

A LITERATURE REVIEW ON WORK-LIFE BALANCE AND EMPLOYEE STRESS LEVELS

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Article Information	Abstract
Received: 27 July 2025 Accepted: 29 July 2025 Published: 30 July 2025	This study aims to examine literature on work-life balance (WLB) and employee stress levels within the context of modern organizations. Using a literature review approach, this paper analyzes eight recent scholarly articles that explore the dynamics of WLB and its impact on psychological well being, particularly work related stress. The findings indicate that WLB plays a significant role in reducing stress, enhancing job satisfaction, and promoting employee retention and productivity. Key dimensions of WLB, such as work flexibility, organizational support, and emotional engagement have been shown to mitigate role conflict between work and personal life, which is a major trigger of stress. The review also reveals that work stress serves as a mediating variable between quality of work life and perceived WLB, suggesting that the effectiveness of employee well being policies heavily depends on successful stress management.
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INTRODUCTION

Work-life balance refers to a condition in which individuals are able to manage their time, energy, and attention between professional demands and personal life in a harmonious and proportional manner. In the current era of globalization and digitalization, the boundaries between work and personal life are increasingly blurred, prompting the urgency to develop strategies that support such balance. This balance is not merely about time allocation, but also encompasses psychological dimensions such as life satisfaction, self control, and job autonomy. When individuals are able to fulfill professional responsibilities without sacrificing time and energy for family and social life, they are more likely to maintain work motivation and avoid mental exhaustion (Aruldoss et al., 2022). A study (Saeed & Farooqi, 2020) found that a high level of work-life balance is positively correlated with several indicators of employee well being, including organizational commitment, productivity, and job satisfaction. An imbalance between work and personal life often causes psychological pressure that can lead to chronic stress, burnout, and a general decline in performance. In addition, organizations that support work-life balance, such as through flexible work policies or employee wellness programs, tend to have higher retention rates and a healthier work culture. This is supported by evidence showing that when employees feel their personal time is respected, their loyalty and motivation at work increase significantly.

Job stress refers to the emotional and physical strain that occurs when job demands exceed an individual's capacity or available resources. This type of stress may

be acute or chronic, depending on the intensity and duration of work related pressures. The contributing factors are diverse, including excessive workload, long working hours, lack of control over tasks, role conflict, and unsupportive work environments. Physiological responses to job stress include sleep disturbances, fatigue, high blood pressure, and a weakened immune system, all of which can have long term impacts on employee performance and overall quality of life (Chiang et al., 2020). According to (Paramita & Supartha, 2022) work related stress not only affects physical health but also has a significant impact on mental health and organizational behavior. Employees experiencing high levels of stress tend to show decreased performance, increased absenteeism, interpersonal conflicts, and a greater tendency to leave the organization. In this context, work stress is also a strong predictor of burnout, a condition of chronic emotional exhaustion accompanied by cynicism toward work. Therefore, understanding the root causes of stress and identifying preventive strategies is crucial for organizational sustainability and efficiency. Organizational interventions such as increased work flexibility, open communication, and internal social support have been shown to reduce the intensity of stress experienced by employees.

The dynamics between work-life balance and employee stress levels have increasingly become the subject of empirical studies in management and industrial psychology literature. In a study performed by (Dwitanti et al., 2023), it was found that work-life balance has a significantly negative impact on stress levels. This means that the higher the level of balance perceived by employees, the lower the level of stress they experience. The study emphasizes that organizational strategies that promote flexibility and support for personal life can serve as effective mechanisms for preventing work related stress, while also enhancing overall performance. In the higher education sector, research by (Saeed & Farooqi, 2020) shows that although the relationship between work-life balance and job stress is not always linear or significant, the existence of work-life balance programs contributes positively to job satisfaction. This suggests that the effects of work-life balance not only directly reduce stress but also help create a more supportive and satisfying work environment. This aspect is crucial because stress and job satisfaction influence each other in a complex reciprocal cycle.

Organizations also play a crucial role in the relationship between work-life balance and job stress. Excessive workloads, lack of control over work schedules, or unrealistic job expectations can exacerbate stress, even when balance programs are implemented. In the context of startups, (Mufida Ahmad et al., 2022) found that balanced workloads and flexible working hours significantly help reduce stress, even more effectively than financial incentives or rewards. In addition to organizational structure, personal factors such as perceived self control and gender also play an important role. (Karkoulou et al., 2021) highlighted that women tend to experience higher levels of job stress due to the dual roles they often carry. The study also showed that individuals with an internal locus of control, who believe they have control over their circumstances, tend to achieve better work-life balance and experience lower stress levels. This implies that psychological interventions aimed at strengthening self control may complement organizational policies in reducing job related stress.

