

# **The Influence of Work-Life Balance and Physical Work Environment on Employee Performance with Work Stress as an Intervening Variable**

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## *Abstract*

*This study aims to examine the influence of Work-Life Balance and the Physical Work Environment on Employee Performance, with Work Stress as an Intervening Variable, in the Pamong Praja Police Unit of North Central Timor Regency. Using a quantitative approach, a simple random sampling technique was employed to gather data from 83 employees of the North Central Timor Regency Pamong Praja Police Unit. The data analysis techniques used are inner model analysis, outer model analysis, and model fit test. The analysis revealed that both Work-Life Balance and Physical Work Environment positively affect Employee Performance, specifically mediated by levels of Work Stress. The T-test results demonstrated significant statistical evidence ( $T \text{ statistic} > T \text{ table}$ ) for these relationships. It was recommended that organizations take steps to improve the work-life balance and physical work environment to improve the level of employee performance.*

*Keywords: work-life balance, physical work environment, work stress, employee performance.*

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## **1. INTRODUCTION**

In the bureaucratic ecosystem, employee performance is a fundamental factor that determines the effectiveness of public services. This is also emphasized by Durai (2016), who states that achieving organizational goals largely depends on maintaining consistent employee performance. However, contemporary challenges and public distrust due to declining service quality indicate a performance disparity often linked to an imbalance between work demands and personal life (work-life balance), as well as to physical working conditions that do not support employee performance. Previous research shows that work-life balance has a significant effect on employee

performance (Sari & Nugraha, 2021), and the physical work environment is also an important determinant of employee motivation. However, the mechanisms by which these two independent variables affect performance through psychological channels, such as work stress, remain to be studied in greater depth, given the high workload and bureaucratic pressure in the public sector. Therefore, this study aims to examine the role of work stress as an intervening variable to provide strategic recommendations for government organizations to improve employee performance sustainably.

In the context of the Civil Service Police Unit (SatPol PP), Work-Life Balance is an operational and risk-management strategy given its dual role as both a public order enforcement agency and a protector of the community. High psychological and physical pressure requires effective recovery mechanisms. This requires WLB policies to be implemented not only as additional facilities, but also as part of the core. In addition, a poor physical work environment can worsen employees' psychological conditions, leading to work-related stress, especially given the field-based, high-risk nature of their duties and their direct involvement in social conflicts.

The conception of performance can be understood as the results of work and work behavior achieved in completing the tasks and responsibilities given within a certain period (Kasmir, 2019). Performance is the accomplishment of an employee or manager's assigned duties and the outcomes produced on a specified job function or activity during a specified time period (Bukit et al., 2016). Organizations must implement high-performance work practices to improve organizational performance (Kaswan, 2015). Research by Setyawan et al. (2023) shows that organizational support for work-life balance has a considerable impact on improving employee and organizational performance. Kelliher et al. (2019) define work-life balance as the relationship between work and non-work aspects of individuals' lives, where achieving a satisfactory work-life balance is typically understood as restricting one side (usually work) to have more time for the other (Khateeb Károly, 2021). The demand for effective WLB policies continues to grow, with the current generation demanding work flexibility that takes into account family and social life (Yi and Mei Peng, 2023);(Ogunola, 2022). The Civil Service Police Unit, with its nature of work involving direct interaction with the community, potential for conflict, irregular working hours, and physical stress, makes work-life balance policies a strategic necessity to ensure employee performance.

Another factor related to the fulfillment of employees' psychological demands is the quality of the work environment. Frederick Herzberg's two-factor theory includes the work environment as one of the factors that can affect employee performance (Shaari et al., 2022). The physical work environment is defined as the physical conditions surrounding the workplace that can affect employees, either directly or indirectly (Enny, 2019). In his research, Noya (2024) explained that a poor physical work environment can cause people to become sick more quickly, experience stress, have difficulty concentrating, and reduce work efficiency. Even previous research has also examined the development of a modern physical work environment to support the realization of employee work performance (Ayoko and Ashkanasy, 2020). Several previous studies have also found a correlation between physical work environment conditions and employee performance levels (Fitriani et al., 2019);(Rivalita & Ferdian, 2020);(Fitri & Ferdian, 2021).

In fact, work-life balance and physical work environment conditions contribute to increased employee psychological stress. This has the potential to either encourage or disrupt the implementation of work if not properly resolved (Kurniaty, 2020). The relationship between work stress and performance is dynamic and complex. To maximize performance, organizations need to implement policies that balance work demands with resources and build psychological resilience in individuals (Syahada et al., 2025). Work stress is a condition of strain that creates a physical and psychological imbalance, affecting an employee's emotions, thought processes, and working conditions (Leka, 2003).

