

THE EFFECT OF WORK STRESS, WORK LOAD AND WORK ENVIRONMENT ON JOB SATISFACTION THROUGH EMPLOYEES' WORK LIFE BALANCE IN THE CUSTOMS AND EXCISE SERVICES AND FACILITIES SECTOR AT THE MAIN CUSTOMS AND EXCISE SERVICE OFFICE TYPE B BATAM

Crisye Immanuel Pangaribuan¹, Bambang Satriawan², Sri Yanti³, Adnan Suhardis⁴

¹ Fakultas Ekonomi dan Bisnis, Prodi Manajemen, Universitas Batam, Indonesia

² Fakultas Ekonomi dan Bisnis, Prodi Manajemen, Universitas Batam, Indonesia

³ Fakultas Ekonomi dan Bisnis, Prodi Manajemen, Universitas Batam, Indonesia

²bambang.satriawan@univbatam.ac.id; ³sri.yanti@univbatam.ac.id adnan.suhardis@univbatam.ac.id

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Abstract

This study aims to analyze and test the influence of work stress, workload, and work environment on employee job satisfaction, both directly and indirectly through *work-life balance* as a mediating variable. This research was conducted in the Customs and Excise Services and Facilities Sector at the Batam Type B Customs and Excise Main Service Office (KPU). Using an explanatory quantitative approach, the research population included 135 operational employees, where the sample was taken using a census technique (*total sampling*) of 135 respondents. Primary data collection was carried out through a questionnaire with a 5-point Likert scale which had been tested for validity and reliability. Data analysis used the *Structural Equation Modeling method* based on *Partial Least Squares* (SEM-PLS). The results of the study showed that directly, work stress and workload had a negative and significant effect on job satisfaction and *work-life balance* . Work environment and *work-life balance* had a positive and significant effect on job satisfaction. Furthermore, *work-life balance* was proven to play a significant role as a mediating variable (*partial mediation*). The determination value (R^2) showed that the variables studied were able to explain 67.4 % of the variance in employee job satisfaction. These results provide strategic recommendations for Batam Customs management to conduct workload analysis and strengthen the work climate to optimize job satisfaction and public services.

Keywords: *Job Stress, Workload, Work Environment, Work-Life Balance, Job Satisfaction, Batam Customs.*

I. INTRODUCTION

Human resources are a strategic factor in the success of an organization, especially in government agencies that act as providers of public services. The quality of state apparatus performance is largely determined by the level of employee job satisfaction, because employees who have high job satisfaction tend to demonstrate optimal performance, strong loyalty, and commitment to the organization. On the other hand, low job satisfaction can result in decreased productivity, increased absenteeism, and decreased quality of service to the public. Employee job satisfaction is influenced by various factors, both internal and external. Some factors that are often studied in human resource management are work stress, workload, and work environment. Job stress arises as an individual's response to work demands that exceed their abilities or resources. If work stress is not managed well, it can cause physical and mental fatigue which ultimately reduces employee job satisfaction. Conversely, low job satisfaction can lead to decreased productivity, increased absenteeism, and a decline in the quality of public services. The Batam Type B Customs and Excise Main Service Office, particularly the Customs and Excise Services and Facilities Division, plays a strategic role in supporting the smooth flow of goods and international trade in the Batam Free Trade Zone (FTZ). The high intensity of service, regulatory complexity, demands for punctuality, and significant responsibilities make employees in this sector vulnerable to work stress and high workloads.

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Table 1. Digital-Based Supporting Facilities of the Batam Customs and Excise Office

NO	Application	Function
1	CEISA 4.0 (Customs-Excise Information System and Automation)	1. The main system of digital-based customs services. 2. Used for online submission of customs supplementary documents . 3. Enables entrepreneurs to send import/export documents electronically so that the process is faster and more efficient.
2	ION Beta	1. Application for Less than Container Load (LCL) container release without the need for manual <i>stripping</i> process in the warehouse. 2. Speed up the logistics process and reduce the handling time of goods at the port.
3	SSMQC (Single Submission Quarantine-Customs)	1. Integration system between quarantine and customs through the INSW portal . 2. Enables business actors to manage permits and documents digitally through one door .
4	Digital Port System (Auto Gate System & Online TPS)	1. An automated system at the port that is integrated with the Customs system. 2. Vehicles and containers entering and leaving the port are automatically recorded digitally , reducing queues and increasing logistics efficiency.