The effectiveness of work-life balance programs is not always consistent across organizations. A study by (Shujat, 2024) found that perceptions of fairness and relevance significantly influence the success of such initiatives. When employees perceive these programs as unfairly implemented or misaligned with their needs, their impact on

reducing job stress tends to be minimal. Therefore, involving employees in the design and evaluation of these programs is key to their success. Overall, the relationship between work-life balance and employee stress reflects a complex dynamic between personal, structural, and organizational cultural factors. Managing balance is not solely an individual responsibility, but rather a collective strategy that requires active roles from top management, supervisors, and coworkers. When organizations are able to create a flexible, supportive work environment that values personal life, job stress can be minimized and a productive, healthy, and sustainable work culture can be established (Aruldoss et al., 2022).

LITERATURE REVIEW

1. WORK-LIFE BALANCE

Work-life balance (WLB) is a multidimensional concept that describes the extent to which individuals can manage and harmonize their roles and responsibilities in both professional and personal life. This definition encompasses aspects of time, emotional involvement, and the relative satisfaction experienced between these two domains. According to (Guest, 2022), WLB is the result of the interaction between work pressures and personal needs, and is influenced by individuals' subjective perceptions of the adequacy of time and energy distribution. In a sociological context, WLB is also viewed as an outcome of the dynamics of modern work structures and shifting gender roles within families.

Various theories have been developed to understand the mechanisms of work-life balance. Role Theory explains that individuals who occupy multiple roles are vulnerable to role conflict, which affects their balance (Rincy & Panchanatham, 2023). Meanwhile, Social Role Theory emphasizes that age and gender shape different social expectations regarding work and family roles, which in turn affect the experience of work-life balance (WLB) (Thrasher et al., 2022). A cross country study by (Lyness & Judiesch, 2020) also highlights that gender egalitarian norms significantly influence the extent to which managers can maintain a balance between work and personal life. In organizations that adopt gender equal values, both male and female managers tend to report higher levels of WLB.

Not only gender differences, but also age and life cycle variations play a significant role. Younger employees tend to prioritize career development, while mid career or family oriented workers place greater importance on time flexibility to manage household responsibilities (Walia, 2021). Furthermore, perceptions of WLB differ across employment sectors. The public sector typically offers stability and fixed working hours, whereas the private sector is characterized by higher work intensity but often provides flexibility through technology. Therefore, approaches to WLB must take into account the diversity of personal and structural contexts.

1.1 DIMENSIONS OF WORK-LIFE BALANCE

In an effort to empirically measure work-life balance (WLB), researchers have developed various dimensions and indicators. According to (Guest, 2022), there are at least three main dimensions of WLB: time balance, involvement balance, and satisfaction balance. The time balance dimension refers to the quantitative distribution of time

between work and family roles. Time imbalance typically occurs when excessive working hours interfere with personal life. Indicators used include the number of overtime hours, time spent with family, and schedule flexibility.

The involvement balance dimension describes the extent to which attention and mental energy are devoted to each role. Involvement imbalance arises when individuals become overly focused on work, resulting in a loss of emotional engagement in social or household life. In quantitative measurement, this indicator often employs Likert scale instruments to assess levels of focus, fatigue, and mental distraction across both domains. Meanwhile, the satisfaction balance dimension refers to the subjective feeling of adequacy and harmony between work and personal life. According to (Lewis, S., & Beauregard, 2021), satisfaction perception is strongly influenced by social expectations and the organizational work culture in each setting.

Several popular instruments for measuring WLB include the Work-Life Balance Scale (WLBS), the Work-Family Conflict Scale (WFCS), and perception based indicators derived from employee surveys. The accuracy of indicator selection is crucial to ensure that the measurement results reflect actual conditions and serve as a foundation for organizational interventions. In practice, progressive organizations often combine quantitative indicators (e.g., attendance records or working hours) with qualitative indicators (e.g., satisfaction interviews) to obtain a more comprehensive picture of their employees' WLB (Krings et al., 2023).

