



The Effect of Work Overload on Sustainable Employee Performance with Work-Life Balance as a Mediating Variable in Restaurant Businesses

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ABSTRACT

This study examines the relationship between work overload, work-life balance, and sustainable employee performance among restaurant employees. The study is motivated by inconsistent findings regarding the direct effect of work overload on performance, limited research in restaurant contexts, and the relatively low attention given to sustainable employee performance compared to conventional performance. A quantitative approach was employed using data from 98 respondents selected through purposive sampling. The data were analyzed using a structural equation modeling approach to test the relationships among variables and mediation effects. The results indicate that work overload does not have a significant direct effect on sustainable employee performance. However, work overload significantly affects work-life balance, which in turn has a significant positive effect on sustainable employee performance. Work-life balance fully mediates the relationship between work overload and sustainable employee performance. These findings suggest that performance sustainability in restaurant settings is not directly determined by workload, but rather by employees' ability to maintain work-life balance. This study contributes theoretically by integrating Job Demands–Resources and Conservation of Resources perspectives, and practically highlights the importance of work-life balance in supporting sustainable employee performance.

Keywords: Workload; work-life balance; sustainable employee performance; human resources; restaurants.

INTRODUCTION

Human resources are a fundamental determinant of organizational effectiveness, particularly in service-based industries where employee–customer interaction plays a central role in value creation. In the restaurant industry, employees are not only responsible for operational execution but are also expected to deliver high-quality service under time pressure and fluctuating customer demand. Therefore, employee performance should not be understood merely as short-term output, but as a sustained capability to maintain consistent effectiveness over the long term, commonly referred to as sustainable employee performance.

One phenomenon observed in the restaurant that serves as the research site is the high intensity of job demands, characterized by frequent customer flow, multitasking requirements, and long operating hours. These conditions create a work environment in which employees are

continuously exposed to high operational pressure, thereby increasing the likelihood of work overload.

In addition, the restaurant also experiences a contextual operational condition in which it receives international customers on a fairly regular basis. This situation requires employees to adjust their communication, including the use of foreign languages in certain service interactions. Although this does not occur continuously, it adds complexity to the job when it arises, as employees must manage operational tasks while simultaneously adapting to cross-language communication needs.

From the perspective of the Job Demands–Resources (JD-R) theory, employees in the restaurant sector face high job demands such as time pressure, multitasking, and emotional demands. When these demands exceed available resources, employees are likely to experience energy depletion and reduced work capacity. In this context, work overload represents a critical job demand in the work environment. Empirical evidence shows that excessive working hours remain a structural issue in labor-intensive sectors. In Indonesia, approximately 25.47% of workers work more than 49 hours per week, while employees in the accommodation and food and beverage sector work an average of around 48 hours per week by (CNA Indonesia, 2026). Previous studies have reported inconsistent findings regarding the relationship between work overload and employee performance. Some studies identify a significant negative effect, while others suggest that the relationship is indirect or context-dependent. This indicates that the influence of work overload cannot be fully explained through a direct relationship alone.

Furthermore, research in restaurant contexts remains limited, despite the sector being characterized by high service intensity, fast-paced operations, and continuous customer interaction. In addition, the concept of sustainable employee performance has received relatively less attention compared to conventional performance measures, even though it provides a more comprehensive perspective by incorporating long-term performance stability and employee well-being.

Based on Conservation of Resources (COR) theory, individuals strive to obtain, retain, and protect personal resources such as time, energy, and emotional stability. Work overload accelerates the depletion of these resources, thereby reducing individuals' ability to effectively manage work and personal life demands in a balanced manner.

Within this framework, work-life balance represents an important psychological resource that enables individuals to maintain equilibrium between work and personal life demands. When work overload increases, maintaining this balance becomes more difficult, which in turn affects performance sustainability. Thus, the relationship between work overload and sustainable employee performance is more appropriately explained through an indirect mechanism rather than a direct effect.

The novelty of this study lies in the finding that the effect of work overload on sustainable employee performance is fully mediated by work-life balance in the restaurant context. This finding indicates that in high-demand work environments, performance sustainability is not directly influenced by workload intensity, but is determined by employees' ability to maintain a balance between work and personal life.

In the study of HR management, work demands are understood as various aspects of work that require continuous physical and mental effort of employees. One form of work demands that are widely discussed in empirical research is work overload, which is a condition that describes that the work demands received by individuals are higher than the capacity and resources they have to complete tasks optimally. This condition arises when employees are faced with a heavy workload and a large number of tasks that must be finished within a specific timeframe Ganewatta & Hiroshima, (2023) "Work overload describes a situation where the level of work that employees have to complete is higher than the ability and time available to complete it effectively". This situation can cause physical and mental fatigue and potentially

reduce performance. Meanwhile, according to (Ayu et al., 2023) "Work overload can be defined as a condition in which employees must accomplish a large volume of work so that it creates pressure in the implementation of work tasks".