Source: Batam Customs and Excise KPU Data (2025)

Although modernization and digitalization of services have been implemented (Table 1), high operational demands and direct interaction with service users often trigger work tension. The staffing structure in the Batam Customs and Excise Services and Facilities Sector is dominated by implementing staff and operational technical officials, who are at the forefront of customs services.

Table 2. Structure of Employees in the Customs and Excise Services and Facilities Sector

NO	Position	Amount
1	Customs and Excise Services and Facilities 1	
	Head of Division	1
	Excise	4
	Sexy	50
2	Customs and Excise Services and Facilities 2	
	Head of Division	1
	Sexy	4
	Executor	72
3	PFPD	4
	Functional	44
	Amount	176

Source: Batam Customs and Excise KPU Personnel Data (2025)

An imbalance between work demands and personal life (*work-life imbalance*) results in decreased focus and job dissatisfaction. Therefore, this study raises the urgency of the role of *work-life balance* as a mediating variable in linking work stress, workload, and work environment to employee job satisfaction.

2. THEORETICAL STUDY

2.1 Job Satisfaction (Y)

According to Handoko (Muayyad, 2016) "Job satisfaction is a pleasant or unpleasant emotional state with which employees view their work. According to Hasibuan (Muayyad, 2016) "Job satisfaction is an emotional attitude that is pleasant and loves one's job. According to Sutrisno (2020) and local references: "Job satisfaction is an attitude or emotional feeling felt by an employee regarding the work he is facing. According to Wibowo (2019.413) states

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that job satisfaction is a positive or negative attitude that individuals have towards their work. Mangkunegara (2017;67) is of the opinion that the intrinsic factors that cause dissatisfaction are company administration and policies, quality of supervision, relationships with supervisors, relationships with subordinates, wages, job security, working conditions and status. Munandar (2019; 357) states that job satisfaction is the overall result of the degree of likes and dislikes of workers towards various aspects of their work.

2.2 Work Stress

Along with the development of technology and education related to mental health and individual well-being within organizations, it is getting more attention, along with the increasing understanding of individuals regarding the importance of human resources (HR) who are mentally and physically healthy to support work productivity. This phenomenon illustrates that when individuals and organizations fail to provide adequate support, it tends to trigger stress or burnout, reducing engagement, work quality, and job satisfaction. Employee mental health impacts performance and job satisfaction (Robbins, 2021). Job stress is a dynamic condition in which an individual is confronted with an opportunity, demand, or resource related to what the individual desires most, and the outcome is perceived as uncertain and important (Robbins & Judge, 2017). Job stress can arise from an imbalance between job demands and the employee's abilities and resources to meet those demands (Luthans, 2011). Excessive work stress can have a negative impact on employees' physical and mental health, and can reduce their performance and productivity (Ivancevich, Konopaske, & Matteson, 2014).

2.3 Workload

Nabilah & Ridwan (2022) define workload as an employee's perception of the number of tasks and responsibilities that must be completed within a specific timeframe. A disproportionate workload often causes excessive stress, reduces concentration, and negatively impacts work performance. Chan (Puspitasari et al., 2023) also emphasizes that a high workload has the potential to disrupt work-life balance and reduce employee performance. Workload is the number of tasks or jobs that an employee must complete in a certain time period. Workload can be quantitative, namely the amount of work that must be completed, or qualitative, namely the level of difficulty and complexity of the work (Spector, 2012). A workload that is too high or too low can cause problems. Excessive workload can cause stress, fatigue, and decreased work quality, while workload that is too low can cause boredom and demotivation (Ivancevich et al., 2014).

