Manajerial:
Jurnal Manajemen dan Sistem Informasi

Journal homepage: https://ejournal.upi.edu/index.php/manajerial

Analyzing The Impact of Work-Life Balance and Occupational Stress on Employee Performance at PT Catur Sentosa Adiprima

Palahiyah, Mahfudoh, Dedeh Kurniasih, Indina Dhesta Nugrahaeni, Shoma Febriyani*

Universitas Primagraha, Serang, Indonesia
*Correspondence: E-mail: falahiyah93@gmail.com

ABSTRAK

This study investigates the impact of work-life balance and occupational stress on employee performance at PT Catur Sentosa Adiprima, Serang, Banten. Growing workplace demands and the difficulty employees face in harmonizing professional and personal responsibilities tend to generate psychological burden that ultimately diminishes individual performance. A quantitative research design was adopted, utilizing total population sampling encompassing all 59 employees as participants. Data were analyzed through multiple linear regression, supported by t-test and F-test procedures. The results reveal that work-life balance exerts a positive and statistically significant influence on employee performance, whereas occupational stress produces a negative and statistically significant impact. Concurrently, both variables substantially affect employee performance. These findings underscore the importance of sustaining a sound work-life equilibrium and effectively managing occupational stress to preserve workforce productivity. Organizations are therefore encouraged to introduce stress reduction programs, ensure adequate recovery time, and establish flexible working arrangements to enhance employee well-being and organizational effectiveness. This study contributes empirical insights to human resource management literature within the FMCG distribution sector in Indonesia.

© 2026 Universitas Pendidikan Indonesia (UPI)

ARTICLE INFO

Article History:
Submitted/Received 19 May 2026
First Revised 24 May 2026
Accepted 04 Jun 2026
First Available online 20 Jun 2026
Publication Date 20 Jun 2026

Keywords:
Work Life Balance, Occupational Stress, Employee Performance

1. INTRODUCTION

Human capital represents a strategic organizational asset that plays a crucial role in achieving corporate objectives and sustaining business competitiveness. Employee effectiveness and work quality not only reflect individual productivity but also determine organizational growth and long-term performance (Koopmans et al., 2021; Al-Omari et al., 2020). Therefore, organizations are required to foster supportive work environments that promote employee motivation, well-being, and productivity.

In modern organizations, balancing professional responsibilities and personal obligations has become an increasingly important concern within human resource management. Conflicts between work demands and personal commitments frequently arise across various industries and may influence employees' psychological and behavioral conditions. Work-life balance refers to an individual's ability to harmonize professional responsibilities and personal life effectively (Wulandari & Hadi, 2021; Rahmayati, 2021). Maintaining such balance can reduce work pressure, enhance satisfaction, and improve productivity (Pebiyanti & Winarno, 2021). However, when this balance is disrupted, employees become more vulnerable to experiencing occupational stress. Occupational stress may affect psychological, physiological, and behavioral conditions, which ultimately reduce employee performance (Maghfirah, 2023; Oktaviani & Irmayanti, 2021).

The connection among work-life balance, occupational stress, and employee performance can be understood through the lens of Conservation of Resources (COR) Theory. This theoretical framework posits that individuals are inherently motivated to acquire, sustain, and safeguard resources they consider valuable, encompassing aspects such as time, energy, emotional well-being, and social support (Hobfoll et al., 2018). When employees are capable of maintaining a proper equilibrium between work and personal life, they are more likely to preserve these essential resources, which in turn fosters greater motivation and enhances overall work effectiveness. In contrast, excessive occupational stress reflects resource depletion, which may weaken concentration, reduce emotional well-being, and diminish performance. Consequently, preserving employee resources through balanced work arrangements and stress management becomes essential for organizational sustainability.

The urgency of this study lies in the growing complexity of workplace demands that increasingly challenge employee performance. Organizations must recognize the importance of balancing professional and personal responsibilities while minimizing excessive workplace pressure to establish constructive and high-performing organizational climates. In practice, employees often struggle to maintain such balance, potentially resulting in stress, reduced motivation, interpersonal conflict, and turnover intentions.

PT Catur Sentosa Adiprima, a distribution company for Procter & Gamble (P&G) products located in Serang, Banten, faces similar challenges. Based on preliminary observations, employees commonly work from 08:00 a.m. to 08:00 p.m. for six working days, limiting opportunities to balance professional and personal responsibilities and potentially influencing performance outcomes. Company performance data from 2022–2024 (Figure 1) indicate a decline in the percentage of employees categorized as "Excellent," decreasing from 24% in 2023 to 17% in 2024. Meanwhile, most employees remained in the "Good" category

DOI: https://doi.org/10.17509/manajerial.v25i1.100411
ISSN: 1412-6613 & E-ISSN: 2527-4570

(48% in 2024), indicating that performance quality had not fully met organizational expectations.

