

A Review of the Aspects of Work Stress, Work-Life Balance, and Social Support on Employee Performance at PT. Panca Kharisma Utama

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Abstract: This study aims to examine the relationships of work stress, work-life balance, and social support with employee performance at PT Panca Kharisma Utama. A quantitative associative approach was employed, involving a population of 208 employees and a sample of 144 respondents selected through probability sampling using the simple random sampling technique. Data were collected using a five-point Likert-scale questionnaire and analyzed using multiple linear regression with SPSS. The results show that work stress has a negative but statistically nonsignificant relationship with employee performance ($t = -0.113$; $p = 0.910$). Work-life balance also has a negative but statistically nonsignificant relationship with employee performance ($t = -1.894$; $p = 0.060$). In contrast, social support has a positive and statistically significant relationship with employee performance ($t = 13.730$; $p < 0.001$). The coefficient of determination (R^2) is 0.627, indicating that the three independent variables jointly explain 62.7% of the variation in employee performance. These findings suggest that the company should strengthen workplace social support through effective communication, teamwork, and support from supervisors and coworkers to help improve employee performance.

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Introduction

Globalization, digital transformation, and increasingly competitive business environments require every organization to have high-performing human resources to maintain a competitive advantage. In this context, employee performance is one of the main indicators of organizational success because it reflects the effectiveness of individuals in achieving company goals. An organization's success is not only determined by technological sophistication or the amount of capital it has, but also greatly influenced by the quality of its human resources. According to Mijaya & Susanti (2023), human resources are a strategic asset that determines organizational success through optimal performance contributions. Therefore, companies need to create working conditions that can increase productivity while maintaining the psychological well-being of employees so they can cope with changes in the dynamic business environment.



The phenomenon that occurred at PT Panca Kharisma Utama shows fluctuations in employee performance over the past three years. Based on company evaluation data, the average employee performance score decreased from 87.50 in 2022 to 64.25 in 2023, then increased to 70.77 in 2024, but still below the 2022 achievement. This condition indicates that the company has not been able to maintain consistent performance of its human resources. This decline in performance is suspected to be related to increased work pressure, work-life imbalance, and suboptimal social support received by employees from superiors and colleagues. If these conditions are not immediately addressed, it has the potential to reduce productivity, increase levels of work fatigue (burnout), increase turnover intention, and hinder the achievement of organizational goals.

Theoretically, work stress is a factor that can reduce the quality of employee performance. Work stress arises when work demands exceed an individual's ability to complete tasks, causing physical and psychological stress (Malau & Ratnawati, 2024). High workloads, target pressure, role conflict, and job ambiguity can lead to decreased employee concentration, motivation, and productivity. Furthermore, the development of increasingly flexible work systems also presents new challenges in the form of difficulty separating work from personal life. According to Zhamshit & Talshyn (2025), work-life balance is a crucial factor in maintaining employee psychological well-being and productivity, especially in the digital era and flexible work patterns. An imbalance between work and personal life has the potential to increase emotional exhaustion, decrease job satisfaction, and negatively impact individual performance.

On the other hand, social support is a crucial factor in strengthening employees' ability to cope with work pressure. Social support provided by superiors and coworkers in the form of attention, appreciation, instrumental assistance, and information can help individuals mitigate the negative impacts of work stress while increasing work motivation. Sarafino, as cited in Herawati and Deni Erlin (2024), explains that social support is a psychological resource that can enhance an individual's ability to cope with various pressures, thus impacting well-being and work performance. A work environment that provides positive social support will create a sense of security, increase employee engagement with the organization, and encourage optimal performance.

The urgency of this research is further strengthened by the fact that security services providers like PT Panca Kharisma Utama rely heavily on the quality of their personnel's performance in providing services to clients. Employees are required to have a high level of discipline, responsibility, integrity, and cooperation, so various factors that can influence performance need to be comprehensively examined. Research on the relationship between job stress, work-life balance, and social support on employee performance is crucial as a basis for developing more effective human resource management strategies. The research results are expected to serve as evaluation material for company management in designing policies that can reduce job stress levels, improve work-life balance, strengthen social support in the workplace, and increase employee productivity sustainably.