Based on the understanding of work overload as explained by Ganewatta & Hiroshima (2023) and Andriani & Disman (2023), so in this study, work overload is understood as a subjective condition felt by employees when the workload they faced exceeds their capability, availability of time, and resources. Andriani & Disman (2023) stated that work overload arises due to two main forms of stress at work, namely Quantitative overload and Qualitative overload.

A number of research results indicate that work overload can effect employee performance negatively. Excessive work levels can trigger physical and mental fatigue, decrease an individual's ability to concentrate, and reduce employees' ability to maintain work quality. (Azizah et al., 2022) and (Manurung et al., 2025) indicates that high work pressure has an impact on. increased stress and fatigue due to work, which ultimately affects decreased performance These findings indicate that work overload not only affects short-term work outcomes, but also risks disrupting the sustainability of employee performance. This condition makes work overload an important factor to be studied related to employee performance.

Sustainable employee performance refers to employees' capacity to maintain effective and efficient work performance over the long term, without sacrificing their physical health or psychological well-being. Sustainable performance focuses not only on work results in the short term, but also how one is able to maintain motivation and self-balance to remain productive in the face of changing job demands.

As stated by (Ji et al., 2021), sustainable performance comprises three main aspects, namely "the ability to complete tasks, adapt to change, and maintain self-welfare". These three dimensions are interrelated and are the basis for building stable and long-term oriented performance. Thus, sustainable employee performance in this study is understood as the capability of employees to maintain consistent work quality in the long term, including the capacity to complete tasks, adapt to changes, and maintain physical and psychological well-being in order to remain productive in the face of changing work demands. Performance is the result of work achieved through a series of activities carried out consistently over a specific period in accordance with the organization's objectives (Nuroni et al., 2025). According to Ji et al., (2021) Sustainable Employee Performance has three interrelated dimensions, namely "task performance, adaptive performance, and sustaining well-being".

The concept of sustainable employee performance emphasizes that employee performance should be seen as the capability to consistently maintain performance over the long term without compromising an individual's health and well-being. Employee performance is the level of achievement an individual demonstrates in fulfilling their duties and responsibilities within the organization in accordance with established performance standards (Sufiyati & Cokki, 2021). Ji et al. (2021) explained that sustainable performance includes the capability to complete tasks, adapt to changes, and employee welfare conditions. Thus, continuous work pressure, such as work overload, has the potential to hinder the achievement of sustainable employee performance, especially in high-intensity work environments such as restaurant businesses.

The difference in the findings of research regarding the impact of excessive workloads on performance indicates that this relationship is not always direct. Several studies emphasize the importance of intermediate variables in explaining this relationship, one of which is work-life balance which represents the capacity of employees to harmonize work and personal life. This balance is a key factor because it plays a role in sustaining employees' psychological well-being and productivity. When workload increases, this balance has the potential to be disrupted, resulting in a decrease in focus, commitment, and quality of employee performance.

Fera et al., (2023) Mentioning the ability of the individual to organize and harmonize professional responsibilities with personal life is the capacity of the individual to balance the

function of good alignment between personal life and professional activities. so that the two do not disturb each other. While Ashurbaev (2021) Work-life balance understood as the extent to which individuals successfully manage and distribute their time and energy accross work obligations and personal life domains, so that an optimal level of well-being and productivity can be achieved so that various roles are carried out in their lives, both personal and professional. So that there is no excessive conflict between the two and a balance is created that supports individual welfare. Work-life balance reflects a individual's capacity to manage time, engagement levels, and satisfaction related to work responsibilities and personal life to maintain a balance. Employees who are able to maintain this balance are usually able to manage stress better and stay productive at work (Priandari & Adnyani, 2023). Work-life balance is a state of equilibrium between a personal roles and employee's professional, and is understood as a multidimensional concept comprising four dimensions: "the intrusion of work into personal life, the intrusion of personal life into work, the contribution of personal life to work, and the contribution of work to personal life" (Suryani et al., 2026)

Yusnita and Nurlinawaty explained that work-life balance involves more than just time management, but also individual psychological and emotional balance. individuals in carrying out work and non-work roles. This balance is reflected through three main aspects, namely the ability to allocate time proportionately, balanced involvement in each role, and the level of satisfaction experienced both in work activities and personal life. (Yusnita, 2022) and (Priandari & Adnyani, 2023). Based on Yusnita 2022) and Priandari & Adnyani (2023) WLB has three dimensions i.e. "time balance (Time Balance), balance of engagement (Balance Involvement), and the balance of satisfaction (Satisfaction Balance)".

