

The Influence of Work Stress and Work-Life Balance on Employee Performance at the Perum Peruri Employee Cooperative

(Pengaruh Stres Kerja dan Keseimbangan Kerja-Kehidupan terhadap Kinerja Karyawan di Perum Peruri Koperasi Karyawan)

Muhammad Teguh¹, Fa'uzobihi², Setiawati³

Universitas Pertiwi¹²³

22120020@pertiwi.ac.id¹, fauzobihi@pertiwi.ac.id², setiawati@pertiwi.ac.id³



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Abstract:

Highlighting organizational challenges such as declining revenue and rising absenteeism that can impact workforce productivity.

Objective : This study aims to analyze The Influence of Work Stress and Work-Life Balance on Employee Performance at the Perum Peruri Employee Cooperative.

Methodology : This study employs a quantitative method with descriptive and verificative approaches. The study population consists of 45 employees, all of whom were included in the sample using a saturated sampling technique (census). Primary data were collected through the distribution of a five-point Likert scale questionnaire, while data analysis involved validity testing, reliability testing, classical assumption testing, multiple linear regression analysis, the coefficient of determination (R^2) test, partial testing (t-test), and simultaneous testing (F-test).

Research Results : The results indicate that, individually, Work Stress does not have a significant effect on Employee Performance ($t=1.028$; $p=0.310$), whereas Work-Life Balance has a positive and significant effect on Employee Performance ($t=7.099$; $p<0.001$; $\beta=0.730$). Simultaneously, Work Stress and Work-Life Balance significantly affect Employee Performance ($F=27.002$; $p<0.001$; $R^2=0.563$). The coefficient of determination (R^2) of 0.563 indicates that the two independent variables explain 56.3% of the variation in Employee Performance, while 43.7% is influenced by factors outside the

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research model. Work-Life Balance is the variable that exerts the most dominant influence on Employee Performance. Dominant here refers to having the largest standardized regression coefficient in the model; it does not imply that Work-Life Balance is the single most important factor within the organization.

Keywords: Work Stress, Work-Life Balance, Employee Performance.

1. Introduction

Technological advancements and the Fourth Industrial Revolution demand that organizations including cooperatives possess adaptive, competent, and productive human resources. (Dwivedi and Gupta 2024). In this context, Employee Performance is a strategic factor for organizational success and is linked to psychological aspects and Work-Life Balance. Scientometric studies indicate that Work-Life Balance is associated with employee satisfaction, engagement, and performance, with organizational support and work flexibility serving as factors that foster productivity (Ariasari and Tjahjono 2024).

Work-related stress and Work-Life Balance are becoming increasingly relevant as job demands and technology usage rise. Job complexity and technostress have the potential to impair performance, whereas a healthy Work-Life Balance can foster employee satisfaction, engagement, and performance. Previous research indicates that Work Stress tends to have a negative impact on performance, whereas Work-Life Balance has a positive impact, including within cooperative organizations (Faizin and Sutianingsih 2024; Suarningsih, Astiti and Andhika 2023; Nasution, Dharmanto and Nita 2024; Sari et al., 2021). In addition, (Fadily, Kristanto and Setiawati 2025) indicates that Work Stress and Work-Life Balance are simultaneously associated with employees' propensity to leave their jobs.

These findings reinforce the importance of managing Work Stress and Work-Life Balance in creating working conditions that support performance and organizational sustainability. Employee performance is the level of an individual's success in carrying out their duties and responsibilities, measured by the quality and quantity

of work results in alignment with organizational goals (Sodikin, Kritansto and Rasyid 2026).



Figure 1. Cooperative Performance Data, 2023–2025

A decline in performance has also been observed at the Perum Peruri Employee Cooperative. Interviews with the cooperative's manager reveal that Employee Performance has not met expected targets. This is supported by performance data from the 2023–2025 period, which shows a drop in actual revenue relative to targets falling from 87% in 2023 to 84% in 2024 and 78% in 2025. This trend indicates a decline in organizational performance that warrants examination through the identification of factors potentially influencing Employee Performance.

