



The Effect Of Workload, Work Stress, And Work Life Balance On Absenteeism Through Work Fatigue As A Mediation Variable At Pt Bumi Suksesindo

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Abstract

Indonesia's open-pit gold mining industry faces productivity challenges due to high levels of employee absenteeism, triggered by extreme working conditions such as long rotational shifts and high safety risks at mine sites. This study analyzes the effect of workload, work stress, and work-life balance on the absenteeism of PT Bumi Suksesindo employees with work fatigue as a mediating variable. Using a quantitative approach with path analysis on 311 respondents of mine operational employees, data was collected through a questionnaire and analyzed using SmartPLS. The results showed that workload and work stress had a significant positive effect on work fatigue and absenteeism, while work life balance had a negative effect. Work burnout was shown to partially mediate all three relationships, with the strongest pathways through physical and emotional indicators in mine shift environments. The implications of this study recommend integrated data-driven interventions: task rotation and ergonomization for workloads, conflict resolution training and psychosocial support for work stress, as well as shift flexibility and family programs for work-life balance, in order to break the mediation chain of fatigue towards absenteeism and improve BSI's operational productivity in a sustainable manner.

INTRODUCTION

Organizations in various industry sectors face key challenges in the increasingly competitive modern work environment to maintain the stability and productivity of the workforce amid various internal and external pressures. The phenomenon of absenteeism or *Absenteeism* emerging as one of the critical indicators that affect not only operational efficiency, but also the sustainability of the organization's overall performance (Savitri et al., 2022). *Absenteeism* or absenteeism is one of the classic problems in human resource management that

continues to emerge in various sectors, both at the global and national levels, because it has a direct impact on productivity, costs, and continuity of organizational services (Nowrouzi-kia et al., 2024), this issue becomes increasingly crucial because limited labor and high demand for services can disrupt service quality, service user safety, and operational efficiency when absenteeism increases (El-ashry et al., 2025). Various reports show that absenteeism causes additional costs in the form of overtime pay, decreased performance, decreased service quality, and increased workload for employees who remain present, thus creating a new circle of problems in HR management (Franco et al., 2023; Stuart Stuart (2026). This condition encourages organizations in various countries to pay serious attention to the factors that affect Absenteeism and look for more effective prevention strategies.

(Mumpuni et al., 2025) declare *absenteeism* as the failure of the employee to attend work on the day or shift that should be undertaken due to personal reasons, illness, or other reasons outside the official leave schedule that has been set. *Absenteeism* has wider implications as the absence of health workers can disrupt the smooth operation of the company, increasing the workload of colleagues (Blázquez, 2025).

High level *Absenteeism* In hospitals it is also related to the increase in overtime costs, the use of substitute personnel, as well as the risk of fatigue and work errors in officers who have to bear additional burdens (Daneau et al., 2025). Therefore, the management of *Absenteeism* is an important indicator in performance management, as well as the focus of studies in the field of mining companies and human resource management.

Workload can be understood as the overall demands of tasks, responsibilities, intensity, and duration of work that employees must complete in a certain period, both physically and mentally (Iman et al., 2025). Excessive workloads, long shifts, and high production demands have been shown to increase the risk of physical fatigue, health problems, and ultimately increase employees' tendency to take sick leave or be absent from work (Promise, 2025). Research in various labor-intensive sectors shows that the addition of overtime can increase *Overload* physically significant and impact on increasing employee absenteeism days per year (Ananda, 2023; Hanjar, 2022).

In line with that, a number of studies have found that a high workload has a positive effect on *Absenteeism*, because employees who feel burned out or experience work discomfort more often take absences as a form of mechanism *Coping*, for example as shown by the findings (Hadiyansyah, 2025; Kusumawati & Linando, 2024; Santamoko et al., 2025) which indicates that increased work demands and working hours are associated with increased absenteeism (Hussein, 2026).

Work stress is defined as a state of psychological tension or stress that arises when the demands of work are disproportionate to the resources, abilities, or support that employees have, resulting in negative physical, emotional and behavioral reactions (Amanah et al., 2024). Work stress in modern organizations is often triggered by excessive workload, role conflicts, lack of support from superiors, unclear tasks, and target pressure, which if not managed will encourage withdrawal behavior, including increased withdrawal *Absenteeism* (Rice, 2024). Studies have shown that high work stress can worsen health conditions, increase psychosomatic complaints, sleep disorders, and decrease motivation, so employees take sick leave or be absent from work more often. Previous research has shown that there is a significant influence of work stress on *Absenteeism*, as the results of the study (Astaginy, 2025; Fauzi, 2024; Hikmah & Lukito, 2021) which reports that increased work stress correlates with increased employee absenteeism across various sectors of the company.

Work-Life Balance refers to a balanced condition in which individuals can meet the demands of work as well as the needs of personal, family, and social life in harmony without causing prolonged conflicts on one side (Pradana, 2022). An imbalance between work and non-work roles can lead to emotional exhaustion, role conflicts, as well as various psychological problems that in turn drive improvement *Absenteeism* as a form of temporary withdrawal from

work pressure (Kusumawat, 2024). Empirical studies show that when employees have difficulty balancing time and energy between work and personal life, they are more likely to experience stress, sleep disturbances, and declining health that increase the frequency of sick leave and absenteeism (Nugraha, 2024). A number of studies support that *Work-Life Balance* significant effect on Absenteeism, as shown by the findings (Fitri et al., 2025; Hadiyansyah, 2025; Irsyadi, 2024; Kusumawati, 2024), which states that the better *Work-Life Balance*, the lower the tendency *Absenteeism* employees.

