

Examining the Effects of Work-Life Balance and Work Stress on Employee Performance

Heri Febrianto

Universitas Swadaya Gunung Jati Cirebon
heri.122020601@ugj.ac.id

Sunimah

Universitas Swadaya Gunung Jati Cirebon
sunimah@ugj.ac.id

Abstract

This study aims to analyze the effect of work-life balance and work stress on employee performance at PT Lao Chow Indonesia. This study was conducted on employees at PT Lao Chow Indonesia in Cirebon Regency, which showed that work-life balance has a positive and significant effect on employee performance. This indicates that the better the balance between employees' work and personal lives, the higher their performance. Meanwhile, work stress does not have a significant effect on employee performance, indicating that the level of work stress experienced by employees is still within tolerable limits and can be managed well. This study used a quantitative method with a research population of 150 employees at PT Lao Chow Indonesia. The probability sampling technique with simple random sampling was used to determine a sample of 110 respondents. Data were collected through questionnaires using Google Forms. The analysis method used was multiple linear regression with the assistance of SPSS software. The results showed a significant influence between work-life balance and work stress. Based on the F-test results, a significance value of 0.000 (< 0.05) was obtained. Therefore, it can be concluded that the variables of work-life balance (X1) and work stress (X2) simultaneously have a significant effect on the employee performance variable (Y).

Keywords: work-life balance, work stress, employee performance.

A. INTRODUCTION

In the last decade, Indonesia's manufacturing industry has become increasingly competitive. Companies must ensure that every operational process is carried out optimally due to globalization, evolving production technologies, and efficiency demands. In this context, human resources (HR) are an important factor in a company's success. Not only are competent workers needed, but also employees who are able to maintain psychological and emotional stability in the modern workplace. High employee performance can only be achieved when the work environment improves employee well-being and reduces the potential for stress arising during work.

One HR issue that remains relevant in manufacturing operations is work-life balance. Work-life balance relates to an individual's ability to balance the demands of work with personal and family needs. When this balance is not achieved, employees often experience stress, making them prone to emotional exhaustion, decreased motivation, and decreased productivity (Firdaus, 2025). Previous studies have shown that good work-life balance can increase employee satisfaction, loyalty, and performance in various industrial sectors. For example, a study at PT Tanjung Selatan Makmur Jaya found that work-life balance has a significant direct influence on employee performance through an increase in employee psychological well-being.

Meanwhile, research in the banking sector by Dwitanti et al. (2023) confirms that work-life balance not only affects performance but also functions as a mediator in reducing employee workload and work stress.

On the other hand, work stress is an important concern in an organizational context. Work stress is a physical and emotional reaction that arises when job demands exceed employees' abilities, resources, or needs. In the manufacturing industry, which is synonymous with strict production targets, high workloads, and repetitive work characteristics, the potential for work stress to arise is greater. Research findings by Pradana (2022) at PT PGN Tbk show that work stress has a positive relationship with performance, although not significant, but still has the potential to affect job stability if not managed properly.

Meanwhile, research at PT Sinar Tambang Arthalestari emphasizes that work stress can hinder employees' ability to maintain focus and work quality, although the results are not always statistically significant if the institution has strong social support (Rhimba Prastita et al., 2025).

PT Lao Chow Indonesia is a manufacturing company operating in Cirebon Regency with operational characteristics similar to other companies in the same industry. Repetitive work, daily production targets, high product quality standards, and the need to align production rhythms with market demands are all important factors. This situation encourages companies to pay more

attention to employee health and well-being as well as stress management in the workplace so that productivity does not decline and employee turnover rates can be reduced.

In initial observations conducted at PT Lao Chow Indonesia, it was found that employees were under pressure to balance work and personal life, especially when work-related stress increased during periods of high production demand. In addition, some employees revealed that work-related stress often arises as a result of fast work rhythms, poor quality control, and strict supervision. This phenomenon can lead to physical or mental disorders, which can affect work performance.

