sector, shedding light on the multifaceted interplay between these variables.

#### Supervisor Work-Life Support as a Catalyst:

The research takes a holistic approach by investigating how supervisor work-life support influences the connections between work autonomy, workload, and employee performance. In an era where employee well-being and performance are paramount, the study underscores the crucial role of supportive supervisors in fostering a conducive work environment that positively impacts employee outcomes.

#### Mediating Role of Work Autonomy:

Msuya and Kumar (2022) reveal that work autonomy plays a significant mediating role between supervisor work-life support and employee performance. The findings suggest that when supervisors demonstrate understanding and provide resources for balancing work and personal life, employees experience higher levels of autonomy, ultimately contributing to enhanced job

performance. This highlights the importance of nurturing autonomy as a means to optimize employee outcomes.

#### Workload's Influence and Contrasting Impact:

The study elucidates that both workload and work autonomy exert significant influence on bank employees' job performance. Surprisingly, the study identifies a negative and insignificant correlation between workload and the association between supervisor work-life support and performance. This finding challenges conventional assumptions and underscores the intricate nature of the relationships under consideration.

#### Reinforcing Organizational Strategies:

The implications of the study are significant for managers and organizations. The findings underscore the importance of understanding the strengths of work-life practices within organizations. Recognizing the synergies between supervisor work-life support, workload, work autonomy, and employee performance can guide the development of tailored strategies to enhance employee well-being and optimize performance outcomes.

#### Enhancing Supervisor Role and Balance:

The research emphasizes that supportive supervisor behavior can significantly impact employee behavior and attitudes in the workplace. Organizations are urged to cultivate supervisor skills that address the complexities of work-life challenges, further underscoring the pivotal role supervisors play in shaping employee experiences and outcomes.

#### Challenges and Future Directions:

While the study provides valuable insights, it acknowledges certain limitations. The findings, centered on the banking sector in Tanzania, should be considered within the specific cultural and contextual nuances. The potential for response bias in self-reported data highlights the need for varied data sources and perspectives for a comprehensive understanding.

Within the realm of organizational psychology, the study conducted by Susanto et al. (2022) delves into the intricate relationships among work-life balance, job satisfaction, family-supportive supervisor behaviors, and employee performance in the context of Small and Medium-sized Enterprises (SMEs). This literature review seeks to synthesize the key findings, implications, and avenues for future research as highlighted in the study.

#### Work-Life Balance and Employee Performance:

The study emphasizes the importance of work-life balance as a determinant of employee performance within SMEs. By investigating the impact of work-life balance on employee performance, Susanto et al. (2022) contribute to the growing body of knowledge that underscores the significance of achieving equilibrium between work and personal life.

#### Mediating Role of Job Satisfaction:

Central to the study's findings is the mediating role of job satisfaction in the relationship between work-life balance and employee performance. The research illuminates the pathway through which an enhanced work-life balance positively influences job satisfaction, subsequently leading to improved job performance.

### Family-Supportive Supervisor Behaviors:

Susanto et al. (2022) highlight the moderating role of family-supportive supervisor behaviors (FSSB) in the work-life balance-job satisfaction-performance nexus. This underscores the pivotal influence of supervisors in creating a supportive work environment that fosters both work-life balance and job satisfaction, ultimately contributing to enhanced employee performance.

### Implications for SMEs:

The study's implications for SMEs are multifaceted. Firstly, it underscores the importance of cultivating a work-life balance-friendly culture within SMEs to harness employee potential and enhance organizational performance. Moreover, it emphasizes the need for tailored work-life balance practices to cater to diverse employee needs, taking into account gender-specific impacts on job satisfaction.

### Addressing Work-Family Entanglements:

Susanto et al. (2022) shed light on the adverse impact of work-family entanglements on employee performance. By highlighting the psychological distress resulting from blurred boundaries between work and family responsibilities, the study underscores the need for organizational strategies that alleviate such stressors.

### Future Research Avenues:

The study lays the groundwork for future research avenues. It suggests the examination of religiosity as a potential moderator in the relationship between work-life balance, job satisfaction, and performance. Additionally, the study prompts investigation into the interplay between stress, anxiety, and work-life balance, considering their potential moderating role in influencing employee performance.

### Conclusion:

Susanto et al. (2022) contribute significantly to the understanding of work-life balance, job satisfaction, family-supportive supervisor behaviors, and employee performance within the SME context. Their findings underscore the critical role of work-life balance in enhancing job satisfaction and, consequently, job performance. By emphasizing the impact of supervisors and organizational culture, the study offers valuable insights that can guide both research and practice in the pursuit of optimal employee outcomes.