Table 1.1 Summary of Employee Attendance for the Perum Peruri Employee Cooperative (2023–2025)

Attendance Criteria	2023	2024	2025
Total Number of Employees	57	52	45
Unexcused Absence (Alfa)	0	2	3
Sick Leave	78	95	180
Permitted Leave	206	265	425
Total Absences	284	362	608
Total Working Days	244	239	239
Absenteeism Rate (%)	2,04%	2,91 %	5,65%

Source: Processed secondary data consisting of employee attendance records for the Perum Peruri Employee Cooperative for the 2023–2025 period.

The human resource situation at the Perum Peruri Employee Cooperative also indicates an unfavorable trend. The workforce declined from 57 employees in 2023 to 52 in 2024 and 45 in 2025, while the absenteeism rate rose from 2.04% to 2.91% and 5.65% over the same period. This reduction in staff, coupled with rising absenteeism, potentially increases workloads and pressure, while also affecting Work-Life Balance.

This situation bears similarities to a study conducted on employees of a workers' insurance company in Bandung. One indication is the rise in employee absenteeism, which stood at 8.33% in January 2025 and climbed to 13.89% in May, September, and December 2025, resulting in an average absenteeism rate of 10.19%. This condition compounded by a reduction in the workforce has the potential to increase workloads and work-related pressure, as well as disrupt employees' Work-Life Balance (Putri, Muttaqin and Siddiq 2026).

Although these data do not directly confirm the presence of Work Stress or Work-Life Balance issues, the phenomenon highlights the need for empirical analysis regarding the impact of these two variables on Employee Performance. While extensive research has been conducted on the effects of Work Stress and Work-Life Balance on Employee Performance, studies within the cooperative sector specifically regarding the Perum Peruri Employee Cooperative remain limited. Furthermore, differences in organizational characteristics mean that findings from other sectors cannot necessarily be generalized to cooperatives.

Against this backdrop, this study aims to analyze the impact of Work Stress and Work-Life Balance on the performance of Perum Peruri Employee Cooperative staff, while providing empirical evidence to support more effective human resource management and enhance organizational performance.

Based on the inconsistency of previous findings and the limited evidence from cooperative organizations, this study examines whether Work Stress and Work-Life Balance influence Employee Performance at the Perum Peruri Employee Cooperative. Theoretically, this study contributes by contextualizing the Job Demands-Resources

framework within cooperative management, offering managers empirical insights for targeted workforce interventions.

2. Literature

2.1 Basic Overview

Human resources constitute a strategic organizational asset, playing a pivotal role in managing and optimizing resources to achieve goals effectively and efficiently. (Sugiyono 2022) explains that human resources encompass physical potential, knowledge, skills, talents, and motivation, serving as the primary drivers of an organization. In fulfilling their roles, employees encounter various demands and work environment conditions that can influence their capabilities and work behaviors.

Person-Environment Fit Theory posits that these conditions are shaped by the degree of alignment between individual characteristics and the work environment. Alignment between job demands and an employee's capabilities and resources facilitates effective task performance. Conversely, a lack of fit can induce psychological stress, disrupt the balance between various roles, and hinder an employee's ability to complete work optimally.

This study utilizes the theory to explain that job demands and resource limitations can heighten Work Stress, whereas alignment between job demands and individual needs can foster Work-Life Balance, thereby influencing Employee Performance. This view is supported by (Bakker et al. 2024), who state that high job demands can lead to job strain, exhaustion, and health issues.

According to (Maksum, Fikriah and Hawabi 2024) that when psychological resources are low, employees may experience negative feelings, such as pessimism and a tendency to give up on their work. (Sari, Sari and Manggala 2025) emphasize the job specification process in identifying the employee competencies required for job success. Thus, this theory establishes that the fit between the individual and the work environment serves as a crucial mechanism for explaining how job pressure, role balance, and psychological conditions relate to Employee Performance.

2.2 Work Stress

Work Stress is a state of tension arising when job demands exceed an individual's capacity to cope, potentially affecting an employee's physical, psychological, and behavioral well-being. (Robbins and Judge 2023) define stress as a dynamic condition in which an individual confronts demands, opportunities, or resources perceived as significant yet associated with uncertain outcomes.