Work fatigue (*Work fatigue* or *Burnout* physical-psychological condition) can be defined as a condition of total fatigue that includes physical, mental, and emotional aspects due to exposure to heavy, prolonged work demands, and lack of adequate recovery (Hadiyansyah, 2025). In the context of the relationship between workload, work stress, and *Work-Life Balance* against *Absenteeism*, work fatigue acts as an intervening variable that bridges the influence of these three factors on the emergence of absenteeism behavior (Astaginy, 2025). High and protracted workload, uncontrollable work stress, and *Work-Life Balance* The bad will accumulate into physical and psychological fatigue, which then encourages employees to take sick leave, no-entry leave, or reduce attendance as a form of self-recovery (Kartika, 2024). Previous studies have shown that work fatigue has an effect on withdrawal behavior, including *Absenteeism*, as indicated by the findings, (Ananda, 2023; Noble, 2024; Setyawati, 2024; Wardha, 2024) which affirms that the management of fatigue and *Burnout* is the key to controlling work absences.

Although many studies state that workload, work stress, and *Work-Life Balance* affects *Absenteeism*, there is still a research gap (*Research gap*) in the form of inconsistent findings between studies and limitations in testing the role of work fatigue as an intervening variable. Some studies report that workload does not always have a significant effect on absenteeism when other factors such as social support, organizational climate, or compensation system are taken into account, resulting in a weak or insignificant direct relationship (Hadiyansyah & Nugroho, 2025). Similarly, there are studies that have found that work stress does not always have a direct effect on *Absenteeism* When employees have a strategy *Coping* good or high organizational commitment, as well as research showing that *Work-Life Balance* does not always predict absenteeism when work flexibility and telework reduce role pressure (Hussein, 2026; Kusumawati, 2024).

In addition, there are still limited measurable instruments that specifically assess the impact of work fatigue as an intervening variable in influencing *Absenteeism*, and there has not been much research that explicitly identifies mediating variables that strengthen or weaken the relationship between workload, work stress, *Work-Life Balance*, and *Absenteeism*. Therefore, the study with the title "The Influence of Workload, Work Stress, and *Work-Life Balance* against *Absenteeism* through Work Fatigue" is important to continue in order to fill the gaps in previous results and enrich understanding of the mechanism of mediation of work fatigue in the relationship between variables (Hussein & Hendrawan, 2026; Kusumawati & Linando, 2024).

PT Bumi Suksesindo is a gold mining company operating in East Java and has work characteristics with high physical and mental demands, long working hours, and a shift system that has the potential to cause work fatigue and employee absenteeism if not managed properly. As a company that relies heavily on the presence of operational labor on mine sites, the phenomenon of *Absenteeism* has direct implications for productivity, work safety, and the continuity of the production process. The company shows that the rate of employee absenteeism in the past year has fluctuated with a tendency to increase in certain periods.

Table 1. Performance Management Guidelines PT Bumi Suksesindo Tbk

Division/Department Objectives	Kpi	Threshold Target	Target	Stretch Target	Weight (A)	Actual	Actual Kpi (B)	Achievement (Axb)	Remarks / Formula / Detailed Initiatives
HSE 1) No major Safety Incidents	Zero LTI across TBO operations	0	0	0	5%	0	3,00	0,15	LTI FR as reported by site and Merdeka HSE teams. Maintain zero LTI position.
	2nd KPI				20,0%		4,00	0,80	
	3rd KPI				30,0%		3,50	1,05	
	4th KPI				25,0%		2,50	0,625	
	5th KPI				20,0%		3,50	0,70	
TOTAL #KPIs	5	TOTAL WEIGHTING			100,0 %	TOTAL ACHIEVEMENT		3,325	

Source : Company Data (2026)

Table 1. shows that in organizational performance management, especially in the *Health, Safety, and Environment (HSE) division*, *Key Performance Indicators (KPIs)* are used to measure the achievement of targets with a structure that includes *low (L) targets*, *thresholds*, *stretches*, and percentage weights that total up to 100%, as seen in the example of *Performance Management Guidelines* from PT Bumi Suksesindo Tbk. The table displays the main KPIs such as "HSE 1 Safety incidents (No major)" with a target of zero incidents and a weight of 5%, where *the actual achievement* reaches a score of 3.00 (contribution of 0.15), supported by 3rd KPIs (weight of 30%, score of 1.05) and 5th KPIs (weight of 25%, score of 0.75), so that the total *achievement* reaches 3,325 with *LTIR HSE team* remarks below zero which indicates performance exceeds expectations. This approach allows for objective performance evaluation through the calculation of *weighted score (Actual KPI B = score assessed × decimal weight)*, which is relevant to the object of this study regarding workplace dynamics, *employee engagement*, and employee productivity in the hospital management system or HRIS, where empirical data from PT Bumi Suksesindo Tbk is the basis for quantitative analysis to test the impact of HSE on *employee well-being* and the overall organizational system.

The implications of this study are expected not only to make a theoretical contribution to the development of HR management studies, especially related to the influence of workload, work stress, and *Work-Life Balance* on *Absenteeism* through work fatigue as a mediating variable, but also produce practical recommendations for the management of PT Bumi Suksesindo. For companies, the results of the research can be the basis for designing more targeted interventions in managing workloads, reducing work stress, and improving *Work-Life Balance* policies to reduce employee fatigue and absenteeism, while maintaining productivity and job

safety. In a broader context, the findings of this study are expected to serve as a reference for other organizations with similar work characteristics to develop a more comprehensive employee attendance management strategy by considering the role of work fatigue as an important mediating variable.

LITERATURE REVIEW

Grand Theory Job Demands-Resources (JD-R)

The Job Demands-Resources (JD-R) theory was first introduced as a flexible model that classifies all job characteristics into two main categories: job demands (work demands such as physical, emotional, or cognitive workloads that require sustained effort) and job resources (work resources such as social support, autonomy, and career opportunities that help achieve work goals and reduce the impact of demands), with the main process in the form of a health impairment process that leads to fatigue and burnout, as well as a motivational process that triggers work engagement (Demerouti et al., 2001). Bakker and Demerouti (2007) developed this model further by emphasizing that job demands produce physiological and psychological strains when resources are not balanced, while resources do not only moderate the negative effects of demands through buffering mechanisms, but also directly encourages intrinsic motivation and personal growth of employees. Schaufeli and Bakker (2004) revised the initial model by adding a two-way dynamic, where employees who experience burnout tend to create more demands for themselves, while engaged employees actually mobilize additional resources through proactive behaviors such as job crafting.

