

The Effect Of The Work-Life Balance And Job Stress On Employee Performance Trough Work Happiness As An Intervening Variable

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ABSTRACT

This research aims to analyze the effect of work-life balance and job stress on employee performance through work happiness as an intervening variable at PT Formcase Industries. As for the subject of this research were all employees of the production division of PT Formcase Industries, totaling 125 respondents. This research uses SPSS 24.0 software with path analysis as an analysis technique.

Based on research that has been conducted on employees at PT Formcase Industries, the result show that the work-life balance variable has no effect on work happiness, work happiness has a positive and significant effect on employee performance, work-life balance has no effect on employee performance, job stress has a positive and significant effect on work happiness, job stress has a negative and significant effect on employee performance, work-life balance has no effect on employee performance through work happiness, and job stress has an effect on employee performance through work happiness.

Keywords—Work-Life Balance, Job Stress, Work Happiness, Employee Performance

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I. INTRODUCTION

In a company, HR is a valuable asset and the most important factor in the process of achieving company goals. To achieve the goals set by the company, companies are often too demanding of employees with high and perfect work results which can then put pressure so that employees feel they do not enjoy their work life. Moreover, seeing the state of the Covid-19 pandemic that is continuing to this day also puts pressure on everyone. In addition to pressure from the demands given by the company such as a high number of jobs with very short deadlines and the like, employees have also been pressured by the situation to continue to carry out work activities in a pandemic, most of which apply WFH (work from home). Of course, these pressures will affect and impact the lives of employees. Things like that eventually lead to inequality, which triggers conflicts in the work-life balance of employees.

Work-life balance is an effort made by an individual to balance two or more roles that are carried out (Fisher et al, 2009). Indeed, employees have the right to a happy, healthy, and successful life, all of which can be achieved when there is a work-life balance (Bataineh, 2019). The fulfillment of an employee's work-life balance means that the employee has a good quality of work-life which will encourage the level of happiness he feels (Jannah and Suryani, 2020), (Alserhan et al, 2021). However, when there is an imbalance between effort and reward, burnout, poor performance and a decreased quality of life can occur (Johari et al, 2018).

The American Psychological Association (2014) stated that employers advocate the importance of making employees happy, and in fact, these employers intensify their efforts for the happiness of their employees. Work happiness is defined as a positive feeling that an individual has at all times of work, because the individual knows, manages, and influences the world of work (Prcey-Jones, 2010). Employees who have positive feelings from the emergence of work happiness will encourage their ability to work, as stated by Joo and Lee (2017), Nugraha (2020), Minarika, Purwanti, and Muhidin (2020) that happy employees will become productive employees or have better performance

Discussing the quality of life of employees in creating a work-life balance, job stress is also another driving factor that needs to be observed. Stress can be interpreted as a deviation from one's feelings from the normal state or state desired by oneself at work as a result of opportunities, constraints, or demands related to work outcomes (Parker and Decotis, 1983 in Shukla and Srivastava, 2016). Lukito and Ariani (2018) said that the stressful conditions felt by employees can lead to a sense of dissatisfaction. When employees feel dissatisfied, negative feelings will arise and confidence in their ability to handle Jobs will decrease, which means that employees' feelings of happiness in terms of work will also decrease and, then a pessimistic feeling arises about

themselves. Job stress for a long time with a large enough load will cause a decrease in performance (Samosir and Magdalena, 2019).

Broadly speaking, this study wants to test the object under study and seek answers to problems and phenomena that occur at PT Formcase Industries. Although the variables in this study have been widely studied, the results of the research are still ambiguous so research on this topic is still important to do. Moreover, the phenomenon used in this study can also be of great concern to work-life balance and deal with the stress level of employees as well as become an evaluation material for the company.

Based on the background above, the formulation of the problem that will be discussed in this study is as follows:

1. Does work-life balance have a positive effect on work happiness?
2. Does work happiness have a positive effect on employee performance?
3. Does work-life balance have a positive effect on employee performance?
4. Does job stress negatively affect work happiness?
5. Does job stress negatively affect employee performance?
6. Does work-life balance affect employee performance through work happiness?
7. Does job stress affect employee performance through work happiness?