Work imbalance and excessive pressure, if not managed properly, not only affect individual work performance but also have the potential to reduce overall company productivity. Therefore, companies need a comprehensive understanding of how work-life balance and work-related stress affect employee productivity so that HR strategies can be implemented more effectively.

Based on these phenomena, this research aims to provide empirical evidence on the impact of work-life balance and work-related stress on employee performance at PT Lao Chow Indonesia. This will help the company develop more humane and productive policies.

B. LITERATURE REVIEW

Employee Performance

Employee performance is an important concept in human resource management that reflects the level of success of individuals in carrying out the tasks and responsibilities assigned by the organization. Performance is not only understood as the end result of work, but also as the process of how the work is carried out in accordance with established standards, targets, and objectives. Pradhan and Jena (2017) define employee performance as the level of success of employees in carrying out their work, which is reflected in three main dimensions: task performance related to the completion of core work tasks, adaptive performance that describes the ability of employees to adapt to changing situations and work demands, and contextual performance related to voluntary work behavior that supports the social and psychological environment of the organization.

Work-Life Balance

Work-life balance is defined as a condition in which individuals are able to feel satisfaction with the balance between their roles as workers and their roles in their personal lives, so that both roles can run harmoniously (Fisher et al., 2009). Fisher et al. (2009) present the dimensions and indicators related to work-life balance, including: (1) work interference with personal life, covering working hours, availability of time to meet with family, and time for personal life; (2) personal life interference with work, indicating decision-making ability, responsibility towards family, and punctuality in completing tasks; (3) personal life enhancement of work, covering work environment conditions and relationships with superiors and subordinates; and (4) work enhancement of personal life, describing skill development, increased time efficiency, and social measurement.

Furthermore, Mustikasari and Frianto (2024) state that work-life balance is a work pattern that allows employees to balance their responsibilities at work with their responsibilities in other areas of life. In line with this, Firdaus (2025) explains that work-life balance is the ability of employees to manage their time and roles between work and personal life proportionally, which has an impact on increasing job satisfaction and employee performance.

Work Stress

Work stress is a concept that describes the tension experienced by individuals as a result of the interaction between job demands and the individual's ability to cope with them. Arwidiana and Citrawati (2023) explain that work stress is a state in which a person experiences pressure or tension influenced by certain conditions originating from their work environment. This pressure generally arises when job demands are not balanced with the resources, abilities, or time available to the individual.

According to Arwidiana and Citrawati (2023), the dimensions of work stress are behavioral, psychological, and physiological. The behavioral dimension relates to changes in an individual's attitude and actions at work, such as decreased performance and absenteeism. The psychological dimension reflects an individual's mental and emotional state, such as anxiety, tension, and irritability. Meanwhile, the physiological dimension relates to the body's physical response to stress, such as health problems and changes in organ function.

The Effect of Work-Life Balance on Employee Performance

A good work-life balance allows employees to have the energy, time, and emotional stability to work effectively. When employees are able to balance their work and personal roles, their concentration and motivation at work increase. This has a direct impact on performance, especially on the quality of output, discipline, and commitment to targets. Research by Nuraida and Nurani (2025) on employees of PT Banshu Electric Indonesia concluded that work-life balance has a positive and significant effect on employee performance. Employees who are able to balance their work and personal lives tend to be more satisfied, focused, and stable in their work performance.

The Effect of Work Stress on Employee Performance

Excessive work stress causes physical and mental fatigue, which impacts cognitive abilities, memory, and decision-making. This situation leads to decreased productivity, increased errors, and delayed work. Research by Dwitanti et al. (2023) shows that work stress has a significant negative effect on employee performance. Similar findings were reported in international studies, which emphasized that prolonged stress damages performance quality and increases the risk of turnover.

Research Hypotheses

H1: Work-life balance has a positive and significant effect on employee performance at PT Lao Chow Indonesia.