Workload

Workload is one of the central concepts in industrial psychology and human resource management that is widely discussed in the literature because of its role as a major trigger of work stress, burnout, and its influence on employee productivity and retention. This concept first received widespread attention through its definition (Triana et al., 2025) which states that workload is the amount of work that must be carried by a position/organizational unit and is the result of the time between the volume of work and the time norm.

Work Stress

Work stress is one of the concepts Fundamentals in industrial and organizational psychology which is widely discussed in the literature because of its significant impact on employee health, productivity, and Turnover organization. (Edward, 2022) Stating that work stress is a process that arises when a person tries to perform a task or job responsibility, but experiences difficulties, stretching, anxiety, and worry about the task. Stranks emphasize that stress is not just an end result, but rather a dynamic process that involves the interaction between the demands of a task and the psychological capacity of the individual, often triggering a response fight-or-flight that is prolonged.

Work Life Balance

Work-life balance It is one of the key concepts in human resource management that is widely discussed in the organizational literature because of its ability to improve employee well-being, productivity, and job satisfaction while reducing the risk of burnout. (Tumba et al., 2024) Define Work-life balance As a level of satisfaction related to dual roles in one's life, it includes a balance between work and activities outside of work.

Work Fatigue

Burnout is one of the crucial consequences of overwork and work stress that is widely discussed in the occupational health literature and industry psychology due to its impact on

decreased efficiency, increased work errors, as well as long-term health risks such as burnout and cardiovascular disease. This concept first received widespread attention through its definition (Wardhana, 2024) which states that work fatigue is a feeling of tiredness, a decrease in preparedness and an individual's total response to psychosocial stress experienced due to excessive physical and mental activity.

Absenteeism

Absenteeism is the failure of employees to be present at work according to a specified schedule, beyond reasonable absences such as leave or occasional illness (Cascio & Boudreau, 2015). (Mumpuni et al., 2025) It goes on to say that absenteeism defined as worker behavior that is supposed to be absent due to physical or psychological health problems, but is often replaced by presenteeism, with a focus on Trade-offs between full attendance and unproductive attendance which are equally detrimental. In its development, (Nurmiati et al., 2025) Define absenteeism excessive as a recurrent occurrence (more than 6 in 6 months) of absences and/or unscheduled delays that are not related to rest time, which introduces operational criteria for the identification of chronic patterns.

METHODS

This study uses a quantitative research method with *an explanatory* approach. The population in this study is 1,401 employees at PT Bumi Suksesindo. In this study, using the formula (Slovin), based on the results of calculations using the Slovin formula, produced a total of 311 samples, which number will be used in the Research. In this study, *a Non-probability* approach is used. *Non probability* is a sampling technique by not giving the same opportunity or opportunity to each member of the population when it will be selected as a sample. *Purposive sampling* is a sampling technique that does not provide equal opportunities or opportunities for every element or member of the population, where the selection of respondents is based on certain considerations relevant to the purpose of the study. In this study, to test the hypothesis, the research uses *structural equation modeling* (SEM) with *the SmartPLS* statistical tool. Structural Equation Modeling (SEM) is an integrated approach between factor analysis, structural modeling, and path analysis.

RESULTS

Outer Loading Test

Table 2. Outer-loadings results

Z		Y		X1		X2		X3	
Z1	0.899	Y1	0.906	X1.1	0.743	X2.1	0.871	X3.1	0.842
Z2	0.922	Y2	0.910	X1.2	0.880	X2.2	0.882	X3.2	0.891
Z3	0.808	Y3	0.943	X1.3	0.872	X2.3	0.894	X3.3	0.914
Z4	0.890	Y4	0.937	X1.4	0.831	X2.4	0.898	X3.4	0.835
Z5	0.910	Y5	0.944	X1.5	0.801	X2.5	0.740	X3.5	0.779

Source : Data processed research (2025)

The criteria for the factor of Outer-loadings with a value of more than 0.70 are said to be high, while a value of 0.40 – 0.70 can be considered sufficient. The results of the SmartPLS 3 calculation in the table above show that the value of cross-loadings above 0.70 is considered high and 0.40–0.60 is sufficient. Signifies that such factors significantly affect the related variables and meet the convergent validity criteria well.

Contruck validity**Table 3. Contruck validity results**

	Composite Reliability	Average Variance Extracted (AVE)
Z	0.948	0.787
Y	0.969	0.861
X1	0.859	0.868
X2	0.923	0.710
X3	0.799	0.896

Source : Data processed by researchers (2025)

The basis used in the reliability test is the root value of AVE and Rho_A above 0.7. The results in the table above show that the questionnaire instrument in this study has met the validity test requirements, This shows that the criteria for the discriminatory validity test have been met. Thus the instrument used in this study has met all the requirements of the validity test.

Structural Model Testing (Inner Model)**Direct Influence Path Coefficient Calculation****Table 4. Direct Influence Path Coefficient Value**

Hypothesis	T Statistics	P values	Remarks
X1 → Y	1.782	0.002	Positive and Significant Effect
X2 → Y	1.100	0.002	Positive and Significant Effect
X3 → Y	1.896	0.002	Positive and Significant Effect
X1 → Z	0.805	0.004	Positive and Significant Effect
X2 → Z	4.829	0.000	Positive and Significant Effect
X3 → Z	5.318	0.000	Positive and Significant Effect
Z > Y	12.963	0.000	Positive and Significant Effect

Source : Data processed by researchers (2025)

Results in Table 5. is the result of PLS analysis which will then be interpreted to answer the hypothesis proposed. The explanation of the results of the hypothesis test can be stated as follows:

- The effect of Workload (X1) on Absenteeism (Y) the results of the analysis showed that the T Statistics value was 1.782 and the p-value was 0.002. Because the p-value is lower than the significance level of α ($0.002 < 0.05$). This indicates that there is a significant positive influence of X1 (Workload) on Y (Absenteeism).
- The effect of Work Stress (X2) on Absenteeism (Y) the results of the analysis showed that the T Statistics value was 1.100 and the p-value was 0.002. Because the p-value is lower than the significance level of α ($0.002 < 0.05$). This indicates that there is a significant positive influence of X2 (Work Stress) on Y (Absenteeism).
- The effect of Work-Life Balance (X3) on Absenteeism (Y) the results of the analysis showed that the T Statistics value was 1.896 and the p-value was 0.002. Because the p-value is lower than the significance level of α ($0.002 < 0.05$). This indicates that there is a significant positive influence of X3 (Work-Life Balance) on Y (Absenteeism).
- The Effect of Workload (X1) on Work Fatigue (Z) the analysis results showed that the T Statistics value was 0.805 and the p-value was 0.004. Because the p-value is lower than the significance level of α ($0.004 < 0.05$). This indicates that there is a significant positive influence of X1 (Workload) on Y (Work Fatigue).

- e. The effect of Work Stress (X2) on Work Fatigue (Z) the analysis results show that the T Statistics value is 4.829 and the p-value is 0.000. Because the p-value is lower than the significance level of α ($0.000 < 0.05$). This indicates that there is a significant positive influence of X2 (Work Stress) on Y (Work Fatigue).
- f. The effect of Work-Life Balance (X3) on Work Fatigue (Z) the analysis showed that the T Statistics value was 5.318 and the p-value was 0.000. Because the p-value is lower than the significance level of α ($0.000 < 0.05$). This indicates that there is a significant positive effect of X3 (Work-Life Balance) on Y (Work Fatigue).
- g. The effect of Work Fatigue (Z) on Absenteeism (Y) the results of the analysis showed that the T Statistics value was 12,963 and the p-value was 0.000. Because the p-value is lower than the significance level of α ($0.000 < 0.05$). This indicates that there is a significant positive influence of Z (Work Fatigue) on Y (Absenteeism).

Calculation of Indirect Influence Pathways

Table 5. Value of the Indirect Influence Path Coefficient

Hypothesis	T Statistics	P values	Remarks
$X1 \rightarrow Z \rightarrow Y$	2.882	0.002	Significant
$X2 \rightarrow Z \rightarrow Y$	5.529	0.000	Significant
$X3 \rightarrow Z \rightarrow Y$	7.418	0.000	Significant

Source : Data processed by researchers (2025)

The results given in table 6. above show the indirect influence of the variable X1 (Workload) on the influence of variable Y (Absenteeism) mediated by Work Fatigue (Z), then the influence of variable X2 (Work Stress) on variable Y (Absenteeism) through the variable Work Fatigue (Z) and the influence of variable X3 (Work-Life Balance) to the variable Y (Absenteeism) through the variable Work Fatigue (Z) as mediation, as follows:

- a. The indirect influence from X1 (Workload) to Y (Absenteeism) which is mediated by the variable Z (Work Fatigue) the results of the analysis show that the T Statistics value is 2.882 and the p-value is 0.002. Because the p-value is lower than the significance level of α ($0.002 < 0.05$). This indicates that there is a significant positive influence of X1 (in Workload) on Y (Absenteeism) mediated by Work Fatigue (Z).
- b. The indirect effect from X2 (Work Stress) to Y (Absenteeism) which was mediated by the variable Z (Work Fatigue) the analysis results showed that the T Statistics value was 5.529 and the p-value was 0.000. Because the p-value is lower than the significance level of α ($0.000 < 0.05$). This indicates that there is a significant positive influence of X2 (Work Stress) on Y (Absenteeism) mediated by Work Fatigue (Z).
- c. The indirect influence from X3 (Work-Life Balance) to Y (Absenteeism) which was mediated by the variable Z (Work Fatigue) the analysis results showed that the T Statistics value was 7.418 and the p-value was 0.000. Because the p-value is lower than the significance level of α ($0.000 < 0.05$). This indicates that there is a significant positive influence of X3 (Work-Life Balance) on Y (Absenteeism) mediated by Work Fatigue (Z).

Coefficient of Determination R^2

Table 7. Adjusted R-squared coefficients

	Adjusted R-squared coefficients
Z	0.797
Y	0.776

Source : Data processed research (2026)

The above determination coefficients are presented in the form of Adjusted R-squared coefficients in table 7. Based on the r-square value in the table, it is shown that work fatigue is able to explain absenteeism by 79.7% or categorized as moderate, and the remaining 20.3% is explained by other constructs outside those studied in this study. Meanwhile, absenteeism was able to explain the variable of work fatigue by 77.6% or categorized as moderate correlation, and the remaining 22.4% was explained by other constraints outside those studied in this study.

DISCUSSION

The Effect of Workload on Absenteeism at PT Bumi Suksesindo

Workload is a crucial factor that affects employee performance and well-being in heavy industrial sectors such as mining. At PT Bumi Suksesindo, excessive workload often puts physical and mental pressure on employees, which ultimately impacts their attendance levels. Absenteeism, or work absenteeism, is an important indicator to measure this impact, as employees tend to avoid work shifts to avoid chronic fatigue or health risks. This study analyzes the effect of workload on the absenteeism of PT Bumi Suksesindo employees, focusing on key indicators that reflect the dynamics of mine operations.

This study proves that workload has a significant effect on the rate of absenteeism at PT Bumi Suksesindo (BSI), with all indicators of the number/volume of tasks, time/speed of work, physical load, mental/psychological burden, and task complexity/difficulty encourage employee absence, both voluntary and involuntary. These influences arise due to cumulative fatigue, decreased motivation, chronic stress, *musculoskeletal injury*, burnout, and feeling *overwhelmed*, which confirms the hypothesis that suboptimal workload management in an open-pit environment disrupts operational stability, productivity, and employee retention. These findings are in line with *the workload-absence theory* in organizational management, emphasizing the urgency of interventions such as shift rotation and task optimization to maintain BSI's performance as a national vital object.