2.4 . Work environment

According to Mangkunegara (2017), the work environment is the entirety of the tools and materials encountered, the surrounding environment where a person works, their work methods, and work arrangements, both as individuals and groups. This is in line with Wursanto (2009) who stated that the work environment is everything related to the physical and psychological aspects that directly or indirectly affect employees. Sunyoto (Siburian, et al. (2021) Something that is around workers and that can influence them in carrying out the tasks assigned, for example cleanliness, music, lighting. According to Robbins (2010), the environment is the institutions or external forces that have the potential to influence organizational performance. The environment is formulated into two, namely the general environment and the specific environment. The general environment is everything outside the organization that has the potential to influence the organization. This environment consists of social and technological conditions. Meanwhile, the special environment is the part of the environment that is directly related to achieving an organization's goals.

2.5 Work- Life Balance

Lumunon et al (Muliawati, 2020) defines *work-life balance* as a condition in which an individual can manage their time well and balance work, family life, and personal interests. Meanwhile, according to McDonald & Bradley (Thomas, 2020), *work-life balance* is the extent to which a person feels satisfied and engaged in a balanced way with their roles at work and outside of work. Delecta (Francis & Hoefel, 2018) defines *work-life balance* as the ability to fulfill work duties while remaining committed to family and responsibilities outside of work. According to Johari et al (Respati, 2023), work-life balance can provide many benefits for organizations because employees can be more motivated, productive and less stressed.

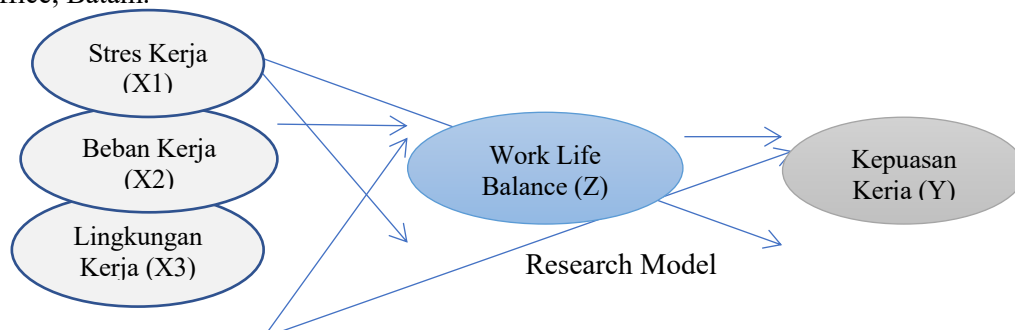
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2.6 Hypothesis

Based on the literature review, the hypothesis proposed in this study is:

1. Job stress has an impact on employee job satisfaction in the field of customs and excise services and facilities at the main service office of customs and excise type B Batam.
2. Workload influences employee job satisfaction in the field of customs and excise services and facilities at the main customs and excise service office type B Batam.
3. The work environment influences employee job satisfaction in the field of customs and excise services and facilities at the main service office of customs and excise type B Batam.
4. *Work-life balance* has an impact on employee job satisfaction in the field of customs and excise services and facilities at the main customs and excise service office type B Batam
5. Work stress affects *the work-life balance* of employees in the field of customs and excise services and facilities at the main service office of customs and excise type B Batam.
6. Workload affects *the work-life balance* of employees in the field of customs and excise services and facilities at the main service office of customs and excise type B Batam
7. environment influences *the work-life balance* of employees in the field of customs and excise services and facilities at the main service office of customs and excise type B Batam.
8. Work stress affects job satisfaction through *work-life balance* of employees in the field of customs and excise services and facilities at the main service office of customs and excise type B Batam.
9. Workload influences job satisfaction through *work-life balance* of employees in the field of customs and excise services and facilities at the main service office of customs and excise type B Batam.
10. The work environment influences job satisfaction through *work-life balance* of employees in the field of customs and excise services and facilities at the main service office of customs and excise type B Batam.
11. Work stress, workload, work environment and work life balance simultaneously influence the work productivity of employees in the Customs and Excise Services and Facilities Sector at the Batam Type B Customs and Excise Main Service Office.
12. Work stress, workload, and work environment simultaneously influence the Work Life Balance of Employees in the Customs and Excise Services and Facilities Sector at the Main Customs and Excise Type B Service Office, Batam.



