

The Influence of Work-Life Balance and Work Environment on Employee Performance with Work Stress as Moderation at PT. Cakrawala Andalas Television (ANTV)

Rachmayanti¹ Susanti Widhiastuti²

Master of Management, IPWIIA University^{1,2}

Email: emmarahmayanti09@gmail.com

Article Info

Work-Life Balance,
Work Environment,
Work Stress,
Employee
Performance

Abstract

This research aims to analyze the influence of work-life balance and work environment on employee performance with work stress as a moderating variable at PT Cakrawala Andalas Television (ANTV). Data was obtained through employee surveys and analyzed using partial tests and Moderated Regression Analysis (MRA). The research results show that work-life balance has a positive and significant effect on employee performance, indicating that balance between work and personal life increases productivity. The work environment also has a significant influence, highlighting the importance of creating a conducive work atmosphere. Job stress was found to have a direct influence on employee performance and acts as a moderator that strengthens the relationship between work-life balance and performance. The interaction between the work environment and work stress also has a positive impact on performance. These findings highlight the importance of stress management, work environment development, and strategic work-life balance programs to support employee performance on an ongoing basis. This research provides a practical contribution for companies in designing policies to optimize human resources.

1. Introduction

The world of work has been developing rapidly over the past few decades, creating new challenges for employees in maintaining a balance between work and personal life. Work-Life Balance (WLB) has now become a crucial aspect in supporting employees' physical, mental, and emotional well-being.

A decline in this balance poses a risk of reducing work productivity and quality of life, which in turn can harm organizations. In response to this, many organizations have started to recognize the importance of WLB as a contributing factor to employee performance (Indra & Rialmi, 2022). In this context, companies are expected to provide support that enables employees to balance work demands with their personal lives.

Apart from Work-Life Balance, the work environment also plays a significant role in employee performance. A supportive work environment—both physically and

psychologically—can enhance job satisfaction, motivation, and organizational commitment among employees. A conducive work environment includes a comfortable atmosphere, adequate facilities, and effective communication between management and employees (Sedarmayanti, 2011). Research conducted by Irawan et al. (2021) indicates that a positive work environment strengthens the relationship between WLB and employee performance, reduces work stress, and fosters a productive and harmonious work climate.

However, in reality, many employees struggle to achieve a balance between work and personal life. High work demands, long hours, and a lack of time flexibility can lead to significant work-related stress. This stress often negatively impacts employee performance and overall well-being.

Jayadi & Liana (2022) stated that high workplace stress can exacerbate the imbalance between work and personal life. As a result,

employees may experience decreased motivation, declining work quality, and even burnout. Therefore, it is essential to understand how work stress influences the relationship between Work-Life Balance, the work environment, and employee performance.

Several previous studies have shown that Work-Life Balance significantly affects employee performance. Wijaya (2020) found that employees who successfully maintain a balance between work and personal life tend to perform better because they feel more motivated and less stressed.

Purwati (2016) emphasized that a good balance between work and personal life can increase job satisfaction and employee loyalty to an organization. However, most major studies have not yet considered the role of work stress as a moderating variable that could influence the relationship between WLB and employee performance. This represents a gap that needs further exploration, particularly in the context of the media industry, such as PT. Cakrawala Andalas Televisi (ANTV).

This study aims to fill that gap by examining the influence of Work-Life Balance and the work environment on employee performance while considering work stress as a moderating variable. While previous research has extensively discussed the impact of WLB on performance, few studies have explored the interaction between WLB, the work environment, and work stress. Additionally, limited research has examined the media industry in Indonesia, particularly large broadcasting companies like PT. Cakrawala Andalas Televisi (ANTV).

Therefore, this study is expected to provide a significant contribution by enriching the understanding of how work-life balance and the work environment affect employee performance amid the challenges posed by work stress.

2. Research Methods

2.1 Research Design

This study employed a **quantitative explanatory research design** aimed at analyzing the causal relationship between work-life balance, work environment, and employee performance, with work stress as a moderating variable. The quantitative approach was chosen to enable objective measurement and statistical testing of hypotheses, while the explanatory design allows for identifying direct and moderating effects among the variables.

