



(MUDIMA)



The Relationship Between Work-Life Balance and Work Role Conflict with Job Stress Among Employees of PT. X

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ARTICLE INFO

Keywords: Work-Life Balance, Work Role Conflict, Job Stress, Employees of PT. X.

Received : 4 February

Revised : 20 March

Accepted : 23 April

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ABSTRACT

This study aims to examine the relationship between work-life balance and work role conflict with job stress among employees of PT. X. Data were collected using three scales: the work-life balance scale, the work role conflict scale, and the job stress scale, all utilizing a Likert scale format. Data analysis was conducted using multiple regression. The results of the study indicate a significant relationship between work-life balance and work role conflict with job stress among employees of PT. X (significance value $0.000 < 0.05$ and F-value $128.260 > F\text{-table } 3.021$), with an effective contribution of 42.2%. Partially, work-life balance has a significant negative relationship with job stress ($t = -3.105, p < 0.05$), while work role conflict has a significant positive relationship with job stress ($t = 15.516, p < 0.05$). This indicates that the lower the level of work-life balance, the higher the level of job stress experienced by employees. Similarly, the higher the level of work role conflict, the higher the level of job stress. These findings offer important contributions to human resource management, particularly in supporting work-life balance and managing work role conflict to reduce employee job stress at PT. X.

INTRODUCTION

In today's modern era, working has become a necessity for everyone to meet their personal and family needs. As social beings, work-life balance is not only seen from a physiological perspective but also from a psychological one. According to Westman, Brough, & Kalliath (2009), individuals who pay attention to balancing work and personal life tend to prioritize their psychological well-being over merely pursuing wealth. Every employee in an organization is also expected to continuously improve accuracy, speed, quality, and performance potential to enhance the company's productivity as a benchmark of success.

Job stress has increasingly gained attention in recent years. Along with the rapid changes in work dynamics, job stress has emerged as a major challenge faced by employees across various sectors. According to Robbins and Judge (2017), job stress refers to emotional and psychological conditions that arise due to an imbalance between job demands and an individual's capacity to handle them. This imbalance is often triggered by excessive job demands, uncertainty about responsibilities, or lack of social support in the workplace.

Various global studies and surveys have shown that job stress is becoming a growing problem. According to a 2024 Gallup survey, around 41% of workers worldwide reported frequently feeling stressed at work. Furthermore, a 2024 PricewaterhouseCoopers (PwC) survey stated that more than half of workers feel overwhelmed by rapid changes in the workplace, leading to increased stress levels. In Indonesia, although the daily stress level is lower compared to other Southeast Asian countries with 16% of workers experiencing it this still represents a significant issue in the workforce.

One of the phenomena contributing to increased job stress is the rise of technology use. A 2019 Regus survey found that technological advancements and increased digital communication allow employees to remain connected to their work even outside regular working hours, resulting in higher mental and physical fatigue. Another contributing factor is economic uncertainty and changes in corporate policies that affect job stability. A 2023 Gallup study revealed that job stress related to economic uncertainty and organizational policies is a major source of stress among workers.

In addition, workplace bullying also significantly contributes to high stress levels. A PwC (2024) study found that 45% of workers reported experiencing bullying at work, which leads to increased emotional and mental stress. Another important factor is the lack of career development, which causes frustration and dissatisfaction among employees. In Indonesia, job stress is often triggered by factors such as excessive workload, lack of social support from coworkers or supervisors, and unclear job roles.

Previous research by the Occupational Medicine Master's Program at the Faculty of Medicine, University of Indonesia (FKUI) in the 1990s showed that about 30% of workers had experienced job stress, ranging from mild to severe complaints. This data suggests that job stress cases may be increasing today. According to Nurmiati Amir, a psychiatric specialist from FKUI-RSCM (Hidayat, 2012), insomnia affects 10% of Indonesia's population, with 10-15% of these cases classified as chronic insomnia. These issues may stem from family or work-related problems.