3. RESEARCH METHODS

Research Design & Location: Quantitative approach with associative explanatory survey method (Sugiyono, 2020). Conducted at KPU Customs and Excise Type B Batam during the period of November 2025 – April 2026.

Population and Sample: The population consisted of 135 employees in the Customs and Excise Services and Facilities Division. The sampling technique used was *census/total sampling*, where the entire population of 135 people were selected as respondents.

Variable Measurement: Using a 5-point Likert scale (1 = Strongly Disagree to 5 = Strongly Agree). All instrument items have undergone pilot testing (*pilot test* N=30) with $r\text{-count} > r\text{-table}$ (0.361) and Cronbach's Alpha > 0.60 .

Data Analysis Technique: *Structural Equation Modeling* based on *Partial Least Squares* (PLS-SEM) to test the *Outer Model* (Validity & Reliability) and *Inner Model* (R-Square, Path Coefficients, Bootstrapping). Data collection techniques: Observation, Questionnaires, and interviews.

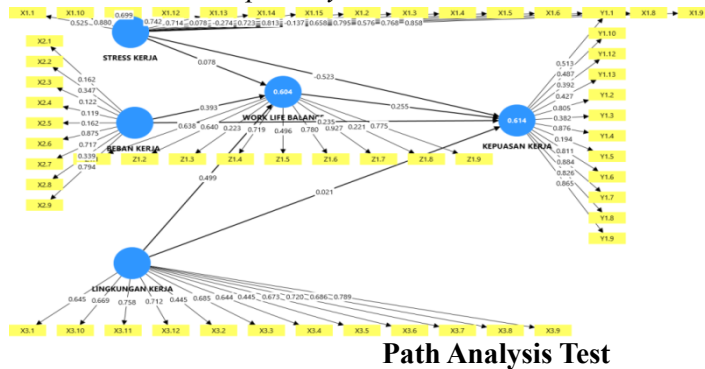
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4. RESULTS AND DISCUSSION

1. RESULTS

Source: Processed primary data, 2026



A. Validity Test

Table 4.6. Validity Test of Job Satisfaction Variable (Y)

Item	Statement	Calculated r value	Information
1	Y1.1	0.446	Invalid
2	Y1.2	0.702	Valid
3	Y1.3	0.604	Valid
4	Y1.4	0.733	Valid
5	Y1.5	0.436	Invalid
6	Y1.6	0.698	Valid
7	Y1.7	0.760	Valid
8	Y1.8	0.819	Valid
9	Y1.9	0.725	Valid
10	Y1.10	0.604	Valid
11	Y1.11	0.729	Valid
12	Y1.12	0.598	Valid
13	Y1.13	0.548	Valid
14	Y1.14	0.725	Valid
15	Y1.15	0.724	Valid

Table 4.7. Validity Test of Work Stress Variable (X1)

Item	Statement	Calculated r value	Information
1	X1.1	0.714	Valid
2	X1.2	0.677	Valid
3	X1.3	0.683	Valid
4	X1.4	0.291	Invalid
5	X1.5	0.604	Valid
6	X1.6	0.691	Valid
7	X1.7	0.718	Valid
8	X1.8	0.769	Valid
9	X1.9	0.596	Valid
10	X1.10	0.474	Valid
11	X1.11	0.558	Valid
12	X1.12	0.442	Valid
13	X1.13	0.560	Valid
14	X1.14	0.005	Invalid

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15	X1.15	0.133	Invalid
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Table 4.8. Validity Test of Workload Variable (X2)

Item	Statement	Calculated value	r	Information
1	X2.1	0.619		Valid
2	X2.2	0.582		Valid
3	X2.3	0.502		Invalid
4	X2.4	0.617		Valid
5	X2.5	0.535		Valid
6	X2.6	0.537		Valid
7	X2.7	0.606		Valid
8	X2.8	0.487		Invalid
9	X2.9	0.483		Invalid

Table 4.9. Validity Test of Work Environment Variable (X3)