The findings of empirical findings on the correlation of intense workload, work-life balance management, and employee performance achievement. show inconsistent findings. (Ambar et al., 2023) revealed that overload of work has a negative impact on employee performance, while work life balance functions as a mediating variable. Instead, (Nurwahyuni, 2019) In the context of service companies confirming that the impact of excessive workload on employee performance occurs indirectly, namely through intermediaries in the role of work-life balance. Meanwhile, research (Sundari & Andi, 2021) in restaurant employees indicates that the alignment between professional roles and personal life shows a positive contribution to employee performance. and related to the workload he receives under certain conditions, it actually has a positive impact. The difference in findings shows that there is a research gap related to the importance of work-life balance in explaining the correlation of work overload and sustainable employee performance, especially in the restaurant business sector.

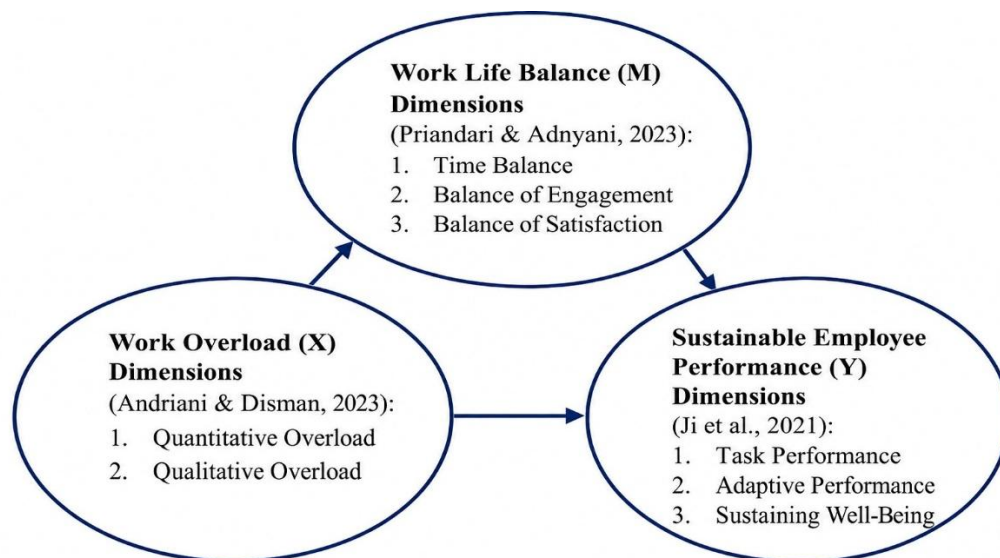


Figure 1. Research Framework

Based on the research gap, this study positions work-life balance as a mediator that explains the mechanism of the influence of excessive workload and sustained employee performance. With a focus on restaurant businesses, this research is expected to contribute more meaningful and contextually relevant empirical findings.

Therefore, the following hypothesis is proposed:

1. Work overload affects sustainable employee performance.
Work overload is a condition where job demands exceed an employee's ability to complete tasks optimally. In the restaurant industry, high service activity and work pressure can affect employee performance. Based on the Job Demands-Resources Theory, high workload can cause physical and mental fatigue, which in turn impacts performance decline. Research by (Ilfa Qothrun Nada dan Rohimat Nurhasan, 2025) on employees of Rumah Makan Pujasega shows that workload affects employee performance. Research by (Sri Prihatin & Haerani, 2023) also found that workload influences the performance of restaurant employees in Serang, Banten. Therefore, the proposed hypothesis is H1: Work overload affects sustainable employee performance.
2. Work overload affects work-life balance.
Work-life balance is related to an individual's ability to divide time and roles between work and personal life. In the restaurant sector, long operating hours and service pressure can make it difficult for employees to maintain work-life balance. Research by (Fera et al., 2023) explains that work overload is associated with a decrease in work-life balance in the hospitality sector. In addition, research by (Hassanin et al., 2023) also shows that high job demands on restaurant employees affect their work-life balance. Based on this description, the proposed hypothesis is H2: Work overload affects work-life balance.
3. Work-life balance impacts sustainable employee performance.
The balance between work and personal life can help employees maintain both physical and emotional conditions, allowing them to work more optimally. In the restaurant environment, work-life balance becomes important because a busy workload often affects employees' psychological conditions. Research by Zainab et al. (2025) in the food and beverage sector in Cirebon City also found that work-life balance can improve employee performance. Therefore, the hypothesis is formulated as follows H3: Work-life balance affects sustainable employee performance.
4. Work-life balance mediates the impact of work overload on sustainable employee performance.
High workload can indirectly affect work performance through work-life balance. In the restaurant industry, high job demands often cause employees to lose rest time as well as time with their families, impacting their working conditions. Research by Mostafa A. (Hassanin et al., 2023) explains that job demands are related to sustainable performance through the psychological condition of restaurant employees. Therefore, the hypothesis of this study is H4: Work-life balance mediates the effect of work overload on sustainable employee performance.