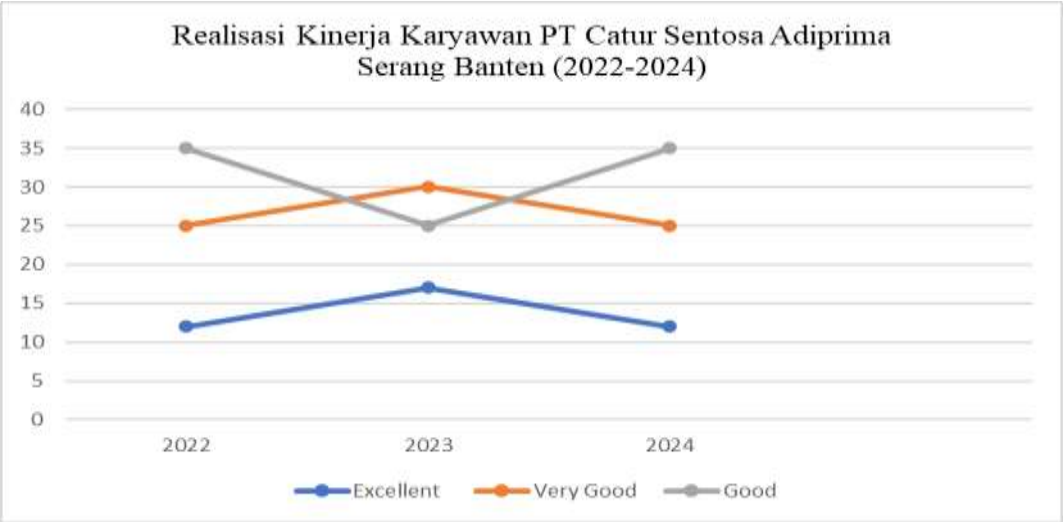


Figure 1. Performance Realization at PT Catur Sentosa Adiprima

These conditions are further supported by a preliminary survey involving 15 respondents. Approximately 53.3% of respondents reported dissatisfaction with their ability to balance work and personal life, while 60% experienced psychological pressure, including anxiety and difficulty concentrating due to high workloads. These findings suggest that work-life balance and occupational stress constitute substantial organizational concerns that may influence employee performance at PT Catur Sentosa Adiprima.

A substantial body of empirical research has consistently affirmed the significant role of work-life balance and occupational stress in determining employee performance outcomes. A study conducted by Lihawa et al. (2022) revealed that work-life balance exerts a positive effect on employee performance, suggesting that individuals who are adept at managing both professional and personal domains tend to produce superior work results. In a similar vein, employees who succeed in reconciling work responsibilities with family commitments are generally found to exhibit higher performance levels, greater job satisfaction, and reduced susceptibility to work-related stress (Mendis & Weerakkody, 2018; Talukder et al., 2018). Conversely, occupational stress has been shown to reduce performance, particularly when employees experience excessive workloads, role ambiguity, or prolonged occupational pressure.

Despite extensive research on these variables, previous studies have primarily focused on banking, education, and large-scale industrial sectors. Empirical evidence regarding work-life balance and occupational stress within the distribution sector, particularly FMCG distribution companies in Indonesia, remains relatively limited. This research gap highlights the need for further investigation to determine whether relationships identified in previous studies are similarly applicable within distribution environments characterized by operational intensity and demanding work schedules.

In light of the foregoing, this study is directed toward three primary objectives: (1) examining the influence of work-life balance on employee performance; (2) assessing the

DOI: https://doi.org/10.17509/manajerial.v25i1.100411
ISSN: 1412-6613 & E-ISSN: 2527-4570

impact of occupational stress on employee performance; and (3) evaluating the combined effect of work-life balance and occupational stress on employee performance at PT Catur Sentosa Adiprima. The outcomes of this research are anticipated to offer dual contributions, theoretically, by enriching the human resource management literature through the expansion of empirical evidence within the distribution sector, and practically, by delivering actionable managerial recommendations for organizations aiming to enhance workforce productivity and employee well-being via the implementation of sound work-life balance and stress management strategies.

2. THEORITICAL FRAMEWORK AND EMPIRICAL STUDIES

2.1. Conservation of Resources (COR) Theory

The theoretical foundation of this study rests upon Conservation of Resources (COR) Theory, which explains that individuals are persistently driven to acquire, preserve, and protect resources they regard as valuable, such as time, energy, emotional stability, and social support (Hobfoll et al., 2018). The theory further asserts that psychological stress arises when these resources are perceived as being under threat, progressively diminished, or inadequate to address the demands imposed by the surrounding environment. In the context of organizational settings, employees who are capable of safeguarding both their personal and professional resources are more inclined to sustain their overall well-being and exhibit superior work performance.

COR Theory serves as a fitting theoretical lens through which the interrelationships among work-life balance, occupational stress, and employee performance can be elucidated. In this context, work-life balance functions as a protective mechanism for employee resources by enabling individuals to navigate both professional obligations and personal responsibilities in a well-coordinated and sustainable manner. In contrast, excessive occupational stress reflects resource depletion that may reduce motivation, concentration, and work effectiveness. Consequently, organizations that support employee resource preservation are more likely to achieve higher levels of performance and organizational sustainability.