1.2 FACTORS INFLUENCING WORK-LIFE BALANCE

Work-Life Balance (WLB) is influenced by various internal and external factors that interact to shape individuals' experiences in managing work and personal life demands. One of the most critical factors is work flexibility, including temporal flexibility (flextime), spatial flexibility (telecommuting/remote working), and flexibility in workload arrangements. According to (Grant et al., 2021), employees who are given greater control over their work schedules and locations tend to experience reduced stress levels and improved work efficiency. Remote workers, for instance, show better levels of work-life balance when organizations explicitly support it through enabling policies and a positive work culture.

In addition, individual characteristics such as marital status, number of children, and other family responsibilities significantly influence work-life balance. Married employees, especially those with young children, are more likely to experience work family conflict if organizational support, such as family leave, childcare facilities, or flexible working hours is lacking. Research by (Walia, 2021) shows that a high domestic workload among women increases the risk of imbalance, particularly in organizations with rigid working hours and high job demands. Age is also an important factor; younger employees are often more flexible and tolerant of intensive work demands, whereas older employees generally place higher value on stability and family time.

Organizational and workplace factors such as supportive leadership, effective human resource management policies, and a positive work culture play an important role in shaping how employees experience work life balance. Organizations that prioritize employee well being and offer flexibility in work arrangements tend to foster better perceptions of balance between professional and personal responsibilities. Supportive leaders who show empathy and allow autonomy can help reduce stress and improve job

satisfaction. At the same time, the advancement of technology has introduced new challenges in maintaining healthy boundaries. The ease of accessing work through smartphones, emails, and online messaging has led to the rise of an always on culture, where employees feel expected to remain available beyond working hours. This condition can create technostress, increase fatigue, and lead to conflicts between work and personal life. Therefore, while technology supports efficiency, organizations must also promote digital boundaries and protect personal time to sustain a healthy work life balance.

1.3 THE IMPACT OF WORK-LIFE BALANCE ON EMPLOYEES

Work-life balance not only affects individual well being on a personal level but also has broader implications for employee performance, loyalty, and psychological health within organizational contexts. One of the most evident impacts of good WLB is improved mental health and reduced stress levels. According to a cross cultural study by (Haar et al., 2021), employees with a high level of WLB reported greater job satisfaction, better stress resilience, and lower levels of depression. This is due to the sense of control over time and life roles, which psychologically provides a feeling of stability and calmness.

In addition to mental aspects, work productivity and task performance quality also tend to improve as WLB increases. Employees who maintain a balance between work and personal life are generally more focused, have higher energy levels, and show greater work engagement. (Zhang et al., 2024) emphasized that work-life balance enhances psychological capital such as hope, self efficacy, and emotional resilience, which in turn influence job satisfaction and achievement motivation. In service sectors such as nursing or teaching, high WLB directly impacts service quality, decision making, and empathy toward clients.

Another long term impact is the increase in employee loyalty and the decrease in turnover intention. A study by (Elrayah & Zakariya, 2023) showed that employees with high WLB have a significantly lower probability of leaving their jobs compared to those experiencing chronic work family conflict. In addition, (Krishnan & Loon, 2020) found that the combination of job satisfaction and work-life balance significantly enhances task performance and strengthens team cohesion. In the long run, organizations that are able to create a work culture that supports balance will be better positioned to retain their top talent.

Work-life balance also affects the level of emotional engagement and overall job happiness. According to (Hoffmann-Burdzińska & Rutkowska, 2024), WLB serves as a crucial foundation for creating long term workplace well being, marked by enthusiasm, work meaning, and healthy social relationships. Employees who feel that their lives are balanced tend to adapt better to pressure, have higher life satisfaction, and demonstrate long term dedication to the organization. Therefore, work-life balance is not merely a personal issue but an organizational strategy to foster sustainable performance in an increasingly complex and dynamic work environment.

2. EMPLOYEE JOB STRESS

Work stress is a psychological and physiological condition that arises when an individual faces an imbalance between job demands and the personal capacity or available resources to meet those demands. In the modern work environment, stress has become an unavoidable component of dynamic and competitive organizational settings.

According to (Motowidlo, Stephan J., 2021), work stress occurs when individuals experience prolonged pressure from excessive expectations, lack of control over workload, and role ambiguity, leading to emotional exhaustion and decreased job performance. This concept is expanded by the *Transactional Stress Theory* by Lazarus and Folkman, which emphasizes the importance of individual perception toward potential stressors and the coping strategies used. When stressors are perceived to exceed the available resources, individuals are more likely to experience distress.

