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The Influence of Quality of Work Life on Work Life Balance with Job Stress as Mediator

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Abstract: Quality of work life refers to employees' perceptions of their working conditions and organizational environment, which may influence their ability to balance work and personal responsibilities. This study examined the relationship between quality of work life and work-life balance, with job stress as a mediating variable. The study employed a quantitative approach involving 112 employees of CV Anda Mulia Jaya, selected using a saturated sampling technique. Data were collected using a five-point Likert scale questionnaire and analyzed using Partial Least Squares Structural Equation Modeling (PLS-SEM) with SmartPLS 3.0. The results showed that quality of work life was positively associated with work-life balance ($\beta = .650$, $t = 8.742$, $p < .001$) and negatively associated with job stress ($\beta = -.525$, $t = 8.672$, $p < .001$). Job stress was negatively associated with work-life balance ($\beta = -.274$, $t = 3.872$, $p < .001$). Furthermore, job stress significantly mediated the relationship between quality of work life and work-life balance ($\beta = .144$, $t = 4.037$, $p < .001$). These findings suggest that quality of work life may support employees' work-life balance both directly and indirectly through reduced job stress. The findings highlight the importance of improving workplace conditions and managing job stress to support employees' balance between professional and personal responsibilities.

Keywords: *Quality work life, job stress, work life balance.*

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INTRODUCTION

Work-life balance is the ability to create a balance between work and personal life that brings satisfaction to individuals in the workplace. Work-life balance measures how effectively and evenly individuals allocate their personal time, resources, and energy to their work and non-work roles (Sun et al., 2023). Non-work roles include family and other domains (e.g., recreation, education, community, religion) that require personal energy, time, and commitment (Sun et al., 2023). Many employees are required to fully focus on their work, while at the same time, they also have to be responsible for personal and family matters, which demand more time and energy, making it difficult for them to maintain work-life balance.

A good work-life balance should take into account quality of work-life

(Aruldoss et al., 2021). Increasing pressure will affect emotional stability, social well-being, and physical health (Parayitam et al., 2021). Long working hours impact physical and mental health, increase stress, and endanger safety. Therefore, company management must be able to manage resources well to improve organizational efficiency and effectiveness. Currently, human resource managers in the workplace need to consider methods to improve work-life balance and corporate practices (Mohanty and Jena, 2016). Work-life balance is considered good when there is a low level of conflict between personal life and work demands that are aligned (Poulose and Sudarsan, 2017). Poor work quality increases employees' stress levels, which eventually negatively impacts their quality of life at home (Bhende et al., 2020).

Sun et al. (2023) describe quality of work-life as employees' psychosocial needs, while Hasan et al. (2021) state that it is a generic term that encompasses how individuals feel about every aspect of their environment, such as financial incentives and rewards, job security, working conditions, and relationships. Organizational behavior and human resource management researchers are interested in the relationship between quality of work-life and work-life balance when conducting literature reviews (Aruldoss et al., 2021). A better understanding of quality of work-life and work-life balance is important because these two concepts have been found to correlate with variables such as employee well-being, performance, and organizational citizenship behavior (Abdirahman et al., 2020). Organizations that offer work-life balance initiatives and where employees are considered to have high quality of work-life are more likely to attract and retain workers (Aruldoss et al., 2021).

Quality of work-life has beneficial effects in the workplace, such as increased job satisfaction (Dhamija et al., 2019), superior productivity (Leitão et al., 2021), performance (López-Martínez et al., 2021), positive attitudes and atmosphere, and work commitment. In contrast, a lack of quality of work-life results in burnout and work stress (Raeissi et al., 2019; Majumder and Biswas, 2022). Several studies on the relationship between stress and work-life balance yield different results (Aruldoss et al., 2021). Some studies show a negative relationship (Aruldoss et al., 2021), while research conducted by Karkoulian et al. (2016) shows a positive relationship. The consequences of work-life balance highlight a significant gap in connecting the two constructs of work-life balance and quality of work-life. This study aims to bridge this gap and analyze THE INFLUENCE OF QUALITY OF WORK-LIFE ON WORK-LIFE BALANCE WITH WORK STRESS AS A MEDIATOR.

