



The Influence of Work Stress, Perceived Organizational Support, And Organizational Culture on Work-Life Balance

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ABSTRACT

This study aims to determine, examine, and analyze the influence of job stress, perceived organizational support, and organizational culture on work-life balance (a study of employees at Banguntapan I and II Community Health Centers). The population in this study was employees at Banguntapan I and II Community Health Centers, with a sample of 79 respondents. Data were collected through a questionnaire and analyzed using multiple linear regression. The questionnaire was distributed online via Google Forms, then processed and analyzed using SPSS 25 software. The results indicate that: Job stress has a positive and significant effect on employee work-life balance; perceived organizational support has a positive and significant effect on employee work-life balance; and organizational culture has a negative and significant effect on employee work-life balance.

Keywords: Job stress, perceived organizational support, organizational culture, work-life balance



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1. INTRODUCTION

Human Resources (HR) is a crucial and essential aspect of a company. According to Dessler (2015:3), human resources are the people who have formal roles in collaborating and achieving organizational goals [1]. Like a vital asset in a company, employees are a key resource, playing a crucial role in achieving the company's goals and vision and mission. HR management is a key determinant of a company's success. Employees' backgrounds and abilities certainly vary, but they are still expected to contribute innovative ideas to the company. Pressure from the company without encouragement will only create problems and hinder the company's progress. Therefore, good HR management can influence the quality of human resources, making it easier to achieve company goals and targets. According to Greenblatt, work-life balance is sometimes characterized by the absence of disruptive conflict between work and other demands outside of work, such as family and other activities [2]. Furthermore, Robbins *et al.* (2021) also states that work-life balance is a balance between work and life where a person is equally bound between work responsibilities and responsibilities in family or life [3]. However, this is often neglected by companies, who assign employees a large number of tasks, causing them to experience stress. Excessive pressure can also cause work stress in employees. Robbins and Judge (2021) state that work stress is a dynamic condition in which an individual is faced with an opportunity, demand or resource related to environmental conditions, organizational conditions and the individual [].

In addition, organizational factors such as perceived organizational support and organizational culture can also play an important role in creating an environment that supports work-life balance. Perceived organizational support (POS) refers to employees' global beliefs about the extent to which the organization values them, cares about their well-being and supports their social emotional needs by providing helpful resources [4-6]. Besides requiring organizational support, the benefits of work-life balance cannot be achieved without a strong organizational culture [7]. Organizational

culture refers to a system of shared meanings believed in or shared by organizational members that differentiates one organization from another [3].

In this study, Banguntapan I Health Center and Banguntapan II Health Center were the research objects. Banguntapan I and II Community Health Centers conduct daily service activities during working hours. In addition to carrying out routine tasks, the Community Health Centers also have program activities that directly go out into the field with the community. Based on interviews with several employees from both Community Health Centers, in this case, they said that in addition to their usual routine tasks, there are additional program activities that must be completed and they must be able to overcome obstacles that exist in ongoing program activities. Some employees even experience work conflicts where employees have to work on tasks in the service section while at the same time have program activity tasks that must be completed that day. Therefore, employees feel confused in completing the assigned tasks because both are equally important. From the description of the problem above, this is the background for the researcher to conduct research on "The Influence of Work Stress, Perceived Organizational Support, and Organizational Culture on Work Life Balance (Study on employees of Banguntapan I and II Health Centers)".

2. METHODS

This According to Sekaran and Bougie (2017:109), the research design in this study was based on the nature of the research problem, namely: whether Job Stress has a significant and positive influence on Work-Life Balance, whether Perceptions of Organizational Support have a significant and positive influence on Work-Life Balance, and whether Organizational Culture has a significant and positive influence on Work-Life Balance [5]. Furthermore, in terms of data analysis techniques, this study used multiple linear regression analysis. According to Sekaran and Bougie (2017:139), multiple linear regression can be used to test hypotheses about the relationship between independent and dependent variables [5]. Based on the data analysis, the authors used a descriptive method with a quantitative approach in conducting this study. According to Sekaran and Bougie (2017), quantitative data is data that can be directly measured and calculated, where the information or explanation is in the form of numbers or figures. According to Sekaran and Bougie (2019:134), data collection methods include face-to-face interviews, computer-assisted interviews, telephone interviews, and electronic interviews; questionnaires distributed in person, sent via email, or electronically. The data collection procedures used in this study were interview and questionnaire methods [5-6].

3. RESULTS AND DISCUSSIONS

This Study aims to determine the influence of job stress, perceived organizational support, and Organizational Culture on Work-Life Balance at Banguntapan I and II Community Health Centers.

3.1 *The Effect of Job Stress on Work-Life Balance*

The test results obtained in this study indicate that Job Stress has a positive and significant effect on Work-Life Balance for employees at Banguntapan I and II Community Health Centers. In other words, the Job Stress experienced by employees will positively impact their Work-Life Balance. Job stress and work-life balance both play important roles that need to be considered to improve employee performance. Robbins and Judge (2017:597) state that job stress is a dynamic condition in which an individual is faced with opportunities, demands, or resources related to environmental conditions, organizational conditions, and the individual. This aligns with research conducted by [7], which found that Job Stress has a positive and significant effect on work-life balance among employees in health institutions. If work stress is not managed properly, it will impact employees' work-life balance. If this persists, it can become a barrier to productivity and operational sustainability.

3.2 *The Effect of Perceived Organizational Support on Work-Life Balance*

The test results obtained in this study indicate that Perceived Organizational Support has a positive and significant effect on Work-Life Balance for employees at Banguntapan I and II Community Health Centers. In other words, Perceived Organizational Support experienced by employees will positively influence Work-Life Balance. Perceived organizational support (POS) refers to employees' global beliefs regarding the extent to which the organization values them, cares about their well-being, and supports their social-emotional needs by providing helpful resources. This aligns with research conducted by [3] that found perceived organizational support has a significant and positive influence on work-life balance. This suggests that organizations that have a more supportive culture, policies, and practices will lead employees to have a more positive perception of the organization and see the organization as helping them manage their work and life roles and activities by ensuring a better work-life balance.

3.3 *The Influence of Organizational Culture on Work-Life Balance*

The test results obtained in this study indicate that organizational culture has a negative and significant effect on work-life balance among employees at Banguntapan I and II Community Health Centers. In other words, the organizational culture perceived by employees negatively impacts work-life balance. Organizational culture refers to a system of shared meanings believed in or followed by organizational members that differentiates one organization from [3]. This finding contradicts research by [4] that found that organizational culture has an insignificant influence on work-life balance. This

study found that building an organizational culture that prioritizes employee values is not sufficient to influence employee work-life balance.

4. CONCLUSIONS

Based on the research results and discussions conducted, the following conclusions can be drawn regarding the influence of work stress, perceived organizational support, and organizational culture on work-life balance among employees at Banguntapan I and II Community Health Centers in 2025:

1. Work stress has a positive and significant effect on work-life balance among employees at Banguntapan I and II Community Health Centers.
2. Perceived organizational support has a positive and significant effect on work-life balance among employees at Banguntapan I and II Community Health Centers.
3. Organizational culture has a negative and significant effect on work-life balance among employees at Banguntapan I and II Community Health Centers.

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