Volume 17, Issue 2, 02 Juni 2026, Pages. 318-330

Jurnal Manajemen (Edisi Elektronik)

Sekolah Pascasarjana Universitas Ibn Khaldun Bogor

http://dx.doi.org/10.32832/jm-uika.v17i2.21697

# The Influence of Work-Life Balance, Self-Efficacy, and Job Stress on Employee Performance at RSUD Rejang Lebong

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A R T I C L E I N F O

DOI: 10.32832/jmuika.v17i2.21697

*Article history:*
Received:
07 Oktober 2025
Accepted:
23 Oktober 2025
Available online:
05 Juni 2026

*Keywords:*
*Work-life balance, self-efficacy, job stress, performance*

**A B S T R A C T**

*The objective of this research was to investigate the influence of Work-Life Balance, Self-Efficacy, and Job Stress on employee performance within the Rejang Lebong Regional General Hospital. This study adopted a quantitative research design utilizing a survey questionnaire as the primary data collection instrument. Data were distributed directly to respondents in physical form and digitally via Google Forms. Multiple linear regression analysis was employed to analyze the data. The study's population consisted of 620 employees engaged in health services and hospital administration. The random sampling technique was utilized, and the minimum sample size was determined using Hair's formula, resulting in a total of 240 respondents. Data processing and analysis were conducted using SmartPLS software. The results indicate that Work-Life Balance demonstrates a significant positive effect on performance, suggesting that a better equilibrium between work and personal life is associated with increased employee performance. Self-Efficacy also exhibits a significant positive influence, as self-belief enables employees to complete tasks more effectively, demonstrate persistence, and adapt to pressure. Conversely, job stress has a significant negative effect, as high levels of stress resulting from workload and pressure reduce employee motivation, concentration, and performance effectiveness.*

## INTRODUCTION

Employee performance is a fundamental factor determining organizational success, especially in hospitals that play a strategic role in providing healthcare services to the community. Healthcare professionals are required not only to possess technical skills but also the capacity to maintain service quality amidst complex and demanding work environments(R. A. Ramadhan & Tanuwijaya, 2023). Therefore, understanding the factors that influence the performance of healthcare personnel is crucial, particularly those related to Work-Life Balance, Self-Efficacy, and Job Stress (Alfiansyah, 2021; Pradoto et al., 2022).

Work-Life Balance is a vital aspect of human resource management because the equilibrium between work and personal life has been proven to enhance employee motivation, concentration, satisfaction, and productivity. When this balance is achieved, employees tend to be happier, more focused, and less prone to burnout, which positively impacts their dedication and performance (Arifin & Muharto, 2022; Mardiani & Widiyanto, 2021; Wood et al., 2020). Conversely, work-life imbalance can decrease both employee well-being and organizational effectiveness (Ardiansyah & Surjanti, 2020; Darmawan et al., 2021). This condition is also evident at Rejang Lebong Regional General Hospital, where long working hours and the demands of multitasking have the potential to create conflict between personal needs and job requirements.

Additionally, individual psychological factors such as Self-Efficacy significantly influence performance. Self-efficacy refers to an individual's belief in their capability to successfully complete tasks. Employees with high self-efficacy tend to be more confident, persistent, and solution-oriented when facing challenges, thereby achieving optimal performance. Conversely, low self-efficacy can hinder task completion and negatively impact the organization (Mahawati & Sulistiyani, 2021; Pramudhita & Izzati, 2022; N. D. Ramadhan & Budiono, 2023).

However, Job Stress is a factor that cannot be ignored. Work stress arises from heavy workloads, multitasking demands, and the intensity of interactions with patients and their families. Excessive stress is proven to decrease employee effectiveness, performance, and physical and mental health, while low levels of stress can actually stimulate better performance (Parashakti & Ekhsan, 2022; Winoto & Perkasa, 2024; Wongsuwan et al., 2023). This phenomenon is also observed at Rejang Lebong Regional General Hospital, where some healthcare personnel experience increased absenteeism and burnout, even choosing to switch shifts to alleviate pressure. This condition indicates that job stress must be managed effectively to ensure it does not compromise the quality of hospital services.