2.2. Work-Life Balance

Work-life balance refers to an individual's ability to maintain equilibrium between professional responsibilities and personal life commitments. Work-life balance refers to an individual's ability to effectively manage and maintain equilibrium between work responsibilities and personal life activities (Sirgy & Lee, 2018; Kelliher et al., 2019). Similarly, Wulandari and Hadi (2021) emphasize that work-life balance reflects a condition in which individuals achieve satisfaction and active engagement in managing both domains effectively, thereby promoting harmony and well-being.

From the perspective of COR Theory, work-life balance functions as a protective mechanism that enables employees to preserve essential psychological and social resources. Employees who successfully balance work and personal responsibilities tend to experience lower emotional exhaustion and higher job satisfaction, which subsequently improve performance outcomes. Therefore, work-life balance should not merely be viewed as a

DOI: https://doi.org/10.17509/manajerial.v25i1.100411
ISSN: 1412-6613 & E-ISSN: 2527-4570

personal preference but as an organizational concern that directly influences employee effectiveness and long-term productivity.

2.3. Occupational stress

Occupational stress refers to a dynamic condition characterized by pressures, challenges, and uncertainty associated with work demands. Sulastri and Onsardi, cited in Mustikasari and Frianto (2023), define occupational stress as a condition arising when individuals encounter challenges and pressures related to important goals under uncertain circumstances. Hikmah & Lukito (2021) further explain that occupational stress emerges from continuous environmental changes requiring employees to adapt to pressures originating from organizational, external, or personal factors.

Although moderate stress may stimulate motivation and improve alertness, excessive and prolonged stress can become destructive. Urba & Soetjiningsih (2023) describe occupational stress as a state of tension that disturbs physical and psychological balance, affecting emotions, thought processes, and work quality. Under COR Theory, excessive stress reflects resource depletion, where employees lose emotional and psychological resources necessary to perform effectively. Consequently, unmanaged occupational stress may reduce productivity, weaken coping abilities, and negatively influence employee performance.

2.4. Employee Performance

Employee performance reflects an individual's ability and competence in carrying out organizational tasks and responsibilities according to established standards. Badrianto & Ekhsan (2021) defines employee performance as the outcome of work measured in terms of quantity and quality. Tambunan (2024) emphasizes that performance demonstrates an employee's capacity to fulfill responsibilities and achieve predetermined targets, while Lukmiati (2020) highlights performance as a critical factor supporting organizational sustainability.

Similarly, Arifin & Muharto (2021) defines employee performance as the ability to perform work-related skills assessed through measurable standards and organizational expectations. Therefore, employee performance can be understood as the outcome of competence, responsibility, and effort in completing assigned tasks effectively. Performance assessment is fundamental for organizations because it determines the extent to which strategic goals are successfully achieved.

2.5. Empirical Studies and Hypotheses Development

Prior empirical research suggests that work-life balance and occupational stress constitute critical determinants in shaping employee performance outcomes. Ricardianto, as cited in Pebiyanti and Winarno (2021), contends that the prevailing conditions within the workplace exert a direct influence on employees' capacity to uphold a proper work-life balance. Empirical evidence presented by Pebiyanti and Winarno (2021) further confirmed that work-life balance yields a meaningful improvement in employee performance at Bank BJB Tasikmalaya. Collectively, these findings suggest that employees who are able to sustain a

DOI: https://doi.org/10.17509/manajerial.v25i1.100411
ISSN: 1412-6613 & E-ISSN: 2527-4570

harmonious integration of personal and professional responsibilities are more predisposed to delivering superior work outcomes.

Conversely, occupational stress has frequently been associated with declining employee performance. Suwarto, cited in Pebiyanti and Winarno (2021), defines occupational stress as mental and physical pressure resulting from workload and environmental demands. Reinforcing this perspective, Lihawa et al. (2022) established that occupational stress contributed to a notable decline in employee performance at The Lagoon Hotel Manado. Furthermore, Sumarna & Murniyati (2026) documented that work-life balance and occupational stress jointly exert a significant influence on employee performance when considered in combination.

Drawing upon COR Theory and previous empirical evidence, this study proposes the following hypotheses (Figure 2):

H1: Work-Life Balance positively and significantly affects Employee Performance at PT Catur Sentosa Adiprima.

H2: Occupational stress negatively and significantly affects Employee Performance at PT Catur Sentosa Adiprima.

H3: Work-Life Balance and Occupational Stress collectively produce a significant effect on Employee Performance at PT Catur Sentosa Adiprima.

