

FROM STRESS TO SUCCESS: HOW WORK-LIFE BALANCE AND ORGANIZATIONAL SUPPORT INFLUENCE EMPLOYEE PERFORMANCE

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Abstract: *This study aims to investigate the impact of work-life balance, organizational support, and job stress on employee performance. The study sample consists of 134 individuals who are employed in the Grobogan Regency Regional Secretariat. This study employs a quantitative methodology. The conducted tests encompass validity and reliability assessments, f-tests and determination tests for model evaluation, multiple regression analysis tests, and hypothesis tests performed using SPSS 26. Studies indicate a strong and meaningful correlation between work-life balance, organizational support, work stress, and employee performance. Consequently, when the work-life balance, organizational support, and job stress levels rise, so does employee performance.*

Keywords: *employee performance organizational support, work-life balance, work stress,*

1. Introduction

One of the most valuable assets that a company possesses is its human resources, which can include both planners and actors who are involved in a variety of activities within the firm. In the context of a company, human resources are comprised of individuals who possess thoughts, feelings, desires, statuses, and academic backgrounds that can be considered applicable. Unlike money, machinery, and materials, which are all positive and can be totally controlled to support a company's goals, human resources are not positive and can be manipulated in any way. Goals in an organization effect technology and workers. Human resources can perform well if managed well. An organization will not run well without the support of human resources in it. Therefore, it is very necessary to have high performance from human resources in carrying out certain tasks so that organizational goals can be achieved (Yuliadi & Sutianingsih, 2023). With good human resource performance, it is expected to be able to meet a need that exists in the organization as a whole and tends to be a contribution to a performance, especially to employees (Jesi & Sentoso, 2023).

Organizational continuity depends on employee performance. According to Armstrong (2009), performance is the consequence of effort that supports organizational strategy, satisfaction, and the economy. Mendis & Weerakkody (2017) define employee performance as the ability to complete tasks that help the firm and employees achieve goals. Good work performance means job happiness. Likewise, poor employee performance at work indicates that employees are less satisfied with their work (Setiawan & Ekhsan, 2021). Employees with poor or declining performance can be said to have a low quality of work life. According to Buono (1998) stated that the quality of work life includes activities in the work company that can arouse work spirit in carrying out the task of achieving the company's goals.

In addition to requiring employees to be able to carry out every company goal that must be achieved, the company must also pay attention to the flexibility of employees' work in carrying out their social life. Everyone needs a life balance between personal life and worklife (worklife balance). According to Mohanty (2016), natural changes in the workplace, particularly when combined with changes in socio-cultural levels, have resulted in imbalances between the personal lives and professional lives of employees. Due to escalating demand, stress, and family priorities, balancing work and family has gotten harder. According to Fayyazi & Aslani (2015), work-life imbalance negatively affects employee attitudes and behaviours, which lowers organizational performance and effectiveness. For employees to balance work and family, firms must provide a flexible atmosphere. The existence of a good work-life balance can also foster the desire of employees to stay and survive in the organization. Commitment has an important role in improving employee performance in the company.

Organizational support is needed to improve employee performance and work-life balance. The level to which employees believe the organization values their participation, support, and well-being is called organizational support (Rhoades & Eisenberger, 2002). For employee behaviour, organizational support is crucial. Organizations must foster consumer orientation. According to Gronroos (1990), organizational and management support motivates staff to be customer-focused. According to Meglino et al. (1989), people who share the organization's values will interact efficiently with its value system, reduce uncertainty, conflict, and increase satisfaction and performance.

Work stress is a state or condition of tension that is associated with an opportunity, obstacle or demand, Robbin (2002). Work stress is a person's response to conditions that are felt both physically and psychologically excessively due to an internal or external work demand. Robbins and Judge (2008) said that one of the effects of psychological stress is that it might lower employee job satisfaction. Job satisfaction is defined as an emotional attitude that is pleasant and loves their work. Robbins and Judge (2008) mentioned that job satisfaction is a result of psychological stress. Husein (2005) stated that job satisfaction will later be linked to several outputs, including performance (work achievement), which is the result of a person/group in the organization achieving a goal. Performance is measured by the company's efficiency and effectiveness.

2. Theoretical Foundations and Hypotheses

a. Work life balance

Work-life balance involves managing work, family, and personal obligations (Keelan, 2015). Noor (2011) defines work-life balance as juggling work, family, and other personal obligations. Balance in life demands helps employees handle their duties, reducing conflict and promoting peace. Work-life balance is needed to manage absenteeism, health stress, labor retention, and an empathic and socially responsible company image (Mordi et al., 2013). A study conducted by Ajith & Patil (2013) related to work-life balance shows that employees who can balance work and personal interests can occur due to better work-life balance regulations. In a study, Chalofsky (2003) said that work-life balance can be achieved by balancing work and time freedom through a flexible work environment. Meanwhile, a healthy balance between work and personal affairs ranks higher than wages financially, as shown in a study conducted by Shah et al (2019).