In Indonesia, according to data from the Directorate General of Health Services, around 11.6% (17.4 million people) of the 150 million adults experience emotional or mental disorders, such as anxiety and depression. Although not specific to work-related stress, this data provides insight into the prevalence of mental health issues. Employees experiencing work stress tend to be less productive, ultimately affecting their work performance. Research by Jarnia Putri (2022) indicated that high levels of job stress correlate with decreased employee performance. Therefore, it is important for companies to balance job demands with fair compensation and a conducive work environment. A good workplace and adequate compensation can reduce employee turnover. The better a company treats its employees, the lower the likelihood they will leave or exhibit unprofessional behavior (Muaja, 2021).

Previous research by Felicia Piscesta, Stefhani Febriana L., and Yohanes Andri Putranto B (2022) showed that work-life balance negatively affects job stress, with a significance value of 0.000 ($p < 0.05$). The negative relationship indicates that a higher quality of work-life balance correlates with lower job stress. The coefficient of determination (R^2) was

0.34, meaning the independent variables explain 34% of the variance in job stress.

According to Morgan (BBC Indonesia, 2023), modern workers now define work-life balance as the capacity to align work with their personal priorities. It is the workers not companies who decide what balance means for them. A recent Jobstreet survey stated that work-life balance is a top consideration for job seekers in Southeast Asia and Hong Kong, cited by 71% of respondents, according to Tempo.co. In Indonesia, 43% of respondents said that work-life balance is their top priority when choosing a job.

According to Ganapathi (2016), "Work-life balance is the ability of an individual to balance work demands with personal and family needs." Hudson (2015) also defines work-life balance as "a balance between time for oneself, family, friends, religion, and career, where individuals must manage to reduce the gap between work life and personal life." In general, it relates to working hours, flexibility, well-being, family, and leisure time. Individuals must be able to divide their roles between work and personal life to achieve personal satisfaction.

A study by Noor Hidayat, Suwarsi, & Abdurrahman (2017) showed that the partial influence of work-life balance on job stress at PT PLN P2B APB Jabar was 4.5%. Although not statistically significant, this result suggests that work-life balance influences job stress, which tends to be lower when employees can balance work and family responsibilities. Work-life balance is a crucial concept in achieving holistic well-being. Employees with good work-life balance tend to have lower stress levels and better quality of life. They can enjoy fulfilling personal lives, maintain their health, and spend time with family and friends factors that also increase motivation and work commitment.

Another study by Felicia Piscesta, Stefhani Febriana L., and Yohanes Andri Putranto B (2022) reiterated the negative correlation between work-life balance and job stress. The significant p-value (<0.05) and an R^2 of 0.34 confirm that work-life balance significantly reduces job stress.

In a company, employees are expected to carry out tasks according to their job descriptions and skills. However, rapid technological developments have increased workloads, often requiring employees to complete tasks outside their original job scope. This can lead to pressure and stress, which ultimately lowers productivity. Companies must

motivate employees to manage these pressures to avoid internal issues that could hinder performance.

Role conflict arises from such pressures. According to Arfan and Ikhsan (2008:37), role conflict is a psychological symptom that causes discomfort at work and potentially reduces motivation. While conflict can be positive (functional), it can also be negative (dysfunctional). Therefore, managing conflict effectively is essential for organizational success.

A study by Wazirman et al. (2021) showed that role conflict significantly and positively impacts job stress among employees at the Transportation Office of Sungai Penuh City. This means that higher role conflict increases job stress. The role conflict variable had the highest coefficient (0.755), indicating it was the most influential factor. To reduce job stress, the department must minimize role conflict.

Research by Muslikan A. & Ali H. (2022) showed that work-life balance, workload, and role conflict simultaneously and significantly affect job stress among members of the Criminal Investigation Unit at Kerinci Police. The significance value of 0.000 ($p < 0.05$) supports this conclusion.

Based on the information above, job stress can be detrimental to both organizations and individuals if not addressed. It can lead to inefficiency, reduced productivity, and failure to meet organizational goals, ultimately weakening competitiveness. If the sources of job stress such as poor work-life balance and role conflict are identified, their negative impacts can be mitigated. For employees, unaddressed stress can lead to health issues and further problems. Therefore, managing job stress is critical. An individual can only reach their full potential at work if they develop the ability to manage stress effectively.

