

The Influence Of Work Life Balance And Work Stress On Work Productivity Of Employess At Pegadaian Sub-Branch Dinoyotangsi Surabaya

Annisa Ramadhania Hariani^{1*}, Agus Frianto²

¹Departemen of Management, Universitas Negeri Surabaya, annisa.20158@mhs.unesa.ac.id

²Departemen of Management, Universitas Negeri Surabaya, agusfrianto@unesa.ac.id

Corresponding Author Email: annisa.20158@mhs.unesa.ac.id

ABSTRACT

Received : 10 October 2024
Accepted : 9 December 2024
Published : 29 December 2024

Keywords: *Work Life Balance, Work Stress, Work Productivity*

This study aims to determine the impact of work-life balance and work stress on work productivity. Data were analyzed using Multiple Linear Regression techniques with SPSS Version 26. The sample consisted of 43 respondents, drawn from employees of a pawnshop company in Surabaya, using a saturated sampling technique. The statistical results show that work-life balance does not significantly influence work productivity. Conversely, work stress has a significant positive impact on work productivity. Collectively, the statistical results indicate that work-life balance and work stress together have a significant positive influence on work productivity.

INTRODUCTION

The rapid advancement of the digital economy has intensified competition in the economic sector, necessitating the development of employees' internal skills to meet these challenges. The increasing reliance on internet-based services for communication and collaboration signals the need to prepare for a future dominated by the digital economy. In this context, human resource management becomes critical in fostering positive workplace relationships to ensure high productivity (Safitri & Frianto, 2021).

Human resources (HR) play a pivotal role in determining an organization's growth and sustainability. Beyond technology, infrastructure, and financial resources, human resources remain the cornerstone of a company's success. Many companies in Indonesia demand their employees work harder to achieve efficient and effective productivity in alignment with corporate expectations (Suprpto & Nurmaya, 2022).

Good productivity enables employees to complete tasks accurately and efficiently while fostering

innovation and continuous improvement. Productivity is not achieved automatically but reflects the effort and commitment of employees, enabling them to meet corporate needs and contribute optimally (Ismail & Sekarsari, 2022). However, productivity levels may fluctuate due to various internal and external factors, impacting both organizational and individual performance (Novie et al., 2022).

One critical factor influencing productivity is the balance between work and personal life, commonly referred to as work-life balance. Employees with better work-life balance tend to exhibit higher satisfaction and efficiency, creating a supportive and productive work environment (Soliman, 2023). From the employee's perspective, managing professional and personal commitments is essential for well-being, while for organizations, creating this balance is key to sustaining productivity (Musaddiq et al., 2023).

Research shows that work-life balance significantly impacts productivity. While some studies highlight its positive effects, others indicate minimal or inconsistent influence, revealing a research gap in understanding this (Widyastuti & Pogo, 2022). In

addition, work stress has emerged as another factor affecting productivity. High job demands often result in physical and emotional stress, potentially reducing productivity (Mardikaningsih et al., 2022). However, differing opinions regarding the extent of work stress's impact highlight the need for further investigation (Simbolon *et al.*, 2023).

Observations at Pegadaian Cabang Pembantu Dinoyotangsi Surabaya reveal efforts like morning briefings and coaching systems aimed at improving employee productivity. Nonetheless, challenges persist, such as low motivation, tardiness, and errors in task execution. Imbalanced work-life conditions also hinder employees' personal growth, causing stress and reduced focus, which ultimately affect productivity.

This study aims to address the identified research gaps by exploring the influence of work-life balance and work stress on employee productivity, specifically at Pegadaian Cabang Pembantu Dinoyotangsi Surabaya. The findings are expected to provide valuable insights into effective human resource management strategies to enhance organizational goals and employee well-being.

LITERATURE REVIEW

Work Life Balance on Work Productivity

Work-life balance refers to the challenge of achieving equilibrium between professional responsibilities and personal obligations, enabling employees to allocate time effectively for work, family, and other aspects of life. This balance is deemed successful when individuals can divide their time fairly among their family, friends, community, spirituality, and work responsibilities (Yahya & Laura, 2021). According to Safitri & Frianto (2021), poor management of work-life balance can pose significant risks to employee well-being and corporate efficiency. Excessive work demands that overshadow personal time can disrupt this balance, potentially leading to a decline in employee productivity.