Initial observations found that the performance of the SatPol PP in Timor Tengah Utara (TTU) over the last three years showed a downward trend, correlated with the dynamics of work-life balance policies, the physical work environment, and work stress. Based on performance report data (LAKIP) for the 2021-2023 period, the employee performance index has gradually declined from 82.5% in 2021 to 76.8% in 2022, and fell more drastically to 69.4% in 2023. The internal achievement evaluation for 2022-2023 also scored only 17.2, or 20%, of the set target. This condition indicates managerial and psychological dysfunction that affects work output, with an unbalanced workload and inadequate physical facilities suspected as the main triggers of increased stress, leading to operational inefficiency. Wasiman (2018) argues that a work environment is considered good if employees can perform their activities or tasks optimally, healthily, safely, comfortably, and with their facility needs met. A conducive work environment can provide employees with a sense of comfort, enabling them to work optimally and improve their performance. According to Mangkunegara & Prabu (2017), increased and excessive stress can threaten a person's ability to cope with work, thereby disrupting employee performance.

Several previous studies have separately found that work-life balance and the physical work environment affect employee performance, as previously described by researchers. However, there is no research examining how these two variables can exert psychological pressure on employees, contributing to employee stress levels and impacting employee performance. A systematic review examining the development of Work-Life Balance research throughout 2023 suggests that future research could explore additional psychological variables (Mubarak, 2023). The urgency of this study stems from the argument that the relationship between work-life balance and the physical work environment and performance is not direct but is mediated by employees' levels of work stress. Without testing the mediating role of work stress, analysis of performance decline will only stop at surface correlations without understanding the underlying psychological mechanisms. Therefore, empirical testing is needed to verify whether work-life balance policies and improvements in the physical work environment can significantly reduce work stress, thereby improving the performance of TTU SatPol PP employees. This research is crucial for formulating intervention strategies that not only focus on performance outcomes but also on mitigating work stress, which can mediate employee performance decline in the context of public service organizations.

Based on the description of the urgency and need for research, this study aims to examine the influence of work-life balance and the physical work environment on employee performance, with work stress as an intervening variable, in the SatPol PP of TTU Regency.

## **2. LITERATURE REVIEW**

### **2.1. Theoretical Basis**

The theoretical basis of this study is the Job Demand-Resources (JD-R) model, which posits that every job has unique risk factors related to work stress, which can be classified into two general categories: job demands and job resources (Demerouti, 2025). Contextually, this model provides two key mechanisms that explain the dynamics between the variables in this study, namely: 1) Health problems (physical/psychological) that are activated when work demands are high and resources are low gradually drain an individual's mental energy, resulting in a continuous decline in well-being and performance over time; 2) The availability of adequate resources produces positive spillover from work to personal life, which in turn increases motivation and psychological well-being. (Galanakis & Tsitouri, 2022); (Zyl et al., 2025).

Based on the JD-R framework, the variables of work-life balance and physical work environment are positioned as job resources that facilitate the achievement of work goals, reduce the negative impact of work demands, and stimulate personal growth. Meanwhile, work stress is positioned as a psychological consequence of the imbalance between demands and resources, which then affects employee performance.

### **2.2. Research Variable Overview**

#### **2.2.1. Employee Performance**

To achieve organizational goals optimally, every employee must carry out work procedures in accordance with established standards. Performance is the overall result or level of success of an individual during a given period in carrying out tasks, relative to various possibilities, such as work performance standards, targets, or objectives, and predetermined criteria (Nasrul et al., 2023). The concept of performance as employee achievement is also conveyed by Afandi (2018), who states that performance is the work results that can be achieved by an individual or group of people in a company in accordance with their respective authorities and responsibilities in an effort to achieve organizational goals legally, without violating the law and without conflicting with morals and ethics.

Employee performance is a multidimensional construct that encompasses aspects of quantity, quality, and effectiveness of work. It therefore cannot be separated from factors of individual ability, motivation, and organizational support. According to (Mardiani & Widiyanto, 2021) performance is influenced by several factors, such as: 1) The quality and capabilities of employees in relation to their education or training, work ethic, work motivation, mental attitude, and physical condition; 2) Supporting facilities; Work environment within the organization, such as occupational safety, occupational health, production facilities, and technology; 3) Government facility policies and industrial relations management.

In addition to ensuring that employees have the necessary skills to complete their tasks, organizations must ensure that policies and a work environment support employee performance. In this study, employee performance variables were

measured using several indicators proposed by Mangkunegara (2019), which are: Work quality, Work quantity, Time utilization, Effectiveness, and Independence.

### **2.2.2. Work-Life Balance**

Work-life balance relates to the extent to which an employee can balance the demands of work with the responsibilities of life; therefore, this factor affects employee performance and consequently the organization (Pradoto et al., 2022);(Barasa, 2023). Work-life balance is defined as an individual's perception that activities at work and in non-work life can coexist and encourage personal growth in accordance with individual life priorities (Fiernaningsih et al., 2024). In addition, work-life balance is an individual's subjective assessment of the harmony between work and non-work activities and life in general (Brough et al., 2020). The concept of work-life balance refers to a state in which a person is able to create a balance between the demands of work and their personal life (Purwanti, 2024). An imbalance between work and personal life can lead to decreased productivity and affect individual well-being, which ultimately impacts work performance (Saputra & Masdupi, 2024).

