

THE EFFECT OF WORK-LIFE BALANCE, WORK STRESS, AND WORK ENVIRONMENT ON EMPLOYEE PERFORMANCE AT PT. WIJAYA INTI NUSANTARA SAWIT PALOPO CITY

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Article Info	Abstract
Accepted February, 2025	The purpose of this study was to determine how work-life balance, work stress, and work environment affect employee performance at PT. Wijaya Inti Nusantara Sawit, Palopo City. This study used a quantitative method with a population of 140 employees. Because the population is more than 100, the sampling method used is the Slovin formula with a total of 104 employees as respondents. Multiple linear regression is a data analysis method used to test the hypothesis. The results show that (1) work-life balance affects employee performance at PT. Wijaya Inti Nusantara Sawit, Palopo City positively and significantly; (2) work stress does not affect employee performance at PT Wijaya Inti Nusantara Sawit, Palopo City, does not have a positive and insignificant effect; and (3) the work environment affects employee performance at PT Wijaya Inti Nusantara Sawit, Palopo City positively and significantly
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INTRODUCTION

Human Resources (HR) applied here refers to human behavior, especially employees, who have a crucial role in the production process. A very important element in determining the success of a company or institution because they have expertise, abilities, and skills. To achieve these goals, the company needs competent and qualified

human resources. To obtain quality human resources, the company must be able to increase employee productivity (Ewaldy et al., 2022).

Work-life balance is a condition in which employees are able to harmonize between professional duties and aspects of personal life. Thus, work-life balance can be simply defined as a condition in which an employee can manage time effectively and adjust between obligations in the work environment and personal needs and family life. Individuals who successfully implement work-life balance are those who demonstrate high productivity and optimal performance (Ginting, 2018). All employees are expected to carry out their respective duties and workloads in accordance with the responsibilities and functions that have been determined, so that there is no jealousy in carrying out tasks. The term balance indicates the existence of a goal to align individual participation in work and other non-work activities. The concept of work-life balance is based on the principle that as a fair individual, a person must be committed not only to work but also to personal life, because both have an equal level of importance.

In this modern era, a number of employees face pressure to meet work demands while maintaining their personal lives. The balance between work and personal life can affect individual behavior in the company. Therefore, companies need to consider this factor in managing individual behavior in the organization. Work-life balance is a balance created by individuals by managing time in a balanced manner between work, family life, and personal interests. Every individual, including employees, needs a balance between personal and work commitments. Employees are required to be able to show good performance, improving employee performance requires several things such as high motivation, adequate competence, good leadership, and a work environment that supports employees to be able to improve their performance (M. Anwar et al., 2019).

Today, the relationship between work and personal life has become an interesting research focus for academics and practitioners. The conditions, patterns, and demands of work act as drivers, changes in the composition of Democracy, and the Evolution of the labor market. The number of working hours, the method of organizing them, and the availability of rest time significantly affect the quality of work and life of workers (ilo.org, 2023).

Therefore, stress can be interpreted as pressure that arises when a worker experiences work-related pressure. Students are able to overcome stress and achieve the expected results, this shows that students have the ability to overcome stress. Therefore, the best approach to stress is to avoid making people feel bad about themselves, which means that the approach should be used to analyze the stress itself. In this context, stress management is a key component in creating a stable work environment and increasing employee productivity (Chen, 2019).

They must adjust to this reality to ensure that the work environment contributes to improving their quality of life and ensure that the work environment contributes to improving their quality of life (MRA Ismunandar & Cempena, 2024). The purpose of this study is to gain a deeper understanding of the concept of human resource management, which is an important solution to this problem. A concept that is gaining more attention, work-life balance has evolved into something that more indicates the passage of time

between work and personal life (A. Ismunandar & Kurnia, 2023).

Previously conducted research stated that employees who felt that there was a balance between life and work had a higher level of well-being, which in turn contributed to increased productivity and employee retention (Agus et al.2023). Recent research confirms that this balance is not only related to the number of working hours compared to free time, but also involves the psychological and emotional conditions of individuals in the work environment.