While knowledge and skills are traditional measures of work productivity, Lintong et al (2023) emphasize that work-life balance is equally critical in determining productivity levels. Achieving satisfaction in both professional and personal responsibilities can significantly enhance work productivity. Previous studies, including those by Widuri & Wibowo (2021), Ismail & Sekarsari (2022),

Bashayreh & Jalagat (2022), Widyastuti & Pogo (2022), and Safitri & Frianto (2021), consistently demonstrate a significant positive correlation between work-life balance and work productivity. These findings highlight the crucial role of maintaining a balanced life in fostering stability and optimal performance within the workplace, ultimately contributing to both employee satisfaction and organizational success.

H1: Work life balance has a significant positive effect on work productivity

Work Stress on Work Productivity

Works stress is a dynamic condition where individuals experience physical, mental, and psychological tension that can affect emotions, thoughts, and physical states. It arises when individuals face opportunities, demands, or resources related to their environment, organizational conditions, or personal capacities that they feel exceed their ability to respond (Simbolon *et al.*, 2023). According to Damarsari (2022), to maximize employee productivity, companies must address work stress and workload according to employees' capabilities. Excessive or mismatched workloads can create stress, making work stress a significant factor in employee productivity. Unmanaged work stress leads to reduced motivation, hinders continuous improvement efforts, and negatively impacts productivity by delaying task completion and lowering work quality and quantity.

Previous studies have demonstrated the influence of work stress on productivity. Nurhasan & Nugroho (2023) found a significant negative relationship between work stress and productivity among 100 employees at KPP Pratama Yogyakarta. Similarly, Widyawati *et al* (2021), Ohiokha et al (2022), and (Rani *et al.*, 2021) also highlighted the significant impact of work stress on productivity. These findings suggest that managing work stress is crucial for optimal productivity. Employees can adopt strategies such as exercise, meditation, and effective time management to mitigate work stress and enhance productivity at work.

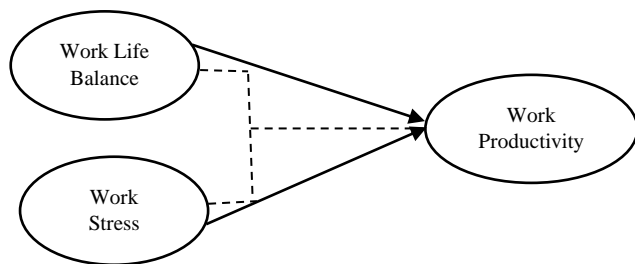
H2: Work stress has a significant negative effect on work productivity

Work Life Balance and Work stress on Work Productivity

High level of productivity can be achieved when individuals successfully balance work and personal life, fostering positive workplace relationships. Conversely, the absence of such balance may lead to reduced productivity (Widyastuti & Pogo, 2022). According to Suprpto & Nurmaya (2022), work stress poses significant challenges, as excessive psychological or physical pressure can disrupt individual well-being and impede work activities.

Various companies exhibit differing levels of work-life balance among employees. The ability to manage work, family responsibilities, and personal life is crucial for both organizations and employees, given the challenges of balancing time under work demands. Research by Bashayreh & Jalagat (2022) on Ericsson Oman employees in Stockholm, Sweden, highlights a significant positive relationship between work-life balance and work productivity. Similarly, Nurhasan & Nugroho (2023) found that high work stress negatively affects productivity among 100 employees at KPP Pratama Yogyakarta, demonstrating that increased work stress can hinder employees' contributions to the company.

H3: Work life balance and work stress simultaneously have a significant effect on work productivity



METHOD

Sub chapter 1 (Times New Roman 11, Bold, Italic)

This research adopts a quantitative approach. Data is collected using a questionnaire with a 5-point Likert scale, categorized as strongly disagree, disagree, neutral, agree, and strongly agree. The research population consists of employees of Pegadaian Sub-Branch Dinoyotangsi Surabaya, with a sample size of 49 individuals. The sample is selected using a saturated sampling method. Data is analyzed using

multiple linear regression analysis with the assistance of SPSS Version 26.