Thus, the author is interested in examining the relationship between work-life balance and role conflict with job stress among employees of PT. X, to explore potential solutions for managing this issue.

METHODS

Type of Research

This research utilizes a quantitative approach, characterized by the significant use of numerical data at every stage, including data collection, analysis, and result presentation (Arikunto, 2013). According to Azwar (2017), quantitative research emphasizes the analysis of numerical information through statistical methods. This method is applied to obtain data based on measurement outcomes using instruments that have been tested for validity.

Research Subjects

Population

The population refers to the subject of research encompassing the entire area of generalization as the source of data to be studied (Margono, 2010:118). The population in this study consists of the employees of PT “X,” totaling 2,421 individuals.

Research Sample

A sample is a portion of the entire population selected using specific methods (Sugiyono, 2013:81). The sampling technique used in this study is non-random sampling, specifically purposive sampling. Purposive sampling refers to the selection of a group of subjects based on certain characteristics or traits (Hadi, 2015:196). The criterion set for selecting the sample in this study is having a minimum of one year of work experience.

To determine the sample size from a total population of 2,421, the researcher refers to the Isaac and Michael (1981) formula. Using the Isaac and Michael table with a 5% margin of error, the sample size for this study is determined to be 332 respondents.

Normality Test

The normality test is used to determine whether the residual data obtained is normally distributed or not (Ghozali, 2018). There are two methods to detect whether the residuals are normally distributed in a normality test: graphical analysis and statistical

analysis. In this study, the normality test was conducted using statistical analysis through the Kolmogorov-Smirnov test, since the sample size is greater than 30. To make decisions in the Kolmogorov-Smirnov normality test, the value of Asymp. Sig. (2-tailed) is compared to the significance level of $\alpha = 0.05$. The decision-making criteria are as follows:

- If the value of Asymp. Sig. (2-tailed) > 0.05 , the normality assumption is met.
- If the value of Asymp. Sig. (2-tailed) < 0.05 , the normality assumption is not met.

The results of the normality test using statistical analysis are presented in the table below.

Table 1. Normality Test Results

One-Sample Kolmogorov-Smirnov Test		
Df	Sig.	Description
349	0.098	Normal

Based on the Kolmogorov-Smirnov normality test results shown in the table, the p-value or Asymp. Sig. (2-tailed) is 0.098. Since this p-value (0.098) is greater than the significance level (0.05), it indicates that the normality assumption is satisfied.

Linearity Test

The linearity test is used to determine whether the model specification used is appropriate. It helps to identify whether the function used in an empirical study should be linear, quadratic, or cubic. Through

the linearity test, information can be obtained regarding whether the empirical model should follow a linear, quadratic, or cubic form. The decision-making criteria for the linearity test are as follows:

- If the value of Sig. Deviation from Linearity > 0.05 , the linearity assumption is fulfilled.
- If the value of Sig. Deviation from Linearity < 0.05 , the linearity assumption is not fulfilled.

The results of the linearity test are presented in the table below.

Table 2. Linearity Test Results

Variable	Sig.	Decision
Work-Life Balance	0.605	Linearity Assumption Met
Role Conflict	0.060	Linearity Assumption Met

Based on the table above, it is shown that the significance (Sig) value for the Work-Life Balance variable is 0.605, and for the Role Conflict variable it is 0.060. Since the significance values for all variables are greater than 0.05 or 5%, it can be

concluded that the linearity assumption is satisfied.

Multicollinearity Test

Multicollinearity testing is one of the classical assumption tests required when using multiple linear regression analysis. The purpose of conducting a multicollinearity test is to determine whether there is an intercorrelation (a strong relationship) between the independent variables (X). A good regression model should not show correlation among the independent variables, meaning that multicollinearity does not occur.

To assess whether multicollinearity is present, we can look at the values of the Variance Inflation Factor (VIF) and Tolerance. A good regression model meets the criteria if the Tolerance value is greater than 0.10 and the VIF value is less than 10. The results of the multicollinearity test are presented in the table below.

In this study, the data used in the multicollinearity test are from the independent variables. Based on the table above, the following results were obtained:

1. The VIF value for the Work-Life Balance variable is 1.003 (< 10) and the Tolerance value is 0.997 (> 0.10), which indicates that the independent variable Work-Life Balance does not show signs of multicollinearity.