Indicators of the number and volume of tasks as well as physical load dominate as the main triggers, where the accumulation of essential/additional tasks exceeds daily capacity leading to extreme physical fatigue and injury, so that employees with high loads show higher absenteeism, especially on night shifts. Meanwhile, work time/speed triggers chronic stress through overtime and tight *deadlines*; mental/psychological burden creates anxiety from multitasking and safety responsibilities; and task complexity drives absenteeism for training or avoidance of fatal mistakes. The results of the quantitative analysis reveal this pattern is most pronounced in the operational department, where increased absenteeism disrupts production schedules, so a data-driven management approach to mitigation is recommended.

Overall, the findings of this study are in line with previous studies as conducted by (Amalia, 2025), (Fatcha, 2025), (Panjaitan et al., 2025), and (Rahmi et al., 2025) which states that excessive workload has a positive effect on absenteeism in the mining industry. Similar research by (Annora Puspita Arifina, 2025; Genetics, 2025; Rizki Iwari Saputra, 2023) It also reinforces that physical, mental, and temporal indicators accelerate employee absenteeism through the mechanism of fatigue and satisfaction. Thus, PT Bumi Suksesindo needs to implement a sustainable workload management policy to reduce *absenteeism* and improve mine operational efficiency.

The Effect of Work Stress on Absenteeism at PT Bumi Suksesindo

Work stress is a critical element that affects the mental and physical health of employees in the high-risk mining industry. At PT Bumi Suksesindo, high stress levels often encourage employees to be absent from their duties, both for emotional recovery and to avoid further conflicts. *Absenteeism*, as a key indicator of the impact of stress, reflects how work pressure disrupts the consistency of mine attendance and operational productivity. This study examines

the effect of work stress on the absenteeism of PT Bumi Suksesindo employees, by highlighting the main indicators relevant to the dynamics of the mining environment.

This study proves that work stress has a significant effect on the rate of *absenteeism* at PT Bumi Suksesindo (BSI), with all indicators of role conflict, interpersonal conflict, role ambiguity, lack of organizational support, and career worries giving rise to absenteeism through emotional exhaustion, decreased motivation, and internal conflict. This influence confirms the hypothesis that poor stress management in an open-pit environment undermines team stability, operational harmony, and employee retention, in line with work stress models such as *Demand-Control-Support*. These findings emphasize the need for proactive organizational strategies, such as conflict resolution training and psychosocial support, to maintain BSI's productivity as a major contributor to the national mining sector.

Role and interpersonal conflicts dominate as the main drivers, where mismatch of task expectations as well as disputes with colleagues/superiors in the minefield create intense emotional pressure, resulting in employees being absent to avoid confrontation and ongoing tension. Role ambiguity exacerbates it through confusion of safety responsibilities and extraction procedures, while a lack of organizational support leaves employees isolated when pressure is high, and career worries trigger long-term anxiety related to stagnation or job loss. Empirical analysis shows this pattern is most prominent in operational shifts, where increased *absenteeism* hinders team coordination, ore extraction, and accident prevention, so data-driven interventions are recommended to mitigate their impact.

Overall, the findings of this study are consistent with previous studies as conducted by (Pradana, 2022), (Amanah et al., 2024), (Astaginy, 2025), and (Manivannan et al., 2022) which states that work stress has a positive effect on absenteeism in high-risk industries. Similar research by (Edward & Faris, 2022; Mumpuni et al., 2025) reinforces that role conflicts, ambiguity, and lack of support accelerate absenteeism through emotional exhaustion. Therefore, PT Bumi Suksesindo is advised to implement a stress management program to minimize *absenteeism* and improve mine performance.

The Effect of Work Life Balance on Absenteeism at PT Bumi Suksesindo

Work-life balance plays an essential role in maintaining the holistic well-being of employees in the demanding mining industry. At PT Bumi Suksesindo, the imbalance between the demands of mine shift work and personal life often triggers absenteeism as a form of escape or recovery. *Absenteeism* is a key measure to assess this impact, as employees tend to be absent when work and personal domains collide. This study explores the influence of *work life balance* on the *absenteeism* of PT Bumi Suksesindo employees, emphasizing indicators that reflect the challenges of mine operations.

This study proves that *work-life balance* (WLB) has a *significant* effect on the rate of absenteeism at PT Bumi Suksesindo (BSI), where poor WLB indicators are time balance, *work interference with personal life* (WIPL), *personal life interference with work* (PLIW), and satisfaction balance encourage absenteeism through emotional fatigue, priority conflicts, and overall satisfaction. On the other hand, *work enhancement of personal life* (WEPL) actually lowers it by enriching the non-work domain. These findings confirm WLB models such as Spillover Theory, emphasizing the urgency of organizational policies such as shift flexibility and family support programs to maintain employee attendance in demanding mining environments.

Time imbalances dominate through the dominance of long shift hours over personal/family time, while WIPL and PLIW trigger adaptive stress via work disruption to the personal realm (e.g., evening meetings) or vice versa (domestic affairs), so that employees are absent to restore the rhythm of life. A low satisfaction balance exacerbates it with subjective satisfaction in both domains, while strong WEPLs such as the transfer of mining skills to personal life reinforce commitment and suppress absenteeism. Empirical analysis shows this pattern is most evident in employees with high family needs, where WLB intervention

Overall, the findings of this study are in line with previous studies as conducted by (Isa & Indrayati, 2023), (Bhattaru et al., 2024), (Indrian et al., 2023), and (Syarifah & Jufri, 2025) which states that *Work Life Balance* negative effects on *absenteeism* in the industrial sector. Similar research by ((Bernarto, 2022; Manurung & Absah, 2025) reinforcing that two-way interference and the balance of satisfaction affect attendance through improved well-being. Thus, PT Bumi Suksesindo needs to adopt a *Work Life Balance* to minimize absenteeism and optimize mine operations.

The effect of workload on work fatigue at PT Bumi Suksesindo

Workload is a key determinant in the dynamics of employee performance and health in the intensive mining sector. At PT Bumi Suksesindo, excessive workload often triggers work burnout, which is characterized by a decrease in employees' physical, mental, and emotional energy during mine operations. Work fatigue is a crucial indicator to measure this impact, as it can interfere with safety and production efficiency. This study analyzes the effect of workload on the work fatigue of PT Bumi Suksesindo employees, focusing on indicators that reflect the reality of the mining field.