METHOD

This study employs a quantitative descriptive approach to examine the relationship between work overload, work-life balance, and sustainable employee performance among restaurant employees. The quantitative approach is used to systematically analyze the relationships between variables through statistical procedures based on data obtained from respondents. Quantitative research enables the researcher to test relationships between measurable variables and empirically examine theoretical assumptions using structured research instruments (Barella et al., 2024).

This study applies a non-probability sampling technique using purposive sampling. This method is chosen because respondents are selected based on specific criteria that are aligned with the objectives of the study (Campbell et al., 2020). The criteria for respondents in this study include: (1) employees working in the restaurant sector, (2) employees directly involved in operational activities and customer service, and (3) employees with a minimum of six months of work experience to ensure adequate understanding of the working conditions (Campbell et al., 2020).

The research was conducted in five selected restaurants. The total population consisted of 129 employees working in those restaurants. To determine the minimum sample size, this study employed the Slovin formula with a 5% margin of error. The Slovin formula is used to estimate sample size from a finite population by considering an acceptable level of sampling error (Nadhilah Idzni Majdina, 2024).

The calculation is presented as follows:

$$n = \frac{N}{1 + N(e)^2}$$

Where:

n = sample size

N = population size

e = margin of error

The calculation result is as follows:

$$n = \frac{129}{1 + 129(0,05)^2} = 97,92 = 98$$

Based on these calculations, the minimum required sample size is 98 respondents. Therefore, this study uses 98 respondents who meet the research criteria as the final sample for data analysis. The demographic characteristics and job profiles, including gender, age, length of employment, position, and average working hours per day.

The research instrument was developed by adapting indicators from previous studies. The work overload construct was adapted from Andriani and Disman (2023), work-life balance from Priandari and Adnyani (2023), and sustainable employee performance from Ji et al. (2021). Data collection was conducted using a four-point Likert scale ranging from 1 (strongly disagree) to 4 (strongly agree) to reduce neutral responses and encourage more decisive answers from respondents.

Prior to the main survey, a pilot test was conducted on a small group of respondents to evaluate the clarity, readability, and relevance of the questionnaire items within the restaurant context. The questionnaire was developed and distributed in Indonesian to facilitate respondents' understanding and minimize misinterpretation of each statement.

To minimize the potential for common method bias, this study implemented several procedural steps, namely by ensuring the anonymity and confidentiality of respondents and emphasizing that all answers are used solely for academic purposes. In addition, the instructions for completing the questionnaire were made clear to reduce misunderstandings in answering each statement item. The use of a four-point Likert scale was also applied to reduce respondents' tendency to choose neutral responses.

The data analysis was conducted in two stages. The first stage involved descriptive statistical analysis using mean and standard deviation to describe respondents' responses. The second stage involved structural model analysis using a statistical analysis technique to examine relationships among variables and test hypotheses. This approach was chosen because it allows simultaneous analysis of relationships among variables and is suitable for complex models involving mediation effects and relatively small sample sizes (Hair et al., 2019).

RESULTS AND DISCUSSION

Results

Based on the questionnaire results, the average score of Work Overload ranged from 3.19 to 3.26, indicating that employees experienced workloads at a moderate to relatively high level. The quantitative overload dimension, including task intensity and working duration, showed relatively higher scores, while qualitative overload, particularly role complexity, also represented an important source of work burden.

The average score for Work-Life Balance (WLB) ranged from 3.17 to 3.35, indicating that employees were relatively able to maintain balance between work and personal life responsibilities. The dominant indicators reflecting Work-Life Balance included time management, role separation, and prioritization.

Meanwhile, Sustainable Employee Performance (SEP) demonstrated average values ranging from 3.17 to 3.46, suggesting that employee performance was generally categorized as good. The strongest indicators contributing to Sustainable Employee Performance included work quality, completion accuracy, and adaptive ability toward work procedures.