Considering these dynamics, this research focuses on the influence of Work-Life Balance, Self-Efficacy, and Job Stress on employee performance at Rejang Lebong Regional General Hospital. This study offers two main contributions. First, theoretically, it enriches the literature on the relationship between these three variables and performance, specifically within the context of regional public hospitals, which is an area that remains under-researched (M Ardan, n.d.). Second, practically, this study is expected to serve as a basis for hospital management to

design policies that support work-life balance, enhance self-efficacy, and effectively manage job stress. These efforts aim to achieve an increase in employee productivity, service quality, and the creation of a healthy and conducive working environment for both patients and healthcare personnel.

The conceptual framework used in this research is presented below:

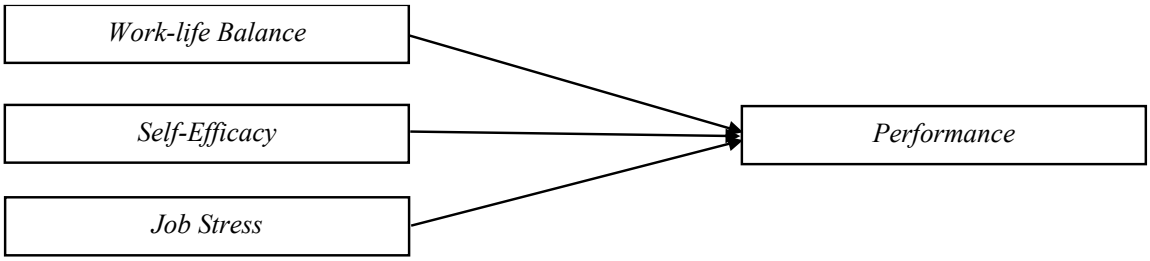


**Figure 1 Research Framework**

## Hypothesis

H1: Work-Life Balance has a significant effect on Performance

H2: Self-efficacy has a significant effect on performance

H3: Job Stress has a significant effect on Performance.

## RESEARCH METHODS

This study employed a quantitative approach targeting all employees at Rejang Lebong Regional General Hospital (RSUD Rejang Lebong), including those directly involved in healthcare services and those working in administrative departments. The total number of employees in the hospital's population was 620. The sample for this study was obtained using the random sampling method. This approach was chosen to ensure that every individual in the population had an equal chance of being selected, thus ensuring the sample would be an unbiased representation of the overall population. The minimum research sample size was determined using the formula proposed by(Hair, 2014), which suggests that the number of samples can be calculated by multiplying the number of indicators by 5 or 10. Given that this study utilized 24 indicators, the resulting sample size was calculated as 24×10, yielding a total of 240 respondents.

The research instrument consisted of a questionnaire adapted from previous studies, comprising items for: Work-Life Balance 7 items (Olii et al., 2024), Self-Efficacy 4 items (Puspitasari & Fadhli, 2024), Job Stress 7 items (Sari et al., 2021), and Performance 6 items (Prasetya et al., 2023). All items were measured using a 5-point Likert scale (ranging from strongly agree to strongly disagree).

Data analysis was performed using SmartPLS software through Partial Least Squares (PLS)-

based linear regression. Validity was assessed based on the loading factor values (>0.5), and reliability was determined using Composite Reliability and Cronbach's Alpha (>0.6). Hypothesis testing was conducted using the bootstrapping method, employing the criteria of a t-statistic >1.96 or a p-value <0.05 to support the alternative hypothesis.

## RESULTS & DISCUSSION

Demografi Responden a total of 240 respondents (N=240) participated in the study. The demographic information collected included Gender, Age, and Last Education Level, as presented in Table 1.

**Tabel 1. Demografi Responden**

| Category | Information | Number of Respondents | Percentage |
|---|---|---|---|
| Gender | Female | 79 | 32.9% |
| | Male | 161 | 67.1% |
| Age | < 18 Years | 6 | 23.6% |
| | 18–20 Years | 23 | 2.5% |
| | 21–30 Years | 115 | 47.9% |
| | 31–40 Years | 85 | 35.4% |
| | 41–50 Years | 6 | 2.5% |
| | > 50 Years | 5 | 2.1% |
| Last Education Level | Primary/Secondary School | 40 | 16.7% |
| | Diploma | 57 | 23.8% |
| | Bachelor's Degree (S1) | 113 | 47.1% |
| | Master's Degree (S2) | 26 | 10.8% |
| | Doctoral Degree (S3) | 4 | 1.7% |

*Source: Primary data processed (2025)*

Based on Table 1, out of the total sample size of 240 respondents (N=240), the majority of participants were Male (161 respondents or 67.1%). The dominant age group fell within the 21–30 years range (115 respondents or 47.9%), followed by the 31–40 years range (85 respondents or 35.4%). The prevalence of employees aged 21–30 years indicates that the majority of the staff are in their productive years, often associated with high energy and strong motivation to carry out their duties.