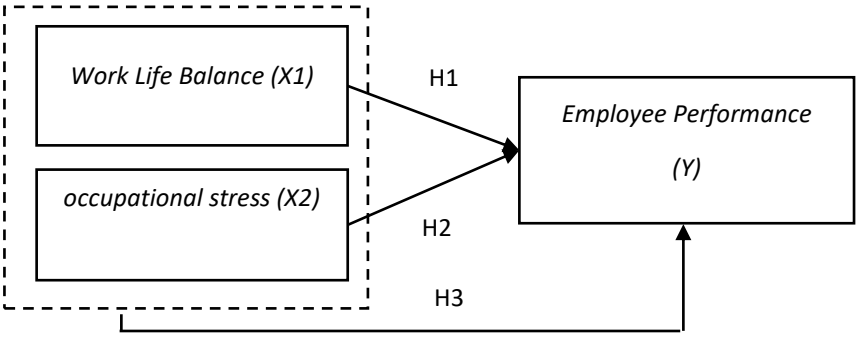


Figure 2. Conceptual Framework

3. RESEARCH METHODS

The present study adopted a quantitative research design incorporating both descriptive and causal-comparative approaches to investigate the extent to which Work-Life Balance (X_1) and Occupational Stress (X_2) influence Employee Performance (Y) at PT Catur Sentosa Adiprima. The quantitative approach was deemed most appropriate for this investigation given its capacity to facilitate the measurement and statistical evaluation of inter-variable relationships, thereby yielding objective and broadly generalizable results.

The target population comprised the entire workforce of PT Catur Sentosa Adiprima, a company operating in the distribution of Fast-Moving Consumer Goods (FMCG) for Procter & Gamble (P&G), with a total headcount of 59 employees. Given the relatively small scale of the population, a total population sampling strategy was applied, through which every member of the population was designated as a research respondent (Etikan & Bala, 2017). As a result, the sample size corresponded precisely to the population, yielding 59 participants in total.

DOI: https://doi.org/10.17509/manajerial.v25i1.100411
ISSN: 1412-6613 & E-ISSN: 2527-4570

Data collection was carried out through multiple techniques, encompassing direct observation, structured interviews, documentation review, and the administration of structured questionnaires. Primary data were gathered via online questionnaires disseminated through Google Forms, with responses measured using a Likert scale to capture respondents' perceptions and attitudes toward work-life balance, occupational stress, and employee performance (Sugiyono, 2022). Secondary data were sourced from internal company documentation and pertinent academic literature.

All collected data were subsequently processed and analyzed using IBM SPSS Statistics Version 25. To ensure the validity, reliability, and statistical rigor of the results, a series of analytical procedures were systematically applied, as elaborated below.

3.1. Descriptive Statistical Analysis

Descriptive statistical analysis was employed to characterize respondent demographics and to summarize the distributional patterns of each research variable. This analytical stage encompassed frequency distributions, percentage calculations, mean values, and standard deviations, collectively providing an informative overview of data tendencies and respondent profiles.

3.2. Validity & Reliability Test

A validity assessment was undertaken to ascertain whether each questionnaire item accurately captured the intended research constructs. The Pearson Product-Moment correlation technique was applied by comparing the obtained correlation coefficient (r-count) against the established critical threshold (r-table). Items were classified as valid when the r-count surpassed the r-table value and the associated significance level fell below 0.05 (Sugiyono, 2022). The use of valid measurement instruments is essential to guarantee that research outcomes faithfully reflect the variables under examination.

Reliability testing was subsequently conducted to evaluate the consistency and dependability of the research instruments. Internal consistency was assessed through Cronbach's Alpha coefficient. In accordance with Sugiyono (2022), a variable is deemed reliable when its Cronbach's Alpha value exceeds the threshold of 0.60. Instruments demonstrating sufficient reliability confirm that the questionnaire measures the intended constructs in a stable and consistent manner, rendering it suitable for further statistical analysis.

3.3. Classical Assumption Tests

Prior to executing multiple linear regression analysis, a series of classical assumption tests were administered to verify that the regression model conformed to the requisite statistical assumptions.

Normality Test

The normality test was performed to ascertain whether the residuals derived from the regression model followed a normal distribution. This study utilized the Kolmogorov–Smirnov

DOI: https://doi.org/10.17509/manajerial.v25i1.100411
ISSN: 1412-6613 & E-ISSN: 2527-4570

test in conjunction with Normal Probability Plot examination. Residuals were regarded as normally distributed when the resulting significance value exceeded 0.05.

Multicollinearity Test

The multicollinearity test was conducted to detect the potential presence of strong linear correlations among the independent variables. Tolerance values and Variance Inflation Factor (VIF) scores served as the primary diagnostic indicators. A regression model was considered free of multicollinearity when Tolerance values surpassed 0.10 and VIF values remained under the threshold of 10.

Heteroscedasticity Test

The heteroscedasticity test was applied to examine whether the variance of regression residuals remained constant across all levels of the independent variables. Both the Glejser test and scatterplot visualization were employed for this purpose. A significance value exceeding 0.05 indicated the absence of heteroscedasticity, confirming that the model adhered to the homoscedasticity assumption.

3.4. Correlation Analysis

Correlation analysis was performed to determine the nature and magnitude of the relationships among Work-Life Balance (X_1), Occupational Stress (X_2), and Employee Performance (Y). The Pearson Product-Moment correlation method was utilized to identify whether the associations between variables were positive or negative, as well as to gauge their relative strength.