The measurement model evaluation was conducted in two stages to ensure that each indicator accurately represented the latent constructs being measured. During the first stage, several indicators showed loading values below the recommended threshold and therefore required elimination from the model. Indicators removed from the analysis included activity density, amount of responsibility, work focus, role regularity, life comfort, number of work, procedure adjustment, stress control, and work energy stability.

The removal of these indicators was conducted because they did not provide sufficient contribution to construct measurement. After eliminating these indicators, the revised model demonstrated satisfactory measurement properties and fulfilled the required validity and reliability standards.

Construct Reliability and Validity

Construct reliability and validity were assessed using Cronbach's Alpha, rho_A, Composite Reliability, and Average Variance Extracted (AVE). Sustainable Employee Performance showed Cronbach's Alpha of 0.927, rho_A of 0.934, Composite Reliability of 0.942, and AVE of 0.699. Work-Life Balance demonstrated Cronbach's Alpha of 0.947, rho_A of 0.948, Composite Reliability of 0.957, and AVE of 0.761. Work Overload obtained Cronbach's Alpha of 0.880, rho_A of 0.881, Composite Reliability of 0.909, and AVE of 0.627.

All Cronbach's Alpha, rho_A, and Composite Reliability values exceeded the recommended threshold of 0.70. Furthermore, AVE values for all constructs exceeded 0.50, indicating adequate reliability and convergent validity.

Table 1. Construct Reliability and Validity

	Cronbach's Alpha	rho_A	Composite Reliability	Average Variance Extracted (AVE)
Sustainable Employee Performance	0.927	0.934	0.942	0.699
Work Life Balance	0.947	0.948	0.957	0.761
Work Overload	0.880	0.881	0.909	0.627

Source: Data processed by the researcher, 2026.

Outer Loading Evaluation

Outer loading analysis was conducted to assess the contribution of each indicator toward its construct. The retained indicators demonstrated loading values ranging from 0.727 to 0.926,

exceeding the recommended threshold value of 0.70. Therefore, all retained indicators adequately represented their respective constructs.

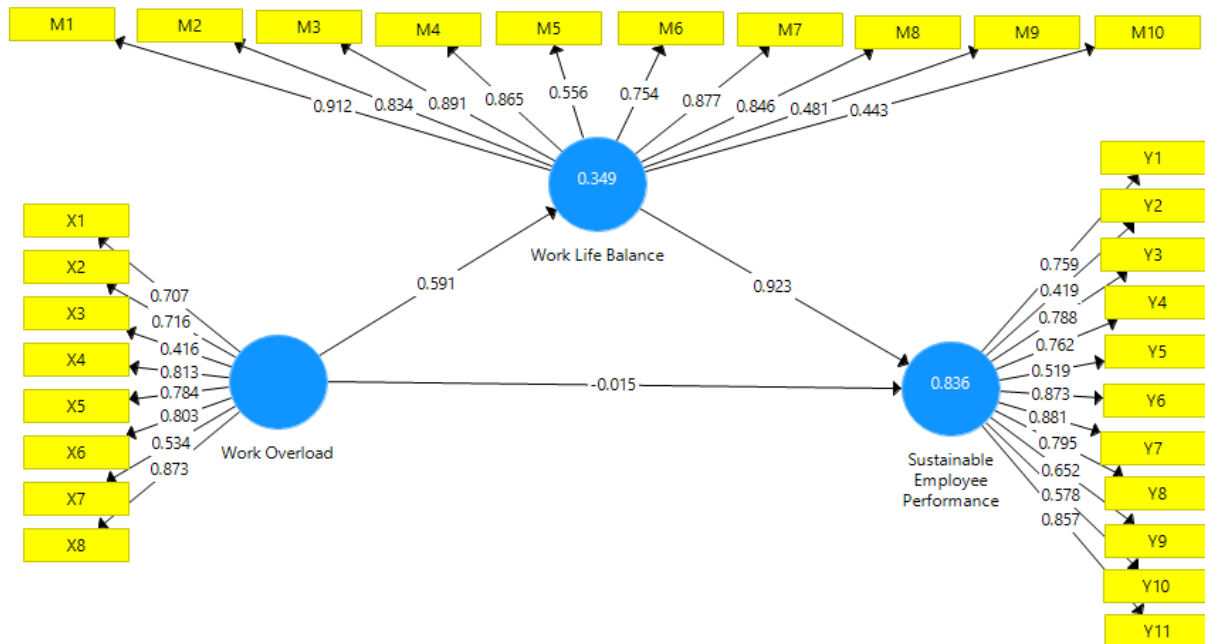


Figure 2. Outer Model 1

Outer Model 1 shows the testing results of the measurement model before any indicators were eliminated. In the initial model, there were still some indicators with outer loading values below 0.70, so they didn't meet the convergent validity criteria. Low loading values indicate that those indicators weren't able to represent the construct being measured optimally. Therefore, some indicators that didn't meet the minimum threshold were eliminated so that the measurement model could improve and produce constructs that are more valid and reliable.

