



THE RELATIONSHIP BETWEEN WORK-LIFE BALANCE AND WORK STRESS AMONG EMPLOYEES AT THE SOCIAL SECURITY ADMINISTRATION AGENCY

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ABSTRACT

Background: Global occupational health faces critical challenges due to the increase in work-related illnesses and psychosocial stress, especially in high-pressure administrative sectors. This study aims to determine the relationship between work-life balance (WLB) and work stress among employees of the Social Security Administration Agency. Methods: A cross-sectional study was conducted at the North Sumatra Regional Office of the Social Security Administration Agency from January to June 2025. Total sampling was used, involving 30 employees. Data analysis used Spearman's correlation test with a 95% confidence level. Results: The findings show a significant inverse relationship between work-life balance and work stress, with a correlation coefficient of -0.464 and a significance level of 0.010. These results indicate that lower levels of work-life balance are associated with higher levels of work stress among employees. Conclusion: Work-life balance is a critical determinant of occupational health in the social security sector. Organizations should prioritize flexible work arrangements and psychological support programs to reduce employee stress and ensure sustainable service quality.

Keywords: Work-Life Balance, Work Stress, Occupational Health, Social Security Agency, Employees.

ABSTRAK

Latar Belakang: Kesehatan kerja global menghadapi tantangan kritis akibat meningkatnya penyakit terkait pekerjaan dan stres psikososial, terutama di sektor administratif yang bertekanan tinggi. Studi ini bertujuan untuk menentukan hubungan antara keseimbangan kerja-kehidupan (WLB) dan stres kerja di kalangan pegawai Badan Administrasi Jaminan Sosial. **Metode:** Studi potong lintang dilakukan di Kantor Wilayah BPJS Ketenagakerjaan Sumatera Utara dari Januari hingga Juni 2025. Sampling total digunakan, melibatkan 30

karyawan. Analisis data menggunakan uji korelasi Spearman dengan tingkat kepercayaan 95%. Hasil: Temuan menunjukkan hubungan terbalik yang signifikan antara keseimbangan kerja-kehidupan dan stres kerja, dengan koefisien korelasi -0.464 dan tingkat signifikansi 0.010. Hasil ini menunjukkan bahwa tingkat keseimbangan kerja-kehidupan yang lebih rendah terkait dengan tingkat stres kerja yang lebih tinggi di kalangan karyawan. Kesimpulan: Keseimbangan kerja-kehidupan merupakan faktor penentu kritis bagi kesehatan kerja di sektor jaminan sosial. Organisasi harus memprioritaskan kerangka kerja fleksibel dan program dukungan psikologis untuk mengurangi stres karyawan dan memastikan kualitas layanan yang berkelanjutan.

Kata Kunci: Keseimbangan Kerja dan Kehidupan Pribadi, Stres Kerja, Kesehatan Kerja, Badan Jaminan Sosial, Karyawan.

1. INTRODUCTION

Global occupational health landscapes are currently facing a critical juncture, with approximately 2.93 to 3 million work-related fatalities recorded annually (ILO, 2023b). Data from the International Labour Organization (ILO) underscores a staggering reality: occupational-related diseases (ORD) constitute the vast majority of these deaths (89%, or roughly 2.6 million lives), primarily driven by circulatory disorders, malignant neoplasms, and respiratory ailments (ILO, 2023a). Beyond the fatal outcomes, an estimated 395 million workers suffer from non-fatal occupational injuries each year, representing a massive burden on healthcare systems (Gammarano, 2025). The economic ramifications are equally profound, with nearly 4% of the global Gross Domestic Product (GDP) lost annually due to productivity declines and medical expenditures related to unsafe working conditions (ILO, 2019).

The distribution of work-related deaths shows significant geographical and demographic stratification (Takala et al., 2024). The Asia-Pacific region disproportionately accounts for about 63% of total work-related deaths worldwide, a phenomenon largely influenced by a large workforce and varying levels of industrial

regulation. Furthermore, a striking gender disparity persists in occupational safety outcomes; male workers face a much higher mortality rate (51.4 per 100,000 workers) than their female counterparts (17.2 per 100,000 workers) (Conference, 2023). These statistics highlight the urgent need for gender-sensitive and region-specific occupational health interventions to reduce systemic risks in the global workforce.

Contemporary workplace challenges have expanded beyond traditional physical hazards to include environmental and psychosocial dimensions (Pavlista et al., 2024). A recent 2024 report highlights that climate change has exposed approximately 2.41 billion workers to extreme heat, significantly increasing the incidence of acute kidney injury and heat exhaustion (Turner et al., 2025). Simultaneously, psychosocial stress factors have emerged as a major cause of morbidity; in advanced economies, mental health issues now account for a significant proportion of work absences, reaching up to 18% of total sick leave in countries such as Germany (Oliveira et al., 2023). This shift indicates that while physical safety remains a top priority, the psychological well-being of employees often disrupted by work-related stress and work-life imbalance is now a key determinant of occupational health in the 21st century (Hasyim & Bakri, 2025).