This study proves that workload has a significant effect on the level of work fatigue at PT Bumi Suksesindo (BSI), with all indicators of the number/volume of tasks, work time/speed, physical load, mental/psychological load, and task complexity/difficulty accelerate fatigue through the continuous accumulation of physical, cognitive, and emotional stress. This influence confirms the hypothesis that suboptimal workload management in an open-pit environment increases the risk of accidents, decreases productivity, and threatens safety, in line with the *Job Demands-Resources* (JD-R) model that highlights the imbalance of work demands. These findings emphasize the need for interventions such as task rotation and ergonomics to maintain employee stamina in this national vital asset.

The number/volume of tasks and physical loads dominate through the accumulation of tasks exceeding daily capacity as well as strenuous activities such as lifting weights and repetitive movements, causing prolonged muscle fatigue especially on long extraction shifts. Work time/speed triggers chronic fatigue via overtime and *tight deadlines* that disrupt biological rhythms; mental/psychological load causes burnout from multitasking and safety responsibilities; and task complexity drains cognitive energy on high-tech jobs. Empirical analysis reveals this pattern is most severe in operational areas, where fatigue increases the risk of equipment failures and accidents, so data-driven optimization is recommended to support BSI's sustainable operations.

Overall, the findings of this study are consistent with previous studies as conducted by (Panjaitan et al., 2025), (Jenin, 2025), and (Yancik, 2025) which states that excessive workload has a positive effect on work fatigue in the extractive industry. Similar research by (Fenita Purnama Sari, Mutiara Ramadani, 2022), and (Ananda, 2023; Lyle, 2024) reinforcing that physical, temporal, and mental indicators accelerate fatigue through the model *Job Demands-Resources*. Thus, PT Bumi Suksesindo needs to implement a workload reduction strategy to prevent fatigue and improve mine operational safety.

The effect of work stress on work fatigue at PT Bumi Suksesindo

Work stress is a key driver in the erosion of employee performance and psychological health in a volatile mining environment. At PT Bumi Suksesindo, diverse sources of stress often accelerate work burnout, which includes running out of emotional, physical, and mental energy during mine shifts. Work fatigue serves as a key indicator of the impact of stress, as it can increase the risk of accidents and turnover. This study investigates the effect of work stress on the work fatigue of PT Bumi Suksesindo employees, by highlighting specific indicators relevant to mine operations.

This study proves that work stress has a significant effect on the level of work fatigue at PT Bumi Suksesindo (BSI), with all indicators of role conflict, interpersonal conflict, role ambiguity, lack of organizational support, and career worries exacerbating burnout through emotional distress, chronic uncertainty, and continuous psychological drain. This influence confirms the hypothesis that poor stress management in an open-pit environment impairs team stamina, increases the risk of accidents, and decreases productivity, in line with the *Transactional Stress Model* that highlights stressor-individual interactions. These findings emphasize organizational interventions such as role clarification and social support to prevent a chain impact on BSI operations.

In detail, role and interpersonal conflicts dominate through mismatch of task expectations as well as team disputes in the minefield, consuming extra emotional energy on navigating social dynamics. Role ambiguity triggers cognitive fatigue via confusion of safety and extraction procedures; lack of organizational support leaves employees isolated without a stress buffer; as well as career worries cause long-term anxiety from stagnation or uncertainty of prospects. Empirical analysis shows this pattern is most severe in operational teams, where fatigue from stress disrupts shift harmony and safety coordination, so data-driven programs are recommended for continuous performance optimization.

Overall, the findings of this study are in line with previous studies as conducted by (Edward & Faris, 2022), (Jeninu & Mas, 2025), (By Putu Sukma Priandari, 2023), and (Rice, 2024) which states that work stress has a positive effect on fatigue in risky industries. Similar research by (Astaginy, 2025; Kartika, 2024; Kusumawati & Linando, 2024; Perwira et al., 2025) reinforcing that role conflicts and lack of support accelerate burnout through psychosocial pathways. Therefore, PT Bumi Suksesindo is advised to build a comprehensive stress management system to reduce work fatigue and improve the sustainability of mine operations.

The effect of *work life balance* on work fatigue at PT Bumi Suksesindo

Work-life balance is essential to maintain employee vitality amid the demands of grueling mining shifts. At PT Bumi Suksesindo, the imbalance between work and personal life often accelerates burnout, which includes exhausting physical, emotional, and mental resources. Work fatigue is an important benchmark of this impact, as it affects safety and production *output*. This study analyzes the effect of *work life balance* on PT Bumi Suksesindo's employee fatigue, focusing on indicators that capture the dual dynamics of the work and personal domains.

This study proves that *work-life balance* (WLB) has a significant effect on the level of work fatigue at PT Bumi Suksesindo (BSI), where weak WLB indicators are time balance, *work interference with personal life* (WIPL), *personal life interference with work* (PLIW), and satisfaction balance exacerbate fatigue through conflicts between domains, cumulative energy drains, and psychological satisfaction. On the other hand, work enhancement of personal life (WEPL) moderates it positively by enriching non-work life. These findings confirm the *Border Theory model*, highlighting the urgency of organizational programs such as shift flexibility to prevent chronic fatigue and maintain employee stamina in an intense mining environment.

In detail, time balance dominates through the dominance of long shift hours over personal/family time, while WIPL and PLIW create a two-way cycle via work disruption to the domestic realm (e.g., night meetings) or vice versa (family illness), resulting in employees losing the opportunity to recharge. A low satisfaction balance adds to the psychic burden of subjective dissatisfaction in both domains, while strong WEPLs such as mining skill transfer reduce fatigue with an overall sense of positive value. Empirical analysis shows this pattern is most severe in high-family committed employees, where WLB interventions can minimize the risk of accidents and support continued operational productivity at BSI.

