

Work-Life Balance and Employee's Work-Stress

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ABSTRACT

This research aims to determine the relationship between work-life balance and employees' work stress on. The hypothesis proposed is that there is a negative relationship between work-life balance and work stress on employees. The number of subjects in this study were 80 employees. This data collection uses a work-life balance scale and a work stress scale. The data analysis technique used is product moment correlation. Based on the results of data analysis, the correlation coefficient on work life balance with work stress $r_{xy} = -0.210$ ($p \leq 0.05$). The results of this study indicate that there is a negative relationship between work life balance and work stress. From the results of the calculation of the value of determination (R^2) obtained by 0.044. This shows that the work-life balance variable gives 4% of the tendency of low work stress on employees. The remaining 96% is related by other variables not included in this study.

Keywords: work-life balance, work-stress, employees

Introduction

Human resources are the driving force in an organization because in the absence of manpower or employees, organizational activities will not run properly. The role and importance of HR in the organization is if all the potential resources owned by humans that can be used as an effort to achieve success in achieving goals both personally individual and in the organization or company where the HR is located. In this case, the workforce plays an active role in determining a plan, system, process, and organizations' goals.

According to Sumarsono (2003), human resources have two different meanings: First, it is a work or service effort that is provided to carry out the production process. In other words, HR is the quality of effort made by a person within a predetermined period of time in order to produce goods or services. The second is that HR is still related to the first thing where humans who can work then produce a service from their work efforts. Being able to work in this case means being able to carry out various activities that have economic value or in other words, an activity that can produce goods and services to meet the needs of society.

Among all the resources that sustain the running of the company, human resources are the resources that have the most dominant contribution. Humans always play an active and dominant role in every organizational activity because humans become planners, actors, and determinants of the realization of organizational goals (Hasibuan, 2015). Therefore, the quality and quantity of the workforce should be in accordance with the needs of the organization to be effective and efficient in order to achieve the goals of an organization (Hasibuan, 2015). In the company itself, human resources are known as employees mentioned above if humans are the most dominant resource in the movement of the company. This is added according to Hasibuan (2015) if Employees are everyone who works by selling their energy (physical and mind) to a company and getting compensation in accordance with the agreement.

Workloads that are too heavy with short deadlines, duplicate tasks, and especially if you often get additional tasks and overtime which in its completion is quite time-consuming, be it time to rest or even free time for personal life such as hobbies, or family. This can trigger employees to experience work stress, and because of these obstacles, employees find it difficult to balance their work life and life outside work.

According to Luthans (2006) work stress as an adaptive response to external situations that cause physical, psychological, and or behavioral deviations in organizational members. In a company, the bigger a company is, the more employees work in it so there is also a high possibility of problems arising in it, and individual problems in it. Robbins and Judge (2015) stress is a dynamic condition in which an individual is conflated with an opportunity, constraint, or demand associated with what is highly desirable, and the results are perceived as uncertain and important. Weinberg and Gould (2007) define stress as an imbalance between demands (physical and psychological) and the ability to fulfill them.

According to Robbins and Judge (2015), factors that influence work stress are environmental, organizational and individual factors. Individual factors that affect stress include family problems, economic problems and personality characteristics. According to Robbins and Judge (2015) three factors that affect job stress, namely: 1) environmental factors (economic uncertainty, political uncertainty, technological uncertainty), 2) organizational factors (task demands, role demands, interpersonal demands, organizational structure, organizational leadership, organizational life stage), 3) Individual factors (family problems, economic problems, personality).

Work life balance is a concept of balance that involves ambition or career with happiness, leisure, family and spiritual development (Maslichah & Hidayat, 2017).