Several previous studies have proven the importance of work-life balance in managing employee mental health. One such study was conducted by Paramita and Supartha findings show that compensation and work-life balance have a significant positive effect on employee performance, but have a significant negative effect on work stress, while work stress has a significant negative effect on employee performance (Paramita & Supartha, 2022). Complementing this perspective, Attar et al., (2021) research emphasizes that in addition to impacting performance, work-life balance and work stress are also two determining factors that independently determine employee job satisfaction levels. Furthermore, recent literature extends this scope by identifying that work stress triggered by excessive workload and role conflict acts as a crucial mediator that significantly increases employees' intention to leave the organization (turnover intention) (Khalil et al., 2020). Therefore, managing the balance between work and personal life is

not only a matter of individual comfort, but also a strategic approach to prevent the loss of talent due to uncontrolled stress.

Based on the previous explanation, researchers suspect a relationship between work-life balance and work stress levels among employees. Therefore, the purpose of this study is to determine the relationship between work-life balance and work stress among employees at the Social Security Administration Agency.

2. RESEARCH METHODE

The study design chosen was *cross sectional*, with the aim of examining the correlation between work-life balance and work stress levels among employees of the North Sumatra Regional Office of the Social Security Administration Agency (BPJS Ketenagakerjaan). This research was conducted at the North Sumatra Regional Office of BPJS Ketenagakerjaan. The study took place from January to June 2025.

In this study, the sampling method used was *total sampling*, involving 30 samples. Total sampling is a method that involves all members of the population as samples because the population size is quite limited, i.e., not exceeding 100. The data used were primary data from informants and secondary data from previous studies or relevant supporting data. The analysis used was descriptive univariate analysis and bivariate analysis using Spearman's correlation test with a 95% confidence level and a significance value (α) of 0.05 to test two categories of variables.

3. RESULT AND ANALYSIS

Result

Table 1. Correlation Between Work-Life Balance and Work Stress

		Variable	Work-Life Balance	Work Stress
Spearman's rho	Work-Life Balance	Correlation Coefficient	1	-0.464*
		Sig		0.010
		N	30	30
	Work Stress	Correlation Coefficient	-0.481*	1
		Sig	0.010	
		N	30	30

Based on the data in the table, it can be seen that the variable "work-life balance" has a correlation coefficient of -0.464 with a

significance level of 0.010. This indicates a significant relationship between work-life balance and work stress. The negative correlation direction shows an inverse relationship, where the worse the work-life balance of employees, the higher their work stress levels, and vice versa.

Discussion

These findings prove that work-life balance acts as a crucial psychological buffer against work stress in Social Security Administration. The reciprocal nature of this relationship suggests that as the boundaries between professional obligations and personal life disappear, employees become increasingly vulnerable to psychological distress. These results indicate that the inability to achieve a functional balance between these roles is not only a domestic issue, but also a major factor contributing to morbidity in the workplace.

Although previous literature has positioned work-life balance as a factor driving performance, these findings broaden the perspective by positioning work-life balance and work stress as essential mediators linking the influence of work environment conditions on employee engagement (Dinh, 2020). Contrary to popular belief, these findings show that working from home policies have no significant impact on productivity, which instead depends on the quality of the work-life balance and the stress levels of employees (Wolor et al., 2021). Jessica et al findings confirm the crucial role of work stress as a mediator, showing that *work-life balance* does not directly affect job satisfaction, but must first go through the management of psychological burden (Jessica et al., 2023).

The implications of these findings are twofold. Theoretically, this study reinforces the Job Demands and Resources (JD-R) model by identifying Work-Life Balance (WLB) as a vital resource that moderates the impact of high administrative demands. Practically, the Social Security Administration (SSA) needs to shift from a rigid traditional work structure to a more flexible and outcome-oriented framework. Management should prioritize a 'right to disconnect' policy to ensure psychological separation after working hours. Additionally, integrating Employee Assistance Programs (EAPs) particularly those focused on stress management and role integration counseling is crucial to maintaining a resilient workforce

capable of achieving universal health coverage targets without compromising their mental health.

Despite its contributions, this study has several limitations that should be considered. First, the cross-sectional design does not allow for establishing a definitive causal relationship between WLB and work stress; longitudinal studies are needed to capture these dynamics over time. Second, reliance on self-reported data may introduce social desirability bias, whereby employees may report lower levels of stress due to professional considerations. Finally, because this study was conducted within a specific social security institution, the generalization of findings to other public sectors with different bureaucratic cultures may be limited. Future research should explore the moderating role of digital literacy and organizational culture in a broader multi-institutional context.

4. CONCLUSION

This study concludes that there is a significant negative relationship between work-life balance and work stress among employees at the North Sumatra Regional Office of the Social Security Administration Agency for Employment (BPJS Ketenagakerjaan). These findings confirm that work-life balance plays a crucial psychological role in reducing work stress in the public administration environment. The inability to integrate professional and personal roles has been shown to increase employees' vulnerability to psychological disorders. Therefore, organizations need to transform traditional work structures into more flexible and results-oriented frameworks, and integrate policies such as the right to disconnect and Employee Assistance Programs to maintain workforce resilience.

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