From a JD-R perspective, WLB functions as a job resource that enables employees to manage work demands without sacrificing their personal lives. This concept underscores the importance of organizational intervention in promoting work-life balance as a resource (Shetu et al., 2025). Empirical research consistently shows that employees who experience better WLB report lower stress levels and improved job performance (Marecki, 2024; David et al., 2025)

Indicators for measuring work-life balance in this research as follows (Jamillah, et al., 2023): 1) Time Balance-Time balance refers to the amount of time an employee devotes to both work and non-work activities, such as family time; 2) Involvement Balance-Involvement balance refers to the amount or level of psychological involvement and commitment of an employee in their work and in matters outside of work; 3) Satisfaction Balance-Satisfaction balance refers to an employee level of satisfaction with their work activities and matters outside of work.

### **2.2.3. Physical Work Environment**

The physical work environment refers to the actual, tangible space where employees perform their duties (Oyededeji et al., 2025). A conducive work environment provides a sense of security and allows employees to work to their full potential. There are two types of work environments: 1) The physical work environment consists of all physical conditions that can affect employees either directly or indirectly; 2) The non-physical work environment consists of all conditions related to work relationships, whether with superiors, colleagues, or subordinates (Khaeruman et al., 2021). The physical work environment includes items that are directly related (e.g., desks, chairs) and those that are indirectly or generally related (e.g., temperature, lighting, noise, and air circulation) (Afandi, 2018; Mangkunegara, 2019).

Robbins and Judge (2024) argue that the physical work environment can have an impact on employees' emotional state, leading to work-related stress. A decent, supportive, and conducive work environment improves employees' physical and mental capabilities in carrying out their daily routines. Conversely, an inadequate and unsupportive work environment leads to work stress. According to Mangkunegara (2014), physical work environment indicators include: Lighting in the workplace;

Temperature in the workplace; Air humidity in the workplace; Air circulation in the workplace; Noise in the workplace; Color scheme in the workplace.

#### **2.2.4. Work Stress**

Stress and health are increasingly important parts of organizational behavior. Public policy experts, researchers, politicians, managers, and employees alike are beginning to recognize that the detrimental effects of mismanaged stress at work are a public health crisis. Hamali (2016) argues that work stress is a set of internal and external conditions that create stressful situations, and that its symptoms are experienced by everyone under pressure. Stress can be seen from unstable emotions, feelings of unease, isolation, difficulty sleeping, excessive smoking, inability to relax, anxiety, tension, nervousness, increased blood pressure, and digestive disorders (Mangkunegara, 2019).

Within the JD-R framework, work stress is a consequence of the health impairment process that occurs when work demands exceed available resources (David et al., 2025). The relationship between work stress and employee performance is complex, with organizational support acting as a significant moderating variable. Research shows that although work stress can have a negative impact on performance, the presence of organizational support can reduce this impact (Syahada & Firdaus, 2025; Chen et al., 2022).

There are several indicators mentioned by Robbins and Judge (2017), including: 1) Task Demands- These demands are indicators related to a person's job, such as working conditions and physical layout; 2) Role Demands- These indicators are related to the pressure placed on a person within an organization in a particular role; 3) Interpersonal Demands- This indicator refers to pressure received from other employees or co-workers within the company; 4) Organizational structure- Organizational structure refers to an institution with an unclear organizational structure, such as a lack of clarity regarding employee positions, authority, and responsibilities; 5) Organizational Leadership- Provides the organizational management style. Some parties within the organization can create a tense, fearful, and anxious organizational climate.

### **2.3. Construct of Hypothesis**

Based on the theoretical and empirical studies described above, the following are the relationships between variables that explain the research hypothesis.

#### **2.3.1. The Influence of Work-Life Balance on Employee Performance**

From a JD-R perspective, WLB functions as a job resource that activates motivational processes: employees who have time and energy to recover outside of work hours return to work with greater vigor, dedication, and absorption. The spillover concept states that emotions, attitudes, and behaviors in one area (work or home) can influence other areas. Consequently, a favorable work-life balance fosters positive spillover, where satisfaction and energy at home contribute to better work performance, and conversely.

**Hypothesis 1 (H<sub>1</sub>):** Work-life balance has a positive and significant influence on employee performance.

### **2.3.2. The Influence of the Physical Work Environment on Employee Performance**

The relationship between the physical work environment and performance can be understood through two channels, namely: 1) Cognitive Channel: optimal ergonomic conditions (adequate lighting, comfortable temperature, low noise) enable employees to maintain maximum concentration and information processing capacity, thereby increasing the accuracy and speed of task completion; 2) Affective Pathway: An aesthetically pleasing and organized workspace triggers positive emotions (comfort, sense of security) that increase intrinsic motivation in completing tasks.

**Hypothesis 2 (H<sub>2</sub>):** The physical work environment has a positive and significant effect on employee performance.

### **2.3.3. The Influence of Work-Life Balance on Work Stress**

A good work-life balance allows for opportunities to recover psychologically (emotional energy, mental calmness, social support) after being drained at work. When WLB is disrupted (excessive working hours or role conflicts), employees lose their resources for recovery and become trapped in a loss spiral that increases their vulnerability to stress.