Meanwhile, according to Clark (2000) work life balance is a theory that explains how individuals manage work and family environments and the boundaries between the two to achieve balance. According to Schermerhorn (in Ramadhani, 2012) work-life balance is the ability of individuals to balance all work activities with their own needs outside of work and with family. This is added by Rincy and Panchanatham (2010) that work life balance is a situation where the conflict experienced by individuals is low and their roles in work and family can run well. In a study conducted by Accenture in 2012, it was also revealed that one of the three problems that employees often complain about as a cause of dissatisfaction and unhappiness at work is the balance between work and personal life. Ross and Vasantha (in Atheya & Arora, 2014) added that work-life balance and work stress go hand in hand. With work-life balance and work stress going hand in hand, it is not impossible that the two do not have a relationship with each other, and with the fulfillment of work-life balance in employees, these employees can avoid work stress.

Methods

This research is a quantitative study that includes two variables, namely the dependent variable and the independent variable. The dependent variable in this study is work stress and work life balance as the independent variable. According to Robbins and Judge (2015), work stress is an excessive workload, feelings of difficulty and emotional tension that hinder individual performance. Meanwhile, work stress according to Mangkunegara (2008) is a feeling of pressure experienced by employees in dealing with work. The work stress variable in this study was measured using a work stress scale compiled based on aspects of work stress according to Robbins and Judge (2015), there are three aspects of work stress, namely: physiological, psychological, behavioral. Work-life balance according to Fisher, et al (2009) is an effort made by individuals to balance two or more roles undertaken by the individual. Meanwhile, according to Westman, Brough, and Kalliath (2009) Work-life balance is the extent to which individuals are involved and equally satisfied in terms of time and psychological involvement with their roles in both work and personal life, and there is no conflict between two roles. The work-life balance variable in this study was measured using a work-life balance scale that was compiled based on aspects of work-life balance, according to Fisher, Bulger, and Smith (2009) there are four aspects of work-life balance, namely: work interferes with personal life (work interference with personal life), personal life interferes with work (personal life interference with work), personal life enhances work (personal life enhancement of work), and work enhances personal life (work enhancement of personal life).

The subjects in this study involved 80 employees. The research conducted by researchers began on 02 August - 08 August 2021. Subjects were selected using the purposive sampling technique, namely sampling which is done by selecting subjects based on certain characteristics or properties that are considered to have a relationship with the characteristics or properties of the population that have been previously known (Hadi, 2016). Hypothesis testing in this study used product moment analysis. This analysis is used to test hypotheses regarding the relationship between two variables, with the help of the SPSS program. The scale used in this study is a Likert scale, which is a scale in which in answering questions the subject is asked to state the suitability or unsuitability of the contents of the statement (Azwar, 2017). The statements in this research scale consist of two directions, namely favorable and unfavorable.

Results

Research data were obtained from work stress and work life balance scales. This research data is used as the basis for hypothesis testing using hypothetical scores and empirical scores. Hypothetical score data and empirical scores described are the minimum score, maximum, range, standard deviation and average (mean). Based on the results of the analysis of hypothetical data scale work stress scale obtained the lowest score of 27 and the highest score of 108. The hypothetical mean is $(1 \times 27) + (4 \times 27) : 2 = 67.5$ with a deviation of $(109 - 27) : 6 = 13,5$. While the empirical data of the occupational stress scale obtained the lowest score of 30 and the highest score of 95 with a mean of 65.7 and a standard deviation of 12.824. The results of the analysis of the hypothetical data scale of the work-life balance scale obtained the lowest score of 24 and the highest score was 96. The hypothetical mean is $(1 \times 24) + (4 \times 24) : 2 = 60$ with a standard deviation of $(96 - 24) : 2 = 36$. The lowest work-life balance scale empirical data obtained was 53 and the highest score was 91 with a mean of 68.7 and a standard deviation of 7.308.

Table 1. Descriptive Statistic of Research Data

Scale	N	Hypothetic Data				Empiric Data			
		Min	Max	M	SD	Min	Max	M	SD
WLB	80	24	96	60	12	53	91	68,74	7,308
Work-stress	80	27	108	57,5	13,5	30	95	65,71	12,824

The categorization to be used is a level based on the normal distribution. The purpose of categorization is to place tiered positions according to a continuum based on the measured attributes (Azwar, 2017). Researchers use three groups of categories, namely high, medium, and low.