Time pressure, workload, and high levels of responsibility can serve as sources of stress that potentially diminish employee satisfaction and performance (Junengsih et al., 2024). According to (Robbins and Judge 2023), indicators of Work Stress include role conflict, workload, job demands, interpersonal relationships, and the work environment. Role conflict relates to ambiguity or inconsistency regarding responsibilities, whereas workload encompasses the volume of tasks and responsibilities that must be completed.

Job demands include pressures related to the job itself, job security, career prospects, and performance appraisals. Interpersonal relationships involve the quality of interactions with colleagues and superiors, while the work environment encompasses physical and non-physical conditions that can affect employee comfort and increase stress. Consequently, Work Stress requires management to ensure that job demands remain within a range that employees can effectively handle.

Table 2. Operational Definition of the Work Stress Variable

Variable	Indicator	Item Code	Source / Measurement
Work Stress (X1)	Role Conflict	WS.1 – WS.2	Adapted from (Robbins and Judge 2022); Five-point Likert
	Workload	WS.3 – WS.4	
	Job Demands	WS.5 – WS.6	
	Interpersonal Relation	WS.7 – WS.8	
	Work Environment	WS.9 – WS.10	

2.3 Work-Life Balance

Work-Life Balance refers to a state in which an individual is able to manage and balance work demands with life outside of work including family, health, personal development, spirituality, and social interaction. (Pramushinta, Winarto and Biyanto

2024) explain that Work-Life Balance reflects an individual's ability to align work roles with non-work commitments so that they do not conflict with one another, while (Wulansari and Harsono, 2022) emphasize that this balance encompasses aspects of time, involvement, and satisfaction in fulfilling both roles.

Thus, Work-Life Balance is not merely about the allocation of time, but also about an individual's ability to achieve harmony between roles fostering well-being, reducing work-related stress, and enhancing productivity and performance. Work-Life Balance comprises five indicators: involvement balance, satisfaction balance, time balance, work flexibility, and supervisor & family support. Involvement balance refers to the balance of engagement between work and personal life; satisfaction balance reflects the satisfaction derived from both roles and time balance relates to the proportional allocation of time between work and personal life.

Work flexibility signifies the ability to manage work schedules and locations flexibly, while supervisor & family support indicates the backing received from superiors and family in helping individuals maintain a balance between work and personal life.

Table 3. Operational Definition of the Work-Life Balance Variable

Variable	Indicator	Item Code	Source / Measurement
Work-Life Balance (X2)	Time Balance	WLB.1 – WLB.2	Adapted Likert Five-point
	Involvement Balance	WLB.3 – WLB.4	
	Satisfaction Balance	WLB.5 – WLB.6	
	Work Flexibility	WLB.7 – WLB.8	
	Supervisor & Family Support	WLB.9 – WLB.10	

2.4 Employee Performance

Employee Performance refers to the work results achieved by an individual in carrying out tasks and responsibilities in accordance with standards or targets set by the organization. According to (Pranogyo, Hamidah and Suyatni 2022), performance reflects work achievements based on aspects of quality, quantity, and effectiveness. Thus, Employee Performance reflects an individual's level of success in meeting targets and producing work that is high-quality, effective, and productive;

consequently, improving performance is a crucial factor in supporting the achievement of organizational goals.

Good Employee Performance leads to the attainment of company objectives, whereas declining performance results in work becoming tedious and tasks failing to be completed on time (Fau'zobihi and Saadah, 2022). According to (Robbins 2018) in (Hareni et al., 2025), Employee Performance indicators include work quality, timeliness, effectiveness, independence, and work commitment.

Work quality refers to neatness, accuracy, and the relevance of work results without disregarding work volume; timeliness refers to the completion of activities by the specified deadline; effectiveness measures the extent to which an employee successfully achieves established goals, targets, and strategic objectives; independence refers to an individual's ability to carry out their work tasks; and work commitment refers to the level of dedication an employee demonstrates toward the organization and their assigned responsibilities.