**Hypothesis 3 (H<sub>3</sub>):** Work-life balance has a negative and significant influence on work stress.

### **2.3.4. The Influence of the Physical Work Environment on Work Stress**

The mechanism linking the physical work environment to work stress operates through sensory-physiological pathways. In JD-R terminology, poor physical conditions are additional job demands that drain employees' cognitive resources to maintain focus, thereby increasing the perception of stress.

**Hypothesis 4 (H<sub>4</sub>):** The physical work environment has a negative and significant influence on work stress.

### **2.3.5. The influence of work stress on employee performance**

Work stress affects performance by consuming working memory capacity, reducing concentration, decision-making, and problem-solving abilities. Chronic stress produces negative emotions that decrease motivation and work productivity. Employees who experience stress tend to exhibit withdrawal behaviors.

**Hypothesis 5 (H<sub>5</sub>):** Work stress has a negative and significant influence on employee performance.

### **2.3.6. The Influence of Work-Life Balance on Employee Performance through Work Stress**

In the JD-R model, when employees experience good WLB (high job resources), they have adequate recovery capacity, so that accumulated tension is reduced and perceptions of stress decrease. This reduction in stress further frees up cognitive and emotional resources that were previously absorbed by stress responses, allowing employees to allocate that energy to more productive tasks.

**Hypothesis 6 (H<sub>6</sub>):** Work stress mediates the effect of work-life balance on employee performance.

**2.3.7. The Influence of the Physical Work Environment on Employee Performance through Work Stress.**

Within the JD-R framework, inadequate physical working conditions serve as additional job demands that drain employee resources and result in strain in the form of work stress. This stress then interferes with performance.

**Hypothesis 7 (H<sub>7</sub>):** Work stress mediates the effect of the physical work environment on employee performance.

**3. METHODOLOGY**

This study used a quantitative approach with a correlational (associative) design to measure the relationship between the independent variables (Work-Life Balance/X1 and Physical Work Environment/X2) and the dependent variable (Employee Performance/Y), with Work Stress (Z) as the mediating variable. The population in this study was all employees at the SatPol PP Unit of TTU Regency. The sampling technique used was simple random sampling, with the sample size determined using Solvin’s formula, resulting in a sample size of 83 respondents. This sampling technique was used because the population size was small and every employee had an equal chance of being selected, allowing the researcher to determine a representative sample size and ensuring that the research findings could be generalized to the entire population. This study established the following eligibility criteria for respondents: 1) Civil servants (PNS/P3K) and local government contract employees with a minimum of 1 year of service; 2) productive age between 25-55 years old; 3) Active duty during the data collection period (April–May 2024) and willing to complete the research questionnaire; 4) Experienced in patrol duties, surveillance, and enforcement of regulations.

Primary data collection was conducted using observation, interviews, and questionnaires distributed to respondents. Secondary data was collected from official documents obtained at the unit office. The data collection procedure was conducted systematically, with activities including: coordination and administrative processing of permits; validity and reliability testing of the instruments on 10 respondents; distribution of consent forms and questionnaires (printed copies and Google Forms links); and data collection and processing. The research instrument used in this study is a closed-ended questionnaire divided into two sections: a section for respondent identification data and a section containing a list of statements related to the four research variables. Responses were measured using a Likert scale ranging from 1 = strongly disagree to 4 = strongly agree. Details of the research instrument are presented in the following table:

**Table 1.** Details of the research instrument

Variable	Indicator	Number of Items	Example Item
(X1) Work-Life Balance	Greenhaus et al. (2003): Time Balance; Balance of Engagement; Balance of Satisfaction	7	The work routine makes me rarely

Variable	Indicator	Number of Items	Example Item
			involved in family activities/events
(X2) Physical Work Environment	Sedarmayanti (2017): Lighting; Circulation; spatial layout; Noise; Hygiene; Facilities	7	The facilities in my workspace are adequately available
(Z) Work Stress	Robbins & Judge (2016): Job demands; Role demands; Interpersonal demands; Organizational structure; Organizational leadership	7	I avoid work stress because you don't have conflicts with your boss or co-workers
(Y) Employee Performance	Mangkunegara (2014): Quality of work; Quantity of work; Time utilization; Effectiveness; Independence	7	I always complete my tasks and work carefully

Source: Authors (2024).

The analysis technique used is SEM and Smart-PLS testing to determine the influence of Work-Life Balance (X1) and Physical Work Environment (X2) on Employee Performance (Y), with Work Stress as an Intervening Variable, at the North Central Timor Regency Civil Service Police Unit Office. The collected data were analyzed using PLS (Partial Least Squares). Measurement Model analysis was conducted to test the validity and reliability of the data, ensuring it is valid and reliable. The structural model was evaluated using R-square for the dependent construct, the Stone-Geisser Q-Square test for predictive relevance, and t-tests and the significance of structural path parameter coefficients.

#### 4. RESULT AND DISCUSSION

The respondents in this study were born between 1980 and 2000, had more than 5 years of work experience, and were graduates of senior high school and bachelor's degree programs. The employment status of respondents consisted of permanent employees and contract employees divided into several work units, namely local law enforcement, public order and security, community protection and development, and firefighting.