3.5. Multiple Linear Regression Analysis

Multiple linear regression analysis was applied to quantify the magnitude and directionality of the effects exerted by Work-Life Balance and Occupational Stress on Employee Performance. The regression equation formulated for this study is expressed as follows:

$$Y = \alpha + \beta_1 X_1 + \beta_2 X_2$$

Where:

Y = Employee Performance

α = Constant

β_1, β_2 = Regression coefficients

X_1 = Work-Life Balance

X_2 = Occupational stress

This analytical model enables a comprehensive examination of both the partial and simultaneous effects of the predictor variables on employee performance.

3.6. Coefficient of Determination (R^2)

The coefficient of determination (R^2) was utilized to assess the explanatory capacity of the regression model, specifically indicating the proportion of variance in Employee Performance that is attributable to Work-Life Balance and Occupational Stress. The Adjusted R^2 value was additionally considered to offer a more precise estimation by correcting for the number of predictor variables incorporated in the model.

DOI: https://doi.org/10.17509/manajerial.v25i1.100411
ISSN: 1412-6613 & E-ISSN: 2527-4570

3.7. t-Test (Partial Test)

The t-test was employed to evaluate the individual contribution of each independent variable to Employee Performance. A variable was regarded as exerting a statistically significant effect when its corresponding significance value fell below 0.05.

The t-table value was determined using the following formula:

t table = t (α/2; n – k – 1)

Where:

α = significance level

n = number of respondents

k = number of independent variables

3.8. F-Test (Simultaneous Test)

The F-test was conducted to ascertain whether Work-Life Balance and Occupational Stress jointly exerted a significant influence on Employee Performance. The regression model was considered statistically meaningful when the significance value was less than 0.05, denoting that both predictor variables collectively accounted for the observed variation in employee performance.

All statistical procedures in this study were executed at a 95% confidence interval (α = 0.05). The integration of descriptive and inferential statistical methodologies facilitated a thorough and comprehensive exploration of the relationships and causal dynamics among the variables under investigation.

4. RESULT AND DISCUSSIONS

4.1. Result

Validity & Reliability Test

A validity assessment was carried out to verify whether each questionnaire item precisely captured the intended research constructs. By applying the Pearson Product-Moment correlation technique, all questionnaire items yielded correlation coefficients (r-count) that surpassed the critical r-table threshold, with significance values falling below 0.05. Accordingly, all indicators pertaining to Work-Life Balance, Occupational Stress, and Employee Performance were deemed valid and appropriate for use in subsequent statistical procedures.

Reliability testing was subsequently administered to assess the internal consistency of the research instruments. The outcomes revealed that all variables attained Cronbach's Alpha values surpassing the minimum acceptable threshold of 0.70, thereby reflecting satisfactory levels of reliability. The Work-Life Balance construct, comprising 15 measurement items, yielded a Cronbach's Alpha of 0.795, signifying acceptable internal consistency. The Occupational Stress variable, measured through 30 items, exhibited outstanding reliability with an Alpha coefficient of 0.970. Similarly, the Employee Performance construct, encompassing 25 items, achieved a Cronbach's Alpha of 0.907, reflecting a high degree of reliability. In line with Sugiyono (2022), instruments registering Cronbach's Alpha values above 0.70 are regarded as reliable. It can therefore be concluded that all measurement instruments employed in this study met the reliability criteria and were deemed suitable for further analytical stages.

DOI: https://doi.org/10.17509/manajerial.v25i1.100411
ISSN: 1412-6613 & E-ISSN: 2527-4570

Classical Assumption Tests

Prior to performing multiple linear regression analysis, a set of classical assumption tests was administered to verify the appropriateness and adequacy of the regression model.

Normality Test

The normality test confirmed that the regression residuals were normally distributed, as evidenced by significance values exceeding 0.05, further corroborated by the Normal Probability Plot visualization in which data points closely followed the diagonal reference line. These results confirm that the regression model adequately satisfied the normality assumption.

Multicollinearity Test

The multicollinearity examination revealed that all independent variables registered Tolerance values above 0.10 and Variance Inflation Factor (VIF) scores below 10. Such results provide evidence that no multicollinearity existed among the predictor variables, implying that Work-Life Balance and Occupational Stress each contributed independently to the regression model.

Heteroscedasticity Test

The heteroscedasticity examination yielded significance values greater than 0.05, a finding reinforced by scatterplot visualizations depicting randomly dispersed residual patterns. As a result, no indication of heteroscedasticity was identified, affirming that the regression model conformed to the homoscedasticity assumption.

Correlation Analysis

Correlation analysis was performed to assess both the direction and magnitude of associations among Work-Life Balance (X_1), Occupational Stress (X_2), and Employee Performance (Y). Drawing from data gathered across 59 respondents, the analysis revealed statistically significant relationships at the 99% confidence level ($p < 0.01$).