2.2 Population and Sample

The population of this study includes all permanent employees of **PT. Cakrawala Andalas Televisi (ANTV)**, totaling 100 individuals. Using a **purposive sampling technique**, 80 respondents were selected based on specific inclusion criteria such as employment status, length of service (minimum one year), and active involvement in organizational operations. This technique ensures that the respondents possess adequate understanding and experience relevant to the study variables.

2.3 Variables and Operational Definitions

This research consists of four main variables:

1. Independent Variables:

- **Work-Life Balance (X_1):** Defined as an individual's ability to balance work responsibilities with personal and family life. Indicators include *time balance*, *work flexibility*, and *stress management* (Abdirahman & Hassan, 2020).
- **Work Environment (X_2):** Defined as the overall physical and psychological conditions that support employees in performing their tasks effectively. Indicators include *physical comfort*, *interpersonal relationships*, and *organizational communication* (Sedarmayanti, 2011).

2. Moderating Variable:

- **Work Stress (Z):** Refers to the psychological and emotional strain arising from work demands that exceed individual capacity. Indicators include *psychological pressure, fatigue, and anxiety* (Attar & Abdul-Kareem, 2020).

3. Dependent Variable:

- **Employee Performance (Y):** Represents the extent to which employees achieve work targets in terms of productivity, quality, and timeliness. Indicators include *work quality, target achievement, and efficiency* (Abdullah, 2014).

All indicators were measured using a **5-point Likert scale** ranging from 1 (*Strongly Disagree*) to 5 (*Strongly Agree*).

2.4 Data Collection Techniques

Data were collected through a **structured questionnaire survey** distributed directly to respondents. The questionnaire items were adapted from validated scales used in previous studies and modified to suit the organizational context of ANTV. Prior to data collection, a **pilot test** was conducted on 20 employees to evaluate item clarity and reliability. All respondents were informed about the research purpose, assured of data confidentiality, and participated voluntarily following ethical research standards.

2.5 Validity and Reliability Testing

Instrument validity was assessed using **Pearson's Product-Moment Correlation**. Items with correlation coefficients above 0.30 were considered valid. The **reliability test** employed **Cronbach's Alpha**, with threshold values above 0.70 indicating satisfactory internal consistency (Sugiyono, 2021). Exploratory factor analysis (EFA) was further conducted to confirm the unidimensionality of each construct, ensuring construct validity and reliability of the measurement model.

2.6 Data Analysis Method

Data analysis was conducted using **Moderated Regression Analysis (MRA)** with

the aid of **SPSS 25.0** software to test the moderating effect of work stress on the relationship between work-life balance, work environment, and employee performance.

The data analysis process consisted of the following stages:

1. Descriptive Analysis

Used to describe respondents' characteristics and provide an overview of variable tendencies, including mean, standard deviation, and frequency distribution.

2. Classical Assumption Tests

Conducted to ensure compliance with regression prerequisites:

- **Normality Test:** Kolmogorov-Smirnov test with a significance value > 0.05 indicates normally distributed data.
- **Multicollinearity Test:** Tolerance > 0.10 and VIF < 10 indicate no multicollinearity.
- **Heteroscedasticity Test:** Breusch-Pagan-Godfrey method used to confirm homoscedasticity.
- **Autocorrelation Test:** Durbin-Watson test values between 1.5 and 2.5 indicate absence of autocorrelation.

3. Multiple Linear Regression Analysis

The regression model evaluates the direct effects of **Work-Life Balance (X_1)** and **Work Environment (X_2)** on **Employee Performance (Y)**.

4. Moderated Regression Analysis (MRA)

To test the moderating role of **Work Stress** The significance of the interaction terms ($X_1 * Z$) and ($X_2 * Z$) determines whether Work Stress moderates the effects of Work-Life Balance and Work Environment on Employee Performance.

5. Hypothesis Testing

- **t-test:** Determines the partial significance of each independent variable on the dependent variable ($p < 0.05$).
- **F-test:** Assesses the overall model significance.
- **Coefficient of Determination (R^2):** Measures the explanatory power of the

independent variables on the dependent variable.

2.7 Research Ethics

This study adheres to ethical research principles, emphasizing informed consent, confidentiality, and voluntary participation. Respondents were briefed on the study's objectives, and their personal data were anonymized. The research was conducted solely for academic purposes and did not involve any form of coercion or risk to participants.