Item	Statement	Calculated value	r	Information
1	X3.1	0.567		Valid
2	X3.2	0.522		Valid
3	X3.3	0.719		Valid
4	X3.4	0.631		Valid
5	X3.5	0.583		Valid
6	X3.6	0.690		Valid
7	X3.7	0.678		Valid
8	X3.8	0.701		Valid
9	X3.9	0.721		Valid
10	X3.10	0.700		Valid
11	X3.11	0.792		Valid
12	X3.12	0.719		Valid

Table 4.10. Validity Test of Work Life Balance Variable (Z)

Item	Statement	Calculated value	r	Information
1	Z1.1	0.692		Valid
2	Z1.2	0.704		Valid
3	Z1.3	0.373		Invalid
4	Z1.4	0.702		Valid
5	Z1.5	0.683		Valid
6	Z1.6	0.686		Valid
7	Z1.7	0.889		Valid
8	Z1.8	0.331		Invalid
9	Z1.9	0.678		Valid

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B. Reliability Test

WORK STRESS (X1)

Reliability Statistics

Cronbach's Alpha	N of Items
.910	15

BURDEN WORK (X2)

Reliability Statistics

Cronbach's Alpha	N of Items
.714	9

WORK ENVIRONMENT (X3)

Reliability Statistics

Cronbach's Alpha	N of Items
.872	12

Work Life Balance (Z)

Reliability Statistics

Cronbach's Alpha	N of Items
.807	9

JOB SATISFACTION (Y)

Reliability Statistics

Cronbach's Alpha	N of Items
.904	15

Table 4.11 Reliability Test

NO	Variables	Cronbach Alpha
1	Performance (Y)	0.904
2	Job Stress (X1)	0.910
3	Workload (X2)	0.714
4	Work Environment (X3)	0.872
5	Work Life Balance (Z)	0.807

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C. F-Square

Table 4.12 F Square

	WORKLOAD	JOB SATISFACTION	WORK ENVIRONMENT	WORK STRESS	Work-Life Balance
WORKLOAD		0.072			0.246
JOB SATISFACTION					
WORK ENVIRONMENT		0.001			0.375
WORK STRESS		0.610			0.013
Work-Life Balance		0.067			

Source: Processed Primary Data, 2026

Table 4.13. Direct Effect Test

	Original sample (O)	Sample mean (M)	Standard deviation (STDEV)	T statistics (O/STDEV)	P values	Note
Job Stress -> Job Satisfaction	-0.523	-0.519	0.109	4,783	0.000	Significant
Workload -> Job Satisfaction	0.235	0.240	0.094	2,500	0.012	Significant
Work Environment -> Job Satisfaction	0.021	0.019	0.088	0.239	0.811	Not Significant
Work Life Balance -> Job Satisfaction	0.255	0.247	0.100	2,563	0.010	Significant
Work Stress -> Work Life Balance	0.078	0.072	0.076	1,032	0.302	Not Significant
Workload -> Work Life Balance	0.393	0.395	0.115	3,410	0.001	Significant
Work Environment -> Work Life Balance	0.499	0.498	0.102	4,896	0.000	Significant

Source: SEM-PLS Data Processing Results (2026)

Table 4.14. Indirect Effect Test

	Original sample (O)	Sample mean (M)	Standard deviation (STDEV)	T statistics (O/STDEV)	P values	Note
Workload -> Work Life Balance -> Job Satisfaction	0.100	0.098	0.052	1,921	0.055	Not Significant
Work Environment -> Work Life Balance -> Job Satisfaction	0.127	0.121	0.052	2,467	0.014	Significant
Job Stress -> Work Life Balance -> Job Satisfaction	0.020	0.016	0.022	0.904	0.366	Not Significant

Source: SEM-PLS Data Processing Results (2026)

4.1.3 Evaluation of the Coefficient of Determination (R^2)

	R-square	R-square adjusted
JOB SATISFACTION	0.614	0.602
Work-Life Balance	0.604	0.594

Source: SEM-PLS Data Processing Results (2026)

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The R-Square (R^2) value for the job satisfaction variable is 0.614 . This means that 61.4 % of changes in the job satisfaction variable can be explained by independent variables, namely work stress, workload, work environment, and *Work Life Balance* . Meanwhile, the remaining 38.6 % is influenced by other variables outside the research model that are not analyzed in this study. While the R-square for the work life balance variable is 0.604 (60.4 %) influenced by work stress, workload and work environment on work life balance, while the remaining 39.6% is influenced by other variables outside this study.

