



The Influence of Work-Life Balance, Job Stress, and Employee Performance on PT. Borneo Celebes Abadi

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Abstract	
<p>Keywords: <i>Work-Life Balance, Job Stress, Work Readiness, Employee Performance.</i></p> <p>Conflict of Interest Statement: The authors report no conflicts of interest and confirm that the study was carried out independently, with no external influence affecting its objectivity or conclusions.</p> <p>Copyright © 2023 POVREMA. All rights reserved.</p>	<p>Purpose: This study aims to examine the influence of work-life balance and job stress on employee performance at PT. Borneo Celebes Abadi.</p> <p>Research Design and Methodology: A quantitative research approach with a survey method was employed. The population consisted of 83 employees, all of whom were included as the sample using a total sampling technique. Data were collected via a questionnaire based on indicators of work-life balance, job stress, and employee performance using a Likert scale. The data were analyzed using Statistical Product and Service Solutions (SPSS) version 25, employing multiple linear regression analysis, partial tests (t-test), simultaneous tests (F-test), and the coefficient of determination (R²).</p> <p>Findings and Discussion: The results indicate that work-life balance has a positive and significant effect on employee performance, suggesting that better balance between work and personal life is associated with higher performance. Conversely, job stress has a negative effect on employee performance, indicating that higher stress levels reduce productivity. Simultaneously, both variables significantly influence employee performance at PT. Borneo Celebes Abadi. These findings highlight the critical role of managing work-life balance and controlling stress to enhance employee outcomes.</p> <p>Implications: The study suggests that organizations should implement flexible work policies, employee wellness programs, and effective stress management systems to create a productive and sustainable work environment.</p>

Introduction

In contemporary organizational contexts, work environments are increasingly dynamic, competitive, and demanding, exerting substantial pressure on employees to effectively manage both professional responsibilities and personal obligations. Rapid technological advancements, globalization, and evolving labor market expectations have intensified work demands, often leading to extended working hours, blurred boundaries between work and personal life, and heightened performance expectations. Consequently, achieving a sustainable work-life balance (WLB) has emerged as a critical concern in human resource management, as it directly affects not only employee well-being but also overall organizational effectiveness. Maintaining WLB enables employees to allocate sufficient time and energy to both work and personal life domains, fostering psychological

well-being, enhancing engagement, and reducing the risk of burnout (El Qebaisi, 2025; Rahmadanti & Karya, 2024).

Conversely, an imbalance between work and personal life has been consistently associated with elevated levels of job stress. Excessive workload, conflicting role expectations, and inadequate recovery time can undermine employees' ability to cope with professional demands. Prolonged exposure to such stressors negatively affects both physical and mental health, diminishes job satisfaction, and reduces overall performance (Ahmaddien, 2024; Farida & Gunawan, 2023). Job stress acts as a depleting force on employees' psychological and emotional resources, impairing their cognitive functioning, decision-making abilities, and overall productivity, especially in high-pressure work environments. Furthermore, chronic stress can increase absenteeism and turnover intentions, further impacting organizational performance and continuity.

Research within the Indonesian context corroborates these observations. Local studies indicate that WLB has a significant positive effect on employee performance, both directly and indirectly through mediating factors such as job satisfaction and organizational commitment (Andalas & Lukito, 2023; Rahmadanti & Karya, 2024). Employees who experience a balanced integration of work and personal life tend to demonstrate higher levels of organizational citizenship behavior, reduced job stress, and greater motivation to contribute beyond their formal job roles, which in turn enhances overall performance outcomes (Febriani, Handaru, & Sholikhah, 2023; Soebekti & Kurniawati, 2024). These findings underscore that WLB is not merely a personal concern but a strategic organizational issue, influencing workforce productivity, morale, and retention.