H2: Work stress has a significant effect on employee performance at PT Lao Chow Indonesia.

H3: Work-life balance and work stress simultaneously have a significant effect on employee performance at PT Lao Chow Indonesia.

C. RESEARCH METHODOLOGY

This study uses a quantitative approach with an associative research design, which aims to analyze the relationship and influence between work-life balance and work stress on employee performance. The quantitative approach was chosen because this study tests the relationship between variables empirically using numerical data analyzed statistically (Sugiyono, 2023).

The population in this study consisted of all 150 employees of PT Lao Chow Indonesia. The sampling technique used was probability sampling with the simple random sampling method, resulting in a representative sample of 110 respondents. Primary data were collected through a questionnaire using a five-point Likert scale to measure the variables of work-life balance, work stress, and employee performance.

Data analysis was performed using multiple linear regression analysis with the assistance of SPSS software. The analysis stages included descriptive statistical tests, instrument validity and reliability tests, and hypothesis testing using t-tests and F-tests. In addition, the coefficient of determination (Adjusted R^2) was used to determine the contribution of independent variables to dependent variables (Sugiyono, 2023).

D. RESULTS AND DISCUSSION

Respondent Characteristics

The respondents in this study were employees of PT Lao Chow Indonesia who were directly involved in the company's operational activities and understood the application of work-life balance and work stress. There were 110 respondents, which was considered representative of the research population.

Based on age characteristics, the respondents were dominated by the productive age group, namely 20–30 years and 31–40 years, each with 50 people (45.45%), while respondents over 40 years old numbered 10 people (9.10%). In terms of gender, the majority of respondents were male, numbering 70 (63.64%), while female respondents numbered 40 (36.36%). This composition reflects the operational characteristics of manufacturing companies that require physical activity, making it relevant to the study of work-life balance and work stress on employee performance.

Table 1. Respondent Characteristics

Category	Description	Total	Percentage
Age	20–30 years	50	45.45%
	31–40 years	50	45.45%
	> 40 years	10	9.10%
Gender	Male	70	63.64%
	Female	40	36.36%

Source: Processed Primary Data (2025)

Validity Test

The validity test was conducted to determine whether each statement item is capable of accurately measuring the intended variable. An item is considered valid if the r-count value exceeds the r-table value (0.187) at a significance level of 5%.

Table 2. Validity Test Results

Variable	Item	r-Count	r-Table	Status
Work-Life Balance (X1)	1	0.744	0.187	Valid
	2	0.791	0.187	Valid

	3	0.767	0.187	Valid
	4	0.808	0.187	Valid
	5	0.785	0.187	Valid
	6	0.679	0.187	Valid
	7	0.751	0.187	Valid
	8	0.705	0.187	Valid
Work Stress (X2)	1	0.455	0.187	Valid
	2	0.415	0.187	Valid
	3	0.503	0.187	Valid
	4	0.480	0.187	Valid
	5	0.444	0.187	Valid
	6	0.412	0.187	Valid
	7	0.505	0.187	Valid
	8	0.502	0.187	Valid
	9	0.414	0.187	Valid
	10	0.475	0.187	Valid
	11	0.552	0.187	Valid
	12	0.461	0.187	Valid
	13	0.524	0.187	Valid
Employee Performance (Y)	1	0.930	0.187	Valid
	2	0.911	0.187	Valid
	3	0.897	0.187	Valid
	4	0.889	0.187	Valid
	5	0.885	0.187	Valid
	6	0.936	0.187	Valid

Source: Processed Primary Data (2025)

In the validity test results shown above, all items in the work-life balance (X1), work stress (X2), and employee performance (Y) variables have a calculated r-value greater than the r-table (0.187) with a significance level of < 0.05 . Therefore, all indicators are declared valid and appropriate to be used in this study.