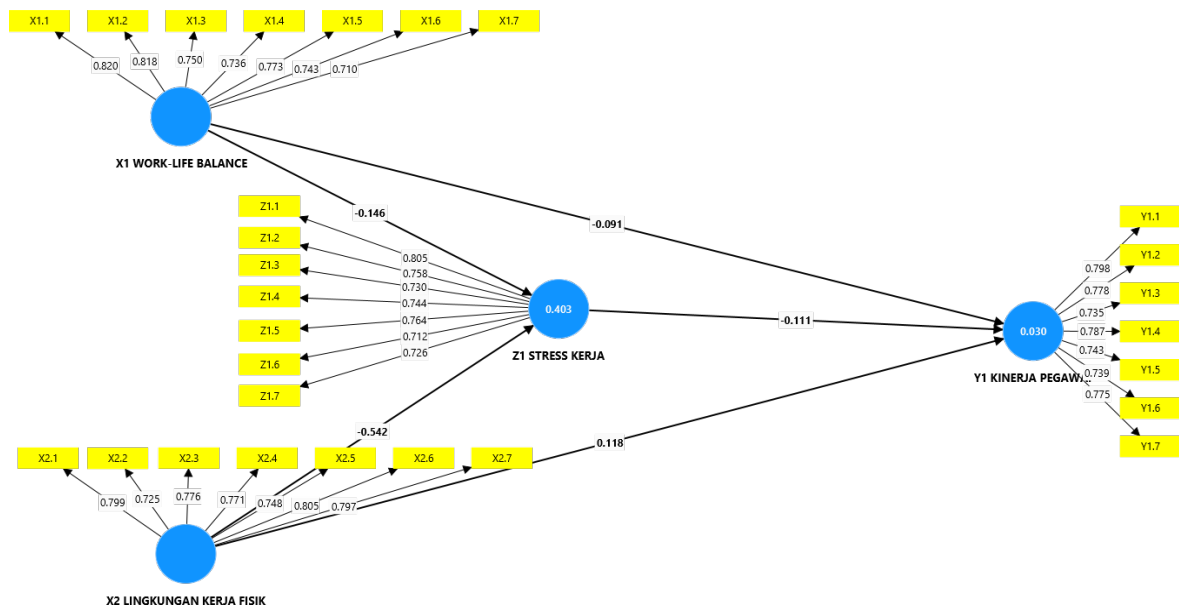
**Table 2.** Characteristics of Respondents

Demographic Profile	Quantity	%
<b>Gender</b>		
Man	80	96.38
Woman	3	3.62
<b>Age</b>		
25-35	29	34.94
36-45	35	42.17
46-55	19	22.89
<b>Employment Status</b>		
Permanent	59	71.08
Contract	24	28.91
<b>Educational status</b>		

Demographic Profile	Quantity	%
High School/ Vocational School	42	50.60
Diploma-3	13	15.67
S-1	28	33.73
<b>Working period (Year)</b>		
1-5	29	34.94
6-10	21	25.30
>10	33	39.76

Source: Primary data processed (2024).

Of the 83 respondents surveyed, it was found that those working at the SatPol PP Office consisted of 80 men (96.38%) and 3 women (3.614%). Thus, it can be concluded that the majority of respondents in this study were male, numbering 80 (96.38%). Additionally, the respondents working at the SatPol PP Office consisted of 59 permanent employees (71.08%) and 24 contract employees (28.91%). Thus, it can be concluded that the majority of respondents in this study were permanent employees, totaling 59 people (71.08%). In terms of age, the majority of respondents, totaling 35 people (42.17%), were in the 36–45 age group, which is particularly prone to work-life balance issues, while the younger group, which tends to have a more stable work-life balance, in the 25–35 age range, numbered 29 people (34.94%), and the smallest group was in the 46–55 age range, with 19 people (22.89%). The respondents in this study were also predominantly employees with a high school/vocational school educational background, totaling 42 people (50.60%), and the majority of respondents (39.76%) had been employed for 6–10 years.



**Figure 1.** Structural Equation Modeling Construction  
Source: Primary data processed (2024).

As stated earlier, this research uses the SEM (Structural Equation Modeling) approach in analyzing structural relationships with Smart-PLS 4.1.0.2. SEM analysis

was conducted in the form of measurement model analysis and structural model analysis.

#### 4.1. Measurement Model Analysis

Prior to the analysis based on the structural equation model, validity and reliability tests will be carried out to ensure the adequacy and accuracy of the data for analysis.

**Table 3.** Validity and Reliability Test Results

Variable	Cronbach's Alpha	(rho_a)	(rho_c)	AVE Value	Decision
Work-Life Balance	0.884	0.907	0.908	0.586	Reliable
Physical Work Environment	0.889	0.892	0.913	0.600	Reliable
Employee Performance	0.885	0.904	0.908	0.586	Reliable
Work Stress	0.872	0.905	0.899	0.561	Reliable

Source: Primary data processed (2024).

##### 4.1.1. Validity Test

Based on the validity test results shown in Table 3, it can be seen that the AVE (Average Variance Extracted) value of the work-life balance variable is 0.586, the Physical Work Environment variable is 0.600, Employee Performance is 0.586, and the Work Stress variable is 0.561. In terms of measurement parameters, the variable construct has met convergent validity if the AVE value is greater than 0.50. Therefore, it can be explained that the AVE values of each variable are valid, so the construct has met convergent validity.