RESULT

Responden Description

Based on the research, the respondents were predominantly female, with 23 employees (53.5%), while male respondents numbered 20 employees (46.5%). Respondents aged less than 25 years amounted to 8 employees (18.6%), those aged 25–35 years totaled 24 employees (55.8%), and respondents aged more than 35 years numbered 11 employees (25.6%). Regarding work tenure, respondents with less than 2 years of service numbered 13 employees (30.2%), those with 2–5 years of service totaled 14 employees (32.6%), and those with more than 5 years of service numbered 16 employees (37.2%). In terms of marital status, 27 employees (62.8%) were married, while 16 employees (37.2%) were single

Validity Test

A questionnaire can be considered valid if, in the validity test, the calculated r-value (r-count) is greater than the r-table value (Ghozali, 2018:51). The r-count can be observed from the "Corrected Item-Total Correlation" column in the SPSS output, with the r-table value determined by the degree of freedom (df) = $n - 2$. For this study, with $df = 43 - 2 = 41$, the r-table value is 0.3008. The results of this study indicate that the "Corrected Item-Total Correlation" for each item in the questionnaire distributed to respondents has an r-count greater than the r-table value, thereby confirming that all items are valid.

Reability Test

The Cronbach's Alpha value determines the reliability test of a variable. If the Cronbach's Alpha value exceeds 0.70, the variable is considered reliable (Ghozali, 2018:46). In this study, it was shown that the Cronbach's Alpha values for all variables exceeded 0.70, indicating that all variables are deemed reliable.

Normality Test

According to Ghozali (2018:145), the purpose of conducting a normality test is to determine whether a regression model is normally distributed. A regression model is considered suitable for statistical testing if it follows a normal distribution. The normality test was

performed using the Kolmogorov-Smirnov method, where the regression model is deemed normally distributed if the significance value exceeds 5% or 0.05. The results of this study indicate that the Asymp. Sig. (2-tailed) value is 0.200, confirming that the regression model in this research is normally distributed as its significance value exceeds 0.05.

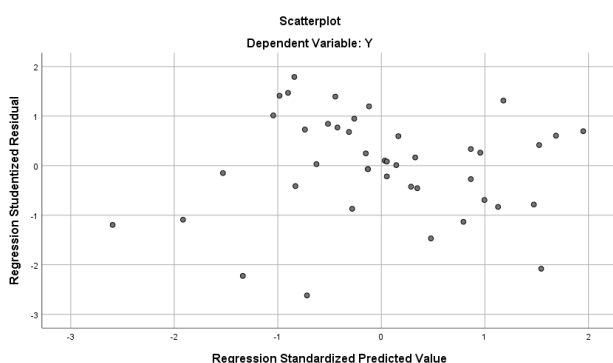
Multicollinearity Test

A good regression model is one that does not exhibit multicollinearity. The multicollinearity test aims to determine whether the regression model has a correlation among its independent variables. If the Variance Inflation Factor (VIF) value is less than 10 and the Tolerance value is greater than 0.10, it can be concluded that the regression model does not have multicollinearity issues (Ghozali, 2018:107). The results of the multicollinearity test conducted in this study show that the VIF value is 1.829 (<10), while the Tolerance value is 0.547 (>0.10). Based on these results, it can be stated that there are no multicollinearity issues in the regression model.

Heteroscedasticity Test

The heteroscedasticity test aims to determine whether there is an equal variance from one observation to another in a study. Heteroscedasticity symptoms can be identified through a scatterplot test, where the criteria include the absence of a specific pattern on the graph, no identifiable clustering of points, and a random distribution without narrowing or spreading (Ghozali, 2018).

Figure 2. Heteroscedasticity Test



The results of this study indicate that the scatterplot test shows no discernible pattern, no clear identification of clusters, and randomly distributed points. Based on this explanation, it can be concluded that the regression model used in this study is free

from heteroscedasticity and meets the criteria for a good and ideal model.

Multiple Linier Regression Analysis Test

Table 1. Multiple Linier Regression Analysis Test

Variable	Coefficient B	T	Sig.
(Constant)	8,909	2,866	,007
Work Life Balance (X1)	,299	1,665	,104
Work Stress (X2)	,245	2,488	,017

Sumber: Output SPSS 26 (2024)

Table 1 shows the results of multiple linear regression analysis with work productivity (Y) as the dependent variable and work life balance (X1) and work stress (X2) as the independent variables. Based on Table 1, the following multiple linear regression equation is obtained: $\text{Work Productivity} = 8,909 + 0,299 X_1 + 0,245 X_2 + e$

From Table 1 and equation (1), it can be seen that:

- a (constant) is 8,909, indicating that if all independent variables are 0, the value of work productivity will be 8,909.
- b_1 (regression coefficient of work life balance) is 0,299, indicating that every change in work life balance will result in a change in work productivity by 0,299. The positive value of b_1 shows a positive relationship, meaning that as work life balance increases, work productivity also increases.
- b_2 (regression coefficient of work stress) is 0,245, indicating that every change in work stress will cause a change in work productivity by 0,245. The positive value of b_2 suggests that as work stress increases, work productivity also increases, indicating a positive relationship.