Reliability Test

Table 3. Reliability Test Results

Variable	Cronbach's Alpha	Status
Work-Life Balance (X1)	0.909	Reliable
Work Stress (X2)	0.976	Reliable
Employee Performance (Y)	0.950	Reliable

Source: Processed Primary Data (2025)

The reliability test shows Cronbach's Alpha values of 0.909 for the work-life balance variable, 0.976 for work stress, and 0.950 for employee performance. All alpha values are above the minimum threshold of 0.70, indicating that the research instruments are reliable and suitable for use in the next stage of analysis.

Normality Test

Table 4. Normality Test Results (One-Sample Kolmogorov-Smirnov)

		Unstandardized Residual
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N		110
Normal Parameters ^{a,b}	Mean	.0000000
	Std. Deviation	5.34679958
Most Extreme Differences	Absolute	.217
	Positive	.103
	Negative	-.217
Test Statistic		.217
Asymp. Sig. (2-tailed)		.000 ^c

a. Test distribution is Normal. b. Calculated from data. c. Lilliefors Significance Correction.

The Kolmogorov-Smirnov test results showed a significance value of 0.000 (< 0.05), indicating that statistically the residuals are not normally distributed. Nevertheless, based on the Normal P-P Plot, it can be seen that the residual points generally follow the diagonal line without extreme or systematic deviations. Furthermore, with a sample size of $n = 110$, the Central Limit Theorem supports the approximation of normality (Gujarati & Porter, 2009). In the context of regression analysis, mild violations of normality in large samples do not significantly affect parameter estimates, so the regression model remains feasible to use (Hair et al., 2019).

Multicollinearity Test

Table 5. Multicollinearity Test Results

Model	B	Std. Error	Beta	t	Sig.	Tolerance / VIF
(Constant)	11.688	3.036		3.850	.000	
Work-Life Balance (X1)	.404	.065	.539	6.182	.000	0.885 / 1.129
Work Stress (X2)	.006	.015	.033	.377	.707	0.885 / 1.129

Dependent Variable: Employee Performance

Based on the multicollinearity test results, both variables have a Tolerance value of 0.885 (> 0.10) and a VIF value of 1.129 (< 10). This indicates that there are no symptoms of multicollinearity among the independent variables. Therefore, the regression model meets the multicollinearity assumption and is feasible for further analysis.

Multiple Linear Regression Analysis

Table 6. Multiple Linear Regression Results

Model	B	Std. Error	Beta	t	Sig.
(Constant)	11.688	3.036		3.850	.000
Work-Life Balance (X1)	.404	.065	.539	6.182	.000
Work Stress (X2)	.006	.015	.033	.377	.707

Dependent Variable: Employee Performance

Based on the regression results, the equation obtained is:

$$Y = 11.688 + 0.404X_1 + 0.006X_2$$

The partial test results show that the work-life balance variable (X1) has a significance value of 0.000 (< 0.05), indicating that work-life balance has a significant effect on employee performance. Thus, hypothesis H1 is accepted. Meanwhile, the work stress variable (X2) has a significance value of 0.707 (> 0.05), indicating that work stress does not have a significant effect on employee performance. Thus, hypothesis H2 is rejected.

Simultaneous Test (F-Test)

Table 7. F-Test (ANOVA)

Model	Sum of Squares	df	Mean Square	F	Sig.
Regression	1209.734	2	604.867	20.770	.000b
Residual	3116.121	107	29.123		
Total	4325.855	109			

a. Dependent Variable: Employee Performance b. Predictors: (Constant), Work-Life Balance, Work Stress

The simultaneous test (F-test) results show a calculated F-value of 20.770 with a significance level of 0.000 (< 0.05). This indicates that the variables of Work-Life Balance and Work Stress together have a significant effect on Employee Performance, thus accepting hypothesis H3.