II. THEORETICAL REVIEW

Work-Life Balance

According to Fisher, et al (2009), work-life balance is defined as an effort made by an individual to balance two or more roles that are undertaken. An employee who can take advantage of his ability to balance the roles in his life will determine the work-life balance. When the work-life balance has been achieved, the performance of the employee will increase and can encourage the achievement of company goals. There are four dimensions of work-life balance proposed by Fisher, et al (2009); 1) WIPL (Work Interference Personal Life), 2) PLIW (Personal Life Interference Work), 3) PLEW (Personal Life Enhancement of Work), and 4) WEPL (Work Enhancement of Personal Life).

According to Poulouse (2018), four factors that affect work-life balance, namely individual factors (personality, Psychological well-being, emotional intelligence), organizational factors (work, work-life balance policies, support, and job stress, technology, role), social environmental factors (children and family support), and other factors (age, gender, marital status, parental status, experience, employee level, type of work, income, and family type).

Job Stress

Job stress according to Parker and Dekotis (1983) in Shukla and Srivastava (2016) is a deviation of one's feelings from the normal state or state desired by oneself at work as a result of opportunities, constraints, or demands related to the results of work. According to Robbins & Judge (2015), job stress is a dynamic condition in which individuals are confronted with opportunities, demands, or resources related to what the individual wants and which outcomes are seen as uncertain and important.

Parker and Decotis (1983) in Shukla and Srivastava (2016) also said that 2 dimensions of job stress, namely; 1) Time Stress and 2) Anxiety. Robbins & Judge (2015) suggest 3 factors that are potential sources of job stress, namely: environmental factors, organizational factors, and individual factors.

Work Happiness

According to Pryce-Jones (2010), happiness at work is identified as a mindset that allows employees to maximize performance and reach their potential, which is done by realizing the high and low feelings of happiness when working alone or with other employees. Another opinion was expressed by Diener & Diener (2008) that happiness at work can be interpreted as feeling enthusiastic about work, eager to come to work, having good relationships with co-workers, showing interdependence with other people or other fields at work, and having good performance. good work, able to get along with other employees, willing to cover or willing to replace the work schedule of his friends if needed, working on several side projects aimed at improving the workplace, products,

There is a main focus in the concept according to Jones, which is based on the mindset: everyone knows that positively approaching something is more likely to get results than doing the opposite. It was also stated that there is a happiness scale consisting of 5 dimensions; 1) Contribution, 2) Belief, 3) Culture, 4) Commitment, and 5) Trust.

Employee performance

Chishti et al (2010) stated that performance is an individual-level variable which is said to be whether a person does his job well or not. This describes the performance as a result of the work that has been completed by employees, both in terms of quality, quantity, and timeliness. Robbins and Coulter (2016) argue that performance is the result of the activities carried out or the result of obligations carried out both intensely and effectively and efficiently. Edison, et al (2016) expressed their opinion that performance is the final result of the work process for a certain period based on a predetermined agreement.

4 indicators that can measure the good or bad performance of employees; 1) Timeliness, 2) Job Description, 3) Quantity, and 4) Quality (Chishti, et al, 2010), as stated by Mathis and Jackson (2016)

Research Hypothesis

When an employee can balance the roles they have, positive feelings will follow. This positive feeling arises from a sense of satisfaction and pride in one's ability to maintain a work-life balance to create a sense of pleasure and happiness for the employee. that is felt. This perception is supported by research conducted by Jannah and Suryani (2020) where the results show that work-life balance has a positively effects on happiness.

H1: Work-life balance has a positive effect on work happiness.

Work done with pleasure and enthusiasm will produce good and maximum output. The results of the work done are what is meant as employee performance. Performance can be said to be good when the results of the work carried out by employees with company expectations and are done on time. Therefore, happiness at work or work happiness is very influential in improving employee performance. The increase in work happiness of the employee will be followed by an increase in the employee's performance. This perception is supported by research conducted by Bataineh (2019), the results of which show that work happiness has a positive effect on employee performance. Besides that,

H2: Work Happiness has a positive effect on employee performance

When employees can perform multiple or more roles well and no conflict occurs, that's when the work-life balance has been achieved by the employee. The work-life balance that has been achieved has a great influence on the activities carried out and carried out by employees. Employees will be able to manage time and other aspects so that the work done can be maximized without anything outside of work affecting it.

Through things as described above, work-life balance does have a relationship with performance because it can influence the good or bad performance of employees. When an employee's work-life balance has been met, the resulting performance will be good and maximum. This perception is supported by research conducted by Bataineh (2019) where the results stated that work-life balance has a positively effects on employee performance. Likewise, research conducted by Minarika, Purwanti, and Muhidin (2020) that work-life balance has a positive effect on employee performance.