Regarding the Last Education Level, nearly half of the respondents held a Bachelor's Degree (S1) (113 respondents or 47.1%), followed by Diploma (57 respondents or 23.8%), and Primary/Secondary School (40 respondents or 16.7%). Respondents with Master's (S2) and Doctoral (S3) degrees accounted for 26 respondents (10.8%) and 4 respondents (1.7%), respectively. The dominance of employees with formal education at the S1–S3 levels suggests that the human resources at RSUD Rejang Lebong are generally well-educated and qualified, which implies that the hospital staff are competent in performing their professional tasks.

**Outer Model Test** the three measurements used in the Outer Model assessment are convergent validity, discriminant validity, and reliability.

**Tabel 2.** ***Convergent Validity test result***

| No | Variabel | Item | *Outer Loading* | *Average Variance Extracted* (AVE) | Description |
|---|---|---|---|---|---|
| 1 | *Work Life Balance* | WLB1 | 0.890 | 0.634 | Valid |
| | | WLB2 | 0.888 | | Valid |
| | | WLB3 | 0.850 | | Valid |
| | | WLB4 | 0.711 | | Valid |
| | | WLB5 | 0.738 | | Valid |
| | | WLB6 | 0.735 | | Valid |
| | | WLB7 | 0.737 | | Valid |
| 2 | *Self-efficacy* | SE1 | 0.933 | 0.769 | Valid |
| | | SE2 | 0.922 | | Valid |
| | | SE3 | 0.925 | | Valid |
| | | SE4 | 0.706 | | Valid |
| 3 | *Job stress* | JS1 | 0.842 | 0.690 | Valid |
| | | JS2 | 0.827 | | Valid |
| | | JS3 | 0.800 | | Valid |
| | | JS4 | 0.758 | | Valid |
| | | JS5 | 0.852 | | Valid |
| | | JS6 | 0.863 | | Valid |
| | | JS7 | 0.868 | | Valid |
| 4 | *Performance* | P1 | 0.870 | 0.740 | Valid |
| | | P2 | 0.882 | | Valid |
| | | P3 | 0.908 | | Valid |
| | | P4 | 0.869 | | Valid |
| | | P5 | 0.900 | | Valid |
| | | P6 | 0.717 | | Valid |

*Source: SmartPLS 4 Data Processed (2025)*

Table 2 demonstrates that all indicator items of the research variables have an outer loading value of >0.7 and that the Average Variance Extracted (AVE) for each variable is >0.5. Thus, all constructs are declared valid and meet the criteria for convergent validity (Hair, 2014). This confirms that all indicators adequately represent their respective latent constructs or variables.

**Tabel 3. Cross Loading Discriminant Validity test result**

| Variables | Nilai Loading | Average | Description |
|---|---|---|---|
| Job stress | 0.842 | 0.830 | Valid |
| | 0.827 | | Valid |
| | 0.800 | | Valid |
| | 0.758 | | Valid |
| | 0.852 | | Valid |
| | 0.863 | | Valid |
| | 0.868 | | Valid |
| Performance | 0.870 | 0.857 | Valid |
| | 0.882 | | Valid |
| | 0.908 | | Valid |
| | 0.869 | | Valid |
| | 0.900 | | Valid |
| | 0.717 | | Valid |
| Self-efficacy | 0.933 | 0.871 | Valid |
| | 0.922 | | Valid |
| | 0.925 | | Valid |
| | 0.706 | | Valid |
| Work Life Balance | 0.890 | 0.792 | Valid |
| | 0.888 | | Valid |
| | 0.850 | | Valid |
| | 0.711 | | Valid |
| | 0.738 | | Valid |
| | 0.735 | | Valid |
| | 0.737 | | Valid |

*Source: SmartPLS 4 Data Processed (2025)*

Discriminant validity was assessed using three approaches: cross-loading, the Fornell-Larcker Criterion, and the Heterotrait-Monotrait Ratio (HTMT). Based on Table 3, the cross-loading results indicate that every indicator has a higher correlation with its own construct than with other constructs. According to (Ghozali, 2021), this outcome confirms that all indicators achieve discriminant validity.