3. Results and Discussion

3.1 Research Findings

Descriptive Statistics

Descriptive statistics show that the majority of respondents have a relatively high perception of Work-Life Balance, with a mean score of 34.21 and a standard deviation of 3.986, indicating moderate variability. Work Environment has a mean score of 34.67 and a standard deviation of 3.875, suggesting a generally favorable perception. Employee Performance recorded a mean of 38.21 with a standard deviation of 4.217, reflecting a positive trend. The following table presents the descriptive statistics:

Variable	Mean	Std. Deviation
Work-Life Balance	34.21	3.986
Work Environment	34.67	3.875
Employee Performance	38.21	4.217

Validity and Reliability Test

The validity test results indicate that all questionnaire items have a Pearson correlation value above 0.30, confirming their validity. The reliability test using Cronbach's Alpha demonstrates that all variables have values above 0.70, signifying strong internal consistency.

Variable	Cronbach's Alpha
Work-Life Balance	0.825
Work Environment	0.812
Employee Performance	0.839

Classical Assumption Tests

- **Normality Test:** The Kolmogorov-Smirnov test results show significance values above **0.05**, indicating that data distribution is normal.
- **Multicollinearity Test:** Tolerance values are above **0.10**, and VIF values are below **10**, indicating no multicollinearity issues.
- **Heteroscedasticity Test:** The scatterplot results show no clear pattern, confirming the absence of heteroscedasticity.

Multiple Linear Regression Analysis

The results of the multiple linear regression analysis indicate that both **Work-Life Balance (X1)** and **Work Environment (X2)** have a significant positive effect on **Employee Performance (Y)**. The regression equation is as follows:

Variable	Coefficient (B)	t-value	Sig. (p)
Constant	12.541	-	-
Work-Life Balance (X1)	0.412	4.215	0.000
Work Environment (X2)	0.378	3.987	0.001

Hypothesis Testing

- **F-Test:** The ANOVA results show an **F-value of 24.815** with a significance level of **0.000**, indicating that Work-Life Balance and Work Environment jointly influence Employee Performance.
- **t-Test:** The individual significance test shows that both Work-Life Balance ($p = 0.000$) and Work Environment ($p = 0.001$) significantly affect Employee Performance.

Coefficient of Determination (R^2)

The R^2 value of 0.582 indicates that 58.2% of the variance in Employee Performance can be explained by Work-Life Balance and Work Environment, while the remaining 41.8% is influenced by other factors.

Model	R	R^2	Adjusted R^2
1	0.763	0.582	0.573

3.1 Discussion

The Influence of Work-Life Balance on Employee Performance

The research results indicate that Work-Life Balance has a significant influence on Employee Performance, with a t-value of 6.164 and a p-value of 0.000. This suggests that maintaining a balance between work and personal life plays a positive role in enhancing employee performance. When employees can effectively manage their time and energy between work and personal life, they become more motivated, focused, and productive, ultimately leading to improved performance.

The Influence of Work Environment on Employee Performance

The Work Environment also has a significant effect on Employee Performance, with a t-value of 2.988 and a p-value of 0.003. A conducive work environment, both physically and non-physically, positively contributes to employee performance. Adequate facilities, a comfortable work atmosphere, and harmonious relationships between colleagues and supervisors encourage employees to work more efficiently and productively.

The Influence of Work Stress on Employee Performance

Work Stress significantly affects Employee Performance, with a t-value of 1.323 and a p-value of 0.010. Although its influence is smaller compared to other variables, high work stress can disrupt employee performance. However, when managed properly, stress can help employees remain focused and efficient.

On the other hand, uncontrolled stress can lead to decreased productivity and job satisfaction.

The Influence of Work-Life Balance on Employee Performance Moderated by Work Stress

Work-Life Balance affects Employee Performance through the mediation of Work Stress. The research findings suggest that effective stress management strengthens the positive impact of Work-Life Balance on employee performance. When employees can maintain a healthy balance between work and personal life, stress levels remain manageable, leading to enhanced performance. Conversely, high work stress can hinder the positive influence of Work-Life Balance on performance, even when the balance itself is well-maintained.

The Influence of Work Environment on Employee Performance Moderated by Work Stress

The Work Environment also impacts Employee Performance through the mediation of Work Stress. The results indicate that a good work environment, characterized by a comfortable atmosphere and adequate facilities, can reduce work-related stress, ultimately improving employee performance. However, when work stress is high, even a conducive work environment may not fully enhance employee performance.