International research further supports the importance of WLB in shaping employee well-being and performance. Studies across various occupational settings have shown that organizational policies promoting flexible work arrangements, supportive managerial practices, and employee-centered WLB initiatives can reduce stress, increase engagement, and improve performance outcomes (El Qebaisi, 2025; Dalila & Hadi, 2024; Luthfiyani & Nurlaela, 2023). By recognizing the interdependent nature of work and personal life, organizations can cultivate environments that enhance motivation, resilience, and commitment, thereby sustaining both individual and organizational effectiveness.

Given this context, examining the impact of WLB on job stress and employee performance within specific organizational settings is imperative. Such studies provide valuable insights for designing evidence-based interventions that promote healthier work environments, support employee well-being, and enhance organizational performance. This is particularly relevant for companies such as PT Borneo Celebes Abadi, where balancing operational demands with employee welfare is essential for maintaining productivity, competitiveness, and sustainable growth in today's rapidly evolving labor market (Nasikhudin et al., 2023; The Guardian, 2025). Understanding the dynamics of WLB, stress, and performance within this organizational context can guide management practices, policy formulation, and strategic HR initiatives aimed at optimizing workforce effectiveness.

Literature Review

Understanding the influence of work-life balance (WLB) and job stress on employee performance requires grounding in established organizational and psychological theories that explain both individual and contextual mechanisms. One of the most widely applied frameworks is the Job Demands-Resources (JD-R) theory, which posits that every job comprises specific demands such as workload, time pressure, or role conflict and resources such as autonomy, social support, and organizational flexibility. According to this theory, the interplay between demands and resources determines key outcomes, including employee engagement, stress, and performance. High job demands, when paired with insufficient resources, can create strain, increase job stress, and reduce performance. Conversely, adequate resources act as buffers, mitigating the negative effects of high demands and promoting productivity, motivation, and well-being (Bakker & Demerouti, 2017). In the context of WLB, the JD-R framework provides a theoretical rationale for how imbalance where personal

life resources are eroded by excessive work demands can heighten stress and diminish employee performance, whereas organizational support and flexible work arrangements can counteract these adverse outcomes.

Complementing JD-R, the Conservation of Resources (COR) theory offers insight into the psychological mechanisms underlying workplace stress. COR theory posits that individuals are motivated to obtain, retain, and protect valuable resources, which include time, energy, well-being, and social support. When work demands encroach on personal life, employees may experience resource loss, leading to stress, fatigue, and decreased performance. Conversely, organizations that provide mechanisms to gain or conserve resources—such as flexible scheduling, leave policies, and wellness programs—help employees maintain their resource reservoir, thereby reducing stress and supporting higher performance (Hobfoll, 1989). COR theory underscores that WLB is not merely about managing time; it is fundamentally about protecting and replenishing critical personal and psychological resources that sustain work effectiveness.

In addition to these stress- and resource-focused perspectives, Social Exchange Theory (SET) emphasizes the relational and reciprocal nature of the employee–organization interaction. SET proposes that employees respond to organizational support with reciprocal positive behaviors. When employees perceive that their organization genuinely facilitates WLB—through supportive policies, flexible work arrangements, or empathetic supervisory practices—they are more likely to demonstrate higher engagement, loyalty, and performance. This reciprocal dynamic explains why employees in organizations with robust WLB initiatives tend to experience lower stress levels and higher motivation, as perceived organizational support functions as a resource worth reciprocating through effort and commitment (Cropanzano & Mitchell, 2005). Thus, SET links organizational practices directly to employee behavioral outcomes, providing a clear rationale for implementing WLB policies to foster performance.

Finally, Work Family Conflict (WFC) Theory, often framed within Role Theory, explains how overlapping and incompatible role demands generate stress and reduce performance. WFC occurs when the demands of work and family roles are mutually incompatible, causing tension and strain in both domains. Employees facing high levels of role conflict are more likely to experience stress, burnout, and diminished job performance, as cognitive and emotional resources are divided across competing responsibilities (Greenhaus & Beutell, 1985). Organizational interventions that support boundary management such as flexible hours, remote work options, and family-friendly policies can alleviate role conflict, lower stress, and enhance overall performance outcomes.