**Tabel 4. *Fornell-Larcker Criterion Discriminant Validity test result***

| Variabel | Job stress | Performance | Self-efficacy | Work Life Balance |
|---|---|---|---|---|
| Job stress | 0.831 | | | |
| Performance | -0.811 | 0.860 | | |
| Self-efficacy | -0.652 | 0.746 | 0.877 | |
| Work Life Balance | 0.707 | -0.766 | -0.672 | 0.796 |

*Source: SmartPLS 4 Data Processed (2025)*

Based on Table 4, the results of the Fornell-Larcker Criterion assessment show that the square root value of the AVE for each construct is greater than the inter-construct correlation, thus meeting the requirements for discriminant validity (Ghozali, 2021).

**Tabel 5.** ***Heterotrait-Monotrait Ratio*** **(HTMT)** ***Discriminant Validity Analysis Results***

| **Variabel** | ***Job stress*** **(X3)** | ***Performance*** **(Y)** | ***Self-efficacy*** **(X2)** |
|---|---|---|---|
| *Work Life Balance* | 0.734 | 0.817 | 0.723 |
| *Self-efficacy* | 0.690 | 0.804 | |
| *Performance* | 0.838 | | |

*Source: SmartPLS 4 Data Processed (2025)*

The HTMT assessment in Table 5 also demonstrates that all HTMT values are below the maximum threshold of 0.90, in line with the criteria established by (Henseler et al., 2015). This result further confirms that there are no discriminant validity issues among the constructs.

**Tabel 6.** ***Reliability test result***

| **Variabel** | **Cronbach's Alpha** | **Rho_A** | **Composite Reliability** | **Description** |
|---|---|---|---|---|
| Work Life Balance | 0.903 | 0.925 | 0.923 | Reliabel |
| Self-efficacy | 0.897 | 0.928 | 0.929 | Reliabel |
| Job stress | 0.928 | 0.947 | 0.940 | Reliabel |
| Performance | 0.928 | 0.931 | 0.944 | Reliabel |

*Source: SmartPLS 4 Data Processed (2025)*

In addition to validity, the evaluation of the Outer Model also included the assessment of construct reliability using Cronbach's Alpha and Composite Reliability. A construct is declared reliable if both of these values are greater than 0.70 (Hair, 2014). Based on Table 7, all variables yielded values for both Cronbach's Alpha and Composite Reliability that are >0.70. This confirms that all constructs are declared reliable and are therefore suitable for use in the structural model testing.

**Inner Model Test. S**tructural Model Testing was conducted to evaluate the relationships among the latent constructs in the research model. This analysis included tests for multicollinearity (VIF), the coefficient of determination (R2), predictive relevance (Q2), and effect size (f2). These evaluations ensure that the constructed model is robust, relevant, and possesses good predictive capability.

**Tabel 7.** ***Multikolinearitas test result***

| | Performance (Y) |
|---|---|
| Job stress | 2.258 |
| Self-efficacy | 2.055 |
| Work Life Balance | 2.366 |

*Source: SmartPLS 4 Data Processed (2025)*

A VIF value of <5 indicates the absence of multicollinearity issues (Hair et al., 2021). Table 7 shows that the VIF values range from 2.055 to 2.366. As all values are below the threshold, the model is deemed suitable for further analysis. This confirms that the parameter estimates can be considered valid and are free from distortion caused by excessive predictor correlation.

**R-Square analysis result.** The R2 value measures the extent to which the independent variables explain the dependent variable, with categories defined as 0.67 (strong), 0.33 (moderate), and 0.19 (weak) (Chin, 1998). The results of the R2 analysis, results in smartPLS 4 data, show that Performance (Y) has an R2 value of 0.767. This indicates that 76.7% of the variation in Performance is explained by the three independent variables. This value is categorized as strong, signifying the model's excellent predictive capability.

**Q-Square Predict analysis result.** The Q2 Predict value is used to assess the model's ability to predict new data. According to Shmueli et al. (2019), a Q2 value >0 indicates the existence of predictive relevance, whereas Q2≤0 shows no predictive ability. results in smartPLS 4 data, the Q2 value is 0.753, which demonstrates that the model possesses excellent predictive capability for the Performance (Y) variable. This high value suggests that the constructed model is effective in predicting out-of-sample data.