##### 4.1.2. Reliability Test

The composite reliability in this study was evaluated using Cronbach's alpha measurement tool. Composite reliability measures the true reliability value of a construct. A construct is considered reliable if the composite reliability value is greater than 0.7. The reliability test in Table 4 shows that the composite test results and the Cronbach's Alpha value of all the variables tested in this study are declared reliable. All variables have Composite Reliability and Cronbach's Alpha values above 0.7, so this research data is declared reliable.

#### 4.2. Structural Model Testing

In this process, structural modifications were made by adding or removing several paths in the pair of error indicators until a model specification with a goodness-of-fit probability above 0.05 was obtained. This indicates that the model has a covariance matrix that is the same as the population covariance matrix, so that the model is suitable for testing the research hypothesis.

##### 4.2.1. Model Feasibility Test

After obtaining the structural model specification, the next step is to analyze the Goodness of Fit (GoF) statistics for the entire model. This test evaluates whether the resulting model is a fit model or not. The results of the Goodness of Fit test for the entire model can be seen in Table 5.

**Table 5.** Goodness of Fit Analysis Construct

Table of Contents	Test Results	Criteria	Status
Chi-Square	182.45	$p > 0.05$	0.156
NFI	0.923	$\geq 0.90$	Fit
SRMR	0.045	$\leq 0.08$	Fit
d_ ULS	0.87	$\leq 1.00$	Fit
d_ G	0.72	$\leq 1.00$	Fit
GFI	0.935	$\geq 0.90$	Fit

Source: Primary data processed (2024).

Based on the Fit Summary model analysis, The results of the feasibility test indicate a good fit with the empirical data and meet the linearity criteria, where the Chi-Square value of 182.45 meets the criterion of non-significance ( $p > 0.05$ ), NFI is 0.923 ( $\geq 0.90$ ), SRMR is 0.045 ( $\leq 0.08$ ), d\_ ULS 0.87 ( $\leq 1.00$ ), d\_ G 0.72 ( $\leq 1.00$ ), and the Goodness of Fit Index (GFI) 0.935 ( $\geq 0.90$ ), meaning all goodness-of-fit indices fall within the “fit” category. This confirms that the model structure of this study is suitable for proceeding to the hypothesis testing phase.

#### 4.2.2. Hypothesis Testing

Hypothesis testing is based on the values found in the structural equation model analysis, with the following hypothesis testing value limits: (1) T-statistic value greater than the critical value/Critical T ( $\geq 1.975$ ); (2) P-Value  $< 0.05$ .

**Table 6.** Hypothesis Testing Results

Hypothesis	Correlation	T-Statistics	T-Value	Descriptions
H1: Work-Life Balance - Employee Performance	0.627	2.577	1.975	Accepted
H2: Physical Work Environment - Employee Performance	0.664	7.198	1.975	Accepted
H3: Work-Life Balance - Work Stress	0.172	8.893	1.975	Accepted
H4: Physical Work Environment - Work Stress	0.482	10.142	1.975	Accepted
H5: Work Stress - Employee Performance	0.449	5.223	1.975	Accepted
H6: Work-Life Balance - Work Stress - Employee Performance	0.624	4.808	1.975	Accepted
H7: Physical Work Environment - Work Stress - Employee Performance	0.499	4.663	1.975	Accepted

Source: Primary data processed (2024).

Based on the result of the hypothesis testing, it can be seen that; (1) H1 is accepted by showing a correlation coefficient value of 0.627, where the t-statistic value (2.577) is greater than the t-value (1.975); (2) H2 showing a correlation coefficient value of 0.664, where the t-statistic value (7.198) is greater than the t-value (1.975), so H2 is accepted; (3) H3 is accepted with correlation coefficient value of 0.172 and t-statistic (8.893) is greater than the t-value (1.975); (4) H4 is also accepted with correlation coefficient value of 0.482 and t-statistics is greater than the t-value; (5) H5,

H6 and H7 is accepted by showing a correlation coefficient value of 0.449, 0.624, and 0.499 where the t-statistic value (5.223), (4.808), and (4.663) is greater than the t-value (1.975).

### **4.3. Discussion**

Research on the relationship between work-life balance and physical work environment with employee performance has been widely conducted in private companies. A study conducted by Suhartini (2021), which examined the correlation between these three variables, demonstrated the influence of work-life balance and the physical work environment on performance, both partially and simultaneously. Another study with similar findings was conducted by Fajar and Luturlean (2023). Additionally, several studies have included job satisfaction as a mediating variable between work-life balance and physical work environment and employee performance (Ningsih and Hermiati, 2023; Mardiyana and Hidayat, 2024; Dwitama and Ariyanto, 2024). These three studies demonstrate that job satisfaction can serve as an intermediary variable linking employee performance levels to work-life balance and physical work environment factors. In line with this research, studies placing work stress as a mediator have also been conducted by Purwanto and Pratiwi (2024) and Alni (2024), who state that work stress can mediate work-life balance and the work environment with work productivity. Among the studies outlined above, no research has examined the correlation between work-life balance and physical work environment on employee performance mediated by employee work stress. This study was also conducted due to the limited research on work-life balance and physical work environment in government agencies.