H3: Work-life balance has a positive effect on employee performance.

With the existence of job stress, the mood of employees can change to be not good, and the positive feelings that are felt decrease. On the other hand, if the employee does not feel any pressure and burden on the work he does, then the employee will complete his work with pleasure and enthusiasm. Employees who are happy to do their work and are always enthusiastic can be said to work happily. Based on this explanation, it can be said that low job stress from an employee will be followed by an increase in happiness or work happiness felt by the employee. This perception is supported and in line with research conducted by Toisuta and Loekmono (2017) whose results show that there is a negative and insignificant relationship between stress and happiness.

H4: Job stress has a negative effect on work happiness.

The higher the level of employee job stress, the worse the performance produced by the employee. This is because employees who are stressed feel insecure about their ability to complete work correctly and on time so the effort that is mobilized is not optimal. This exposure is directly proportional to the research conducted by Lukito and Alriani (2018) with the results of this study stating that work stress has a negative effect on employee performance, which means that an increase in work stress will be followed by a decrease in employee performance. This also agrees with the research conducted by Steven and Prasetyo (2020) whose results show that work stress has a negative effect on employee performance.

H5: Job stress has a negative effect on employee performance.

If with a work-life balance, an employee can produce good performance, then positive feelings such as feeling happy and happy can trigger employees to do their work more enthusiastically and optimally so that the

performance of the employee will also increase. Indirectly, work happiness can increase employee performance to the maximum.

H6: There is an effect of work-life balance on employee performance through work happiness.

When employees are stressed it will affect their mood and positive feelings so that the work they do is not done wholeheartedly and the results are less than optimal. Therefore, work happiness can play a role in improving employee performance, which decreases due to job stress felt by the employee. This is based on employees who feel happy, of course, the perceived stress level will decrease and the work completed can result in better and increased performance. Therefore, indirectly, work happiness can improve employee performance, which previously decreased due to job stress.

H7: There is an effect of job stress on employee performance through work happiness.

Research Model

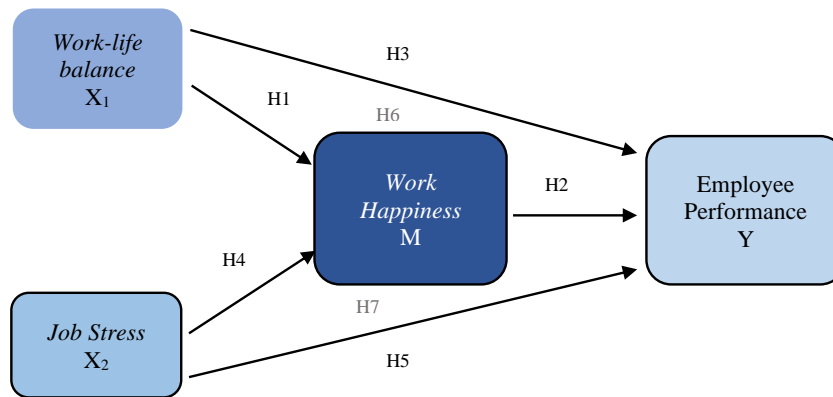


Figure 1: Research Model

III. RESEARCH METHODS

This study uses a quantitative approach by collecting primary data with the object of research, namely, PT Formcase Industries in Tangerang, Banten, and the research subjects are employees of the production division at PT Formcase Industries. The sampling technique in this study used a census technique or census sampling, in which the population in the production division of 125 employees was all used as samples or respondents.

The method of data collection was done by distributing questionnaires to all respondents in the form of hard files or questionnaire sheets. The questionnaire used is work-life balance according to Fisher, et al (2009) as many as 17 questions; job stress according to Jamal and Baba (1992) as many as 9 questions; work happiness according to Pryce-Jones (2010) as many as 25 questions; and employee performance according to Chisthi, et al (2010) as many as 5 questions. The data analysis technique used is path analysis by performing multiple linear regression analysis 2 times, then followed by making a path analysis model and Sobel test.

IV. RESULTS AND DISCUSSION

A. Characteristics of Respondents

B. Characteristics of Respondents

The population in this study were employees of the production division at PT Formcase Industries with a total of 125 employees. Of the questionnaires distributed to 125 employees, only 115 questionnaires were returned and the remaining 10 questionnaires were declared as missing questionnaires, so it can be said that the response rate is 92%.