METHOD

This study employs a quantitative approach to examine the mediating role of work stress on the effect of quality of work life on work-life balance. The research was conducted at CV Anda Mulia Jaya with a population of 112 employees, using a saturated sampling technique where the entire population was used as the sample, resulting in a sample size of 112 people. These 112 employees will be given a questionnaire with a 5-point Likert scale to collect primary data. The collected primary data will be processed using SEM-PLS 3.0.

RESULTS AND DISCUSSIONS

Results

Table 1. Hypothesis Testing

	Original Sample	T Statistik	P Values
Quality Of Work Life -> Job Stress	-0.525	8.672	0.000
Quality Of Work Life -> Work-Life Balance	0.650	8.742	0.000
Job Stress -> Work-Life Balance	-0.274	3.872	0.000
Quality Of Work Life -> Job Stress -> Work-Life Balance	0.144	4.037	0.000

The effect of quality of work life on job stress shows a T-statistic value of 8.672. This test result indicates that the T-statistic value is > 1.96. This demonstrates a significant influence of quality of work life on job stress.

The effect of quality of work life on work-life balance shows a T-statistic value of 8.742. This test result indicates that the T-statistic value is > 1.96. This demonstrates a significant influence of quality of work life on work-life balance.

The effect of job stress on work-life balance shows a T-statistic value of 3.872. This test result indicates that the T-statistic value is > 1.96. This demonstrates a significant influence of job stress on work-life balance.

The effect of quality of work life on work-life balance through job stress shows a T-statistic value of 4.037. This test result indicates that the T-statistic value is > 1.96. This demonstrates a significant influence of quality of work life on work-life balance through job stress. Therefore, job stress is proven to mediate the effect of quality of work life on work-life balance.

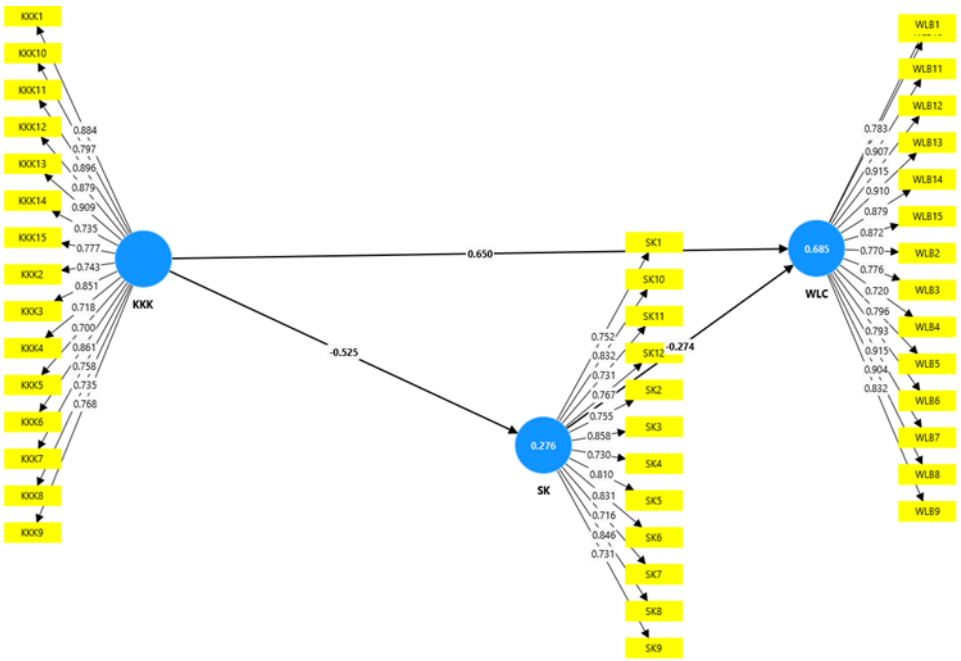


Figure 1: Measurement Model

Discussion

Quality of Work Life on Work-Life Balance

In the context of CV Anda Mulia Jaya, the quality of work life has been proven to have a direct impact on work-life

balance, indicating that aspects such as effective communication from supervisors, harmonious relationships with coworkers, and continuous training programs are crucial in maintaining a balance between employees' work and personal lives. When employees feel sufficient support from the company, they tend to manage their time better, both for work matters and personal life. For example, the flexibility of working hours provided by the company allows employees to attend family events or take care of their health without being overwhelmed by excessive workloads. Company programs and policies designed to enhance the quality of work life directly contribute to employees' ability to maintain a balance in their lives, which in turn has a positive impact on their satisfaction and productivity at work. This finding is in line with the research of Beth et al. (2023) titled Quality of Nursing Work Life and Work–Life Balance and the study by Bhende et al. (2020).