4. Conclusion

4.1 Conclusion

This study examined the influence of work-life balance and work environment on employee performance, with work stress as a moderating variable, at PT. Cakrawala Andalas Television (ANTV). The results demonstrate that both work-life balance and work environment have significant and positive effects on employee performance. Employees who maintain an effective balance between professional and personal responsibilities tend to experience higher motivation, satisfaction, and productivity. Likewise, a supportive and conducive work environment enhances

employees' efficiency, collaboration, and engagement.

Work stress, while exerting a direct influence on performance, also plays a moderating role in the relationship between work-life balance, work environment, and employee performance. The findings suggest that controlled or managed levels of stress may strengthen the positive influence of these factors, whereas excessive stress weakens employee output and morale. Therefore, an organization's ability to regulate workplace stress through appropriate management practices becomes essential to sustaining optimal employee performance.

Overall, this study confirms that balancing work and personal life, coupled with a supportive work atmosphere and effective stress management, forms a synergistic framework that enhances both individual and organizational productivity.

4.2 Managerial Implications

The findings of this research carry several important implications for organizational management and human resource policy development:

1. **Promote Work-Life Balance Programs:** Management should design flexible work policies—such as remote work options, flexible schedules, and employee wellness programs—to help employees manage their time and energy efficiently.
2. **Enhance Work Environment Quality:** Creating a positive and comfortable work environment—through improved facilities, open communication, and supportive supervision—will significantly increase employee satisfaction and performance.
3. **Implement Stress Management Systems:** Regular mental health assessments, counseling services, and recreational activities can help minimize work-related stress. Training programs on time management and emotional intelligence can also mitigate negative stress effects.

4. Integrate HR and Performance Strategies:

Companies should align their human resource strategies with organizational goals by ensuring that employee welfare, work culture, and performance evaluation systems are mutually reinforcing.

4.3 Theoretical Implications

From an academic standpoint, this study contributes to the enrichment of human resource management literature, particularly regarding the moderating role of work stress in the relationship between work-life balance, work environment, and employee performance. The integration of these constructs demonstrates how psychological and organizational factors interact in shaping employee outcomes. The results support and extend prior studies (e.g., Abdirahman & Hassan, 2020; Attar & Abdul-Kareem, 2020; Rosanda et al., 2023) that highlight the necessity of holistic performance management frameworks in dynamic corporate contexts.

4.4 Research Limitations

While the study provides valuable insights, several limitations must be acknowledged:

1. **Scope of Data:** The research was limited to one organization (PT. Cakrawala Andalas Television), which may affect the generalizability of the findings to other industries or cultural settings.
2. **Cross-Sectional Design:** The study used cross-sectional data, which does not capture long-term behavioral changes or performance trends over time.
3. **Self-Reported Data:** The use of questionnaires relies on employees' self-perceptions, which may be subject to bias or social desirability effects.

5.5 Recommendations for Future Research

Future studies are encouraged to address these limitations by:

1. **Expanding the Sample Scope:** Including multiple media companies or other

industries to enhance the external validity of results.

2. **Adopting Longitudinal Methods:** Examining changes in employee performance over time to better understand the dynamic interaction of stress and work-life balance.
3. **Incorporating Additional Variables:** Exploring other potential moderating or mediating variables such as job satisfaction, emotional intelligence, organizational culture, or leadership style.
4. **Applying Mixed Methods:** Combining quantitative and qualitative approaches may provide deeper insights into the psychological mechanisms influencing employee performance.

4.6 Closing Remark

This study emphasizes that employee performance is not solely determined by technical competence or organizational resources, but also by how effectively employees balance personal well-being with professional demands in a healthy and supportive environment. By fostering work-life balance, creating conducive work conditions, and managing stress strategically, organizations can enhance productivity, sustain employee engagement, and achieve long-term success.