Although various previous studies have discussed the influence of job stress, work-life balance, and social support on employee performance, a research gap remains. Buulolo (2021) found that job stress impacts employee performance, while Mulyadi et al. (2023) demonstrated that work-life balance contributes to improved performance. Research by Herawati and Deni Erlin (2024) also demonstrated that social support can improve psychological well-being and work performance. However, most of these studies only examined each variable separately or were conducted in different industrial sectors. Research that simultaneously integrates all three variables—job stress, work-life balance, and social support—on employee performance in security service companies is still very limited. Therefore, this study is expected to fill this gap and provide an empirical contribution to the development of human resource management science, particularly regarding the factors influencing employee performance in the security services sector.

Method

This study uses a quantitative approach with an associative research type that aims to analyze the influence of work stress, work-life balance, and social support on employee performance at PT. Panca Kharisma Utama. The quantitative approach was chosen because it is able to produce objective, measurable data, and can be analyzed statistically to test the research hypothesis. The study was



conducted at PT. Panca Kharisma Utama, located at Jl. Pangkalan Jati 2 No. 65B, Pangkalan Jati, Cinere District, Depok City, West Java, with the research period running from June 2025 to January 2026. The population in this study were all 208 employees of PT. Panca Kharisma Utama. The sample determination used a probability sampling technique with a simple random sampling method so that each member of the population has an equal opportunity to be selected as a respondent. Based on calculations using the Slovin formula with a 5% error rate, the minimum sample size was 137 respondents. However, to increase the representativeness of the study, the sample size used was 144 respondents.

Data collection was conducted through the distribution of questionnaires as the main research instrument compiled using a five-level Likert scale, and supported by interviews, observations, and documentation studies as supplementary data. Primary data were obtained directly from respondents through questionnaires and interviews, while secondary data were obtained from books, scientific journals, articles, and company documents relevant to the research. Furthermore, the data were analyzed using SPSS software through classical assumption tests including normality, multicollinearity, and heteroscedasticity tests. Hypothesis testing was conducted using multiple linear regression analysis to determine the effect of work stress, work-life balance, and social support on employee performance, which was supported by analysis of the coefficient of determination (R^2), partial test (t-test), and simultaneous test (F-test) with a significance level of 5%.

Results and Discussion

Classical Assumption Test

1. Normality Test

Table1. Normality Test Results (KS Value)

One-Sample Kolmogorov-Smirnov Test		
		Unstandardized Residual
N		144
Normal Parameters ^{a,b}	Mean	-.2150717
	Std. Deviation	2.15891089
Most Extreme Differences	Absolute	.057
	Positive	.057
	Negative	-.053
Test Statistic		.057
Asymp. Sig. (2-tailed)		.200 ^{c,d}

a. Test distribution is Normal.

b. Calculated from data.

c. Lilliefors Significance Correction.

d. This is a lower bound of the true significance.

Based on the normality test, the Kolmogorov-Smirnov value is 0.057, with an Asymp.Sig value of $0.200 > 0.05$. This indicates that the regression model is normally distributed.

2. Multicollinearity Test

Table 2. Multicollinearity Test Results

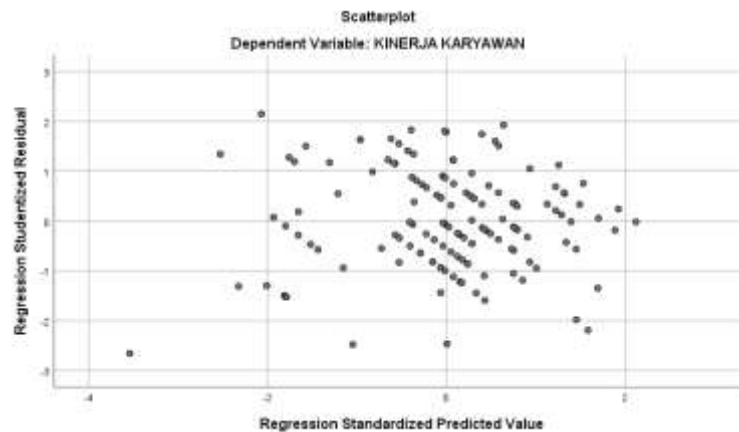
Coefficients ^a							
Model	Unstandardized Coefficients		Standardized Coefficients	t		Collinearity Statistics	
	B	Std. Error	Beta		Sig.	Tolerance	VIF
1							
(Constant)	9.704	1.410		6.884	.000		
STRES KERJA	-.002	.017	-.008	-.113	.910	.596	1.677
KESEIMBANGAN KEHIDUPAN KERJA	-.095	.034	-.148	-1.894	.060	.435	2.298
DUKUNGAN SOSIAL	.513	.037	.965	13.730	.000	.670	1.492