4.2 DISCUSSION

1. The direct influence of job stress on job satisfaction

The direct effect of the work stress variable on job satisfaction has a path coefficient value of -0.523 (negative), meaning that an increase in work stress will decrease job satisfaction. Work stress has a negative and significant direct effect on job satisfaction. In other words, every one-unit increase in work stress will cause a decrease in job satisfaction of -0.523 units, assuming other variables remain constant. A negative coefficient value indicates an inverse relationship, so that the higher the level of work stress experienced by employees, the lower the level of job satisfaction felt. The effect of the work stress variable on job satisfaction has a P-value of $0.000 < 0.05$, so it can be stated that there is a **negative effect. significant** relationship between work stress and employee job satisfaction in the Customs and Excise Services and Facilities Sector at the Batam Type B Customs and Excise Main Service Office.

This situation illustrates that work pressure, target burden, service demands, and work dynamics in the customs and excise environment can be factors that reduce employee comfort and job satisfaction if not managed properly. These results also show that work stress is an important factor that needs serious attention from management in an effort to increase employee job satisfaction, especially through workload management, increasing organizational support, and creating a more conducive work environment.

2. Direct Effect of Workload on Job Satisfaction

The direct effect of workload variables on job satisfaction has a path coefficient value of 0.235 (Positive) meaning that an increase in workload will increase job satisfaction. Workload has a **significant** direct effect on job satisfaction. In other words, every increase in workload by one unit will be followed by an increase in job satisfaction by 0.235 units, assuming other variables remain constant. A positive coefficient value indicates a unidirectional relationship, so that the higher the perceived workload, the higher the level of job satisfaction. The effect of workload variables on job satisfaction has a P-Value of $0.012 < 0.05$, so it can be stated that there is a **significant positive effect** between workload and job satisfaction. An increase in workload that is still within reasonable limits and well managed can significantly increase employee job satisfaction. In other words , the higher the workload given, the higher the employee's job satisfaction, as long as the load is considered appropriate to the capabilities, competencies, and available organizational support, not all forms of workload are negative. A challenging workload (*challenge stressor*) can trigger intrinsic motivation, increase work engagement, and provide a sense of *achievement* when tasks are completed well.

3. The Direct Influence of Work Environment on Job Satisfaction

The direct influence of the work environment variable on job satisfaction has a path coefficient value of 0.021 (positive), meaning that an increase in the work environment will increase job satisfaction. The work environment has a direct influence that is **not significant. significant** on job satisfaction. This means that the work environment has a positive influence on job satisfaction, where the better the work environment, the job satisfaction tends to increase. Improvements in the work environment have not been proven to have a significant influence on job satisfaction. In other words, every increase in the work environment by one unit will be followed by a decrease in job satisfaction by 0.021 units, assuming other variables remain constant. The influence of the Work Environment variable on job satisfaction has a P-Value of $0.811 > 0.05$, so it can be stated that there is a positive, **insignificant** influence between the work environment and job satisfaction. The work environment is an important factor in increasing job satisfaction, as explained in *Herzberg's Two-Factor Theory* states that the work environment is a hygiene factor that prevents dissatisfaction, but is not always the primary factor in creating high job satisfaction. This indicates that the work environment, such as work facilities, comfortable workspaces, and relationships between coworkers, are not yet dominant factors influencing employee job satisfaction.

4. The direct influence of work life balance on job satisfaction

The direct effect of the Work Life Balance variable on job satisfaction has a path coefficient value of 0.255 (Positive), meaning that an increase in Work Life Balance will increase job satisfaction. Work Life Balance has a **significant** direct effect on job satisfaction. In other words, every increase in Work Life Balance by one unit will be followed by an increase in job satisfaction by 0.255 units, assuming other variables remain constant. A positive coefficient value indicates a unidirectional relationship, so that the higher the perceived Work Life Balance, the higher the level of job satisfaction. The effect of the Work Life Balance variable on job satisfaction has a P-Value of $0.010 > 0.05$, so it can be stated that there is a **significant positive effect** between Work Life Balance and job satisfaction. *Work Life Balance* has a unidirectional and meaningful direct effect on employee job satisfaction, where the better the balance between work life and personal life that employees have, the higher the level of job satisfaction they feel. The ability of employees to manage time between work demands and personal life plays an important role in improving psychological comfort and work well-being. When employees have a good *Work Life Balance*, they tend to have lower stress levels, higher work motivation, and a more stable emotional state, which results in increased job satisfaction.