The most pronounced association was observed between Occupational Stress and Employee Performance, yielding a correlation coefficient of –0.435, which reflects a moderate negative relationship. This outcome implies that escalating levels of occupational stress tend to correspond with diminished employee performance. On the other hand, Work-Life Balance exhibited a positive correlation with Employee Performance ($r = 0.413$), suggesting that improvements in work-life balance are generally associated with enhanced performance outcomes.

In contrast, the relationship between Work-Life Balance and Occupational Stress was found to be comparatively weak ($r = 0.078$) and statistically non-significant ($p = 0.556 > 0.05$). These results indicate that both predictor variables maintain independent associations with employee performance without meaningfully affecting one another.

Multiple Linear Regression Analysis

DOI: https://doi.org/10.17509/manajerial.v25i1.100411
ISSN: 1412-6613 & E-ISSN: 2527-4570

Multiple linear regression analysis was undertaken to quantify the magnitude and directionality of the effects produced by Work-Life Balance and Occupational Stress on Employee Performance. The resulting regression equation is presented as follows:

Employee Performance = 74.544 + 0.782 (Work-Life Balance) – 0.214 (Occupational Stress)

The regression equation indicates that each one-unit increment in Work-Life Balance corresponds to a 0.782-unit increase in Employee Performance, provided all other variables are held constant. Conversely, each one-unit rise in Occupational Stress is associated with a 0.214-unit reduction in Employee Performance. These outcomes affirm that Work-Life Balance functions as a constructive contributor to performance, whereas Occupational Stress operates as an inhibiting factor.

Coefficient of Determination (R^2)

The coefficient of determination analysis produced an R-value of 0.625, reflecting a moderately strong degree of association between the independent variables and Employee Performance. The corresponding R^2 value of 0.390 reveals that Work-Life Balance and Occupational Stress together account for approximately 39% of the total variance observed in Employee Performance, with the remaining 61% potentially attributable to additional factors beyond the scope of this study.

Moreover, the Adjusted R^2 value of 0.368 indicates that the regression model retains an acceptable level of explanatory power following adjustment for the number of predictor variables incorporated into the analysis.

t-Test (Partial Test)

The results of the partial t-test confirmed that both independent variables exerted statistically significant effects on Employee Performance.

Work-Life Balance was found to produce a positive and statistically significant effect on Employee Performance (t = 4.291; Sig. = 0.000). Consequently, H1 was supported, suggesting that employees who effectively manage the demands of both professional and personal life are more likely to attain superior performance levels.

In contrast, Occupational Stress demonstrated a negative and statistically significant effect on Employee Performance (t = –4.493; Sig. = 0.000). As a result, H2 was supported, indicating that heightened levels of occupational stress are associated with a progressive deterioration in employee performance.

F-Test (Simultaneous Test)

The F-test yielded an F-value of 17.906 accompanied by a significance value of 0.000, which fell below the established threshold of 0.05 and surpassed the F-table reference value of 3.162. H3 was therefore supported, confirming that Work-Life Balance and Occupational Stress jointly produce a statistically significant effect on Employee Performance.

These outcomes highlight that employee performance is not shaped by any single determinant, but rather emerges from the interplay between conducive and adverse workplace conditions operating in tandem.

DOI: https://doi.org/10.17509/manajerial.v25i1.100411
ISSN: 1412-6613 & E-ISSN: 2527-4570

4.2. Discussion

The Effect of Work-Life Balance on Employee Performance

The empirical results confirm that Work-Life Balance exerts a positive and statistically significant effect on Employee Performance. This finding is consistent with the Conservation of Resources (COR) Theory, which posits that employees are inherently motivated to preserve resources they value, including time, energy, and psychological well-being. Employees who succeed in sustaining an equilibrium between work-related and personal responsibilities are better positioned to protect these resources, thereby fostering sustained motivation, concentration, and overall productivity.

This outcome resonates with the conclusions drawn by Pebiyanti and Winarno (2021), Lihawa et al. (2022), and Nasution et al. (2023), all of whom documented a positive contribution of work-life balance to employee performance. Employees who experience a well-balanced integration of professional and personal domains are more inclined to exhibit heightened organizational commitment and elevated levels of work effectiveness.

The Effect of Occupational stress on Employee Performance

The findings further reveal that Occupational stress negatively and significantly affects Employee Performance. This result is consistent with COR Theory, which views excessive stress as a form of resource depletion. Employees exposed to prolonged stress may experience emotional exhaustion, reduced concentration, and diminished coping abilities, ultimately lowering performance.

This result supports findings by Lihawa et al. (2022) and Sari et al. (2021) which demonstrated that excessive work stress adversely affects productivity and performance outcomes. Therefore, organizations must recognize stress management as an essential HRM strategy rather than merely an individual concern.

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

The simultaneous effect identified through the F-test demonstrates that Work-Life Balance and Occupational stress jointly influence Employee Performance. This finding implies that employee performance is shaped by the interaction between resource preservation and resource depletion mechanisms.