Table 4. Operational Definition of the Employee Performance Variable

Variable	Indicator	Item Code	Source/ Measurement
Employee Performance (Y)	Quality	EP.1 – EP.2	Adapted from Robbin in (Hareni et al., 2025) ; Five- point Likert.
	Timeliness	EP.3 – EP.4	
	Effectiveness	EP.5 – EP.6	
	Independence	EP.7 – EP.8	
	Work Commitment	EP.9 – EP.10	

2.5 Conceptual Framework

The following is the conceptual framework of this study :

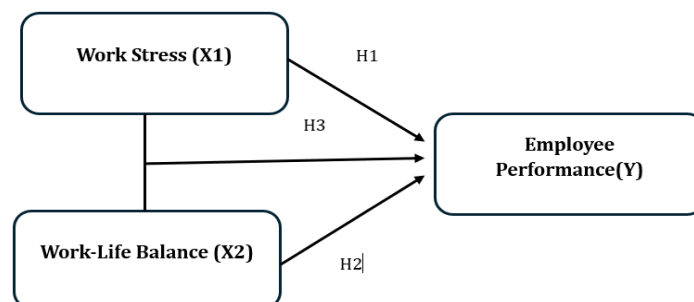


Figure 2. Research Model

2.6 Hipotesis

H1: Work Stress has a significant effect on Employee Performance.

Individually, the level of Work Stress experienced by employees directly impacts their ability to meet work targets. Poorly managed stress reduces concentration and increases the likelihood of absenteeism, ultimately undermining work quality.

H2: Work-Life Balance has a positive and significant effect on Employee Performance.

Individually, the better employees are at balancing work responsibilities with their personal lives, the greater their commitment and focus at work. Emotionally well-adjusted employees tend to make the best contributions to the organization.

H3: Work Stress and Work-Life Balance simultaneously have a significant effect on Employee Performance.

In an organizational context, employees do not experience Work Stress and Work-Life Balance in isolation; rather, they experience a combination of both simultaneously. Work Stress represents a potential source of negative pressure, whereas Work-Life Balance acts as a positive, stabilizing force. Consequently, when considered together (simultaneously), these two variables form a predictive model that explains the variance in Employee Performance more comprehensively than if they were tested individually.

3. Research Method

This study employs a quantitative approach with a descriptive and verificative design to analyze the impact of Work Stress and Work-Life Balance on Employee Performance at the Perum Peruri Employee Cooperative in Karawang Regency, West Java; the study was conducted from February to July 2026. Primary data were collected using a one to five point Likert scale questionnaire. The study population consisted of 45 employees, all of whom were included in the sample through a saturated sampling technique (census), By ensuring the confidentiality of respondent data. The following are the results of the respondent profile mapping :

Table 5. Respondent Profile

Profile		Number (People)	Percentage
Gander	Male	31 People	68,9 %
	Female	14 People	31,1 %
Age	20 - 30 Years Old	2 People	4,44 %
	31 - 40 Years Old	8 People	17,78 %
	41 - 50 Years Old	23 People	51,11 %
	51 - 60 Years Old	12 People	26,67 %
Length of Service	<1 Years	0 People	0 %
	1 – 2 Years	1 People	2,2 %
	2 – 5 Years	3 People	6,7 %
	>5 Years	41 People	91,1%

Source: Processed data, 2026

In this study, data analysis was performed using the IBM SPSS Statistics application. The data were analyzed using validity and reliability tests, classical assumption tests, multiple linear regression, the coefficient of determination (R^2), as well as t-tests and F-tests to examine the partial and simultaneous effects of the independent variables on Employee Performance.