When the balance between the employee's work and personal life occurs, there will be a tendency for employees to focus more on their work, creating a feeling of happiness and positivity in carrying out their work (Riffay, 2019). This can provide a

positive perception from employees that the organization provides opportunities for employees to meet their personal needs in addition to simply demanding the employee's obligations for their work. This positive perception is what forms the emotional bond of employees that the organization cares about the employee's work-life balance. According to research conducted by Noviani (2021), Murti et al. (2024) and Sutianingsih and Rifky (2023) stated that there is a positive and significant influence between work-life balance and employee performance.

H1: Work life balance has a positive and significant effect on employee performance

b. Organizational support

Krishnan and Mary (2012) define organizational support as a company's sensitivity to appreciate and acknowledge employee involvement as well as concern for their well-being. Organizational support in the view of employees is how the organization values and cares for them and how much it supports its employees (Iqbal & Hashmi, 2015). According to Colakoglu et al (2010), organizational support is very important for employees as a factor that affects the level of employee job satisfaction and employee commitment. As in Tan's (2008) research, support from the organization represented by supervisors includes performance evaluation, career development, and work direction. Ahmad et al. (2017) also emphasized that if employees receive sufficient support from supervisors, then employees will show positive behavior towards the company. Another study by Tumwesigye (2010) states that employees will be committed to being part of the organization for a long time if the organization appreciates the effort and cares about the welfare of employees.

Rasool, et al. (2021) stated that employee involvement is a source of physical and emotional relationships between employees and certain companies. An employee works more progressively, builds the company's values or reputation, and is enthusiastic about working if there is support from the organization. Aktar and Pangil (2018) explained that organizations that provide a lot of support and attention to employees can make employees feel obliged and more dedicated to their work. According to research conducted by Arifin & Darmawan (2021), Marbun & Jufrizen (2022), Sunardi and Sutianingsih (2023) stated that there is a positive and significant influence between organizational support and employee performance.

H2: Organizational support has a positive and significant effect on employee performance

c. Work stress

Hasibuan (2013) defines work stress as tension that impacts emotions, thoughts, and health. Mangkunegara (2011) defined work stress as pressure from work. Fahmi (2013) noted that work stress puts strain on one's self and spirit beyond one's ability, therefore if left unresolved, it will harm one's health. Stress usually follows circumstances that influence a person's mind and are beyond his control, suppressing his spirit. Griffin and Moorhead (2008) describe stress as a person's adaptive response to excessive psychological or physical pressures.

Work-related stress is a significant determinant of employee performance. As the level of stress increases, the negative effect on an individual's performance also intensifies. Stress can lead to heightened emotions, elevated blood pressure, anxiety, insomnia, and digestive issues, all of which can contribute to increased irritability in individuals. Based on the research conducted by Simanjuntak et al. (2021) and Rohman

& Ichsan (2021), it has been found that job stress has a favorable and significant impact on employee performance. Therefore, the proposed research hypothesis is as follows:

H3: Work stress has a positive and significant effect on employee performance

d. Employee performance

Rivai (2016) defines employee performance as real behavior that everyone exhibits as work achievements made by employees in accordance with their function. Individual, psychological, and organizational aspects affect performance, according to Gibson (2010). Work and conduct over a time determine employee performance, according to Kasmir (2016). According to Fahmi (2013), performance is an organization's long-term profit- and non-profit results. Fattah (2017) says personal ability, effort, and organizational support improve performance. Employees can contribute well under this environment. Burso (2018) states that employee quality and quantity of work performances, both individually and in groups, boost organizational productivity.

3. Research Method

The research was carried out at the Regional Secretariat of Grobogan Regency. The population for this study consists of 202 individuals, and the sample size will be determined using the Slovin algorithm. The sample calculation using the Slovin formula yielded a result of 134 individuals, who were projected to effectively reflect the entire population. The data was collected by distributing a questionnaire to 134 workers of the Grobogan Regency Regional Secretariat. The questionnaire return rate was 100%, with all 134 respondents completing the form. The technique to test the data uses validity and reliability tests and then continues to analyze the research data using multiple liner regression.

4. Results and Discussion

4.1. Results

4.1.1. Uji Validitas dan Reliabelitas

Table 1. Validity and Reliability Test

| Variabel | Item | Calculate r value | Cronbach Alpha |
|-------------------------------|-------|-------------------|----------------|
| <i>Work life balance</i> (X1) | WLB 1 | 0,638 | 0,615 |
| | WLB 2 | 0,628 | |
| | WLB 3 | 0,512 | |
| | WLB 4 | 0,697 | |
| | WLB 5 | 0,685 | |
| Organizational support (X2) | DO 1 | 0,603 | 0,678 |
| | DO 2 | 0,656 | |
| | DO 3 | 0,659 | |
| | DO 4 | 0,625 | |
| | DO 5 | 0,757 | |
| Work stress (X3) | SK 1 | 0,755 | 0,645 |
| | SK 2 | 0,680 | |
| | SK 3 | 0,674 | |
| | SK 4 | 0,584 | |

| | | | |
|--------------------------|------|-------|-------|
| | SK 5 | 0,590 | |
| Employee performance (Y) | KP 1 | 0,409 | 0,601 |
| | KP 2 | 0,273 | |
| | KP 3 | 0,309 | |
| | KP 4 | 0,477 | |
| | KP 5 | 0,374 | |

Source: Data processing 2024

Based on the results of the validity test in table 1, the variables of work stress, work conflict, workload and employee performance were obtained, all of which had values greater than 0.5. This shows that the sufficiency of the sample is met. The value of the loading factor in all variable indicators of work life balance (X1), organizational support (X2), work stress (X3) and employee performance (Y) > 0.4. Thus, all indicators can be declared valid. In the reliability test, the conbach alpha value on all variables is greater than 0.6, then all variables can be declared reliable.