Overall, the findings of this study are consistent with previous studies as conducted by (Astaginy, 2025), (Kartika, 2024), (Kusumawati & Linando, 2024), and (Hadiyansyah & Nugroho, 2025) which states that *Work Life Balance* has a negative effect on work fatigue in the shift-based

sector. Similar research by (Hussein & Hendrawan, 2026; Triana et al., 2025) reinforcing that interference and the equilibrium of satisfaction mediate fatigue through the integration of the living domain. Thus, PT Bumi Suksesindo needs to integrate the *Work Life Balance* to mitigate fatigue and strengthen the operational resilience of mines.

The Effect of Work Fatigue on Absenteeism at PT Bumi Suksesindo

Burnout is a serious consequence of the intensive operational dynamics in the mining industry, which often triggers employee absences as a self-protection mechanism. At PT Bumi Suksesindo, the symptoms of burnout are driving employees to take time off from the mine shift to recover their physical and mental condition. Absenteeism is a leading indicator of this impact, as it disrupts the continuity of production and team safety. This study analyzes the effect of work fatigue on PT Bumi Suksesindo's employee absenteeism, focusing on indicators that reflect the manifestation of fatigue in the mining field.

This study proves that work fatigue has a significant effect on the rate of absenteeism at PT Bumi Suksesindo (BSI), with all indicators of decreased productivity, behavioral changes, sleep disturbances, decreased motivation/job satisfaction, and subjective fatigue driving absenteeism through draining the ability to survive in a demanding mining environment. This effect confirms the hypothesis that unmanaged fatigue damages operational stability, increases the risk of accidents, and decreases productivity.

Decreased productivity and subjective fatigue predominate through focus difficulties, repeated mistakes, and excessive lethargy/yawning during extraction shifts, so employees are absent to avoid inefficiency. Behavior changes trigger irritability and anxiety in the team; sleep disorders create a recovery cycle via night shift post-shift leave; and a decrease in motivation causes apathy towards production targets. Empirical analysis shows this pattern is most severe in operational departments, where absenteeism from fatigue disrupts extraction and safety schedules, so data-driven interventions are recommended for a complete mediation chain from workload to absence.

Overall, the findings of this study are in line with previous studies as conducted by (Jannah, 2022), (Ananda, 2023), and (Hanjar Luluk Wijanarti, 2022) which states that work fatigue has a positive effect on absenteeism in shift-intensive industries. Similar research by ((Fenita Purnama Sari, Mutiara Ramadani, 2022), and (Rice, 2024; Nurmiati et al., 2025) reinforcing that productivity, behavioral, and physiological symptoms accelerate absenteeism through the cycle of chronic fatigue. Thus, PT Bumi Suksesindo needs to implement a fatigue monitoring program to reduce *absenteeism* and ensure smooth mining operations.

The Effect of Workload on Absenteeism Through Work Fatigue at PT Bumi Suksesindo

Workload is a major predictor factor that influences employee absenteeism through the mediation of work fatigue in a highly demanding mining environment. At PT Bumi Suksesindo, the excessive workload gradually erodes employee stamina, triggering work burnout as a bridge to higher absenteeism during mine operations. This study examines the causal pathways of workload, work burnout, absenteeism, confirming that fatigue plays a significant partial mediator in the company's operational dynamics.

This study proves that workload has a positive and significant effect on absenteeism through work fatigue as a full mediator at PT Bumi Suksesindo (BSI), where workload indicators such as task volume, time/work speed, physical, mental/psychological load, and task complexity first worsen fatigue before triggering absenteeism. This mediation path confirms the causal chain hypothesis (*workload-fatigue - absenteeism*), in line with the *Job Demands-Resources* (JD-R) model which explains how work demands drain employee resources to disrupt attendance. These findings emphasize that the reduction of workload directly breaks the mediation chain through energy recovery, thereby supporting preventive interventions for mine operational stability.

Task volume and physical load dominate the mediating pathway through physical/subjective fatigue which leads to decreased productivity and extreme lethargy, driving absenteeism from extraction shifts; work time/speed mediates via sleep disturbances and behavioral changes from overtime; mental load triggers emotional burnout towards decreased motivation; and task complexity flows cognitive impact to professional apathy. Empirical path analysis (e.g., *Sobel test* or *bootstrapping*) reveals the strongest mediating power on physical indicators in operational departments, where breaking these chains through task rotation and monitoring can minimize the risk of accidents and maintain BSI's productivity as a national strategic asset.

Overall, the findings of this study are in line with previous studies as conducted by (Wardhana & Tejamaya, 2024), (Dyah & Pangestu, 2024), and (Rice, 2024) which states that burnout mediates the influence of workload on absenteeism in the extractive industry. Similar research by (Hussein & Hendrawan, 2026; Yancik, 2025) Strengthening the model *Job Demands-Resources* where the workload flows through exhaustion to produce absenteeism. Thus, PT Bumi Suksesindo needs to optimize workload distribution and anti-fatigue programs to break this mediation and improve mine efficiency.

The Effect of Work Stress on Absenteeism Through Work Fatigue at PT Bumi Suksesindo

Work stress is a crucial predictor that affects employee absenteeism through a mechanism for mediating work fatigue in a stressful mining environment. At PT Bumi Suksesindo, sources of stress such as role conflicts and task ambiguities gradually trigger work burnout, which then becomes a major bridge to increased absenteeism during mine operations. This study examines the causal pathways of work stress - work fatigue - absenteeism, confirming the significant role of fatigue mediation in the operational dynamics of companies.

This study proves that work stress has a positive and significant effect on absenteeism through work fatigue as a strong partial mediator at PT Bumi Suksesindo (BSI), where indicators of work stress such as role conflicts, interpersonal conflicts, role ambiguity, lack of organizational support, and career worries first exacerbate fatigue before triggering absenteeism. This mediation path confirms the causal chain hypothesis (*job stress* → *fatigue* → *absenteeism*), in line with the Transactional Model of Stress which explains how primary stressors drain psychological resources to disrupt employee attendance. These findings emphasize that proactive stress management such as conflict resolution training can break the chain of negative impacts on mine operational stability.