Tabel 1: Respondent Characteristics

Responden Profile	n=115	%
Gender		
Male	103	89.6%
Female	12	10.4%
Age		
20-30 th	53	46.1%
31-40 th	43	37.4%
41-50 th	18	15.7%
> 50 th	1	0.9%
Education		
Primary School	1	0.9%
Secondary School	7	6.1%
High School	92	80%
Bachelor	15	13%
Job Tenure		
< 3 Th	31	27%
3 Th	12	10.4%
> 3 Th	72	62.6%

C. Validity and Reliability Test

A validity test was conducted to measure whether the questionnaire used in this study was valid or not in obtaining data from respondents. In this study, the validity test used a bivariate correlation test. The results of the questionnaire validity test of the variables of Stress, Work-Life Balance, and Performance showed that all questions were valid. However, for the Work Happiness variables, WH17 & WH18 which show a significance level of 0.057 and 0.487, which is more than 0.05, the WH17 & WH18 items are declared invalid and are not used as research measurement tools.

A reliability test is a measurement that shows the extent to which the measurement results using the same object will produce the same data. As for it is said to be reliable if the value of Cronbach's Alpha is 0.6 which is based on these guidelines, then a measurement can be said to be reliable (Sekaran, 2000 in Rahmawati et al, 2015).

2015).

Tabel 2: Reliabilitas Test Resut

Variabel	Cronbach's Alpha	Keterangan
Work-Life Balance	0,818	Reliabel
Job Stress	0,795	Reliabel
Work Happiness	0,908	Reliabel
Employee Performance	0,817	Reliabel

From table 4.6 above, it is shown that the reliability test results of the 4 variables in this study were stated to be entirely reliable. All variables were declared reliable because the four variables showed Cronbach's alpha value > 0.6.

Descriptive statistics

Variable descriptive statistics aim to describe each of the research variables presented with descriptive statistics. This can be seen from the primary data that has been collected, then the source of the information is described in the form of maximum, minimum, average (mean), and standard deviation values. The variables used in this study are work-life balance, job stress, work happiness, and employee performance.

Tabel 3: Statistic Deskriptif

Variabel	Mean	Standard Deviasi	Level
Work-Life Balance	3,47	0,859	High
Job Stress	3,00	0,943	Meduim
Work Happiness	3,60	0,751	High
Employee Performance	3,79	0,641	Meduim

From Table 4.7 above, it can be concluded that; the work-life balance variable is in the high category with a mean of 3.47; job stress in the medium category with a mean of 3.00; work happiness in the high category with a mean of 3.60; and employee performance in the high category with a mean of 3.79.

D. Data analysis

1. Equation 1 (H1: Work-Life Balance on Work Happiness; H4: Job Stress on Work Happiness)

To test the effect of work-life balance and job stress on work happiness, multiple linear regression analysis was used. The multiple linear regression analysis models will be tested simultaneously (F test) or partially (t-test). The provisions of the significance test of the F test and t-test are as follows: accept H_0 : if probability (p) 0.05, it means that work-life balance and job stress simultaneously or partially have a significant effect on work happiness. The summary of the results of the multiple linear regression analysis that has been carried out is as follows:

Tabel 4: Multiple Regression Result 1

Variable	Beta	t	Sig. t	Result
<i>Work-Life Balance</i>	0,199	1,807	0,073	Rejected
<i>Job Stress</i>	0,278	2,524	0,013	Accepted
F Hitung	12,862			
Sig. F	0,000			
Adjusted R Square	0,172			

Based on the partial regression test, the t-count value is 1.807 and the regression coefficient (beta) is 0.199 with probability (p) = 0.073. Based on the results of data processing where the probability value (p) is 0.05, it can be concluded that work-life balance has no significant effect on work happiness. So **hypothesis 1** suspecting that work-life balance has a positive effect on work happiness is rejected. This shows that the high or low work-life balance of PT Formcase Industries' employees does not affect the decrease or increase in employee work happiness.

Based on the partial regression test, obtained a t-count value of 2.524 regression coefficient (beta) 0.278 with probability (p) = 0.013. From the results of data processing where the probability value (p) is 0.05, it can be concluded that job stress has a positive and significant effect on work happiness. So hypothesis 4 which assumes that job stress has a negative effect on employee work happiness is accepted. This shows that the increase in job stress from employees of PT Formcase Industries can increase their work happiness.