4. Results and Discussion

4.1 Descriptive Statistics

Table 6. Descriptive Statistics

		Statistics		
		Work Stress	Work-Life Balance	Employee Performance
N	Valid	45	45	45
	Missing	0	0	0
Mean		43.16	39.51	40.64
Std. Error of Mean		.812	.604	.627
Median		44.00	39.00	40.00
Mode		48 ^a	36 ^a	40
Std. Deviation		5.448	4.054	4.206
Variance		29.680	16.437	17.689
Range		20	18	17
Minimum		30	32	33
Maximum		50	50	50
Sum		1942	1778	1829

Source: Processed data, 2026

Based on a descriptive statistical analysis of 45 respondents, Work Stress showed a minimum value of 30, a maximum of 50, a mean of 43.16, and a standard deviation of 5.448. Work-Life Balance had a minimum value of 32, a maximum of 50, a mean of 39.51, and a standard deviation of 4.054, while Employee Performance had a minimum value of 33, a maximum of 50, a mean of 40.64, and a standard deviation of 4.206. The relatively high mean values indicate a tendency toward high scores across all three variables, whereas standard deviations lower than the means suggest relatively controlled data variation. These results provide an initial overview of the data characteristics prior to further analysis.

4.2 Validity Test

This test employs the Pearson Product-Moment Correlation technique by comparing the correlation value between the score of each statement item and the total variable score r -Calculated against the table correlation value r -table at a specific significance level; an item is considered valid if its significance (Sig.) < 0.05 .

Table 7. Validity Test Results

Variable Work Stress (X1)				
Instrument Code	R calculated	R table	Sig. 2-tailed	Status
WS.1	0,836	0.294	0.001	VALID
WS.2	0,890	0.294	0.001	VALID
WS.3	0,756	0.294	0.001	VALID
WS.4	0,869	0.294	0.001	VALID
WS.5	0,823	0.294	0.001	VALID
WS.6	0,836	0.294	0.001	VALID
WS.7	0,756	0.294	0.001	VALID
WS.8	0,823	0.294	0.001	VALID
WS.9	0,890	0.294	0.001	VALID
WS.10	0,597	0.294	0.001	VALID
Variable Work-Life Balance (X2)				
Instrument Code	R calculated	R table	Sig. 2-tailed	Status
WLB.1	0,593	0.294	0.001	VALID
WLB.2	0,783	0.294	0.001	VALID
WLB.3	0,701	0.294	0.001	VALID
WLB.4	0,616	0.294	0.001	VALID
WLB.5	0,708	0.294	0.001	VALID
WLB.6	0,640	0.294	0.001	VALID

WLB.7	0,720	0.294	0.001	VALID
WLB.8	0,687	0.294	0.001	VALID
WLB.9	0,644	0.294	0.001	VALID
WLB.10	0,547	0.294	0.001	VALID
Variable Employee Performance (Y)				
Instrument Code	R calculated	R table	Sig. 2-tailed	Status
EP.1	0,800	0.294	0.001	VALID
EP.2	0,773	0.294	0.001	VALID
EP.3	0,739	0.294	0.001	VALID
EP.4	0,753	0.294	0.001	VALID
EP.5	0,743	0.294	0.001	VALID
EP.6	0,708	0.294	0.001	VALID
EP.7	0,826	0.294	0.001	VALID
EP.8	0,722	0.294	0.001	VALID
EP.9	0,574	0.294	0.001	VALID
EP.10	0,626	0.294	0.001	VALID

Source: Processed data, 2026

Based on Table 4.2 all items for the variables Work Stress (WS.1–WS.10), Work-Life Balance (WLB.1–WLB.10), and Employee Performance (EP.1–EP.10) have a 2-tailed significance value of 0.001 (<0.05). Thus, all instrument items are deemed valid and suitable for use in further research analysis.

4.3 Reliability Test

Reliability testing was conducted to ensure the consistency of the research instrument in measuring the variables under study. The results of the reliability test in this study are as follows :

Table 8. Reliability Test Results

Variable	Number of item	corrected item-total correlation	Cronbach's Alpha	Cronbach's Alpha if item deleted	Intertrepation
Work Stress	10	0,491-0,864	0,935	0,924-0,943	Reliable
Work-Life Balance	10	0,428-0,715	0,853	0,826-0,850	Reliable
Employee Performance	10	0,478-0,782	0,897	0,880-0,897	Reliable

Source: Processed data, 2026

An instrument is considered reliable if the Cronbach's Alpha value exceeds 0.70. Based on Table 4.3 the Cronbach's Alpha values are 0.935 for Work Stress, 0.853 for

Work-Life Balance, and 0.897 for Employee Performance. All these values exceed 0.70; therefore, the instruments for all three variables are deemed reliable and demonstrate good internal consistency.