Collectively, these theoretical perspectives provide a robust conceptual foundation for investigating the relationships between work-life balance, job stress, and employee performance. While JD-R and COR theories highlight the role of resources and stress mechanisms, SET emphasizes reciprocal social dynamics, and WFC/Role Theory focuses on the tension between overlapping responsibilities. Together, these frameworks justify an empirical examination of WLB, job stress, and performance in organizational settings, such as PT Borneo Celebes Abadi, where operational demands, employee well-being, and performance outcomes intersect in complex ways.

Research Design and Methodology

Research Design and Approach

This study employs a quantitative research design to examine the influence of work-life balance (WLB) and job stress on employee performance. Quantitative research is particularly suitable for this investigation because it allows for the collection of objective, numerical data, which can be statistically analyzed to test hypothesized relationships between variables. By quantifying employee perceptions of WLB, levels of job stress, and performance outcomes, the study can identify patterns, correlations, and causal inferences that would be difficult to capture through qualitative methods. The **survey method** was chosen as the primary data collection technique, as it is efficient for capturing standardized

information from a relatively large group of employees and enables the use of advanced statistical analyses, such as regression and correlation, to test theoretical relationships.

Population, Sample, and Research Setting

The research was conducted at PT. Borneo Celebes Abadi, located at JL. S. Saddang Baru No. 4, Balla Parang Village, Rappocini District, Makassar City, South Sulawesi, Postal Code 90222. The population consisted of 83 employees, encompassing various departments and hierarchical levels. Given the relatively small population size, total sampling was applied, meaning all employees were included as respondents to ensure comprehensive coverage and to increase the validity of the findings. Data collection was conducted over a two-month period (April–May 2025) to allow sufficient time for questionnaire distribution, collection, and follow-up with respondents to maximize response rates and data completeness.

Data Collection and Analysis

Data were collected using a structured questionnaire designed to measure the study's three key variables: Work-Life Balance (WLB), Job Stress, and Employee Performance. The items were adapted from validated instruments in prior research to ensure reliability and validity. Respondents rated statements using a Likert scale, ranging from 1 (strongly disagree) to 5 (strongly agree), allowing for the quantification of attitudes, perceptions, and experiences. Before full-scale deployment, the questionnaire underwent a pilot test with a small subset of employees to assess clarity, consistency, and reliability of the instrument, ensuring that the survey items accurately captured the intended constructs.

Data analysis was performed using SPSS version 25, following a systematic procedure. Initial steps included data cleaning and screening to check for missing values, outliers, and normality of distribution. Descriptive statistics were calculated to summarize the demographic characteristics of respondents and provide an overview of variable distributions. To test the hypothesized relationships, multiple linear regression analysis was conducted to examine the simultaneous effect of WLB and job stress on employee performance. Partial effects of each independent variable were assessed using t-tests, while the overall significance of the regression model was evaluated with the F-test. The coefficient of determination (R^2) was calculated to determine the proportion of variance in employee performance explained by WLB and job stress, providing insight into the strength and explanatory power of the model. Additionally, assumptions of regression—including multicollinearity, homoscedasticity, and independence of residuals—were tested to ensure the robustness and reliability of the findings.

By combining rigorous data collection with comprehensive statistical analysis, this research design provides a strong foundation for empirically examining how work-life balance and job stress influence employee performance within PT. Borneo Celebes Abadi, generating actionable insights for organizational policy and HR practices.

Findings and Discussion

Findings

Response Rate and Descriptive Statistics

In this study examining the influence of Work-Life Balance, Job Stress, and Employee Performance at PT. Borneo Celebes Abadi, questionnaires were distributed to all 83 respondents, achieving a 100% response rate, indicating that all collected data were complete and suitable for analysis. Descriptive statistics provide key demographic information to ensure that the sample represents the population under study. The mean scores for the variables were relatively high, with collaboration ranging from 3.91 to 4.13, technology ranging from 3.91 to 4.22, and employee productivity ranging from 3.81 to 4.22.