4.1.2. Uji F

Table 2. Test F

| Model | | Sum of Squares | df | Mean Square | F | Sig. |
|-------|------------|----------------|-----|-------------|--------|--------------------|
| 1 | Regression | 599,454 | 3 | 199,818 | 70,636 | 0,000 ^b |
| | Residual | 367,747 | 130 | 2,829 | | |
| | Total | 967,201 | 133 | | | |

Sumber: Olah data 2024

The significant value of the equation model was 0.000, which is less than 0.05, according to table 2. The model is deemed suitable for further analysis, according to this interpretation.

4.1.3. Coefficient of Determination Test

Table 3. Coefficient Determination Test

| Model | R | R Square | Adjusted R Square | Std. Error of the Estimate |
|-------|-------------------|----------|-------------------|----------------------------|
| 1 | .787 ^a | .620 | .611 | 1.68191 |

Source: Data processing 2024

The adjusted R-squared value is 0.611, according to table 3. This indicates that other variables account for up to 38.9% of the variance in employee performance, whereas work-life balance, organizational support, and job stress only account for 61.1%.

4.1.4. Multiple Linear Regression Analysis

Table 4. Multiple Linear Regression Test

| Model | | Unstandardized Coefficients | | Standardized Coefficients | t | Sig. |
|-------|-------------------|-----------------------------|------------|---------------------------|--------|-------|
| | | B | Std. Error | Beta | | |
| 1 | (Constant) | -0,484 | 1,336 | | -0,362 | 0,718 |
| | Work Life Balance | 0,464 | 0,069 | 0,424 | 6,733 | 0,000 |

| | | | | | | |
|--|------------------------|-------|-------|-------|-------|-------|
| | Organizational Support | 0,191 | 0,071 | 0,206 | 2,673 | 0,008 |
| | Work Stress | 0,311 | 0,068 | 0,331 | 4,571 | 0,000 |

Source: Data processing 2024

From the findings of multiple linear regression analysis in table 4, the following equation is obtained: The equation, $Y = 0.424 X_1 + 0.206 X_2 - 0.331 X_3$, can be described as follows:

The regression coefficient of the work life balance variable (X_1) is 0.424 (positive), indicating that stronger work life balance improves employee performance. Organizational support (X_2) has a positive regression value of 0.206, indicating that stronger support improves employee performance. The regression coefficient on work stress (X_3) is 0.331 (positive), indicating that higher work stress improves employee performance.

4.1.5. Test t

Table 4 shows that the work-life balance variables' t-test results are 6.733, which exceeds the crucial t-value of 1.656. The p-value is 0.000, below 0.05. Thus, H_0 is rejected while H_a is accepted. This suggests that work-life balance boosts employee effectiveness. Table 4 of the organizational support variable section shows a t test value of 2.673, higher than 1.656. The significance level is 0.008, below 0.05. Thus, H_0 is rejected while H_a is accepted. This suggests that organizational support boosts employee performance. Table 4 shows that the job stress factors' t-test value was 4.571, higher than the essential t-table value of 1.656. The null hypothesis (H_0) is rejected and the alternative hypothesis (H_a) accepted because 0.000 is less than 0.05. Thus, work stress boosts employee performance.

4.2. Discussion

Work-life balance boosts employee performance significantly. We can accept the work-life balance hypothesis on employee performance. Work-life balance positively and significantly affects employee performance, according to Noviani (2021) and Murti et al. (2024). This shows that work-life balance improves employee effectiveness.

Having the backing of the organization greatly enhances the performance of its employees. An organization's ability to motivate its employees to do their best is a reasonable assumption. Both Darmawan (2021) and Marbun & Jufrizen (2022) found that when employees have the backing of their organization, it has a favorable and significant impact on their performance.

Work stress boosts performance. Work stress on employee performance is a valid hypothesis. This study supports Simanjuntak et al. (2021) and Rohman & Ichsan (2021) findings that work stress improves employee performance. This shows that greater stress management improves employee performance.

5. Conclusion

Based on research that has been conducted on work-life balance variables, organizational support and work stress on employee performance, it can be concluded that work-life balance significantly improves employee performance. We can accept the work-life balance hypothesis on employee performance. This shows that work-life balance increases employee effectiveness. The subsequent support of the organization has significantly improved employee performance. The hypothesis of organizational support for employee performance is valid. This shows that employee performance improves with the help of the company. Finally, the variable of work

stress improves performance. Work stress on employee performance is a valid hypothesis. This indicates that greater stress management improves employee performance.

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