A work environment that supports this balance consistently creates a more positive work environment where employees are able to do their jobs. An environment that supports this balance consistently creates a more positive work environment where employees are able to do their jobs competently (Hendratri & Dianto, et al., 2023). The positive impact of work-related stress is not limited to individuals, but also extends to group work-related stress within an organization. Therefore, to understand the concept of work-life balance, it is necessary to consider the factors that influence the psychological and emotional well-being of employees. Such as the managerial environment, time flexibility, and effective work style have a significant impact on a person's psychological well-being. Understanding these dynamics helps businesses implement effective and balanced human resource management strategies.

In this study, there are four main objectives to be achieved. (1) to determine the effect of Work-Life Balance on employee performance at PT. Wijaya Inti Nusantara Sawit. (2) to release the effect of Work Stress on employee performance in the company. (3) to analyze how the work environment affects employee performance at PT. Wijaya Inti Nusantara Sawit, Palopo City. (4) to test the simultaneous effect of work-life balance, work stress, and work environment on employee performance. By examining these four aspects, it is hoped that this study can provide useful insights into the factors that affect employee performance. Based on this description, the author is interested in conducting research related to "The Effect of Work-Life Balance, Work Stress, and Work Environment on Employee Performance at PT. Wijaya Inti Nusantara Sawit, Palopo City."

RESEARCH METHODS

This type of research uses a quantitative approach. Primary data and secondary data are methods used to generate data in this study. Data collected directly from the source, such as observation questionnaires, are called primary and/or secondary data. The sample size for this study was 140 employees of PT. Wijaya Inti Nusantara Sawit, Palopo City, with 104 respondents taken from the Slovin formula, the formula:

$$n = N$$

$$1 + N(e)^2$$

information:

n= population size, N= number of population,

e= error tolerance level, So:

$$n= 140 \frac{1}{1+140(0.05)^2}$$

$$= 140 \cdot 1.35$$

$$= 103.7037 = 104$$

Data were collected through the distribution of online questionnaires using Google Form and data analysis using SPSS 30 statistical software. Data analysis techniques in this study were: validity test, reliability test, multiple linear regression test, t-test (partial) F-test (simultaneous) and coefficient of determination test (R²).

RESULTS AND DISCUSSION

A. Research Results

1. Validity test

This Validity Test is used to evaluate the validity of the questionnaire. A questionnaire is considered valid if it can measure the objectives and reveal data from the variables studied accurately. The results of the validity test on the variables Work-life balance (X1), Work stress (X2), Work environment (X3), and Employee performance (Y).

a) If $r \text{ count} > r \text{ table}$ then the question is said to be valid

b) If $r \text{ count} < r \text{ table}$ then the question is said to be invalid.

R table = 0.192 with a significance value of 0.05

Table 1
Validity Test Results

No.	variable	Items	r count	r table	note
1.	Balance Work life	X1.1	0.865	0.192	Valid
		X1.2	0.420	0.192	Valid
		X1.3	0.588	0.192	Valid
		X1.4	0.863	0.192	Valid
2.	Work stress	X2.1	0.818	0.192	Valid
		X2.2	0.683	0.192	Valid
		X2.3	0.696	0.192	Valid
		X2.4	0.775	0.192	Valid
3.	Work environment	X3.1	0.891	0.192	Valid
		X3.2	0.885	0.192	Valid
		X3.3	0.767	0.192	Valid
		X3.4	0.855	0.192	Valid
4.	Employee performance	Y.1	0.769	0.192	Valid
		Y.2	0.747	0.192	Valid
		Y.3	0.735	0.192	Valid

Source: primary data processed by SPSS 2024

The table above shows that the calculated r value for each item in the list is greater than the table r value. So, we can say that all statement items in this study are valid.

2. Reliability Test

Reliability Test is a part of research that aims to evaluate the consistency of a measuring instrument or measurement instrument in providing comparable or identical results when used simultaneously. Repeatedly talking about one thing or problem in the same situation. In short, reliability testing ensures that research tools provide reliable and consistent results.

- a) If Cronbach's alpha > 0.60 the instrument is said to be reliable.
- b) If Cronbach's alpha < 0.60 the instrument is said to be invariable.

Table 2
Reliability test results

Variables	Cronbach's alpha	Information
Balance	0.632	Reliable
Work life		
Work stress	0.725	Reliable
Work environment	0.872	Reliable
Employee	0.610	Reliable

Source: primary data processed by SPSS 2024

The table above shows that the cronbach's alpha value is above 0.60, which indicates that all variables in this study are declared reliable. Therefore, all statements in this study can be used as a research measuring tool.