#### **4.3.1. Effect of Work-Life Balance on Employee Performance (H1)**

Garini and Muafi (2023), in their study examining the effect of work-life balance on service performance, concluded that work-life balance has a positive effect on employee performance levels. Proper organizational management and regulation of work-life balance can provide support to employees to work optimally. With the relationship between work-life balance and service performance, employees feel a very high level of work-life balance. If the balance between work and personal life (work-life balance) improves, it will increase performance (Nurdin, Munizu, and Sumardi, 2021). The statistical test results of this study prove that Work-Life Balance affects employee performance in the TTU Regency SatPol PP Unit. These findings confirm the Job Demands-Resources model, in which work-life balance acts as a job resource that strengthens motivational processes (Bakker & Demerouti, 2017); specifically, SatPol PP TTU employees who optimally practice work-life balance demonstrate higher levels of engagement, which manifests as more effective contextual performance. Work-Life Balance enables employees to replenish their emotional and cognitive energy through family activities outside of work, thereby generating positive resources (Gragnano et al., 2020).

This certainly confirms the need for appropriate organizational arrangements to support employees in balancing their personal and professional lives. The more capable an employee is in balancing work and personal life, the better the work results shown by employees, because they feel more satisfied with the organization's policies in supporting work-life balance (Oktafien et al., 2021). Issues such as domestic conflicts, personal conflicts among employees, family health problems, and personal and family events tend to hinder employees from performing at their best. Employees

of the local police unit, whose primary duties involve security and control, will be disrupted if their personal lives are in poor condition. The context described in this study aligns with (D. S., 2024) research, which states that organizational support, supervisors, colleagues, and family contribute to employees' work-life balance. Work-life balance policies within an organization help employees balance their personal lives and work.

#### **4.3.2. Effect of Physical Work Environment on Employee Performance (H2)**

In terms of improving good performance, companies must also create a good work environment, especially the physical work environment, to support smooth employee performance. (Tirta, 2023) revealed from the results of his research that performance is influenced by the work environment. According to this statement, employee performance can be improved through improving the physical work environment in an organization. The results of statistical tests conducted on the data of respondents in this study also show that the physical work environment affects employee performance at the TTU Regency Satpol PP Unit. Based on the Job Demands-Resources model, the physical work environment serves as a physical job resource that balances the physical demands placed on Satpol PP employees. When the physical facilities of the Office of Satpol PP TTU (such as lighting, ventilation, and PPE) align with employees' needs, this can optimize cognitive function and improve employee performance (Shammout, 2021).

In the context of improving the services of civil service police officers, physical health is very important. The physical health of employees must be supported by a good physical work environment. Therefore, organizations need to provide a good physical work environment in order to create optimal performance. As a government organization, the SatPol PP needs to organize budget policies related to the physical work environment, as well as policies on health and hygiene in the work environment. This aligns with the findings of Hafee et al. (2019) on work environments, which also concluded that physical work environments can impact employee performance. An unhealthy physical work environment makes employees uncomfortable at work and prone to health issues, which in turn affects their performance.

#### **4.3.3. Effect of Work-Life Balance on Work Stress (H3)**

This study is supported by previous research on private companies that found an influence of work-life balance on work stress, showing that improving work-life balance can significantly reduce work stress levels (Dwitanti et al., 2023). This shows that work stress can be overcome by the existence of a balance between life and work, where a person can balance between the task load at work and his personal life. The data test results show that work-life balance has an effect on employee work stress at the Satpol PP Unit of TTU Regency. This is also explained by Mondy & Martocchio (2016) that an effective work-life balance program can reduce employee work stress. Within the Job Demands-Resources framework, the Work-Life Balance variable functions as a job resource that can mitigate the negative effects of high job demands on Satpol PP officers, such as emotional demands when interacting with the public, irregular work schedules, and the pressure of enforcing local regulations. The greater the availability of these resources, the lower the stress levels experienced by employees (Lesener et al., 2019). Work-Life Balance, as a personal resource, mediates two processes simultaneously: it reduces the adverse impact of job demands on employees'

psychological well-being and strengthens protection against the potential for extreme physical, mental, and emotional exhaustion (burnout) (Bakker et al., 2023).

#### **4.3.4. Effect of Physical Work Environment on Work Stress (H4)**

The statistical test results show that the physical work environment affects employee work stress at the TTU Regency Satpol PP Unit. A comfortable physical environment reduces environmental mismatches that typically trigger initial stress, thereby lowering psychological strain (Appel-meulenbroek et al., 2020). The Job Demands-Resources Model views the physical work environment as an organizational resource that can balance physical demands while preventing the buildup of fatigue. This is also in line with research conducted by Noya (2024), which concluded that a comfortable, organized, and well-designed work environment can increase employee concentration, motivation, and work efficiency. Conversely, an uncomfortable, cluttered, or non-ergonomic environment can lead to decreased productivity, increased stress, and even physical injury. The other research also found that a work environment that is not conducive to performing work, such as a lack of work tools, stuffy workspaces, poor ventilation, damaged equipment, poor relationships between workers, and unclear work procedures, can affect employees' stress levels at work (Wahyuni et al., 2020). A supportive work environment is not only important for employees' physical health but also for their psychological and social well-being. Thus, organizations must comprehensively consider various aspects of the physical and non-physical environment to create optimal workplaces that support employee productivity and well-being (Subarno et al., 2025).