From a managerial perspective, organizations cannot solely focus on increasing work demands and productivity targets without considering employees' psychological and social well-being. Policies promoting flexible work arrangements, equitable workload distribution, and supportive organizational environments are necessary to sustain employee performance and long-term organizational effectiveness.

5. CONCLUSION, SUGGESTION AND LIMITATION

5.1. Conclusion

This study examined the effects of Work-Life Balance and Occupational stress on Employee Performance at PT Catur Sentosa Adiprima. The findings demonstrate that Work-Life Balance positively and significantly influences Employee Performance (β = 0.782, *t* = 4.291, *p* = 0.000),

DOI: https://doi.org/10.17509/manajerial.v25i1.100411
ISSN: 1412-6613 & E-ISSN: 2527-4570

indicating that employees who successfully maintain equilibrium between professional and personal responsibilities tend to achieve better work outcomes. Conversely, Occupational stress negatively and significantly affects Employee Performance (β = –0.214, t = –4.493, p = 0.000), suggesting that excessive occupational pressure may weaken employee productivity and work effectiveness.

Furthermore, the simultaneous analysis confirms that Work-Life Balance and Occupational stress jointly exert significant effects on Employee Performance (F = 17.906, p = 0.000). The coefficient of determination (R^2 = 0.390) indicates that both variables explain 39% of the variation in employee performance, while the remaining 61% may be associated with other organizational or individual factors not included in this study.

These findings support Conservation of Resources (COR) Theory, which emphasizes that employees strive to preserve valuable resources such as time, energy, and psychological well-being. Work-Life Balance functions as a mechanism for maintaining these resources, whereas excessive Occupational stress reflects resource depletion that may reduce performance. Therefore, employee performance is influenced not only by work demands but also by organizational efforts to maintain employee well-being and psychological sustainability.

5.2. Suggestions

Based on the research findings, organizations are encouraged to implement policies that support the integration of professional and personal responsibilities. Flexible work arrangements, employee wellness initiatives, and supportive organizational systems may help employees maintain healthier work-life balance and sustain productivity.

Additionally, organizations should actively manage occupational stress through effective leadership practices, equitable workload allocation, transparent communication, and the creation of psychologically supportive work environments. Such initiatives are expected to strengthen employee engagement, improve well-being, and enhance overall organizational performance.

5.3. Research Limitations and Future Research Directions

This study has several limitations that should be acknowledged. First, the research was conducted within a single organization, PT Catur Sentosa Adiprima, which may limit the generalizability of the findings to other organizational contexts or industrial sectors. Second, the use of self-administered questionnaires may introduce response bias, as respondents' perceptions and self-reporting tendencies could influence the accuracy of the data collected. Third, the relatively limited sample size of 59 respondents may reduce the broader applicability of the results.

Considering these limitations, future studies are encouraged to expand the research scope by involving larger samples and multiple organizations, particularly within the FMCG distribution sector or comparable industries. Subsequent research may also incorporate moderating or mediating variables such as organizational support, job satisfaction, leadership style, or employee engagement to provide a more comprehensive understanding of

DOI: https://doi.org/10.17509/manajerial.v25i1.100411
ISSN: 1412-6613 & E-ISSN: 2527-4570

employee performance determinants. Furthermore, adopting mixed-method approaches combining quantitative and qualitative techniques may generate richer and more contextual insights regarding work-life balance, occupational stress, and employee performance.

6. REFERENCES

Al-Omari, Z., Alomari, K. A. A. A., & Aljawarneh, N. (2020). The role of empowerment in improving internal process, customer satisfaction, learning and growth. *Management science letters*, *10*(4), 841-848. https://doi.org/10.5267/j.msl.2019.10.013

Arifin, M., & Muharto, A. (2022). Pengaruh Worklife Balance Terhadap Kinerja Karyawan (Studi Pada PT. Livia Mandiri Sejati Pasuruan). *Jurnal Riset Ekonomi Dan Bisnis, 15*(1), 37-46. https://doi.org/10.26623/jreb.v15i1.3507

Badrianto, Y., & Ekhsan, M. (2021). Pengaruh Work-life Balance terhadap Kinerja Karyawan yang di Mediasi Komitmen Organisasi. *Jesya (Jurnal Ekonomi dan Ekonomi Syariah), 4*(2), 951-962. https://doi.org/10.36778/jesya.v4i2.460

Etikan, I., & Bala, K. (2017). Sampling and sampling methods. *Biometrics & Biostatistics International Journal*, *5*(6), 00149. https://doi.org/10.15406/bbij.2017.05.00149

Hikmah, TSM. (2021). Peran Worklife Balance dan Stres Kerja terhadap Kinerja Karyawan dengan Organizational Citizenship Behavior sebagai Variabel Mediasi. *Jurnal Bisnis Dan Manajemen, 8*(1), 64-74. https://doi.org/10.26905/jbm.v8i1.5278