Overall, the results of this regression analysis show that both independent variables, work life balance and work stress, have a positive and significant relationship with work productivity. The better the work life balance and the higher the work stress, the higher the work productivity of employees will be.

Hypothesis Test

The results of the t-test shown in Table 1 indicate that the work life balance variable has a t-statistic value of 1.866, which is smaller than the t-table value of 2.021. The significance value is 0.104, which is greater than α (0.05), meaning H_0 is rejected and H_1 is also rejected. Based on this, it can be concluded that the work life balance variable does not have a significant effect on work productivity. Next, the t-statistic value for the work stress variable is 2.488, which is greater than the t-table value of 2.021. The significance value is 0.017, which is smaller than α (0.05), indicating that H_0 is rejected and H_2 is accepted. Therefore, it is concluded that the work stress variable has a significant positive effect on work productivity.

Lastly, the F-test results show an F-statistic value of 13.300, which is greater than the F-table value of 3.232, and the significance value is 0.000, which is smaller than α (0.05). This result indicates that H_3 is accepted and H_0 is rejected. Thus, it can be concluded that both work life balance and work stress, when considered together, have a significant positive effect on work productivity.

Coefficient Of Determination Test R^2

In this study, the coefficient of determination, represented by R Square, is 0.399, and the adjusted R Square value is 0.369. Based on this, it is known that the work life balance and work stress variables can explain the work productivity variable by 36.9%, while other variables have the opportunity to explain the remaining 63.1% (Ghozali, 2018:97)

DISCUSSION

The Influence of Work Life Balance on Work Productivity

The regression analysis results indicate that work-life balance does not have a significant impact on work productivity among employees at Pegadaian Sub-Branch Dinoyotangsi Surabaya, with a significance value of 0.104 or a confidence level of 89.6%. This aligns with the studies by Soliman (2023) and Rahajeng & Handayani (2022), which found that work-life balance does not always enhance work productivity, as some employees feel that conflicts between work and non-work obligations do not affect their productivity. However, these findings differ from

the study by Safitri & Frianto (2021), which found a significantly positive relationship between work-life balance and work productivity. Based on the descriptive analysis, the levels of work-life balance and work productivity among employees are both categorized as moderate, with average scores of 3.60 and 3.49, respectively. Employees are considered capable of balancing their time between work, family, and social life, although complaints from family members due to insufficient time allocation are still reported.

To strengthen the argument that work-life balance does not significantly influence work productivity, the characteristics of respondents can be considered. Most employees at Pegadaian Sub-Branch Dinoyotangsi Surabaya are capable of adapting to their work demands effectively due to external conditions. For example, employees with childcare assistance or those residing in rented houses or apartments report feeling more focused on their work because of minimal social distractions. Additionally, female employees are found to face greater challenges in balancing work and family life, consistent with the findings of Walia (2015). However, despite these challenges, employees have demonstrated the ability to meet their work responsibilities without significant disruptions, which may explain why work-life balance does not appear as a decisive factor in determining their productivity. Overall, this study suggests that various contextual and individual conditions enable employees to maintain stable productivity levels, irrespective of the degree of work-life balance they experience.

The Influence of Work Stress on Work Productivity

The regression analysis results show a significant positive relationship between work stress and work productivity among employees at Pegadaian Sub-Branch Dinoyotangsi Surabaya, with a significance value of 0.017, indicating a confidence level of 98.3%. This suggests that when work stress increases, work productivity also increases, provided the stress is well-managed. This finding aligns with studies by Kusmana & Suwarsi (2022), Shrivastava et al. (2023), and others, which emphasize the importance of managing work stress effectively to yield positive outcomes. Employees reported individual stress (average score of 3.59), driven by comparisons with peers' achievements and long commutes. Despite fatigue and boredom,

employees remain motivated to meet company targets. Organizational stress, with a lower average score of 3.32, stems from high work targets and team disagreements, indicating a need for better managerial support and fair treatment.