5. The direct influence of work stress on work life balance

The direct influence of the Job Stress variable on Work Life Balance has a path coefficient value of 0.078 (Positive). Job stress has a positive direction of influence on *Work Life Balance*, where an increase in job stress tends to be followed by an increase in *Work Life Balance* by 0.078 units, assuming other variables remain constant. However, the coefficient value is relatively small and **not significant**, the value **p-value of $0.302 < 0.05$** . **Work stress has no significant effect on *Work Life Balance***. This means that the level of work stress experienced has not been proven to have a real impact on the balance between work life and personal life. Therefore, changes in work stress levels do not significantly explain changes in *Work Life Balance*.

6. The direct influence of workload on work life balance

The direct influence of the Workload variable on Work Life Balance has a path coefficient value of 0.393 (Positive). Workload has a positive direction of influence on *Work Life Balance*, workload has a positive and significant direct influence on *Work Life Balance*. Every increase in workload by one unit will be followed by an increase in *Work Life Balance* by 0.393 units, assuming other variables remain constant. p-value of $0.001 < 0.05$. Workload has a positive and significant effect on *Work Life Balance*. This means that the workload managed or perceived by employees is actually related to an increased balance between work and personal life. This condition can occur if the workload remains at a reasonable level, in accordance with the employee's capacity, supported by work flexibility, good time management, and organizational support, so that the workload is seen as a challenge that can be managed without disrupting the work-life balance. The hypothesis states that workload has a significant positive effect on *Work Life Balance*.

7. The direct influence of the work environment on work life balance

The direct influence of the Work Environment variable on Work Life Balance has a path coefficient value of 0.499 (Positive). The work environment has a positive direction of influence on *Work Life Balance*. The work environment has a direct positive and significant influence on *Work Life Balance*. Every increase in the work environment by one unit will be followed by an increase in *Work Life Balance* by 0.499 units, assuming other variables remain constant. The value p-value of $0.000 < 0.05$. Environment work has a positive and significant influence on *Work Life Balance*.

Indirect Influence

1. The indirect effect of work stress on job satisfaction through work life balance.

The indirect effect of work stress on job satisfaction through work life balance has a T statistic value of $1.921 < 1.96$ and a P value of 0.055, meaning that the effect of work stress on job satisfaction which is intervening by work life balance has a positive but insignificant effect.

Work Life Balance is an important condition in an employee's work life, but in this research model it has not been statistically proven as a significant mediator between Work Stress and Job Satisfaction. Organizations need to take a more comprehensive approach. Stress management can be achieved through

proportional work distribution, clarity of tasks and responsibilities, support from superiors, effective organizational communication, and providing employees with space to recover from work pressures.

2. Indirect influence of workload on job satisfaction through work life balance .

The indirect effect of workload on job satisfaction through work-life balance has a T-statistic value of $2.467 > 1.96$ and a P-value of 0.014, meaning that the effect of workload on job satisfaction intervening by work-life balance has a significant positive effect. *Work-Life Balance* has a significant mediating role in the relationship between Workload and Job Satisfaction.

Workload describes the magnitude of work demands that must be completed by employees in a certain period with the capacity of available resources. A workload that is appropriate to an employee's abilities can be a positive stimulus because it provides challenges, opportunities to demonstrate abilities, and achievement of work targets. However, if the workload exceeds the employee's physical, mental, or time capacity, this condition can reduce the employee's ability to carry out life roles outside of work.

3. Indirect influence of work environment on job satisfaction through work life balance.

The indirect effect of the work environment on job satisfaction which is intervening by the work life balance variable has a T statistic value of $0.904 < 1.96$ and a P value of 0.366, meaning that the effect of the work environment on job satisfaction which is intervening by work life balance has a positive but not significant effect.