Table 2. Categorization Work-life Balance

Formula	Score	Category	Frequency	Percentage
$X < (\mu - 1\sigma)$	$X < 48$	Low	0	0%
$(\mu - 1\sigma) \leq X < (\mu + 1\sigma)$	$48 \leq X < 72$	Medium	56	70%
$X \geq (\mu + 1\sigma)$	$X \geq 72$	High	24	30%
Total			80	100%

Based on the results of the work-life balance data categorization scale, it can be seen that 30% of subjects have a high work-life balance, 70% of subjects have a moderate level of work-life balance, and 0% of subjects have a low level of work-life balance.

Table 3. Categorization Work-stress

Formula	Score	Category	Frequency	Percentage
$X < (\mu - 1\sigma)$	$X < 44$	Low	5	6.3%
$(\mu - 1\sigma) \leq X < (\mu + 1\sigma)$	$44 \leq X < 71$	Medium	49	61.3%
$X \geq (\mu + 1\sigma)$	$X \geq 71$	High	26	32.5%
Total			80	100%

Based on the results of the categorization of work stress data, it can be seen that 32.5% of subjects have high work stress, 61.3% of subjects have moderate levels of work stress, and 6.3% of subjects have low levels of work stress.

Before conducting hypothesis testing, several absolute requirements must be met (Hadi, 2015). This can be done by conducting normality and linearity tests on existing research data. Normality test is an analysis conducted to see whether the research data obtained is normally distributed. This prerequisite test uses the Kolmogorov Smirnov analysis technique.

Table 4. Test of Normality

	Kolmogorov-Smirnov ^a			Shapiro-Wilk		
	Statistic	df	Sig.	Statistic	df	Sig.
WorkLife_Balance	.094	80	.078	.975	80	.124
Work_Stress	.064	80	.200*	.987	80	.629

*. This is a lower bound of the true significance.

a. Lilliefors Significance Correction

Based on the results of the normality test, the work stress variable obtained K-S $Z = 0.64$ with ($p > 0.050$) and the work life balance variable obtained K-S $Z = 0.94$ with ($p > 0.050$). The data shows that the scores of work stress and work life balance variables are a normal distribution of data because the significance > 0.050 . Because

the data distribution of the two variables is a normal data distribution, the next step can be done, namely the linearity test and hypothesis testing.

Table 5. Test of Linearity

		Sum of Squares	df	Mean F Square	Sig.
Stres_Kerja * WorkLife_Balance	Between (Combined)	6038.432	28	215.658	1.582 .077
	Linearity	572.352	1	572.352	4.198 .046
	Deviation from Linearity	5466.080	27	202.447	1.485 .111
	Within Groups	6953.956	51	136.352	
	Total	12992.388	79		

The linearity test is used to determine whether the relationship between variables shows a linear relationship. Based on the results of the analysis conducted on the two variables obtained $F = 4.198$ with $(p \leq 0.050)$. This shows that the relationship between work life balance variables and job stress in employees is a linear relationship. Hypothesis testing in this study was carried out using the product moment correlation technique (Pearson correlation). Pearson correlation technique is used to determine the relationship between two variables, namely the independent variable and the dependent variable. If a significant correlation is obtained, it means that there is a relationship between the independent variable and the dependent variable.

Table 6. Hypothesis Result Analysis

		WorkLifeBalance	Stres_Kerja
WorkLife_Balance	Pearson Correlation	1	-.210*
	Sig. (1-tailed)		.031
	N	80	80
Stres_Kerja	Pearson Correlation	-.210*	1
	Sig. (1-tailed)	.031	
	N	80	80

*. Correlation is significant at the 0.05 level (1-tailed).

Based on the results of the product moment correlation analysis (pearson correlation) above, the correlation coefficient $(r_{xy}) = -0.210$ $(p \leq 0.050)$ means that there is a negative correlation between work life balance and job stress in employees. This shows that the hypothesis in this study is accepted.