2. Equation 2 (H2: Work Happiness on Employee Performance; H3: Work-Life Balance on Employee Performance; and H5: Job Stress on Employee Performance)

Tabel 5: Multiple Regression Result 2

Variable	Beta	t	Sig. t	Result
<i>Work-Life Balance</i>	-0,015	-0,140	0,889	Rejected
<i>Job Stress</i>	-0,360	-3,360	0,001	Accepted
<i>Work Happiness</i>	0,555	6,201	0,000	Accepted
F Hitung	14,182			
Sig. F	0,000			
Adjusted R Square	0,258			

Based on the partial regression test, the t-count value is -0.140, and the regression coefficient (beta) is -0.015 with probability (p) = 0.889. From the results of data processing where the probability value (p) is 0.05, it can be concluded that work-life balance does not affect employee performance. So **hypothesis 3** who suspected that work-life balance had a positive effect on employee performance was rejected. This shows that the high or low work-life balance of PT Formcase Industries' employees does not affect the increase or decrease in employee performance.

Based on the partial regression test that has been carried out, the t-count value is -3.360 and the regression coefficient (beta) is -0.360 with probability (p) = 0.001. From the results of data processing where the probability value (p) is 0.05, it can be concluded that job stress has a negative and significant effect on employee performance. So hypothesis 5 which assumes that job stress has a negative effect on employee performance is accepted. This shows that the higher the job stress of the employees of PT Formcase Industries, will automatically be able to reduce employee performance.

Based on the partial regression test that has been carried out, the t-count value is 6.201 and the regression coefficient (beta) is 0.555 with probability (p) = 0.000. From the results of data processing where the probability value (p) is 0.05, it can be concluded that work happiness has a positive and significant effect on employee performance. So hypothesis 2 which assumes that work happiness has a positive effect on employee performance is accepted. This shows that the higher the work happiness of the employees of PT Formcase Industries, the higher the performance of the employees.

3. Indirect Effect and Direct Effect Test Results

The following is a regression coefficient to determine whether work happiness can mediate work-life balance on employee performance by multiplying the coefficient value between work-life balance on work happiness with the work happiness coefficient on employee performance and the result of multiplying the coefficient is compared with the coefficient value. of work-life balance on employee performance.

The following is the path model for the first stage along with the calculation results from the path analysis that has been carried out:

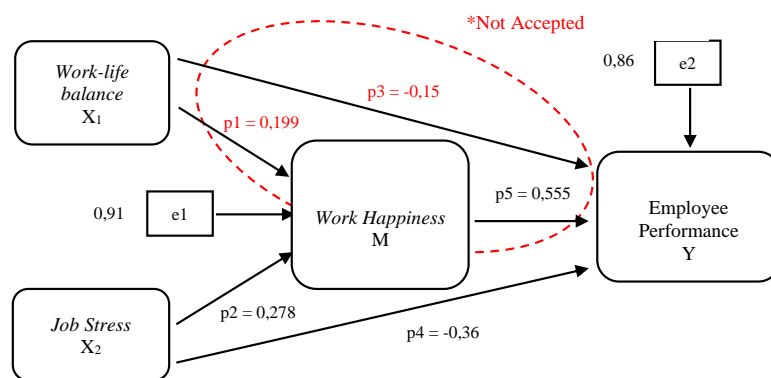


Figure 2: Path 1

From Figure 2.1 above, it can be concluded that the calculation of the path analysis for work-life balance cannot be continued because the previous regression obtained insignificant results so it is certain that there is no indirect effect or no need for mediation on the effect of work-life balance on employee performance.

The following is a regression coefficient value to determine whether work happiness can mediate job stress on employee performance by multiplying the coefficient value between job stress and work happiness with the work happiness coefficient on employee performance and the result of multiplying the coefficient is compared with the coefficient value of job stress. on employee performance. The following is the path model for the first stage along with the calculation results from the path analysis that has been carried out:

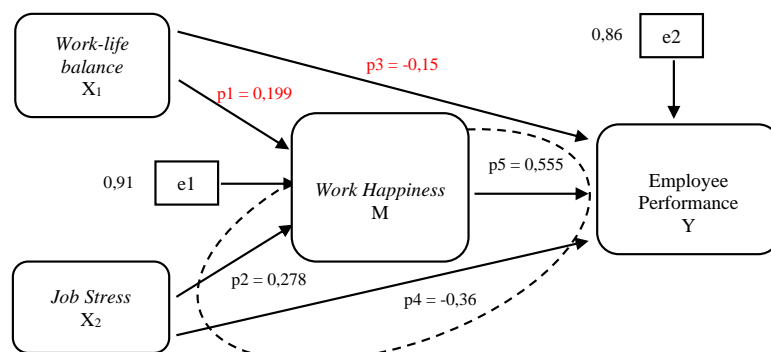


Figure 3: Path 2

From Figure 3.2 above, the DE results are -0.36 and IE is 0.15, so it can be concluded that the value of IE (indirect effect) > DE (direct effect) or 0.15 > -0.36. So that there is an indirect effect or work happiness is considered able to mediate the effect of job stress on employee performance.

Sobel Test .

This test was conducted to confirm the role of the work happiness variable as the intervening variable (M) of work-life balance and job stress as the independent variable (X) on employee performance as the dependent variable (Y). The results of the Sobel test calculation are:

1. Sobel Test 1

$$z = \frac{ab}{\sqrt{(b^2 SE_a^2) + (a^2 SE_b^2)}}$$

$$z = \frac{0,265 \times 0,136}{\sqrt{(0,136^2 \times 0,147^2) + (0,265^2 \times 0,022^2)}}$$

$$z = \frac{0,03604}{\sqrt{(0,0003996801) + (0,0000339889)}}$$

$$z = \frac{0,03604}{0,0200259889}$$

$$z = 1,80 < 1,96$$

Based on the results of the first Sobel test above, the results obtained for the effect of work-life balance on employee performance through work happiness are 1.80, which means the z value < 1.96. From these results, it can be concluded that work happiness is declared unable to mediate the effect of work-life balance on employee performance.

1. Sobel Test 2

$$z = \frac{ab}{\sqrt{(b^2 SE_a^2) + (a^2 SE_b^2)}}$$

$$z = \frac{0,530 \times 0,136}{\sqrt{(0,136^2 \times 0,210^2) + (0,530^2 \times 0,022^2)}}$$

$$z = \frac{0,07208}{\sqrt{(0,0008156736) + (0,0001359556)}}$$

$$z = \frac{0,07208}{0,0286959556}$$

$$z = 2,51 > 1,96$$

Based on the results of the first Sobel test above, the results for the effect of job stress on employee performance through work happiness are 2.51, which means that the z value is > 1.96. From these results, it can be concluded that work happiness is stated to be able or able to mediate the effect of work-life balance on employee performance.

V. DISCUSSION

Based on the results of the hypothesis 1 test, it can be concluded that there is no direct influence between work-life balance and work happiness of employees of PT Formcase Industries. Based on these results, it means that any increase or decrease in the work-life balance of an employee of PT Formcase Industries will not affect the employee's work happiness. Even though employees feel there is an imbalance, this does not affect the work happiness they feel because the work-life balance of PT Formcase Industries' employees is in the high category. This study also explains that several employees of PT Formcase Industries in carrying out their work and personal lives do not feel disturbed and objected even though conflicts often occur so that they do not affect each other's interests.

Based on the results of the hypothesis 2 test, it can be concluded that there is a direct influence between work happiness and the performance of PT Formcase Industries employees. Based on this, it means that every increase in employee work happiness will also be followed by an increase in the employee's performance. This is because the work happiness of employees of PT Formcase Industries is in the high category.

Employees of PT Formcase Industries feel happy when doing work where several factors include supportive co-workers that make them comfortable when working, besides that most employees feel they enjoy the work they are doing so positive feelings arise when working. This encourages employees to be more responsible for the tasks assigned by the company so that the resulting performance is good and high. This is in line with research conducted by Batineh (2019) whose results show that work happiness has a positive and significant effect on employee performance.

Based on the results of hypothesis 3 testing that has been carried out, it can be concluded that there is no direct influence between work-life balance and the performance of PT Formcase Industries employees. This shows that the high performance of PT Formcase Industries' employees is not influenced by work-life balance. Although employees feel that their work-life balance is high, it does not affect the performance produced by these employees.

This study also explains that some employees of PT Formcase Industries in carrying out their work are not affected by personal circumstances or other things so that the work will still be completed properly. Vice versa, duties and other interests related to work also do not affect the personal life of employees. So, it can be concluded that the high or low work-life balance of employees will not affect the performance produced by these employees. This is in line with research conducted by Rahmawati, et al (2021) with the results showing that work-life balance does not affect employee performance with a significance level of 0.658.