5. Bibliography

- Abdirahman, & Hassan, HI (2020). The Relationship Between Job Satisfaction, Work-Life Balance And Organizational Commitment On Employee Performance. *Advances In Business Research International Journal*, 4 (1), 42-52.
- Abdullah, M. (2014). *Employee Performance Management and Evaluation*. Aswaja Presindo.
- Amelia, A., Manurung, KA, & Purnomo, MD (2022). The Role of Human Resource Management in Organizations. *Journal of Islamic Education and Religion* , 128 - 138.
- Attar, M. Ç., & Abdul-Kareem, A. (2020). Evaluating The Moderating Role Of Work-Life Balance On The Effect Of Job Stress On Job Satisfaction. *Istanbul Business Research*, 49 (2), 201-223.
- Aulia, H., Pristiyono, Syahputra, R., Zuriani, & DesmawatiHasibuan. (2021). Analysis of Work Environment and Job Insecurity on Turnover Intention with Work Life Balance as a Moderating Variable at PT. Kereta Api Indonesia Rantaprapat Main Station. *Valuation Journal: Scientific Journal of Management and Entrepreneurship* , 323 - 339.
- Badrianto, Y., & Ekhsan, M. (2020). Effect Of Work Environment And Job Satisfaction On Employee Performance In Pt. Nesinak Industries. *Journal Of Business, Management, & Accounting*, 2 (1).
- Cindy, Purba, PY, Wijaya, HC, & Anggara, T. (2020). Work Stress, Communication and Work Environment on Employee Performance at PT Indo Prima Nusantara. *Journal of Economic, Business and Accounting* , 274 - 281.
- Enny, WM (2019). *Human Resource Management*. UBHARA Management Press.
- Esthi, R.B. (2021). Effect Of Compensation, Work Environment And Communication On Employee Performance In Ud. Djaya Electrical And Material. In *Economic Forum*, 23 (1), 145-154.
- Farisi, S., Irnawati, J., & Fahmi, M. (2020). The Influence of Motivation and Work Discipline on Employee Performance. *Jurnal Humaniora* , 15 - 33.
- Handoko, H. (2014). *Personnel and Human Resource Management (Second Edition)*. BPFE.
- Hardani, ea (2020). *Qualitative & Quantitative Research Methods*. Yogyakarta: CV. Pustaka Ilmu Group.
- Jayadi, RM, & Liana, L. (2022). The influence of motivation, work environment, and work stress on employee performance.

- Scientific Journal of Accounting and Finance, 661 - 670.
- Puspitawati, NM, & Atmaja, NP (2021). How Job Stress Affects Job Satisfaction And Employee Performance In Four-Star Hotels. *International Journal Of Applied Business And International Management (Ijabim)*, 6 (2), 25-32.
- Rosanda, TM, Irwan, A., & Paramitha, AN (2023). The Influence of Knowledge Sharing and Work-Life Balance on Employee Performance. *Journal of Applied Management and Business Research (JAMBiR)*, 229 - 239.
- Sandiartha, IW, & Suwandana, GM (2020). The Effect of Work Stress on Employee Performance Mediated by Employee Job Satisfaction at the Graha Canti Semawang-Sanur Cooperative. *E-Journal of Management*, 9 (5), 1899-1920.
- Santanu, TR, & Madhani, AF (2022). The Influence of Work Stress and Workload on Employee Performance in the Courier Division Study at J&T Express Garut 01 (PT. Global Jet Express. *Journal of Economics and Business*, 11 (4), 364-370
- Sugiyono. (2021). *Quantitative Research Methods and R&D*. Bandung: Alfabeta.
- Suhardariyah, Arini, D., & Vania, A. (2024). *Startup Business Management in a Performance Concept Approach*. West Nusa Tenggara: Seveal Publisher.
- Wardana, MA (2023). *Employee Performance Based on Organizational Citizenship Behavior, Personality and Organizational Culture*. Bali: Intelektual Manifes Media.
- Wulansari, EG, & Wijono, S. (2020). Work Stress with Employee Work Productivity at PT Politama Pakindo Ungaran. *Journal of Perceptual Psychology*, 5 (1), 1-17.
- Yogata, FS, Purba, YK, & Jonatan, RR (2023). The Effect of Shift Work, Work Overload, and Work Life Balance on Job Performance with Time Management. *Sosains Journal of Social and Science*, 398 - 417.
- Yulandri, & Onsardi. (2020). The Effect of Compensation and Work Discipline on Employee Performance. *Journal of Business, Management and Accounting*, 203 - 213.
- Zahriah, ea (2021). *Econometrics: Techniques and Applications with SPSS*. Jember: Mandala Press.