Quality of Work Life on Job Stress

Quality of work life also has a negative influence on job stress levels. When the work environment is supported by adequate facilities, such as strict safety measures, life insurance provision, and systematic health maintenance programs, employees tend to experience reduced stress. Conversely, if the work environment is unsupportive—such as uncomfortable room conditions, frequently malfunctioning work equipment, or an excessive workload—job stress will increase. This shows that companies focusing on improving the quality of work life can reduce factors that cause stress. For example, the tension caused by uncertainty in compensation or tender payouts during busy periods can be minimized through clear policies and fair compensation systems. In other words, efforts to improve the quality of work life not only provide comfort to employees but also directly reduce their stress levels, ultimately having a positive impact on their overall well-being. This finding aligns with the research of Aruldoss et al. (2021), which states that the quality of work life negatively influences job stress.

Job Stress on Work-Life Balance

Job stress negatively impacts work-life balance. When employees feel overwhelmed by excessive workloads, such as dealing with malfunctioning work equipment, disruptive noise pollution, or fear of making mistakes, they tend to struggle with maintaining a balance between work and personal life. High stress can interfere with time that should be spent with family or on activities outside of work, such as hobbies or social engagements. As job stress increases, employees may find it difficult to maintain boundaries between work and personal life, which can lead to burnout or a decrease in overall quality of life. Thus, effective stress management is key to maintaining a healthy work-life balance. Companies should pay attention to sources of stress in the workplace and develop strategies to address them, such as providing adequate mental health support or creating a more comfortable and conducive work environment. This finding confirms the research by Solanki and Meeta (2021), which explains that job stress negatively impacts work-life balance.

Job Stress Mediates the Effect of Quality of Work Life on Work-Life Balance

Job stress also mediates the effect of quality of work life on work-life balance. This means that a good quality of work life not only directly affects work-life balance but also works through the reduction of stress to create a more balanced and healthy environment for employees. When the quality of work life is improved, job stress tends to decrease, which in turn enhances employees' ability to maintain a balance between work and personal life. In other words, companies aiming to improve their employees' work-life balance should focus their efforts on developing a quality of work

life that can reduce stress levels. By creating a supportive work environment where employees feel valued, safe, and well-being, companies can help employees achieve a better balance in their lives, ultimately enhancing job satisfaction and overall productivity. This study is in line with the research of Aruldoss et al. (2021), which states that job stress mediates the effect of quality of work life on work-life balance.

CONCLUSIONS AND RECOMMENDATIONS

The results of the study show that the quality of work life has a positive effect on work-life balance; the quality of work life has a negative effect on work stress; work stress negatively affects work-life balance; and work stress mediates the effect of quality of work life on work-life balance.

This research has several limitations that need to be considered. First, the use of closed-ended questionnaires in data collection may limit a more in-depth view of the relationships between quality of work life, work stress, and work-life balance. A qualitative approach or mixed methods might better capture richer respondent perspectives. Second, the results of this study are limited to a specific context and population, so the findings may not be generalizable to other work environments. Generalizing the results to other contexts should be done with caution. Third, the measurement of work stress in this study may not cover all the complex and multidimensional aspects of stress. The use of more holistic and comprehensive measures for assessing work stress is recommended for future research.

Future researchers are encouraged to use mixed methods to better capture the nuances and complexities of the variables being studied. Additionally, expanding the population scope and testing the research model in various organizational contexts will improve the generalizability of the findings. Researchers are also advised to consider more comprehensive work stress measurements by including various dimensions of stress to obtain a more accurate picture of its impact on work-life balance. Lastly, exploring other factors that may mediate or moderate the relationship between quality of work life, work stress, and work-life balance is also worth considering to enrich the research findings

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