The descriptive analysis revealed that most employees are married (62.8%), which aligns with research suggesting family dynamics contribute to stress. However, employees with supportive families manage their stress better, transforming it into a motivator to achieve work targets and earn bonuses. This is particularly evident in the marketing division, where stress from workload is offset by family support, enabling employees to sustain or improve their performance metrics. The study concludes that well-managed stress can positively impact work productivity, especially for married employees focused on fulfilling their responsibilities and family needs.

The Influence of Work Life Balance and Work Stress on Work Productivity

The research results indicate that work-life balance and work stress collectively have a significant positive impact on employee productivity at Pegadaian Sub-Branch Dinoyotangsi Surabaya. Based on descriptive analysis, the "ability" indicator has the highest average score (3.72), reflecting that employees possess high skills, knowledge, and professionalism to meet work targets even under challenging conditions. Efforts to improve work outcomes are also high, as employees strive to achieve or exceed company targets to earn both salary and bonuses. However, the "work enthusiasm" indicator has the lowest average score (3.16), suggesting that employees require motivation from leaders to maintain enthusiasm and inspire their colleagues.

The majority of employees have worked for more than five years (37.2%), which demonstrates improved skills and technical maturity, consistent with Aprilianti's (2017) findings. The coefficient of determination test shows an adjusted R square value of 0.369, meaning that work-life balance and work stress together influence 36.9% of work productivity, while 63.1% is affected by other variables outside these two. This emphasizes the importance of considering other factors to enhance overall work productivity.

CONCLUSION

Work-life balance and work stress are critical factors influencing employee and organizational performance, particularly at Pegadaian Sub-Branch Dinoyotangsi Surabaya. This study examines the effect of work-life balance and work stress on work productivity, revealing that work-life balance does not significantly affect work productivity, while work stress has a significant positive impact. Furthermore, when considered together, work-life balance and work stress have a significant positive effect on the work productivity of employees at Pegadaian Sub-Branch Dinoyotangsi Surabaya

References

- Bashayreh, A., & Jalagat, R. (2022). Assessing the Impact of Remote Working , Work-Life Balance , and Organizational Commitment on Employee Productivity Work-Life Balance , and Organizational Commitment on Employee Produ ... Assessing the Impact of Remote Working , Work-Life Balance , and Or. *European Academic Research*, 10(4), 1521–1538. <https://www.researchgate.net/publication/362234494%0AAssessing>
- Damarsari. (2022). Pengaruh Beban Kerja dan Stres Kerja terhadap Produktivitas Kerja Karyawan CV . Sinar Utama Yamaha Kota Samarinda. *EJournal Administrasi Bisnis*, 10(4), 296–302. <https://doi.org/10.54144/jadbis.v10i4.9190>
- Ismail, V. Y., & Sekarsari, M. (2022). Produktivitas Remote Working: Adaptasi Karyawan Terhadap Technostress dan Work Life Balance. *Fair Value: Jurnal Ilmiah Akuntansi Dan Keuangan*, 4(7), 1015–1025. <https://journal.ikopin.ac.id/index.php/fairvalue/article/view/1328>
- Mardikaningsih, R., Retnowati, E., Darmawan, D., Putra, arif rachman, Arifin, S., Radjawane, louise elizabeth, Issalillah, F., & Khayru, rafadi khan. (2022). Dampak Stres, Lingkungan Kerja dan Masa Kerja terhadap Produktivitas Pekerja Konstruksi. *Jurnal Penelitian Rumpun Ilmu Teknik*, 1(4), 38–52. <https://doi.org/10.55606/juprit.v1i4.616>
- Musaddiq, R., Akhtar, S., Alvi, muhammad amir, & Ashraf, N. (2023). Leadership Trait as Moderator between Work-Life Balance and Employee Productivity: Evidence from Banking Sector of Emerging Economy. *Journal of Innovative Research in Management Sciences*, 4(1), 65–75. <https://doi.org/10.62270/jirms.v4i1.51>
- Novie, D., Arta, C., Tannady, H., Moridu, I., Aisyah, N., & Saiful, Q. (2022). Peran Training Version