Work related stress is generally categorized into three main forms: acute stress, chronic stress, and burnout. Acute stress is usually short term and arises in specific situations, such as facing a deadline or delivering a major presentation. Chronic stress, on the other hand, is the result of prolonged pressure due to role conflict, unrelenting workload, or a toxic work environment. Burnout, a term popularized by Maslach, describes a condition of extreme emotional exhaustion accompanied by cynicism and reduced personal accomplishment. According to the *Job Demand Control Model* by Karasek, stress arises when high job demands are not balanced with adequate job control. This combination creates internal pressure that triggers both physiological and psychological stress. The model was empirically supported by (Jackson & Frame, 2022), who stated that jobs with low autonomy and high targets are the main contributors to work stress in modern organizations.

2.1 INDICATORS AND MEASUREMENT OF STRESS LEVELS

Accurately measuring work-related stress levels is a crucial first step in understanding how pressure affects employee performance and well being. One of the most popular tools is the Perceived Stress Scale (PSS) developed by Cohen et al. This scale assesses the extent to which individuals feel their lives are uncontrollable, unpredictable, and overloaded during a specific period. Items in the PSS include questions about difficulties in handling problems, levels of irritability, and inability to cope with daily burdens. Using a five point Likert scale, this tool provides a score that reflects a person's subjective level of perceived stress. In addition to the PSS, other instruments such as the Job Stress Survey (JSS) and the Occupational Stress Indicator (OSI) are widely used in organizational studies as they cover stress dimensions related to roles, workload, and interpersonal factors.

Signs of work stress can generally be categorized into psychological, physiological, and behavioral indicators. Psychological symptoms include anxiety, irritability, mild depression, reduced motivation, and cognitive fatigue. Physiologically, stress manifests in sleep disturbances (insomnia), increased heart rate and blood pressure, digestive issues, and lowered immune response. Behaviorally, stress may result in increased absenteeism, tardiness, interpersonal conflicts, and even a tendency to resign. A study by (T. B & Gupta, 2021) emphasized that high levels of stress intensity can alter work behavior patterns to become more defensive, less responsive, and more reactive to instructions or external pressure. Therefore, stress monitoring should be conducted comprehensively using both qualitative approaches (such as observation and interviews) and quantitative methods (such as psychometric questionnaires) to ensure accurate results that are useful for organizational policy.

2.2 THE IMPACT OF STRESS ON PRODUCTIVITY AND WORK BEHAVIOR

Unmanaged work related stress can lead to significant negative consequences at both the individual and organizational levels. One of the most evident outcomes is the decline in employee productivity. When individuals experience high levels of stress, their cognitive and emotional capacities to concentrate, make decisions, and work efficiently are disrupted. (Jamal, 2021) indicates that high work pressure significantly reduces output and work quality, especially in tasks that demand high concentration and creativity. Furthermore, work stress can trigger a domino effect known as turnover intention, the desire to leave the job due to mental exhaustion and dissatisfaction with the organization.

Stress also deteriorates interpersonal relationships in the workplace. Employees under stress tend to exhibit passive aggressive behavior, show less collaboration, and have difficulty accepting criticism. This leads to a decrease in employee engagement and an increase in horizontal conflicts among coworkers. A study (Sullivan & Bhagat, 2020) found that prolonged stress worsens team morale, weakens trust within the organization, and creates a work environment that is less conducive to innovation. In the long run, these effects can also result in increased organizational costs due to health claims, high absenteeism, and the need for retraining caused by employee turnover.

Emotional engagement with the organization also declines significantly when stress is not properly managed. Employees feel unappreciated, lose a sense of purpose in their work, and psychologically detach themselves from their job responsibilities. A meta analysis by (Gilboa et al., 2020) emphasizes that stress resulting from excessive job demands greatly reduces job satisfaction, trust in the organization, and long term loyalty. Therefore, organizational strategies for managing work-related stress become essential in efforts to create a healthy and productive work environment. An integrated approach, such as implementing work-life balance programs that encourage equilibrium between job demands and personal life, can help reduce emotional exhaustion and improve job satisfaction. Additionally, a fair and transparent reward system not only serves as recognition for performance but also strengthens employees' intrinsic motivation.