The study conducted by Galardo and Trottier (2022) delves into the intricate relationship between social support and the experiences of workload and work-family conflict (WFC) among on-site construction workers in Quebec, Canada. In an industry renowned for its taxing workloads and entrenched "masculine" culture, the authors aimed to shed light on how social support from different sources, including supervisors, co-workers, and spouses, can influence perceptions of workload and subsequently mitigate WFC. By examining a sample of 811 participants from the Quebec construction sector, the study contributes significantly to the existing body of knowledge by demonstrating the mechanisms through which social support impacts WFC, particularly through the modulation of workload.

The adverse impact of heavy workloads on WFC is a well-established concern in the literature, and this study aligns with previous findings that emphasize the detrimental effects of excessive time and energy expended at the workplace on an individual's ability to achieve work-family balance. Within this context, the study highlights the need for organizations in the construction industry to proactively address and alleviate heavy workloads to promote the well-being and equilibrium of their workers.

Notably, the study unveils that despite the challenges posed by the "masculine" culture pervasive in the construction sector, social support at work plays a pivotal role in mitigating the negative effects of workload on WFC. This insight underscores the significance of fostering a culture of support within organizations to ensure that employees can effectively manage the demands of both work and family life. The findings of this research resonate with the broader literature that underscores the importance of a supportive work environment in enhancing overall employee well-being and productivity. The mediation analysis conducted by Galardo and Trottier (2022) establishes a robust link between various sources of social support and the reduction of WFC by means of diminishing perceived workload. In particular, the study underscores the pivotal role of supervisor social support in alleviating workload-related stress and subsequent WFC. While participants reported receiving less social support from supervisors compared to spouses, the study emphasizes that the impact of supervisor support in diminishing perceived workload and, consequently, WFC, is the most substantial among the three sources investigated.

Furthermore, the research accentuates the dual pathways through which different sources of social support impact WFC. Supervisor and co-worker support exert more direct influences on WFC, while spousal support's influence is predominantly indirect, working through the reduction of perceived workload. This finding underscores the complex interplay between social support and workload modulation in the context of WFC among construction workers.

In conclusion, Galardo and Trottier's (2022) study fills a crucial gap in the literature by providing empirical evidence of the ways in which social support, particularly from supervisors, co-workers, and spouses, can ameliorate the adverse effects of workload on work-family conflict within the challenging landscape of the construction industry. The findings underscore the importance of organizational efforts to alleviate heavy workloads and to cultivate a supportive culture, thereby facilitating a better work-family balance for construction workers. This research underscores the need to educate both organizations and the families of construction workers about the potent role of social support in mitigating the negative consequences of workload and work-family conflict.

Herdiana and Sary (2023) present a comprehensive investigation into the intricate interplay between workload, work stress, and employee performance within the context of a shoes manufacturing company, against the backdrop of the global disruptions induced by the Covid-19 pandemic. The study underscores the significant challenges faced by organizations due to the pandemic's impact on organizational structures, material supply, delivery services, and pricing in the manufacturing industry. Particularly, the authors focus on the purchasing department, which is likely to experience heightened workload and work pressure during these trying times.

The primary objective of this quantitative research is to decipher the pathways through which workload influences employee performance, mediated by the presence of work stress. Through a meticulous process of questionnaire development, validation, and reliability testing, data was collected from 110 purchasing employees. The data were then processed using SmartPLS 3 for further analysis. The study's findings illuminate the multifaceted relationships among the key variables. Firstly, it is revealed that workload exerts a negative impact on employee performance. This aligns with existing literature highlighting the adverse effects of excessive workload on employee well-being and productivity. In this vein, the study adds empirical evidence to the body of knowledge that underscores the importance of managing workload to ensure sustained employee performance. Secondly, the research uncovers a positive relationship between workload and work stress. This connection implies that as workload increases, employees are more likely to experience heightened levels of stress. This outcome corroborates prior research that has explored the links between work demands and psychological strain, particularly stress.

Furthermore, the study establishes a negative association between work stress and employee performance. The presence of work stress tends to erode employee performance, further highlighting the detrimental impacts of stress on work-related outcomes. This finding echoes a well-established theme in literature emphasizing the adverse consequences of work-related stress on various aspects of employee performance. The study's most notable contribution emerges from its revelation of the mediating role of work stress in the relationship between workload and employee performance. Specifically, the research demonstrates that the negative impact of workload on performance is partially mediated by the presence of work stress. This mediation accounts for a significant portion (26.4%) of the overall effect. This intricate mechanism underscores the importance of considering the psychological well-being of employees when addressing workload-related concerns. However, the study acknowledges certain limitations. It acknowledges its focus on a limited number of variables—workload, work stress, and employee performance—while neglecting other potential influencing factors like job satisfaction, work motivation, and work-family conflict. Additionally, the research's narrow scope, confined to a single manufacturing company, limits the generalizability of findings to broader industry contexts. The cross-sectional design of the study also precludes causal inferences between variables.

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