- Control Dan Stres Kerja Terhadap Produktivitas Karyawan Pada Perusahaan Teknologi Digital Di DKI Jakarta. *Managemnt Studies and Entrepreneurship Journal*, 3(5), 2696–2704. <http://journal.yrpioku.com/index.php/msej>
- Nurhasan, A. M., & Nugroho, M. A. S. (2023). Pengaruh Kompensasi, Lingkungan Kerja, dan Stres Kerja Terhadap Produktivitas Kerja Melalui Variabel Intervening Kepuasan Kerja Pegawai (Studi Pada KPP Pratama Yogyakarta). *Jurnal Riset Akuntansi Indonesia*, 1(3), 473–505. <https://doi.org/10.32477/jrima.v1i3.736>
- Ohiokha, G., Oseremen, E., Ohiokha, F., & Omokhodu, O. W. (2022). Empirical analysis of the effect of work stress on employee productivity in the banking industry. *Problrms and Prespectives in Management*, 20(3), 117–129. [https://doi.org/10.21511/ppm.20\(3\).2022.10](https://doi.org/10.21511/ppm.20(3).2022.10)
- Oseremen, Ohiokha, Omokhodu, Ohiokha, & Omowumi. (2022). *Empirical analysis of the effect of work stress on employee productivity in the banking industry*. [https://doi.org/10.21511/ppm.20\(3\).2022.10](https://doi.org/10.21511/ppm.20(3).2022.10)
- Rahajeng, mutia garini, & Handayani, K. (2022). The effect of work-life balance and work satisfaction on work productivity of employees of the Special Capital Region of Jakarta. *Jurnal Ekonomi Perusahaan*, 29(1), 51–59. <https://doi.org/10.46806/jep.v29i1.841>
- Rani, A., Kumar, R., & Singh, S. (2021). The effect of work stress on productivity of female workers in the healthcare sector. *Indian Journal of Health and Well-Being*, 12(1–3), 21–25. <https://iahrw.org/our-services/journals/indian-journal-of-health-wellbeing/>
- Shrivastava, N., Tiwari, N., Thangavel, E., Verma, A., & Srivastava, T. (2023). Impact of Work-Related Stress on Employee Productivity. *Scholars Bulletin*, 9(08), 108–113. <https://doi.org/10.36348/sb.2023.v09i08.004>
- Simbolon, S., Sutiono, L., & Simbolon, D. M. (2023). The Effect of Leadership Style, Work Stress and Commitment on Employee Work Productivity at PT. Lunadorii Utama in Medan, Indonesia. *International Journal of Finance, Economics and Business*, 2(1), 1–12. <https://doi.org/10.56225/ijfeb.v2i1.167>
- Soliman, E. R. C. (2023). Work Environment, Work-Life Balance, Job Attitudes and Productivity of Telecommuting Employees in the Philippines. *International Journal of Progressive Research in Engineering Management and Science*, 3(3), 383–395. <https://doi.org/10.58257/ijprems30806>
- Suprpto, trinaga parama inta, & Nurmaya, E. (2022). Konflik dan Stres Kerja Terhadap Produktivitas Kerja Karyawan Conflict and Work Stress on Employee ' s Work Productivity. *Journal Manajemen Dan Perbankan (JUMPA)*, 9(3), 73–81. <https://doi.org/10.55963/jumpa.v9i3.480>
- Widyastuti, W., & Pogo, T. (2022). Effect of Human Capital, Work Engagement, Work-Life Balance on Work Productivity through Work Discipline in PT Widodo Makmur Unggas Indonesia. *Scholars Bulletin*, 8(8), 225–237. <https://doi.org/10.36348/sb.2022.v08i08.001>
- Widyawati, N., Priyohadi, N. D., Mutmainah, S., & Suyono, J. (2021). The Determinant Factors Of Work Productivity At Port Operating Company: Work Conflict, Work Stress And Leadership. *IJEED (International Journal of Entrepreneurship and Business Development)*, 4(3), 382–389. <https://doi.org/10.29138/ijeed.v4i3.1372>
- Yahya, reni zulia, & Laura, N. (2021). Pengaruh Work From Home Dan Work Life Balance Terhadap Produktivitas Kerja Dengan Motivasi Sosial Sebagai Variabel Moderating Pada Pt. Cemerlang Indo Pangan. *CENDEKIA Jaya*, 3(2), 20–40. <https://doi.org/10.47685/cendekia-jaya.v3i2.186>