4.3.1 Classical Assumption Test

1. Normality Test Results

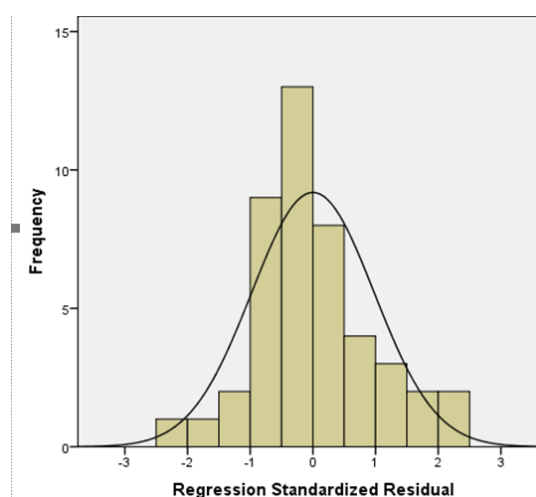
Normality testing in this study was conducted using One-Sample Kolmogorov-Smirnov analysis in SPSS. Based on the One-Sample Kolmogorov-Smirnov analysis, a significance value greater than 0.05 indicates a normal distribution pattern. The test results are as follows :

Table 9. Normality Test Results

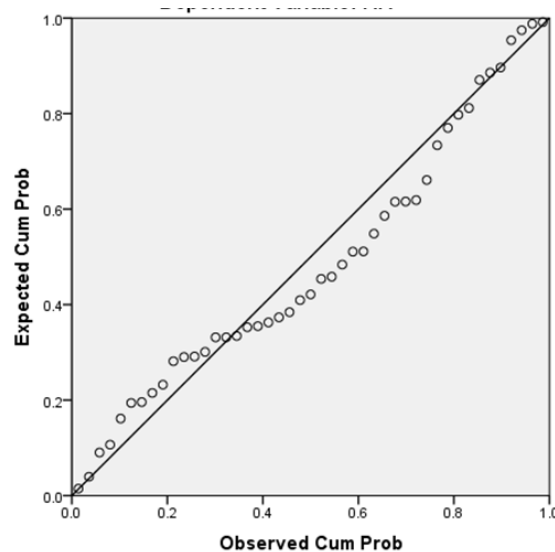
N		45
Normal Parameters ^{a,b}	Mean	.0000000
	Std. Deviation	2.78182727
Most Extreme Differences	Absolute	.112
	Positive	.112
	Negative	-.077
Test Statistic		.112
Asymp. Sig. (2-tailed)		.198 ^c

Source: Processed data, 2026

Histogram Dependent Variable : EP



Normal P-P Plot of Regression Standardized Residual
Dependent Variable: EP



2. Multicollinearity Test

The multicollinearity test results determine the strength of the correlation between independent variables, which could potentially interfere with their correlation with the dependent variable.

Table 10. Multicollinearity Test Results

Model		Tolerance	VIF	Decision
1	WS	.985	1.015	No multicollinearity
	WLB	.985	1.015	No multicollinearity

Source: Processed data, 2026

As presented in Table 4.6, the Work Stress variable yields a Tolerance value of 0.985 (> 0.10) and a VIF of 1.015 (< 10.00). Similarly, the Work-Life Balance variable shows a Tolerance value of 0.985 (> 0.10) and a VIF of 1.015 (< 10.00). Therefore, it can be concluded that there is no multicollinearity among the independent variables in the regression model.

3. Heteroskedasticity Test Results

The heteroscedasticity test was conducted using the Glejser method by regressing the absolute values of the residuals against the independent variables.

Table 11. Heteroskedasticity Test Results

	Model	Unstd. Coef.		Std. Coef.	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	6.987	3.196		2.186	.034
	Work Stress	.054	.050	.164	1.082	.285
	Work-Life Balance	.065	.067	.147	.974	.336

Source: Processed data, 2026

Based on Table 4.6 the significance values for Work Stress and Work-Life Balance are 0.285 and 0.336, respectively, both of which exceed 0.05. Thus, the regression model shows no signs of heteroscedasticity, meaning the assumption of homoscedasticity is met.