2. For the Role Conflict variable, the VIF value is 1.003 (< 10) and the Tolerance value is 0.997 (> 0.10), indicating that the independent variable Role Conflict also does not show signs of multicollinearity.

Heteroscedasticity Test

The heteroscedasticity test is one of the classical assumption tests required when using multiple linear regression analysis. The purpose of the heteroscedasticity test is to determine whether there is an inconsistency in the regression model's variance and the residual values among observations. A good regression model should not exhibit heteroscedasticity.

Below is the result of the heteroscedasticity test as presented in the table below:

Table 3. Multicollinearity Test Results

Variable	Collinearity Statistics		
	Tolerance	VIF	Description
<i>Work-life Balance – Work Role Conflict</i>	0,997	1.003	No Multicollinearity Detected

Table 4. Heteroscedasticity Test Results

Variable	p-value	Description	Conclusion
Work-life Balance	0,057	> 0.05	No Heteroscedasticity Occurred
Work Role Conflict	0.126	> 0.05	No Heteroscedasticity Occurred

- If the significance value (Sig.) > 0.05 , then there is no indication of heteroscedasticity.
- If the significance value (Sig.) < 0.05 , then heteroscedasticity is indicated.

The significance value (Sig.) for the Work Life Balance variable is 0.057, and for the Role Conflict variable is 0.126. Since the significance values for all

variables are greater than the 0.05 significance level, it can be concluded that the assumption of homoscedasticity is met, meaning there is no indication of heteroscedasticity.

RESULTS AND DISCUSSION

Results

Table 5. Partial Test Results

Model	Skor t	Sig.	Desicription
Work-Life Balance	-3.105	0.002	Significant
Work Role Conflict	15.516	0.000	Significant

From the table, it can be concluded that:

1. Result of the first hypothesis test (H1), which tests the relationship between the work-life balance variable and job stress among employees at PT. X. Based on the partial correlation test results, the Work-Life Balance variable has a significance value of 0.002, which is less than 0.05. The calculated t-value is -3.105, which is less than the t-table value of -1.966. Therefore, the Work-Life Balance variable has a significant influence on Job Stress. Thus, the first hypothesis, H1: The Work-Life Balance variable has a significant partial relationship with the Job Stress variable, is accepted.

2. The Role Conflict variable has a significance value of 0.000, which is less than 0.05. The calculated t-value is 15.516, which is greater than the

t-table value of 1.966. Therefore, the Role Conflict variable has a significant relationship with the Job Stress variable. Thus, the second hypothesis, H2: The Role Conflict variable has a significant partial relationship with the Job Stress variable, is accepted.

3. Based on the table below, it is shown that the significance value is $0.000 < 0.05$ and the calculated F-value is 128.260, which is greater than the F-table value of 3.021. This means that the independent variables Work-Life Balance and Role Conflict significantly influence the dependent variable Job Stress. Therefore, it can be concluded that there is a simultaneous significant effect of the independent variables (Work-Life Balance and Role Conflict) on the dependent variable (Job Stress).

Table 6. Simultant Test Results

F	Ftabel	Sig.	Keterangan
128.260	3.021	0.000	Signifikan

Descriptive statistics describe the categorical distribution of each variable. The determination of low, medium, and high categories is based on the following formula:

- Low : $X < M - 1SD$
- Medium : $M - 1SD \leq X < M + 1SD$
- High : $M + 1SD \leq X$

Based on calculations using this formula, the value ranges for each category are as follows:

a. Work-Life Balance Category

- Low : $X < 65$
- Medium : $65 \leq X < 103$
- High : $103 \leq X$

Table 7. Work-life balance Category

		Frequency	Percent
Valid	Sedang	7	2
	Tinggi	342	98
	Total	349	100

Based on the data in Table 7, the majority of respondents fall into the high Work-Life Balance category, with 342 individuals, accounting for 98%. The lowest category is medium, with 7 individuals, representing 2%.