The results of this study show that Work Life Balance has not been able to carry out a significant mediation function in the relationship between Work Environment and Job Satisfaction. Theoretically, a good work environment should be able to create more comfortable conditions for employees, reduce work pressure, improve interpersonal relationships, and help employees manage the demands of work and personal life. The results of the study show that the mechanism is not strong enough to produce a significant indirect effect on job satisfaction.

Improving job satisfaction needs to be done by maintaining a conducive work environment , both from physical, social and psychological aspects, because the work environment has been proven to be positively related to *Work Life Balance* . Improving the quality of relationships between leaders and employees , especially through communication, support, appreciation, and providing constructive feedback. Increase appreciation for employee contributions , so that job satisfaction does not only depend on the comfort of the work environment. Conduct an evaluation of the factors that shape job satisfaction , such as compensation, career development, workload, promotion opportunities, and job characteristics. Maintain policies that support *Work Life Balance* , even if the mediation results are not significant, because work life balance remains important for the sustainability of employee psychological conditions and productivity. Identifying other factors that are more dominant in shaping job satisfaction , so that organizational interventions can be directed at factors that have a greater impact.

5 CONCLUSION AND SUGGESTIONS

5.1 Conclusion

1. Job stress has a significant negative effect on employee job satisfaction in the Customs and Excise Services and Facilities Sector at the Batam Type B Customs and Excise Main Service Office.
2. Workload has a significant positive effect on employee job satisfaction in the Customs and Excise Services and Facilities Sector at the Batam Type B Customs and Excise Main Service Office.
3. The work environment has a positive but insignificant effect on employee job satisfaction in the Customs and Excise Services and Facilities Sector at the Batam Type B Customs and Excise Main Service Office.
4. Work Life Balance has a significant positive effect on employee job satisfaction in the Customs and Excise Services and Facilities Sector at the Batam Type B Customs and Excise Main Service Office.
5. Work stress has a positive but insignificant effect on the work-life balance of employees in the Customs and Excise Services and Facilities Sector at the Batam Type B Customs and Excise Main Service Office.
6. Workload has a significant positive effect on the work-life balance of employees in the Customs and Excise Services and Facilities Sector at the Batam Type B Customs and Excise Main Service Office.
7. The work environment has a significant positive influence on the work-life balance of employees in the Customs and Excise Services and Facilities Sector at the Main Customs and Excise Service Office Type B Batam.

THE EFFECT OF WORK STRESS, WORK LOAD AND WORK ENVIRONMENT ON JOB SATISFACTION THROUGH EMPLOYEES' WORK LIFE BALANCE IN THE CUSTOMS AND EXCISE SERVICES AND FACILITIES SECTOR AT THE MAIN CUSTOMS AND EXCISE SERVICE OFFICE TYPE B BATAM

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8. Job stress has a positive but insignificant effect on job satisfaction through work-life balance among employees in the Customs and Excise Service and Facilities Sector at the Batam Type B Customs and Excise Main Service Office.
9. Workload has a significant positive effect on job satisfaction through employee work-life balance among employees in the Customs and Excise Service and Facilities Sector at the Batam Type B Customs and Excise Main Service Office.
10. The work environment has a positive but insignificant effect on employee job satisfaction through work-life balance in the Customs and Excise Service and Facilities Sector at the Batam Type B Customs and Excise Main Service Office.

5.2 SUGGESTION

Organizations need to reduce work stress through proportional division of tasks, increasing support from superiors, effective communication, and providing counseling or *employee assistance programs*. Evaluation of task distribution needs to be carried out periodically by considering the amount, complexity, and time limit of work so that the workload remains in accordance with employee capacity and can support productivity and job satisfaction. Organizations need to make continuous improvements to the work environment, both physical and non-physical aspects, including comfort of the work space, supporting facilities, communication, relationships between employees, and relationships between leaders and subordinates. Organizations need to build a work culture that supports work-life balance through effective time management, proportional division of tasks, work flexibility according to regulations, and collaborative and healthy work relationships.

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