#### **4.3.5. The Effect of Work Stress on Employee Performance (H5)**

The results of data testing indicate that hypothesis 5 is fulfilled, or it can be concluded that work stress affects employee performance at the TTU Regency Satpol PP Unit. The relationship between the two variables is explained by Robbins (2008) to form an inverted U-curve. At high levels of stress, employee performance decreases, and at low levels of stress, employee performance increases. This concept is consistent with the research of Arwidiana and Citrawati (2023), who investigated the relationship between work stress and employee performance, where the findings of the study stated that low work stress is associated with high performance. A study by Sinkey (2024) shows that there is a direct effect of work stress on work performance. A significant negative correlation was found, meaning that the higher the work stress, the more significantly employee performance declines. This study also concluded that relaxation, exercise, and spending time with family are ways to reduce work stress. Low levels of stress can improve employee performance, while excessive stress can lead to poor performance. Therefore, the SatPol PP Unit of TTU Regency must regulate policies on work time management, workload, work environment, and social support for employees in order to reduce employee work stress levels.

#### **4.3.6. Effect of Work-Life Balance mediated by Work Stress on Employee Performance (H6)**

The results of this statistical test indicate that Work-Life Balance mediated by Job Stress affects Employee Performance at the SatPol PP Unit of TTU Regency. The results of this study strengthen the findings of previous studies, such as those conducted by Kartika and Riana (2024), which state that work-life balance has a

positive impact on employee performance by reducing work stress. Thus, work-life balance has a significant influence on performance through work stress as an intervening variable. The balance between family life and work focuses on the psychological condition of individuals, where the pressure of a high volume of workload has an impact on individual psyches, so that it has the potential to cause work stress and affect the decline in individual performance. Therefore, organizations have the responsibility of determining policies related to work-life balance. Within the framework of JD-R Theory, job stress serves as a pathway in the health impairment process that links a lack of job resources to reduced performance. Providing a good work-life balance reduces stress, which in turn improves performance.

#### **4.3.7. Effect of Physical Work Environment mediated by Work Stress on Employee Performance (H7)**

The results of statistical tests on this hypothesis indicate that the Physical Work Environment mediated by Work Stress affects Employee Performance at the SatPol PP Unit of TTU Regency. The findings of this study are consistent with research by Alam (2020) and Karim (2025), which found that a good physical work environment has a positive effect on work stress, and work stress affects employee performance. Work stress is able to mediate between the physical work environment and employee performance. A good physical work environment will have an impact on low levels of work stress, so that it can improve employee performance. A poor physical work environment can increase employee work stress, leading to decreased employee performance. The results of this study reject the findings of research conducted by Septria et al. (2022) that employees tend to pay less attention to lighting and air circulation in the workplace, thus concluding that there is no influence of the work environment on performance. The intervening variable in this study demonstrates that the physical work environment influences employee performance, with this influence mediated by work stress variables.

## **5. CONCLUSION**

The results of this study show that there is a correlation between work-life balance and the physical work environment, with employee performance mediated by work stress factors. This can be proven by the results of statistical analysis conducted on data collected from 83 research respondents. The enrichment of the study related to the relationship between variables in this research aims to explain that organizational management needs to pay attention to non-physical factors (work-life balance) and physical factors (physical work environment) as important elements that contribute to psychological instability (employee work stress), thereby impacting employee performance. The context of this study also seeks to encourage the implementation of both individual and organizational approaches in managing work-related stress, thereby fostering competitive employee performance.

### **5.1. Managerial Implication**

This study was conducted to examine the influence of work-life balance and physical work environment on employee performance, mediated by employee work stress. The results of this study indicate that there is an influence among the four variables. The work-life balance variable, mediated by the work stress variable, influences employee performance, and the physical work environment variable,

mediated by the work stress variable, influences employee performance. Work-life balance policies and physical work environment are important factors that organizations should prioritize in their efforts to improve employee performance. In today's era, non-financial compensation such as these two factors also plays a significant role in employees' decisions to optimize their performance. Government organizations, such as local police units that prioritize excellent service to the public, must pay attention to good internal human resource management so that employees can optimize their performance. This study can provide guidance for practitioners in both government and private organizations in implementing work-life balance policies and physical work environment policies that support employees in avoiding work-related stress, which can lead to low employee performance.

## 5.2. Recommendations

This study has limitations that require further exploration in future research. To gain a more comprehensive understanding of work-life balance, the work environment, and employee stress in government organizations, researchers can use qualitative methods or ethnographic studies, and not be limited to quantitative studies alone, to examine cultural norms and values, which also serve as supporting factors for achieving work-life balance and influence employee stress. Additionally, comparative studies on these factors can be conducted by considering organizational structures and demographic conditions.

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