**Tabel 8. $F^2$ *test result***

| Variabel | Performance (Y) | Effect Size |
|---|---|---|
| Job stress | 0.371 | Strong |
| Self-efficacy | 0.166 | Moderat |
| Work Life Balance | 0.132 | weak |

*Source: SmartPLS 4 Data Processed (2025)*

The f2 Effect Size test evaluates the contribution of the independent variables to the dependent variable, with the following categories: f2≥0.35 (strong), 0.15≤f2<0.35 (moderate), and 0.02≤f2<0.15 (weak) (Chin, 1998). The results in Table 8 indicate that Job Stress makes a strong contribution to Performance. Self-Efficacy contributes moderately, while Work-Life Balance provides a small but still significant influence on improving employee performance.

**Hypothesis and Significance Test (T-Statistics).** Significance testing was performed to evaluate the direction and level of the direct influence between latent variables through path coefficients. This analysis used the bootstrapping method with the criteria of a t-statistic >1.96 and a p-value <0.05 (Ghozali, 2021). The results of the significance test are presented in Table 11 below:

**Tabel 9. *Direct Effects Significance Test result***

| Variabel | Original Sample | T Statistics | P Values | Description |
|---|---|---|---|---|
| Work Life Balance→ Performance | 0,269 | 3.592 | 0.000 | Signifikan |
| Self-efficacy→ Performance | 0.280 | 3.366 | 0.001 | Signifikan |
| Job stress→ Performance | -0.439 | 5.769 | 0.000 | Signifikan |

*Source: SmartPLS 4 Data Processed (2025)*

Based on Table 9, the results of the hypothesis testing are as follows:

- Work-Life Balance (WLB) has a positive and significant effect on Performance
  The path coefficient value of 0.269 with a p-value of 0.000 indicates that Work-Life Balance has a significant positive influence on Performance. The items used to measure WLB were predominantly negatively worded, such as "My job often interferes with my private life." After reverse scoring, a higher average Likert score indicates that respondents experience good Work-Life Balance. This positive correlation suggests that a better balance between work and life tends to increase employee performance this finding is consistent with the theory proposed by (Herlambang, 2019) and (Timbuleng et al., 2023). Therefore, Hypothesis H1 is accepted.
- Self-Efficacy has a positive and significant effect on Performance
  With a coefficient score of 0.280 and a p-value of 0.001, there is a significant positive effect between Self-Efficacy and Performance. This means that the higher an individual's belief in their capabilities, the more their performance will increase this finding is consistent with the theory proposed by (SYIFA & EKOWATI, 2022), (Jannah et al., 2023), and (Santri et al., 2023). Thus, Hypothesis H2 is accepted.
- Job Stress has a negative and significant effect on Performance
  A coefficient of −0.439 with a p-value of 0.000 demonstrates that as the level of Job Stress increases, employee performance tends to decrease. This finding supports the theory that work stress is an aspect that inhibits productivity this finding is consistent with the theory proposed by (Nur & Lataruva, 2023) and(Silvi Aulia Rahmah et al., 2024). Consequently, Hypothesis H3 is accepted.

Based on the results of hypothesis testing using the bootstrapping method, the interpretation of the three hypotheses in this study is as follows:

**The Effect of Work-Life Balance on Performance** the study findings indicate that Work-Life Balance (WLB) has a positive and significant effect on Performance. The items used to measure WLB were predominantly negatively worded, such as "My job often interferes with my private life" and "Personal issues reduce my energy while working." Following reverse scoring, a higher average score suggests that the majority of respondents experience good work-life balance. This positive direction substantially confirms that equilibrium between work and personal life supports higher performance. The majority of respondents are young professionals (aged 21–30 years) with high educational attainment, indicating a strong awareness of the importance of maintaining a balance between professional and private life. As employees at RSUD Rejang Lebong, their roles are undoubtedly demanding and high-responsibility. Therefore, maintaining harmony between professional demands and personal needs is crucial for sustained performance. When this harmony is maintained, performance increases, as demonstrated by the pattern in this study's data. This finding is consistent with the theory proposed by (Moorhead & Griffin, 2013) and with studies by(Herlambang, 2019) and

(Timbuleng et al., 2023), which concluded that work-life balance significantly impacts performance.