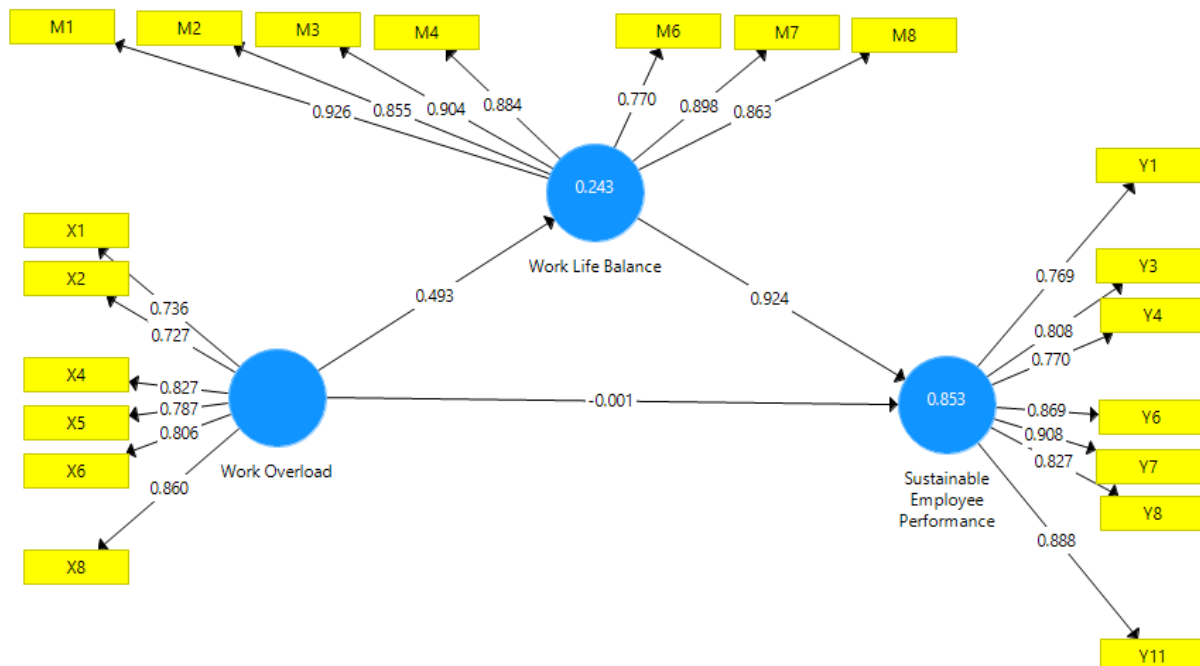


Figure 3. Outer Model 2

Outer Model 2 shows the measurement model after the process of eliminating indicators that have outer loading values below the recommended threshold. All retained indicators have outer loading values ranging from 0.727 to 0.926, thus meeting the criteria for convergent validity. These results show that each indicator can effectively represent the constructs of Work Overload, Work-Life Balance, and Sustainable Employee Performance. Therefore, the modified measurement model is considered valid and suitable for use in the reliability testing stage as well as structural model analysis.

Discriminant Validity

Discriminant validity testing was conducted to examine whether each construct measured different concepts. Based on the Fornell–Larcker criterion, the square root values of AVE for Sustainable Employee Performance, Work-Life Balance, and Work Overload were 0.836, 0.873, and 0.792 respectively. However, the correlation value between Sustainable Employee Performance and Work-Life Balance reached 0.924, which exceeded the corresponding square root AVE values. This result suggests a potential discriminant validity concern between both constructs.

Table 2. Fornell–Larcker Criterion

	Sustainable Employee Performance	Work Life Balance	Work Overload
Sustainable Employee Performance	0.836		
Work Life Balance	0.924	0.873	
Work Overload	0.455	0.493	0.792

Source: Data processed by the researcher, 2026.

To further assess discriminant validity, the Heterotrait–Monotrait Ratio (HTMT) criterion was evaluated.

Table 3. HTMT Values

	Sustainable Employee Performance	Work Life Balance	Work Overload
Sustainable Employee Performance			
WLB	0.973		
Work overload	0.492	0.533	

Source: Data processed by the researcher, 2026.

The HTMT value between Sustainable Employee Performance and Work-Life Balance exceeded the recommended threshold of 0.90, indicating a possible overlap between both constructs. This finding suggests potential conceptual redundancy within the restaurant work context, where employees who maintain higher work-life balance also tend to report stronger sustainable performance.