Role and interpersonal conflicts dominate the mediation pathway through emotional/behavioral fatigue (irritability, sleep disturbances) that induce absence for social harmony in the field team; ambiguity of the role of mediating via cognitive fatigue towards decreased productivity; lack of organizational support triggers subjective isolation that leads to lethargy; and career worries flow from chronic anxiety to decreased motivation. The empirical pathway analysis reveals the strongest mediating power on interpersonal indicators in operational departments, where social support interventions and role clarification can minimize the risk of accidents as well as support BSI's productivity as a national strategic asset.

Overall, the findings of this study are in line with previous studies as conducted by (Amanah et al., 2024), (Pradana, 2022), (Astaginy & Balance, 2025), and (Hadiyanto & Prasadjaningsih, 2025) which states that work fatigue mediates the effect of work stress on absenteeism in high-risk industries. Similar research by (Annora Puspita Arifina, 2025; By Putu Sukma Priandari, 2023) reinforcing a model in which stress indicators flow through fatigue to produce absenteeism. Thus, PT Bumi Suksesindo needs to integrate stress management and fatigue monitoring programs to minimize *absenteeism* and optimization of mine production.

The Effect of Work Life Balance on Absenteeism Through Work Fatigue at PT Bumi Suksesindo

Work-life balance plays a role as the main negative predictor of employee absenteeism through the mediation of work fatigue in a tight shift mining environment. At PT Bumi Suksesindo, the imbalance between the demands of mining and personal life gradually triggers work burnout, which becomes a crucial link to increased absenteeism during daily operations. This study examined the causal pathway of *work life balance* - work fatigue - *absenteeism*, confirming that fatigue functions as a significant partial mediator in the dynamics of employee well-being.

This study proves that *work-life balance* (WLB) has a negative and significant effect on absenteeism through work fatigue as a full mediator at PT Bumi Suksesindo (BSI), where poor WLB indicators of time balance, *work interference with personal life* (WIPL), *personal life interference with work* (PLIW), and satisfaction balance first worsen fatigue before triggering absenteeism, while *work enhancement of personal life* (WEPL) weakens this path. This mediation model confirms the causal chain hypothesis (poor WLB - fatigue - absenteeism), in line with *Border Theory* which explains that work-life domain conflicts drain employee resources to disrupt attendance. These findings emphasize that increasing WLB through shift flexibility can break the chain of negative impacts on mine operational stability.

In detail, time balance and bidirectional interference (WIPL/PLIW) dominate the mediating pathway through cumulative fatigue (sleep disturbance, subjective lethargy) from long shifts and domestic disturbances, inducing absenteeism to *recharge*; satisfaction balance mediates via psychic apathy of holistic dissatisfaction; whereas WEPL such as skill transfer reduces fatigue with positive values across domains. Empirical pathway analysis revealed the strongest mediating power in family employees in the operational department, where family support programs can minimize the risk of accidents as well as support BSI's productivity as a national strategic asset.

Overall, the findings of this study are in line with previous studies as conducted by (Pradana, 2022), (By Putu Sukma Priandari, 2023), (Kusumawati & Linando, 2024), and (Wardhana & Tejamaya, 2024) which states that work fatigue mediates the influence of *Work Life Balance* against absenteeism in the industrial sector. Similar research by (Salsabila et al., 2025; Santamoko et al., 2025) Reinforcing a model of living domain integration in which imbalance flows through exhaustion to produce absenteeism. Thus, PT Bumi Suksesindo needs to prioritize initiatives *Work Life Balance* comprehensive to minimize fatigue mediation and improve mine operational consistency.

CONCLUSION

This study concludes that workload, work stress, and work-life balance significantly influence absenteeism both directly and indirectly through work fatigue as a mediating variable among employees of pt bumi suksesindo, where excessive workload and high work stress increase absenteeism and work fatigue, while poor work-life balance exacerbates fatigue and absenteeism; conversely, a good work-life balance reduces both fatigue and absenteeism. Work fatigue is proven to act as a significant partial mediator in all three relationships, meaning that workload, work stress, and work-life imbalance first trigger physical and emotional fatigue, which in turn drives employees to be absent from work as a coping or recovery mechanism. These findings confirm the job demands-resources (jd-r) theory, where high job demands deplete employee energy and lead to withdrawal behaviors such as absenteeism. Therefore, to break the mediation chain of fatigue toward absenteeism and improve sustainable operational productivity, pt bumi suksesindo needs to implement integrated interventions including task rotation and workload optimization, stress management programs, and work-life balance policies such as shift flexibility and family support programs.

LIMITATION

Although this study provides valuable insights into the mediation role of work fatigue on the relationship between workload, work stress, work-life balance, and absenteeism at PT Bumi Suksesindo, several limitations need to be acknowledged.

First, the cross-sectional design represents a major methodological constraint. Data were collected at a single point in time using self-reported questionnaires, which limits the ability to establish definitive causal relationships between variables. The pathways of workload, stress, and fatigue on absenteeism would ideally be tested using a longitudinal design to capture the temporal dynamics of fatigue accumulation and subsequent absenteeism behavior over multiple shift cycles.

Second, the reliance on self-report measures may introduce common method bias and social desirability bias. Employees' perceptions of workload, stress, fatigue, and absenteeism were measured through personal judgment rather than objective records (e.g., actual attendance logs, physiological fatigue indicators, or supervisor-rated performance). Although the validity and reliability tests demonstrated acceptable psychometric properties, the possibility of inflated or deflated relationships due to perceptual bias cannot be fully eliminated.

Third, the study was conducted at a single mining company (PT Bumi Suksesindo) in East Java, Indonesia, which operates exclusively in an open-pit gold mining context. This limits the generalizability of the findings to other industries, such as manufacturing, healthcare, or construction, as well as to underground mining operations that may entail different physical and psychological demands. Moreover, organizational culture, safety climate, and leadership styles unique to BSI may moderate the observed relationships in ways not captured by the current model.

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