a. Dependent Variable: KINERJA KARYAWAN

Based on the table above, it can be seen that the data in this study does not contain multicollinearity or there is no relationship between independent variables. This can be seen from the VIF value of all independent variables being below 10, namely for work stress (X1) of 1.677, work-life

balance (X2) of 2.298, and social support (X3) of 1.492. In addition, the Tolerance value of each variable is above 0.10, namely for work stress (X1) of 0.596, work-life balance (X2) of 0.435, and social support (X3) of 0.670. Therefore, it can be concluded that the independent variables used in the regression model of this study are free from multicollinearity problems.

3. Heteroscedasticity Test



Graph 1. Scatterplot

From the scatterplot above, it can be seen that the points are randomly spread and spread above and below the number 0 on the Y axis. This can be concluded that there is no heteroscedasticity in the regression model, so the regression model is suitable for use in conducting tests.

Multiple Linear Regression Analysis

Table 3. Results of Multiple Linear Regression Test

Coefficients ^a							
Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
	B	Std. Error	Beta			Tolerance	VIF
1	(Constant)	9.704	1.410		6.884	.000	
	STRES KERJA	-.002	.017	-.008	.910	.596	1.677
	KESEIMBANGAN KEHIDUPAN KERJA	-.065	.034	-.148	.060	.435	2.298
	DUKUNGAN SOSIAL	.513	.037	8.65	.000	.670	1.492

a. Dependent Variable: KINERJA KARYAWAN

Based on the table of results of digital data processing calculations using IBM SPSS Statistics V26, the following regression equation is obtained:

$$Y = 9.704 - 0.002X_1 - 0.065X_2 + 0.513X_3$$

Coefficient-the coefficients of the multiple linear regression equation above can be interpreted as follows:

1. α = a constant of 9,704 means that if the value of variables X1, X2 and X3 (Work Stress, Work Life Balance and Social Support) is 0 (zero) then the value of the Employee Performance variable (Y) is 9,704 points.
2. β_1 = The regression coefficient of -0.002 is a value that comes from the variableStresWork (X1) has a negative regression direction, where for every 1 (one) point increase in the Work Stress value (X1), the value of the Employee Performance variable (Y) will increase by 0.002 points.
3. β_2 = the regression coefficient of -0.065 is a value originating from the Work Life Balance variable (X2) which has a positive regression direction,WhereFor every 1 (one) point increase in the Work Life Balance (X2) value, the Employee Performance (Y) variable value will increase by 0.065 points.
4. β_3 = the regression coefficient of 0.513 is a value that comes from the Social Support variable (X3) which has a positive regression direction, whereeveryan increase of 1 (one) point in the Social

Support value (X3), then the value of the Employee Performance variable (Y) will increase by 0.513 points

Coefficient of Determination Test

Table 4. Results of the Determination Coefficient Test

Model Summary ^b				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.792 ^a	.627	.619	2.153

a. Predictors: (Constant), DUKUNGAN SOSIAL, STRES KERJA, KESEIMBANGAN KEHIDUPAN KERJA

b. Dependent Variable: KINERJA KARYAWAN

Based on the table above, the R Square or R² value is 0.627. These results indicate that the Employee Performance variable is influenced by the variables Work Stress (X1), Work Life Balance (X2), Social Support (X3) on the Employee Performance variable (Y) by 0.627 or 62.7% so that 37.3% (100% - 62.7%) is influenced by other variables.

Hypothesis Testing

1. Partial Significance Test (T-Test)

Table 5. T-Test Results

Coefficients ^a					
Model		Unstandardized Coefficients		Standardized Coefficients	
		B	Std. Error	Beta	Sig.
1	(Constant)	9.704	1.410		.000
	STRES KERJA	-.002	.017	-.008	.910
	KESEIMBANGAN KEHIDUPAN KERJA	-.065	.034	-.148	.060
	DUKUNGAN SOSIAL	.513	.037	.865	.000

a. Dependent Variable: KINERJA KARYAWAN

It can be seen from table 5 that the results of the t-test above are as follows:

This is the calculation of the t table $df = (nk-1) = 144 - 3 - 1 = 140$ (t table)

a. The Effect of Work Stress on Employee Performance

Based on the results of the t test, it is known that the calculated t value < t table ($-0.113 < 1.977$) and the significant value of the Work Stress variable is $0.910 > 0.05$ or 5%, so it can be concluded that H_0 is accepted and H_a is rejected, meaning that the Work Stress variable (X1) has a negative but insignificant effect on Employee Performance at PT. Panca Kharisma Utama.

b. The Influence of Work-Life Balance on Employee Performance

Based on the results of the t test, it is known that the calculated t value < t table ($-1.894 < 1.977$) and the significant value of the Work Life Balance variable is $0.060 > 0.05$ or 5%, so it can be concluded that H_0 is accepted and H_a is rejected, meaning that the Work Life Balance variable (X2) has a negative but insignificant effect on the performance of PT. Panca Kharisma Utama Employees.

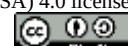
c. The Influence of Social Support on Employee Performance

Based on the results of the t test, it is known that the calculated t value > t table ($13.730 > 1.977$) and the significant value of the Social Support variable is $0.000 < 0.05$ or 5%, so it can be concluded that H_0 is rejected and H_a is accepted, meaning that the social support variable (X3) has a positive and significant effect on Employee Performance at PT. Panca Kharisma Utama.

Discussion

1. The Effect of Work Stress on Employee Performance at PT. Panca Kharisma Utama.

The Job Stress variable has a negative but insignificant effect on the Employee Performance of PT. Panca Kharisma Utama, because the calculated t < t table $-0.113 < 1.977$. In addition, the significant value of the Job Stress variable is $0.910 > 0.05$, so it can be concluded that H_0 is accepted and H_a is



rejected, meaning that the Job Stress variable has a negative but insignificant effect on the Employee Performance of PT. Panca Kharisma Utama. This result is in line with research that has been conducted by (Hockey, 2018) The results obtained showed that work stress had a negative and insignificant effect on performance.

2. The Influence of Work-Life Balance on Employee Performance at PT. Panca Kharisma Utama

The Work Life Balance variable does not have a significant effect on the Employee Performance of PT. Panca Kharisma Utama because $t \text{ count} < t \text{ table}$ $-1.894 < 1.977$ and the significant value of the Work Life Balance variable is $0.060 > 0.05$ or 5%, it can be concluded that H_0 is accepted and H_a is rejected, meaning that the Work Life Balance variable has a negative but insignificant effect on the Employee Performance of PT. Panca Kharisma Utama. This result is in line with research that has been conducted by (Marvira Rossa et al., 2024) Work-life balance has a negative but insignificant effect on employee performance.

3. The Influence of Social Support on Employee Performance at PT. Panca Kharisma Utama.

The Social Support variable has a positive and significant effect on the Employee Performance of PT. Panca Kharisma Utama because $t \text{ count} > t \text{ table}$ $13.730 > 1.977$ and the significant value of the Social Support variable is $0.000 < 0.05$ or 5%, so it can be concluded that H_0 is rejected and H_a is accepted, meaning that the social support variable has a positive and significant effect on the Employee Performance of PT. Panca Kharisma Utama. This result is in line with research that has been conducted by Darmanto & Ariyanti (2021) The research results show a positive, significant influence between social support and employee performance.

Conclusion

It can be concluded that work stress and work-life balance partially have a negative but insignificant effect on employee performance. These results indicate that employees are still able to manage work pressure and balance their work and personal lives, so these two factors have not had a significant impact on performance. Conversely, social support has been shown to have a positive and significant effect on employee performance, indicating that the better the support provided by superiors and coworkers, the higher the resulting performance. Therefore, companies need to continue to build a supportive work environment through effective communication, teamwork, and providing appreciation to employees. This study still has limitations because it only uses three independent variables, involves 144 respondents from one company, and relies on respondent perception data through a questionnaire, which has the potential to cause subjectivity in providing answers.

Based on the research results, companies are advised to continue maintaining employee psychological well-being through work stress management, creating a balance between work and personal life, and increasing social support through good communication, teamwork, and providing employee appreciation to maintain optimal performance. For future researchers, it is recommended to add other variables that influence employee performance and expand the research objects and number of respondents to obtain more comprehensive results and have a better level of generalization.

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