Coefficient of Determination (R^2)

The coefficient of determination analysis was conducted to assess the explanatory power of exogenous variables on endogenous variables. The results indicate that Sustainable Employee Performance achieved an R^2 value of 0.853, meaning that 85.3% of its variance could be explained by Work Overload and Work-Life Balance. Meanwhile, Work-Life Balance obtained an R^2 value of 0.243, indicating that 24.3% of its variation was explained by Work Overload.

Table 4. R Square

	R Square	R Square Adjusted
Sustainable Employee Performance	0.853	0.850
Work Life Balance	0.243	0.235

Source: Data processed by the researcher, 2026.

Effect Size (f^2)

Effect size analysis was conducted to determine the contribution magnitude of each predictor variable.

Table 5. Effect Size (f^2)

Relationship	f^2	Interpretation
Work Overload → Sustainable Employee Performance	0.000	No effect
Work Overload → Work-Life Balance	0.321	Medium effect
Work-Life Balance → Sustainable Employee Performance	4.396	Large effect

Source: Data processed by the researcher, 2026.

The findings demonstrate that Work-Life Balance provided a substantial contribution toward Sustainable Employee Performance, while Work Overload exerted a moderate influence on Work-Life Balance.

Predictive Relevance (Q^2)

Predictive relevance was evaluated through blindfolding procedures using cross-validated redundancy values.

Table 6. Predictive Relevance (Q^2)

Variable	Q^2
Sustainable Employee Performance	0.577
Work-Life Balance	0.179

Source: Data processed by the researcher, 2026.

Since all endogenous variables generated Q^2 values greater than zero, the model demonstrates acceptable predictive relevance.

Hypothesis Testing (Path Coefficient)

Hypothesis testing was conducted by examining path coefficients and significance values within the structural model. The findings indicate that Work-Life Balance positively and significantly influenced Sustainable Employee Performance ($\beta = 0.924$; $p = 0.000$). Conversely, Work Overload did not significantly affect Sustainable Employee Performance ($\beta = -0.001$; $p = 0.979$). Furthermore, Work Overload significantly influenced Work-Life Balance ($\beta = 0.493$; $p = 0.000$), indicating that changes in workload were associated with changes in employees' ability to maintain work-life balance.

Table 7. Coefficient Path

	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics (O/STDEV)	P Values
Work Life Balance → Sustainable Employee Performance	0.924	0.924	0.027	34.700	0.000

	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics (O/STDEV)	P Values
Work Overload → Sustainable Employee Performance	-0.001	0.001	0.045	0.027	0.979
Work Overload → Work Life Balance	0.493	0.507	0.087	5.676	0.000

Source: Data processed by the researcher, 2026.

Mediation Analysis

Mediation analysis was performed to examine the indirect role of Work-Life Balance in explaining the relationship between Work Overload and Sustainable Employee Performance.

Relationship	Specific Indirect Effect
Work overload -> WLB -> Sustainable Employee Performance	0.456

Source: Data processed by the researcher, 2026.

The indirect effect value of 0.456 indicates that Work-Life Balance mediates the relationship between Work Overload and Sustainable Employee Performance. This finding suggests that workload may influence employee performance indirectly through employees' ability to maintain balance between work responsibilities and personal life.

Discussion

The impact of work overload on sustainable employee performance.

The findings indicate that work overload does not significantly affect sustainable employee performance ($\beta = -0.001$; $p = 0.979$). These results suggest that increased workload does not automatically lead to a decline in employees' sustainable performance. In this study, workload did not show a meaningful direct contribution to performance sustainability, as reflected by the effect size value of 0.000.

This finding may indicate that restaurant employees have adapted to high work demands and gradually perceive such conditions as a routine part of their job responsibilities. Restaurant work environments are generally characterized by fast-paced service activities, fluctuating customer visits, time pressure, and high interaction intensity. Consequently, employees may develop adaptive responses that allow them to continue performing effectively despite experiencing high workloads. This situation may explain why workload alone was not sufficient to directly reduce sustainable performance.

The concept of sustainable employee performance emphasizes not only immediate work outcomes but also employees' ability to maintain long-term work capability, adapt to changing conditions, and preserve their physical and psychological well-being. The indicators retained in this study showed that sustainable performance was predominantly represented by work quality, completion accuracy, and adaptive capability. Therefore, although employees may experience high task intensity and role complexity, they may still maintain performance continuity if they possess sufficient adaptive capacity.