3. Multiple Linear Regression Test

The purpose of the Multiple Linear Regression analysis is to determine or understand the influence of the independent variables, namely work stress (X2), work life (X1), and work environment (X3) on the dependent variable, namely employee work (Y)

Table 3
Multiple Linear Regression Test Results

Model	Unstandardized Coefficients		Standardized Coefficients		
	B	Std. Error	Beta	t	Sig.
1. (constant)	4,144	1,198		3,460	,001
TOTAL X1	,599	,043	,800	13,794	,001
TOTAL X2	,006	,032	,011	,185	,853
TOTAL X3	,082	,040	0.119	2,065	,042

Source: primary data processed by SPSS 2024

$$Y = a + b_1x_1 + b_2x_2 + b_3x_3 + e$$

$$Y = 4.144 + 0.599X1 + 0.006X2 + -0.082X3$$

From the multiple linear regression equation, it can be explained that the constant value (a) of 4.144 indicates that if the work-life balance variables (X1), work stress (X2), work environment (X3) have a value of 0, then the employee performance variable (Y) remains at 4.144.

1. The coefficient value of the Work Life Balance variable (X1) is 0.599, this shows that along with the increase in work life balance (X1), there will be an increase in employee performance (Y) of 0.599.
 2. The coefficient value of the Work Stress variable (X2) is 0.006, this shows that along with increasing work stress (X2), there will be a decrease in employee performance (Y) of 0.006.
 3. The coefficient value of the Work Environment variable (X3) is 0.082. This shows that along with the improvement of the work environment (X3), there will be an increase in employee performance (Y) of 0.082.
4. T-test

The purpose of the T-test is to determine the magnitude of the influence of the independent variable on the dependent variable partially or individually. The t-table value is obtained by using the formula $t \text{ table} = nk - 1$ or $104 - 3 - 1 = 100$, where k is the number of independent variables. So that the t-table value is 1.660.

Table 4
T-test results

Variables	t count	sig	Note
Balance	13,794	0.001	Influential
Work life(X1)			
Job stress (X2)	0.185	0.853	No effect
Work environment (X3)	2,065	0.042	Influential

Source: primary data processed by SPSS 2024

1. From the analysis results of the results above, the calculated t value obtained is $(13.794) > t \text{ table} (1.660)$ and $\text{Sig} (0.001) < 0.05$ so that it can be concluded that there is a significant influence between work-life balance and employee performance.
2. From the results of the analysis of the table above, the calculated t value was obtained, namely $(0.185) < t \text{ table} (1.660)$ and $\text{Sig} (0.853) > 0.05$, so it can be concluded that the variable X2 does not whether or not there is a significant influence between work stress and employee performance
3. From the analysis results of the results above, the calculated t value obtained is $(2.065) > t \text{ table} (1.660)$ and $\text{Sig} (0.042) < 0.05$ so it can be concluded that there is a significant influence between the work environment and employee performance.

5. F test (simultaneous)

The simultaneous F test, also known as the regression F test, is a statistical technique used to determine whether the combination of all independent variables in a linear regression model has a significant effect on the dependent variable. The f table value is obtained by using the formula $f \text{ table} = nk - 1$ or $104 - 3 - 1 = 100$, where k is the number of independent variables. So that the t table value is 2.70.

Table 5
F Test Results

Model	Sum Of Squares	d	Mean Square F	Sig.
Regression	138,519	3	46,173	,001b
Residual	68,471	100	,685	
Total	206,990	103		

Source: primary data processed by SPSS 2024

Based on the table above, F count > F table ($67.434 > 2.70$) and the significant value is $0.001 < 0.05$. This means that the variables Work-life balance (X1), Work stress (X2), and Work environment (X3) simultaneously have a positive and significant effect on employee performance variables (Y).

6. Coefficient of Determination (R²) test

The coefficient of determination (R²) test is used to measure how much influence the independent variable has on the dependent variable. The R² value ranges from 0 to 1; the closer it is to 1, the greater the influence of the independent variable in explaining the dependent variable, conversely a low R² value indicates limited influence.

Table 6
Results of Determination Coefficient Test

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	,818a	,669	,659	,82747

Source: primary data processed by SPSS 2024

From the calculation results of the determination coefficient in the table above is 0.669. So 66.9% of the dependent variable or employee performance has a major influence on the independent variables, namely work-life balance, work stress, work environment. While the rest ($100\% - 66.9\% = 33.1\%$) is influenced by other factors that are not included in this regression model.