Tabel 1. Previous Research

Article Title	Research	Implication
(Saeed & Farooqi, 2020). <i>Examining the Relationship between Work Life Balance, Job Stress and Job Satisfaction among University Teachers.</i>	Work-life balance is positively associated with job satisfaction, while job stress does not have a significant impact.	Work-life balance programs can contribute more to the retention of teaching staff than merely reducing stress.
(Aruldoss et al., 2022). <i>The Relationship between Quality of Work Life and Work-Life Balance Mediating Role of Job Stress.</i>	Job stress mediates the relationship between quality of work life and work-life balance.	Stress management is essential in strengthening the positive impact of quality of work life on work-life balance

(Bell et al., 2023). <i>Job Stress, Wellbeing, Work-Life Balance and Work-Life Conflict.</i>	An increase in job stress worsens work-home conflict and lowers well being.	Work-life balance can serve as a preventive tool to maintain the well being of academics from role conflict.
(Balkan, 2023). <i>Work-Life Balance, Job Stress and Individual Performance.</i>	Work-life balance reduces stress and has a positive effect on individual performance.	Work balance interventions should focus on enhancing long term performance.
(Javed et al., 2020). <i>Effect of Role Conflict, WLB and Job Stress on Turnover.</i>	Role conflict and stress increase turnover intention; work-life balance serves a protective role.	It is important to implement work-life balance policies to reduce turnover intention.
(Chiang et al., 2020). <i>The Moderating Roles of Job Control and WLB Practices.</i>	Job control and the implementation of work-life balance practices reduce stress among hotel employees.	Work-life balance interventions must be tailored to the characteristics of each job sector.
(Kelly et al., 2020). <i>Job Stress, Burnout, WLB, and Satisfaction among Pathologists.</i>	High levels of stress and burnout are associated with low work-life balance and job satisfaction.	Work-life balance support can protect workers in the health sector from the effects of burnout.

RESEARCH METHOD

This study employed a literature review method by systematically analyzing various written sources related to the topic of the relationship between work-life balance and employee stress levels in the context of modern organizations. The study did not collect data from primary sources but focused on the search and analysis of existing data, such as journal articles, academic books, research reports, and labor policy documents. The selection of sources was based on material relevance, information recency, and source credibility. The selected sources specifically discussed the relationship between work-life balance and job stress, covering aspects such as causes, measurement indicators, and consequences for mental health and employee performance. Data analysis was carried out descriptively, aiming to identify patterns of findings, conceptual approaches, and obstacles in implementing work-life balance strategies that affect employee stress levels. This approach was chosen to gain a broader understanding of how work-life balance practices can be utilized as managerial instruments to reduce psychological pressure and job stress. This is particularly relevant in the midst of modern

organizational dynamics that demand high productivity, flexibility, and optimal employee mental resilience.

RESULT AND DISCUSSION

The results of the literature review show that work-life balance (WLB) plays an important role in managing employee stress levels, and this finding is consistent across various organizational settings. In general, WLB is defined as a condition in which individuals are able to meet the demands of both work and personal life in a relatively balanced manner, without having to sacrifice either aspect. Ideally, WLB allows individuals to work productively without experiencing prolonged psychological pressure. Numerous previous studies have shown that WLB functions not only as a welfare policy but also as a preventive mechanism against stress and emotional exhaustion that can have systemic impacts. This becomes increasingly relevant in the modern work era, where the boundaries between professional and personal life are increasingly blurred due to technological advancements and rising productivity expectations. The effective implementation of WLB has been proven to improve employees' mental resilience and strengthen work commitment and organizational loyalty.

Research by (Saeed & Farooqi, 2020) indicates that although work-life balance (WLB) has a strong correlation with job satisfaction, its direct effect on work stress is not necessarily significant. However, since job satisfaction has been proven to be an effective mediating variable in reducing psychological pressure, this indirect relationship still supports the importance of WLB in creating a healthier work environment. In this study, employees who reported a good work-life balance also tended to have a positive attitude toward their job and showed higher indicators of psychological well being. The research also highlights the importance of a holistic approach, where WLB is not only focused on work hour policies but also on employees' perceptions of control over their time and workload. If companies emphasize only the formal aspects of WLB without considering employees' perceptions and personal experiences, the effectiveness of such interventions will be significantly reduced.