Hobfoll, S. E., Halbesleben, J., Neveu, J. P., & Westman, M. (2018). *Conservation of Resources in the Organizational Context: The Reality of Resources and Their Consequences*. Annual Review of Organizational Psychology and Organizational Behavior, 5, 103–128. https://doi.org/10.1146/annurev-orgpsych-032117-104640

Kelliher, C., Richardson, J., & Boiarintseva, G. (2019). All of Work? All of Life? Reconceptualising Work-Life Balance for the 21st Century. *Human Resource Management Journal, 29*(2), 97–112. https://doi.org/10.1111/1748-8583.12215

Koopmans, L., Bernaards, C. M., Hildebrandt, V. H., De Vet, H. C., & Van Der Beek, A. J. (2014). Construct validity of the individual work performance questionnaire. *Journal of occupational and environmental medicine*, *56*(3), 331-337. https://doi.org/10.1097/JOM.0000000000000113

Lihawa, N. S., Areros, W. A., & Rumawas, W. (2022). Pengaruh stres kerja dan work-life balance terhadap kinerja karyawan Hotel The Lagoon Manado. *Productivity, 3*(1), 67–71. https://ejournal.unsrat.ac.id/index.php/productivity/article/viewFile/37992

Lukmiati, R. (2020). Pengaruh work life balance terhadap kinerja karyawan. *Jurnal Ekobis Dewantara,3* (3), 46-50. https://doi.org/10.26460/ed_en.v3i3.1688

Maghfirah, N. (2023). Faktor-faktor yang mempengaruhi stres kerja karyawan. *Jurnal Doktor Manajemen, 6*(2), 127–136. https://doi.org/10.22441/jdm.v6i2.22307

Mendis, M. D. V. S., & Weerakkody, W. A. S. (2017). The impact of work life balance on employee performance with reference to telecommunication industry in Sri Lanka: a mediation model. *Kelaniya Journal of Human Resource Management*, *12*(1). https://doi.org/10.4038/kjhrm.v12i1.42

Oktaviani, D. N., & Irmayanti, N. (2021). Pengaruh stres kerja terhadap kinerja karyawan. *PSIKOWIPA, 2*(1), 20–28. https://doi.org/10.38156/psikowipa.v2i1.43

Pebiyanti, F., & Winarno, A. (2021). Pengaruh work-life balance dan stres kerja terhadap kinerja karyawan (Studi pada Bank BJB Cabang Tasikmalaya). *E-Proceeding of Management, 8*(4), 3751–3771. https://openlibrarypublications.telkomuniversity.ac.id/index.php/management/en/article/view/15365

Rahmayati, T. E. (2021). Keseimbangan kerja dan kehidupan (work-life balance) pada wanita bekerja. *Juripol, 4*(2), 129–141. https://doi.org/10.33395/juripol.v4i2.11098

Sari, D. L., Storyna, H., Intan, R., Sinaga, P., Gunawan, F. E., Asrol, M., & Redi, A. P. (2021). Pengaruh stres kerja terhadap kinerja karyawan: Studi kasus industri manufaktur di Indonesia. *IOP Conference Series: Earth and Environmental Science, 794*(1), 012085. https://doi.org/10.1088/1755-1315/794/1/012085

Sirgy, M. J., & Lee, D. J. (2018). Work-Life Balance: An Integrative Review. *Applied Research in Quality of Life, 13*(1), 229–254. https://doi.org/10.1007/s11482-017-9509-8

Sugiyono. (2022). Metode penelitian kuantitatif, kualitatif, dan R&D. Alfabeta.

Sumarna, A. M. P., & Murniyati, M. (2026). Pengaruh Stres Kerja Dan Work-life Balance Terhadap Kinerja Karyawan Pada Industri Konveksi Nano Sportwear: The Effect of Work Stress and Work-Life Balance on Employee Performance in the Nano Sportwear Garment Industry. *Jurnal Manajemen Ekonomi dan Akuntansi, 2*(2), 332-338. https://doi.org/10.63921/jmaeka.v2i2.304

Talukder, A., Vickers, M., & Khan, A. (2018). *Supervisor Support and Work–Life Balance: Impacts on Job Performance in the Australian Financial Sector*. *Personnel Review, 47*(3), 727–744. https://doi.org/10.1108/PR-12-2016-0314

Tampubolon, M. (2023). Metode Penelitian Metode Penelitian. Metode Penelitian Kualitatif, 3 (17), 43.

Urba, MA, & Soetjiningsih, CH (2022). Hubungan antara work life balance dan stres kerja pada karyawan. *Buletin Konseling dan Psikoterapi, 4* (3), 694-700. https://doi.org/10.51214/bocp.v4i3.383

Wulandari, M., & Hadi, H. K. (2021). Peran job satisfaction sebagai variabel intervening antara work-life balance terhadap employee performance. *Jurnal Ilmu Manajemen, 9(*2), 816–829. https://doi.org/10.26740/jim.v9n2.p816-829

DOI: https://doi.org/10.17509/manajerial.v25i1.100411
ISSN: 1412-6613 & E-ISSN: 2527-4570