Coefficient of Determination

Table 8. Coefficient of Determination (R^2)

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.529a	.280	.266	5.397

a. Predictors: (Constant), Work Stress, Work-Life Balance

An Adjusted R Square value of 0.266 indicates that 26.6% of employee performance variation can be explained by the variables of work-life balance and work stress, while the remaining 73.4% is influenced by other variables not examined in this study.

The Effect of Work-Life Balance on Employee Performance

Based on the t-test results, a t-value of 6.182 was obtained with a significance level of 0.000 (< 0.05), indicating that work-life balance has a positive and significant effect on employee performance. The regression coefficient of 0.404 indicates that the better the work-life balance of employees, the higher their performance. Thus, the first hypothesis (H1) is accepted.

The results of this study are in line with previous research by Firdaus (2025), which states that work-life balance has a positive and significant effect on employee performance. In addition, Dwitanti et al. (2023) also found that work-life balance plays an important role in improving employee performance, both directly and through a reduction in work stress. These findings indicate that PT Lao Chow Indonesia employees who are able to balance work and personal life tend to have more stable psychological conditions, higher job satisfaction, and better work motivation, enabling them to work more focused and productively. Theoretically, the results of this study support the opinion of Fisher et al. (2009), who stated that work-life balance allows individuals to manage the demands of work and personal life in a balanced manner to increase work productivity.

The Effect of Work Stress on Employee Performance

Based on the t-test results, a t-value of 0.377 was obtained with a significance level of 0.707 (> 0.05), indicating that work stress does not have a significant effect on employee performance. The regression coefficient of 0.006 indicates a very weak and insignificant positive relationship; therefore the second hypothesis (H2) is rejected.

The results of this study are in line with the findings of Claudia et al. (2022), who stated that work stress does not have a significant effect on employee performance. In addition, research by Rhimba Prastita et al. (2025) also found that work stress has a positive but insignificant effect on performance. The insignificant effect of work stress indicates that the stress levels of PT Lao Chow Indonesia employees are still within reasonable limits and can be controlled, so that they do not interfere with the performance of tasks. This condition is supported by adaptability, work experience, and a work system that allows for effective stress management.

The Simultaneous Effect of Work-Life Balance and Work Stress on Employee Performance

Based on the F-test results, a calculated F-value of 20.770 was obtained with a significance level of 0.000 (< 0.05), indicating that work-life balance and work stress simultaneously have a significant effect on employee performance. The Adjusted R Square value of 0.266 indicates that 26.6% of the variation in employee performance can be explained by these two variables, while the remaining 73.4% is influenced by other factors outside the scope of this study. Thus, the third hypothesis (H3) is accepted.

These findings show that employee performance is influenced by a combination of interacting factors, where work-life balance creates positive psychological conditions and work stress management helps maintain employee focus and productivity. The results of this study are in line with the research by Fery Fujiyanto et al. (2025) and Pradana (2022), which state that work-life balance and work stress simultaneously affect employee performance. Theoretically, these results reinforce the view that employee performance is a multidimensional construct influenced by psychological and organizational factors, making the simultaneous management of work-life balance and work stress important for improving employee performance sustainably.

E. CONCLUSION

Based on the results of data analysis and discussion, this study shows that work-life balance has a significant effect on employee performance at PT Lao Chow Indonesia. The better the balance between work and personal life that employees have, the higher their performance will be. Employees who are able to manage their time, roles, and responsibilities at work and in their personal lives well tend to work more focused, productive, and responsible in completing tasks.

Conversely, work stress does not have a significant effect on employee performance. The level of stress felt by employees is still within tolerable limits and has not had a negative impact on

performance. The work stress that arises tends to be manageable, so it does not interfere with employees' ability to complete their work effectively.

Simultaneously, work-life balance and work stress have a significant effect on the performance of PT Lao Chow Indonesia employees. These two variables together contribute to improved performance, although they do not fully explain the variation in employee performance. Thus, the implementation of good work-life balance and effective work stress management remain important factors that companies need to consider in their efforts to support and optimize employee performance.

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