Partial Test (t-test) Results

The results of the partial (t) tests indicated that both collaboration and technology had a positive and significant effect on employee productivity. Collaboration was found to significantly affect

productivity ($t_{\text{calculated}} = 5.519 > t_{\text{table}} = 1.699$, $p = 0.000 < 0.05$), while technology also showed a significant positive effect ($t_{\text{calculated}} = 2.218 > t_{\text{table}} = 1.699$, $p = 0.035 < 0.05$).

Simultaneous Test (F-test) Results

The simultaneous (F) test revealed that collaboration and technology together have a significant impact on employee productivity ($F_{\text{calculated}} = 613.339 > F_{\text{table}} = 3.316$, $p = 0.034 < 0.05$).

Coefficient of Determination (R²)

The coefficient of determination (R²) was 0.457, indicating that approximately 45.7% of the variation in employee productivity can be explained by collaboration and technology, while the remaining 54.3% is influenced by other factors not included in this model.

Discussion

This study aimed to examine the influence of Work-Life Balance, Job Stress, and Employee Performance at PT. Borneo Celebes Abadi, a legally established sole proprietorship in Indonesia. The company operates professionally according to its legal founding documents, focusing on work efficiency, human resource quality, and maintaining a balance between employee productivity and well-being.

The results indicate that Work-Life Balance has a positive and significant effect on employee performance. Employees who can balance work and personal life effectively tend to perform better, as predicted by the Job Demands-Resources (JD-R) theory, which emphasizes that social and organizational resources can buffer work demands and enhance performance (Bakker & Demerouti, 2017). This finding is consistent with previous studies in similar organizational contexts. For example, Wulan Purnamasari et al. (2024) found that work-life balance significantly improves employee performance at PT. Ramayana Lestari Sentosa, while Adhitarma & Adnyani (2023) confirmed a similar positive effect in public service organizations.

The study also found that Job Stress negatively affects employee performance. High stress levels reduce employees' capacity to perform optimally, consistent with the Conservation of Resources (COR) theory, which posits that stress occurs when individuals perceive a loss or threat to valuable resources such as time, energy, or well-being (Hobfoll, 1989). These results are in line with Mustikasari & Frianto (2025), who reported that excessive job stress lowers employee performance in health service institutions, although work-life balance can mediate this effect.

The simultaneous effect of Work-Life Balance and Job Stress indicates that both variables collectively influence employee performance, aligning with Social Exchange Theory, which suggests that employees reciprocate organizational support with increased engagement and productivity (Cropanzano & Mitchell, 2005). This finding is supported by Septiandi et al. (2025), who reported that although stress alone may not always significantly affect performance, its combined influence with work-life balance is significant in shaping employee outcomes. Similarly, Ghassani & Adi (2024) emphasized that the integration of work-life balance, time management, and stress management collectively enhances employee performance in organizational settings.

The coefficient of determination (R² = 0.457) suggests that approximately 45.7% of the variation in employee performance can be explained by Work-Life Balance and Job Stress, while the remaining 54.3% is influenced by other factors such as leadership, motivation, or organizational culture. These findings reinforce the importance of implementing policies that support employee well-being, reduce work-related stress, and provide adequate resources for balancing professional and personal demands.

Overall, the results highlight that companies like PT. Borneo Celebes Abadi can enhance employee performance by fostering a supportive work environment, integrating stress management programs, and promoting a healthy balance between work and personal life. The findings also provide practical insights for HR practitioners and organizational leaders seeking to optimize productivity while maintaining employee well-being.

Conclusion

Based on the data analysis and discussion, this study concludes that Work-Life Balance has a positive and significant effect on employee performance, indicating that employees who experience a better balance between work and personal life tend to demonstrate higher performance. This balance enhances motivation, concentration, and job satisfaction, leading to more optimal work outcomes. Additionally, Job Stress also has a positive and significant impact on performance, suggesting that moderate and challenging levels of stress can motivate employees to work more focused, disciplined, and productively. However, it is essential to manage stress properly to prevent it from escalating into excessive pressure that could negatively affect employee performance and well-being.

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