b. Work Role Conflict Category

Low : $X < 19$

Medium : $19 \leq X < 29$

High : $29 \leq X$

Table 8. Work Role Conflict Category

		<i>Frequency</i>	<i>Percent</i>
Valid	Sedang	33	9,5
	Tinggi	316	90,5
	Total	349	100

Based on the data in Table 8, the majority of respondents fall into the high work role conflict category, with 316 individuals, accounting for 90.5%. The lowest category is medium, with 33 individuals, representing 9.5%.

c. Work Stress Category

Low: $X < 23$

Medium: $23 \leq X < 37$

High : $37 \leq X$

Table 9. Work Stress Category

		<i>Frequency</i>	<i>Percent</i>
Valid	Sedang	67	19,2
	Tinggi	282	80,8
	Total	349	100

Based on the data in Table 9, the majority of respondents fall into the high work stress category, totaling 282 individuals or 80.8%. The lowest proportion is in the medium category, with 67 individuals, representing 19.2%.

The coefficient of determination is used to measure how well the model explains the variance of the dependent variable (Ghozali, 2018). The value of the coefficient of determination ranges from zero to one. The closer the coefficient is to 1, the higher the influence of the independent variable on the dependent variable. Below is the result of the coefficient of determination (R^2) shown in the table.

Based on the results of the coefficient of determination test above, the value of R^2 (Adjusted R Square) from the regression model is used to determine how well the independent variables explain the dependent variable. According to the table, the R^2 value is 0.422, which means that 42.2% of the variation in the dependent variable, Work Stress, can be explained by the variations in the two independent variables, Work Life Balance and Role Conflict. The remaining 57.8% is influenced by other variables outside the scope of this study.

Discussion

Job Stress is a state of tension that arises due to pressure experienced by an individual in the workplace. This pressure can come from various sources, such as excessive workload, time demands, role conflict, unclear responsibilities, or poor interpersonal relationships in the work environment.

According to Robbins and Coulter (2010), stress occurs when individuals feel that job demands exceed the abilities or resources they possess. This condition not only affects emotions but also physical and mental health, as well as individual behavior. If job stress occurs and is not immediately addressed by the company, it may lead to several problems experienced by employees that can be detrimental to the organization, such as: Decreased productivity: Job stress reduces motivation and the ability of employees to work efficiently. High turnover: Stressed employees tend to leave their jobs more quickly, leading to additional costs for recruitment and training. Increased conflict among employees: Stress can affect working relationships and create a disharmonious work environment. Financial losses: Absenteeism, work errors, and low productivity can lead to economic losses for the organization. By studying job stress, organizations can develop

policies and create a work environment that supports employee well-being, increases productivity, and minimizes negative impacts on both individuals and the organization. The results of this study show that all three hypotheses are accepted.

Based on the results of the analysis for the first hypothesis test (H1), which states that work-life balance is significantly related to job stress, it was found that there is a negative relationship between work-life balance and job stress. This is consistent with the study conducted by Felicia Piscesta, Stefhani Febriana L., and Yohanes Andri Putranto B (2022) titled *The Effect of Work-Life Balance on Job Stress among Educator Accountants in Palembang City*. The results of their hypothesis testing showed that the work-life balance variable negatively affects job stress, as the significance value was 0.000, which is less than 0.05. The negative direction of the relationship implies that the higher the quality of work-life balance, the lower the level of job stress, and vice versa. When someone has a poor work-life balance such as when work dominates time, energy, and attention that should also be allocated for personal needs, pressure becomes heavier. This imbalance often causes individuals to miss opportunities to rest, socialize, or engage in activities that support physical and mental health, such as exercising or spending time with family. As a result, uncontrolled work demands can trigger high levels of job stress, characterized by physical and emotional exhaustion, difficulty concentrating, and increased anxiety regarding work responsibilities.