**The Effect of Self-Efficacy on Performance** self-Efficacy (SE) is an individual's belief in their capability to execute tasks and cope with challenges. (Bandura, 1997) asserts that individuals with high self-efficacy tend to persevere when facing obstacles and achieve better performance targets because they possess clear motivation and goals. The research results indicate that Self-Efficacy has a positive and significant effect on Performance, meaning that the higher an employee's self-efficacy, the better the performance achieved. The frequency distribution showed high scores on indicators such as confidence in executing difficult tasks and resilience in the face of mistakes, reflecting a strong level of self-efficacy. Their high educational background and professional clinical training experience further support this perception of self-capability. This result is consistent with previous literature. Studies by (Jannah et al., 2023; Santri et al., 2023; SYIFA & EKOWATI, 2022) found similar results regarding the significant positive effect of self-efficacy on employee performance. Employees who believe in their abilities tend to work better. In the hospital respondent population, which is dominated by young medical professionals, this research pattern reinforces the argument that enhancing professional confidence through training or mentoring can support high performance.

**The Effect of Job Stress on Performance** excessive, prolonged, and unmanaged stress can negatively affect employee health and performance. Unresolved stress impairs performance because it drains physical and psychological energy; a workload exceeding moderate levels leads to dissatisfaction and low motivation, subsequently reducing overall performance (Group et al., 2018). The research findings are consistent with this statement, indicating that Job Stress has a significant negative effect on Performance. This is interpreted to mean that a greater level of work stress leads to lower performance. Based on the frequency distribution, indicators such as poor cooperation levels, employee conflict, and insufficient performance-supporting skills have relatively high scores, suggesting that respondents experience significant work pressure. Although the respondents are young, the dense task demands within the hospital tend to exceed normal limits, causing motivation to drop and performance to be affected. This study is relevant to previous research conducted by (Nur & Lataruva, 2023) and (Silvi Aulia Rahmah et al., 2024). From a managerial perspective, implementing effective work stress management—such as fair shift policies—is crucial for keeping young professionals productive. Interestingly, the absence of work stress is associated with high satisfaction and motivation for employees, giving them the potential to achieve optimal performance.

## CONCLUSION & SUGGESTION

This study was designed to analyze the influence of Work-Life Balance, Self-Efficacy, and Job Stress on employee Performance at Rejang Lebong Regional General Hospital (RSUD). The study's findings indicate that all three variables significantly impact employee performance. Work-Life Balance was found to have a positive and significant influence on performance, suggesting that the more optimal the equilibrium between work and personal life, the greater

the tendency for employee performance to improve. Furthermore, the Self-Efficacy variable demonstrated a positive and significant effect on performance. Employees who possess a strong belief in their own capabilities were proven to be better equipped to complete tasks, exhibit high resilience, and be more adaptive to work pressures. This highlights that strengthening personal and professional capacity through training and institutional support contributes substantially to performance enhancement. Conversely, Job Stress exhibited a negative and significant influence on performance. High levels of stress experienced by employees due to workload, pressure within the hospital environment, or uncertainty in the work system lead to a decline in motivation, concentration, and work effectiveness. This underscores the critical importance of managing work stress through fair work systems, psychological support, and a supportive work climate.

These findings provide practical implications for management to formulate human resource management strategies that are more adaptive to employee needs. Improving work-life balance, strengthening self-efficacy, and reducing job stress should be prioritized as key policies to enhance overall organizational performance. Theoretically, the results of this research enrich the study of organizational behavior within the service sector, particularly concerning the performance of healthcare personnel in the public service domain.Nevertheless, this research has several limitations. Firstly, the data was obtained from only one hospital, thereby limiting the generalizability of the results to the context of RSUD Rejang Lebong. Secondly, the quantitative approach employed did not allow for an in-depth exploration of the respondents' subjective experiences regarding the variables under investigation.

Therefore, future studies are projected to expand the population and research area and to consider the application of qualitative or mixed methods to obtain a more holistic understanding. Additionally, using instruments with a balanced variation of positive and negative statements could help mitigate interpretation bias regarding the direction of the relationship between variables. Overall, this research confirms that the enhancement of human resource quality does not solely depend on technical and operational aspects but is also profoundly influenced by employees' psychological factors and work well-being. By strategically understanding and managing Work-Life Balance, Self-Efficacy, and Job Stress, organizations can cultivate a more productive, healthy, and sustainable work environment

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