4.4 Multiple Linear Regression Test Results

Multiple linear regression analysis is used to determine the effect of Work Stress and Work-Life Balance on Employee Performance. The results of the multiple linear regression test in this study are as follows :

Table 12. Multiple Linear Regression Test Results

	Model	Unstd. Coef.		Std. Coef.	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	7.207	5.117		1.408	.166
	WS	.082	.079	.106	1.028	.310
	WLB	.757	.107	.730	7.099	<.001

Source: Processed data, 2026

Based on Table 4.7 the regression equation obtained is Employee Performance = $7.207 + 0.082(\text{Work Stress}) + 0.757(\text{Work-Life Balance})$. The coefficient for Work Stress is 0.082; while positive, it is not significant. Conversely, Work-Life Balance has a coefficient of 0.757 with a significance level of <0.001 (<0.05), indicating a positive and significant influence on Employee Performance. Thus, there is insufficient statistical evidence regarding the effect of Work Stress on Employee Performance within this study's sample.

4.5 Hypothesis Testing

Coefficient of Determination (R^2) Test Results

The test results are as follows :

Table 13. Coefficient of Determination (R^2) Results

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.750 ^a	.563	.542	2.847

Source: Processed data, 2026

Based on Table 4.8 an R value of 0.750 and an R-square value of 0.563 were obtained. The R value indicates a multiple relationship between Work Stress and Work-Life Balance and Employee Performance, while the R-square value shows that the two independent variables the model accounts for 56.3% of the variance in Employee Performance, with the remaining 43.7% of the variance—by factors outside the research model. The Adjusted R-square value of 0.542 indicates that, after adjusting for the number of variables and the sample size, the model accounts for 54.2% of the variance in Employee Performance.

Partial Test Results (t-test)

Partial testing is used to determine the effect of each independent variable on Employee Performance. The decision-making criterion is that a significance value of < 0.05 indicates a significant effect, whereas a significance value of > 0.05 indicates a non-significant effect. The results of the partial test (t-test) are as follows :

Table 14. Partial Test Results (t-test)

Variabel	T-stats	Sign.	Alpha	Result
WS	1.028	.310	0.05	Not Significant
WLB	7.099	<.001	0.05	Significant

Source: Processed data, 2026

Based on Table 4.9 Work Stress has a calculated t-value of 1.028 with a significance of 0.310 (>0.05); therefore, it does not significantly affect Employee Performance, and H1 is not supported. Meanwhile, Work-Life Balance has a calculated t-value of 7.099 with a significance of <0.001 (<0.05); therefore, it significantly affects Employee Performance, and H2 is supported.

Uji Simultan (Uji F)

A simultaneous test (F-test) was conducted to determine the combined effect of Work Stress and Work-Life Balance on Employee Performance. The test results are as follows :

Table 15. Simultaneous Test Results (F-test)

Model		Sum of Sq.	df	Mean Sq.	F	Sig.
1	Regression	437.814	2	218.907	27.002	<.001 ^b
	Residual	340.497	42	8.107		
	Total	778.311	44			

Source: Processed data, 2026

Based on Table 4.10 the calculated F-value is 27.002 with a significance level of <0.001. Thus, Work Stress and Work-Life Balance simultaneously have a significant effect on Employee Performance. However, the partial test results (t-test) indicate that the Work-Life Balance variable individually has a significant effect, whereas Work Stress does not show a significant partial effect when controlled for the Work-Life Balance variable in the model.

5. Discussion

1. The Effect of Work Stress on Employee Performance

Work Stress does not have a significant effect on Employee Performance ($t = 1.028$; $\text{sig.} = 0.310 > 0.05$); therefore, H1 is not supported . This finding aligns with (Septiandi, Helmita and Loliyani 2025) but differs from (Regitavagayo and Prabowo 2025), who found a negative effect of Work Stress on performance. These differences indicate that the impact of Work Stress can be contextual, depending on job characteristics and the organizational environment.