(Aruldoss et al., 2022) stated that work stress acts as a mediator in the relationship between quality of work life and work-life balance. In their research, it was found that the quality of the work environment, including interpersonal relationships, workload, and organizational support affects the perception of WLB, but only if work stress is successfully managed. This means that efforts to improve work quality will be less effective if stress is allowed to escalate. The study also emphasizes the importance of stress management as an integral part of organizational well being policies. Even in organizations that have implemented structural WLB policies, high levels of work stress can still disrupt the perception of balance between work and personal life. Therefore, the integration of work policies and stress management strategies is key to strengthening the positive effects of WLB on overall employee well being.

Meanwhile, (Bell et al., 2023) examined the conflict between work roles and family roles as one of the main sources of employee stress, which subsequently impacts negative perceptions of work-life balance. The study found that when work demands continuously interfere with time and responsibilities at home, individuals tend to experience higher psychological pressure, even when they are in organizations that formally implement WLB policies. This research also revealed that role conflict occurs more frequently among

female employees, especially those with family responsibilities such as childcare. Therefore, WLB policy approaches must take into account social and gender factors, including providing additional flexibility for groups of employees with heavier domestic burdens. This highlights that the implementation of WLB policies that fail to consider socio-emotional aspects risks falling short of their goal in reducing work-related stress.

Research by (Balkan, 2023) explicitly links the level of work-life balance, job stress, and employee productivity. The study found that employees with a high level of work-life balance tend to have better work energy, stronger intrinsic motivation, and exhibit more stable long term performance. The reduction in stress experienced by this group affects not only their psychological well being but also their work efficiency and effectiveness. This study makes an important contribution by emphasizing that work-life balance is not merely a welfare policy, but a business strategy that directly impacts productivity and work outcomes. Therefore, organizations should view work-life balance as a long term investment capable of fostering a healthy work climate while maintaining collective performance.

In a study by (Javed et al., 2020) it was found that poorly managed job stress can trigger an increase in turnover intention or the desire to leave the job. On the other hand, appropriate work-life balance policies have been shown to significantly reduce such intentions. This reinforces the argument that work-life balance functions as a protective factor not only against psychological pressure but also against organizational instability caused by high employee turnover. The study also emphasizes the importance of internal communication in implementing work-life balance policies. Employees who understand and feel involved in the formulation of such policies demonstrate higher job satisfaction and a lower tendency to seek alternative employment outside the organization.

(Chiang et al., 2020) examined the hospitality sector as one of the work fields characterized by intensive workloads and high time pressure. Their findings indicated that job stress levels significantly decreased among employees who had control over their work schedules and received work-life balance policy support from their companies. This finding reinforces the notion that the effectiveness of work-life balance policies heavily depends on the organization's ability to provide employees with work autonomy. In sectors that demand high flexibility, granting control over working hours, leave schedules, and post work recovery is crucial to reducing the risk of chronic stress and burnout. Therefore, flexibility and job control should be central pillars in the design of work-life balance policies.

Lastly, (Kelly et al., 2020) highlighted the issue of burnout among pathologists, which was found to be strongly correlated with low levels of work-life balance and job satisfaction. The study showed that professionals with substantial responsibilities and high societal expectations are particularly vulnerable to emotional exhaustion when adequate work-life balance support is lacking. Although the doctors in this study worked in a highly meaningful environment, the lack of personal time, administrative burdens, and excessive performance expectations significantly diminished their mental well being. These findings strengthen the conclusion that work-life balance interventions should be integrated even within public service and medical professions to maintain work quality and prevent mental health crises in the workplace.

CONCLUSION

Work-life balance has been proven to be one of the key determinants in creating a healthy, productive, and sustainable work environment. This conceptual review demonstrates that when employees are able to manage their time, engagement, and satisfaction proportionally between professional and personal life, their levels of work related stress tend to decrease significantly. Optimal balance not only impacts psychological aspects such as reduced pressure and emotional exhaustion but also strengthens loyalty, productivity, and job satisfaction. Work stress, often triggered by role imbalance and excessive job demands, has been thoroughly examined through theories such as the Job Demand Control Model and the Transactional Stress Model. Both approaches emphasize that organizational control and support are central to mitigating chronic job stress. In this context, the implementation of policies that support work flexibility, supervisor understanding, and access to employee well being facilities constitutes an integral part of modern stress management strategies. Both theoretically and empirically, the relationship between work-life balance and stress levels is negative and significant. In other words, the higher the perceived work-life balance among employees, the lower the stress levels they experience. These findings are reinforced by previous studies indicating that work-life balance based interventions are not only effective in reducing stress but also in enhancing performance, work engagement, and employee retention across various sectors.

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