Table 7. Contribution of Independent Variable to Dependent Variable

	R	R Squared	Eta	Eta Squared
Stres_Kerja * WorkLife_Balance	-.210	.044	.682	.465

In addition, the results of data analysis show the coefficient of determination (R^2) of 0.044 which indicates that the work life balance variable contributes 4% to the tendency of high work stress in employees. The remaining 96% is related to other variables not involved in this study.

Discussions

The results of this study indicate that worklife balance can be one of the factors associated with work stress in employees. This supports the results of previous research conducted by Nurendra and Saraswati (2016) which states that work life balance with work stress has a negative correlation. The higher the work-life balance owned by employees, the lower the work stress experienced by employees. Conversely, the lower the work-life balance, the higher the work stress experienced by employees. Nurendra and Saraswati (2016) also stated that a low work-life balance can reduce job satisfaction because it can increase job stress. Based on the results of this study, work-life balance and work stress in employees are in the moderate category.

According to Fisher, et al (2009) worklife balance is an effort made by individuals to balance two or more roles undertaken by the individual. The statement in Schermerhorn (in Ramadhani, 2012) Work-life balance is how a person is able to balance the demands of work with personal and family needs. According to Delecta (2012) worklife balance is the satisfactory fulfilment of demands in three basic areas of life: work, family and personal. Work-life balance from the employee's point of view is the management of work obligations and also personal obligations or responsibilities towards the family. Meanwhile, from the company's point of view, work-life balance is a challenge to create a supportive culture in the company where employees can focus on their work while at work.

The results of the hypothesis in this study state that there is a relationship between worklife balance and work stress, meaning that each aspect of worklife balance contributes to work stress in employees with a coefficient of determination (R^2) of 0.044, indicating that worklife balance contributes 4% to the tendency of high work stress in employees. The remaining 96% is related to other variables not involved in this study. In a study conducted by Rahmawati (2009) revealed that what

affects job stress consists of task demands, role demands, interpersonal relationship demands, organizational structure, organizational leadership, and organizational life stage. According to Robbins and Judge (2015) work stress can be influenced by the environment, organization and individual. In addition, Marliani (2015) also revealed that work stress is influenced by individuals, organizations, groups and extra-organizations.

The categorization of worklife balance and work stress based on the mean and standard deviation of hypothetical data is grouped into 3 categories: low, medium, and high. Based on the categorization of the worklife balance scale, it is known that the research subjects have a worklife balance score of 56 subjects (70%) in the moderate category, and 24 subjects (30%) are in the high category. It can be concluded that the aspects of worklife balance in this study prove that employees have a fairly good worklife balance. In line with research conducted by Meitriani (2020) where the worklife balance owned by policewomen at Polda D.I Yogyakarta, because the results of the study said that worklife balance was in the moderate category.

Based on the categorization of the job stress scale, it is known that the research subjects have a score of 5 subjects (6.3%) in the low category, 49 subjects (61.3%) are in the medium category, and 26 subjects (32.5%) are in the high category. It can be concluded that employees have a level of job stress that tends to be moderate. In contrast to research conducted by Fauzi (2018) which states that female nurses tend to have low job stress.

In general, the results of this study explain that there is a negative relationship between worklife balance and employee work stress with a correlation value of $r_{xy} = -0.210$ ($p < 0.05$). This shows that the high worklife balance possessed by employees will tend to lower the work stress experienced by employees. Vice versa, the low worklife balance owned by employees will tend to be high work stress experienced by employees. And has an effectiveness contribution with a coefficient of determination (R^2) of 0.044 so that it shows work-life balance contributes 4% to the tendency of high work stress in employees. The remaining 96% is related to other variables not involved in this study.

Conclusion

Based on the results of research and discussion that has been done, it can be concluded that there is a negative relationship between worklife balance and work stress in employees. This can be seen through the correlation coefficient value $r_{xy} = -0.210$ with ($p < 0.05$) which means that the high worklife balance owned by

employees, the work stress experienced will tend to be low. Conversely, the lower the worklife balance owned by employees, the work stress experienced by employees will tend to be low. The contribution of work life balance variables contributes 4% to the tendency of high work stress in employees. The remaining 96% is related to other variables not involved in this study.

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