Thus, within the Perum Peruri Employee Cooperative, Work Stress has not been shown to have a significant impact on individual Employee Performance. The lack of a significant impact from stress is likely linked to employees' perceptions of the workload itself. If high work demands are viewed as challenges accompanied by challenging task variety and a high level of autonomy employees can still successfully complete their tasks.

2. The Effect of Work-Life Balance on Employee Performance

Work-Life Balance has a positive and significant effect on Employee Performance ($t = 7.099$; $\text{sig.} < 0.001$); therefore, H2 is supported. The standardized beta value of 0.730 indicates that Work-Life Balance is a more dominant variable than Work Stress. This finding aligns with (Septiandi, Helmita and Loliyani 2025) and (Dwitanti Murwani and Siswanto 2023), demonstrating that the balance between work demands and personal life plays a role in supporting Employee Performance.

Employees who are not distracted by role conflict are able to work with a higher level of accuracy, complete tasks more quickly, and demonstrate much greater commitment and work effectiveness. These results indicate that an employee's ability to maintain a balance between roles is a crucial aspect in enhancing Employee Performance at the Perum Peruri Employee Cooperative.

3. The Influence of Work Stress and Work-Life Balance on Employee Performance

Simultaneously, Work Stress and Work-Life Balance have a significant effect on Employee Performance ($F = 27.002$; $\text{sig.} < 0.001$); thus, H3 is accepted. The R-square value of 0.563 indicates that these two variables explain 56.3% of the variation in Employee Performance, while the remaining 43.7% is explained by factors outside the model. These findings align with (Septiandi, Helmita and Loliyani 2025), who demonstrated the simultaneous significance of both variables, even though Work Stress was not significant on a partial basis.

Consequently, the simultaneous significance indicates that the model incorporating both Work Stress and Work-Life Balance is meaningful in explaining Employee Performance, with Work-Life Balance emerging as the more dominant variable.

In practical terms, research findings indicate that enhancing Employee Performance requires prioritizing the strengthening of Work-Life Balance through the management of workloads at proportionate levels. Management needs to provide tangible support systems such as employee counseling facilities and a culture of open communication between superiors and subordinates to maintain a psychological environment conducive to employee well-being.

Companies must foster a healthy work culture that respects employees' personal time outside of working hours to ensure optimal energy recovery. Although work-related stress was not found to be a statistically significant factor on its own, managing it remains essential through clear task allocation, workload monitoring, organizational support, and the creation of a conducive work environment. Consequently, the strategy for improving performance at the Perum Peruri Employee Cooperative is best implemented through an integrated approach that treats Work-Life Balance as the dominant factor, without neglecting the management of work-related stress.

6. Conclusion

The research results indicate that Work Stress does not significantly affect the Employee Performance of the Perum Peruri Employee Cooperative, as evidenced by a calculated t-value of 1.028 and a significance level of 0.310 (>0.05); consequently, H1 is rejected. Conversely, Work-Life Balance has a positive and significant effect on Employee Performance, with a calculated t-value of 7.099 and a significance level of <0.001 , leading to the acceptance of H2. Simultaneously, Work Stress and Work-Life Balance significantly influence Employee Performance, with a calculated F-value of 27.002 and a significance level of <0.001 , resulting in the acceptance of H3.

These findings confirm that the presence of positive resources exerts a stronger influence on fostering positive work behaviors than the destructive impact of job demands, particularly in work environments that have developed an adaptive tolerance to stress. It is recommended that the organization implement more flexible work arrangements, establish clear boundaries regarding work-related communication outside of operating hours, and provide sustainable employee well-being programs. Regarding limitations, this study focuses on a single cooperative entity with a limited number of staff and administrators; therefore, the findings cannot be directly generalized to large-scale commercial industries or cooperatives in other regions with different operational scales.

Future research should adopt a longitudinal approach to evaluate the impact of variables over time. Additionally, future researchers could expand the model by incorporating mediating or moderating variables such as coping mechanisms, perceived organizational support (POS), or leadership styles and by broadening the sample scope to include different industrial sectors.

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