B. Discussion of Research Results

1. The Impact of Work-Life Balance on Employee Performance

Work-life balance has a positive and significant effect on employee performance, because the results of the T-test, the calculated t value is greater than the t table, which is 13.794 greater than 1.660, with a significant value of $0.001 < 0.5$. This proves that the work-life balance variable has a positive and significant effect on employee performance. Work-life balance can positively affect employee performance because a good leader is able to provide clear direction to employees.

The results of this study are not in line with (Timbuleng et al., 2023) Based on the results of this study, it can be concluded that work life balance, work stress, and work discipline do not have a significant effect on employee work efficiency. In short, work life balance has a negative

and significant effect on employee work quality, while work stress has a negative and insignificant effect on employee work quality and has a positive and insignificant effect on employee work quality.

2. The Influence of Work Stress on Employee Performance

Job stress does not have a positive and insignificant effect on employee performance because the results of the T test, the calculated t value is smaller than the t table, which is 0.185 smaller than 1.660, with a significant value of $0.853 > 0.5$. This proves that the work stress variable has no effect and is not significant on employee performance.

From the results of this study, it is not in line with (Tupamahu et al., 2022) The results of this study indicate that partially work balance has a significant positive effect on job satisfaction, work stress shows a negative insignificant effect on job satisfaction, and compensation has a significant positive effect on employee work. That partially work balance has a significant positive effect on job satisfaction, work stress has a negative insignificant effect on job satisfaction, and compensation has a significant positive effect on employee work.

3. The Influence of the Work Environment on Employee Performance

The work environment has an influence and is significant on employee performance, because the results of the T test, the calculated t value is greater than the t table, namely, 2.065 is greater than 1.660, with a significant value of $0.042 < 0.5$. This proves that the work environment variable has a positive and significant influence on employee performance.

The results of this study are in line with research (Oktarendah & Putri, 2023). The results of the study indicate that the work environment has a positive and significant effect on performance partially. In addition, work motivation also has a positive and significant effect on performance. Simultaneously, both the work environment and work motivation show a positive and significant effect on performance.

4. Work Life Balance, Work Stress, and Work Environment on Employee Performance

Work-life balance, work stress, and work environment play an important role in determining employee performance. This study aims to identify how these three factors interact and influence employee productivity and effectiveness at PT. Wijaya Inti Nusantara Sawit, Palopo City. The results of the study indicate that work-life balance has a positive and significant effect on employee performance. This is in line with the theory that employees who are able to manage time and energy between work and personal life tend to show higher productivity. This balance not only increases job satisfaction but also reduces stress that can be detrimental to employee performance.

On the other hand, work stress does not show a significant effect on employee performance. This shows that even though stress levels are high, if managed well, the impact on performance is not always negative. Companies need to implement effective stress management, so that employees can work well even under pressure.

The work environment also has an influence and is significant to employee performance in the context of this study. Although a good work environment can support performance, these results suggest that other factors may be more influential and need to be considered. For example, employee relationships and management support may be stronger determinants in improving performance.

CONCLUSION

From the results of this study it can be concluded:

1. Work-life balance has a positive and significant effect on employee performance at PT. Wijaya Inti Nusantara Sawit Palopo City. This shows that employees who can manage time and responsibilities between work and personal life tend to show higher productivity and better performance.
2. Work stress has no positive and insignificant effect on employee performance at PT. Wijaya Inti Nusantara Sawit, Palopo City. This shows that even though employees experience high levels of stress, if the stress is managed well, the impact on performance is not always negative. This shows the importance of effective stress management.
3. The work environment has a positive and significant effect on employee performance at PT. Wijaya Inti Nusantara Sawit, Palopo City. This shows that employees who work in a conducive environment, with access to good facilities and positive relationships with coworkers, tend to have better performance.

SUGGESTION

In order to improve employee performance at PT. Wijaya Inti Nusantara Sawit, the company is advised to develop programs that support work-life balance, such as flexible policies and work-from-home options. This will help employees manage their responsibilities between work and personal life. In addition, stress management needs to be implemented by providing training and psychological support for employees. Creating a positive and conducive work environment is essential, including adequate facilities and good relationships between employees.

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