The Discussion section should interpret and analyze the findings presented in the Results section. The author is expected to explain the significance of the results in relation to the research objectives and theoretical framework. This section should demonstrate analytical depth by linking the findings to relevant theories and previous studies, highlighting similarities, differences, and contributions. The novelty and implications of the research should be clearly articulated. Authors are advised to avoid repeating the results and to limit extensive literature

reviews in this section. The discussion should emphasize the meaning of the findings and their relevance to both theory and practice.

The Impact of Work Overload on Work-Life Balance

The findings reveal that work overload significantly affects work-life balance ($\beta = 0.493$; $p = 0.000$), with an effect size value of 0.321 indicating a moderate effect. These results suggest that increasing workload is associated with changes in employees' ability to maintain balance between work responsibilities and personal life.

In restaurant settings, employees frequently encounter varying operational demands such as peak service hours, changing customer volumes, and extended working periods. Such conditions may reduce the time available for non-work activities, family responsibilities, and personal recovery periods. As work demands increase, employees may experience greater difficulty separating professional obligations from personal roles.

The dimensions that most strongly represented work-life balance in this study included time management and role separation. These findings indicate that employees' ability to organize their time and distinguish work responsibilities from personal obligations plays an important role in maintaining work-life balance under demanding work conditions.

The Impact of Work-Life Balance on Sustainable Employee Performance

The findings indicate that work-life balance positively and significantly affects sustainable employee performance ($\beta = 0.924$; $p = 0.000$), with a large effect size value of 4.396. This result demonstrates that work-life balance has a substantial contribution to maintaining employee performance sustainability.

The sustainable performance concept extends beyond short-term productivity and includes employees' ability to sustain work effectiveness, adapt to changing environments, and preserve well-being over time. Employees who can effectively allocate time between work and personal life are more likely to maintain stable energy levels, psychological readiness, and work engagement.

Within restaurant environments, maintaining work-life balance may help employees preserve their physical and emotional resources despite demanding work situations. Adequate rest opportunities, balanced role involvement, and satisfaction with personal life may strengthen employees' capacity to maintain consistent work quality and adapt to ongoing job demands. Therefore, work-life balance appears to function as an important mechanism supporting sustainable employee performance.

Work-Life Balance Mediates the Relationship Between Work Overload and Sustainable Employee Performance

The findings demonstrate that work-life balance mediates the relationship between work overload and sustainable employee performance through an indirect effect value of 0.456. This result indicates that workload influences employee performance indirectly through employees' ability to maintain balance between work responsibilities and personal life.

The mediation mechanism suggests that high workloads do not immediately reduce sustainable performance. Instead, workload first influences employees' work-life balance conditions, which subsequently affect their capacity to sustain long-term performance. Employees who experience demanding workloads but remain capable of managing their time, separating roles, and maintaining personal well-being may continue performing effectively over time.

These findings support the notion that sustainable employee performance involves maintaining long-term capability, adaptive behavior, and employee well-being rather than solely achieving short-term performance outcomes. In practical terms, restaurant organizations

may improve sustainable performance by implementing work arrangements that support balanced schedules, flexibility, and employee well-being monitoring.

Overall, the findings indicate that task intensity and role complexity represented the dominant dimensions of work overload, while time management and role separation represented work-life balance. Sustainable employee performance was primarily reflected through work quality, completion accuracy, and adaptability. These results suggest that maintaining employee performance sustainability in restaurant settings requires not only workload management but also organizational support for achieving a balanced relationship between work and personal life.

CONCLUSION

This study examined the relationship between work overload, work-life balance, and sustainable employee performance among restaurant employees. The findings indicate that employees experienced workloads at a moderate to relatively high level, particularly in task intensity, working duration, and role complexity. However, work overload did not show a significant direct effect on sustainable employee performance. In contrast, work-life balance was found to have a significant role and mediated the relationship between work overload and sustainable employee performance.

The findings further suggest that maintaining balance between work and personal life may contribute to sustaining employee performance over time. Work-life balance was mainly reflected through time management, role separation, and prioritization, while sustainable employee performance was represented by work quality, completion accuracy, and adaptive capability.

From a practical perspective, organizations may consider improving workload management and supporting employee well-being through approaches such as balanced task allocation and flexible work arrangements. Future research is recommended to use longitudinal approaches and include additional variables to provide a broader understanding of sustainable employee performance.

Author Contribution

The first author was responsible for formulating the research concept, collecting data, analyzing data, and drafting the manuscript as part of their final thesis. The second author contributed by providing guidance, supervision, and reviewing the manuscript. The third author assisted with data validation and the final refinement of the manuscript.

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Conflicts of Interest

The author declares that there are no conflicts of interest in this study

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