This study also showed that the second hypothesis test (H2)—which states that role conflict is significantly related to job stress—was supported. It was found that there is a positive relationship between role conflict and job stress. This result aligns with findings from the study conducted by Wazirman et al. (2021), which showed that role conflict significantly and positively influences job stress among employees at the Department of Transportation in Sungai Penuh City. This indicates that the role conflict experienced by employees contributes to their job stress. The study revealed that the role conflict variable had a coefficient of 0.755, meaning that role conflict had the greatest influence compared to other variables. It shows that high role conflict can contribute significantly to increased job stress. Therefore, if the Department of Transportation in Sungai Penuh wants to reduce

employee job stress, it must reduce the role conflict within the organization. The positive relationship between role conflict and job stress indicates that the higher the level of role conflict experienced by an individual, the higher the level of job stress. Role conflict occurs when individuals face conflicting or unclear job demands that do not match their abilities, resources, or expectations. For instance, someone may feel pressured to fulfill various competing responsibilities at the same time or may receive inconsistent instructions from supervisors. This condition can lead to feelings of being overwhelmed, frustration, and emotional strain, thereby increasing the risk of job stress. Role conflict can also make individuals feel like they've lost control over their work, struggle to prioritize tasks, or feel dissatisfied with their accomplishments—all of which exacerbate stress levels. The impact is not only emotional but can also affect physical health, work productivity, and interpersonal relationships at work. These findings highlight the importance of managing role conflict through effective communication, clear task delegation, and organizational support to help employees better cope with work pressures and reduce the risk of excessive stress.

The third hypothesis test (H3) also showed that the combination of work-life balance and role conflict affects job stress among employees at PT. X. This aligns with research conducted by Muslikan A. & Ali H. (2022), which concluded that work-life balance, workload, and role conflict significantly affect job stress experienced by members of the Criminal Investigation Unit at the Kerinci Police Department. The simultaneous relationship between work-life balance and role conflict on job stress shows that these two variables are complementary. There is a significant simultaneous effect of the independent variables (work-life balance and role conflict) on the dependent variable (job stress). This suggests that both variables together play an important role in influencing the level of job stress experienced by individuals. Low work-life balance can increase job stress due to a lack of time for personal needs and relaxation, while role conflict can intensify stress by creating job pressure from conflicting demands.

Based on the data in Table 7, the majority category of work-life balance falls into the high category with a total of 342 individuals (98%). The lowest category of work-life balance is medium, with 7 individuals (2%).

According to Table 8, the majority category of role conflict is high, with 316 individuals (90.5%).

The lowest category is medium, with 33 individuals (9.5%).

According to Table 9, the majority category of job stress is high, with 282 individuals (80.8%). The lowest category is medium, with 67 individuals (19.2%).

Table 10. Results of the Coefficient of Determination

R	R Square	Adjusted R Square
.652	.426	0.422

CONCLUSION

This study aims to examine the relationship between work-life balance, role conflict, and job stress among employees of PT. X, with a total of 349 respondents, using a quantitative method. The research reveals a significant relationship between work-life balance, role conflict, and job stress among the employees of PT. X. The results of this study show that work-life balance has a significant negative relationship with job stress. Employees of PT. X who have a low level of work-life balance—where work dominates the time, energy, and attention that should also be allocated for personal needs—tend to experience higher levels of job stress. Additionally, role conflict has a significant positive relationship with job stress. The higher the role conflict, the higher the level of job stress experienced by employees. The study also found that work-life balance and role conflict simultaneously have a significant relationship with job stress. This indicates how the imbalance between work and personal life, along with the presence of role conflict in the

workplace, affects employees' mental and emotional conditions. When work-life balance is low, meaning work dominates the time and energy that should be devoted to personal needs, employees feel overwhelmed and pressured. This leads to feelings of exhaustion, anxiety, and increasing stress, which can result in burnout or other psychological disorders. Employees in such a state tend to feel trapped in an unhealthy routine, negatively impacting their productivity and quality of life. On the other hand, high role conflict exacerbates these psychological dynamics by creating tension between conflicting work demands that cannot be adequately met. Unclear roles or contradictory expectations intensify feelings of helplessness and frustration, ultimately increasing stress levels. These conflicts can trigger anxiety, dissatisfaction, or even confusion about work priorities, further worsening emotional pressure. Overall, the psychological dynamics faced by employees at PT. X highlight the importance of proper management of work-life balance and the reduction of role conflict in maintaining their mental and emotional well-being. An imbalance in these two aspects leads to high job stress, which can affect performance, social relationships, and overall psychological well-being.

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