Based on the results of hypothesis testing 4, it can be concluded that there is a direct influence between job stress and work happiness for employees of PT Formcase Industries. However, in contrast to the proposed hypothesis, the results of the t-test indicate that job stress has a significant positive effect on work happiness, with the result being the opposite. This shows that the higher level of stress felt by PT Formcase Industries employees will be followed by an increase in employee work happiness.

This study shows that although PT Formcase Industries employees experience stress at work, employees still feel happy doing the tasks that have been given by the company. This is in line with what was conveyed by Robbins and Judge (2015) that stress can also have a positive impact on employees, one of which is an employee who likes challenges and feels motivated when faced with difficulties and pressure. Based on this, when employees feel their stress levels are increasing, they are even more challenged to deal with these pressures by doing their best as much as possible so that when employees can deal with it there is a certain satisfaction that ultimately encourages positive feelings within the employee. So in that way, The higher the stress felt by the employee, the higher the employee's happiness will be. This is in line with the research conducted by Naseem (2018) where in his research the results showed that job stress had a positive and significant effect on work happiness with a p-value of <0.05.

Based on the results of hypothesis testing 5, it can be concluded that there is a direct influence between job stress and the performance of PT Formcase Industries employees. This shows that the higher the level of job stress felt by the employee, the lower the performance produced by the employee.

Employees of PT Formcase Industries feel pressured by the targets given by the company plus the short time to complete them. Often the heavy work becomes a big burden for most of the employees of PT Formcase Industries. The stress experienced by these employees also affects the employees themselves, where at least the work given by the company makes employees feel nervous to the point of tightness in the chest. This causes employees to be unable to relax in doing their work and often experience obstacles so that the completion is less than optimal. From this, the performance produced by employees also decreased. This is in line with research conducted by Lukito and Alriani (2018) with the results of the study which states that work stress has a negative effect on employee performance, which means an increase in work stress will be followed by a decrease in employee performance.

The Sobel test whose data for the calculation is obtained from the path analysis that has been carried out previously shows a result of 1.80 which is greater than 1.96. These results indicate that hypothesis 6 which suspects the effect of work-life balance on employee performance through work happiness is rejected. This shows that there is no indirect effect of work-life balance on employee performance through work happiness. That is, indirectly work-life balance does not affect employee performance because work happiness is not able to mediate.

When employees feel that the level of work-life balance is high or low, it will not affect the results of the employee's work happiness, and also cannot affect the employee's performance. Then, the high or low work happiness felt by PT Formcase Industries employees will not increase or decrease the employee's work-life balance but can affect increasing employee performance.

The results of this study also indicate that job stress has an indirect positive effect on employee performance through work happiness. Therefore, work happiness is considered capable of mediating the effect of job stress on employee performance, so hypothesis 7 is accepted.

When employees have a high level of job stress, it will be followed by an increase in work happiness where when happiness increases, the employee's performance also increases. This is supported by the explanation of stress in Robbins and Judge (2015) where it was stated that stress does not always have an impact and value in a negative context but also has a positive value. One is that stress can be a challenge. Challenge-loving employees often positively use job stress to increase opportunities to their full potential. So when they are faced with great burdens, problems, or pressures at work, they feel happy and challenged to be able to overcome these things by doing the work to their maximum ability.

VI. CONCLUSION

This study entitled "The Effect of Work-Life Balance and Job Stress on Employee Performance with Work Happiness as an Intervening Variable" Case Study At PT Formcase Industries Tangerang, Banten after data collection and analysis and so on, the results obtained are as follows:

1. *Work-life balance* does not affect work happiness
2. *work happiness* positive effect on employee performance

3. *Work-life balance* does not affect employee performance
4. *Job stress* positive effect on work happiness
5. *Job stress* negative effect on employee performance
6. *work happiness* cannot mediate the effect of work-life balance on employee performance
7. *work happiness* can mediate the effect of job stress on employee performance

VII. SUGGESTION

The following are some suggestions that can be given by researchers related to research results:

1. For Companies

In the job stress of employees at PT Formcase Industries there is a tendency for moderate levels of stress so the company is expected to be able to pay attention and manage employee stress well. Employee work stress that can be managed properly will encourage employee performance data that researchers got from this study.

2. For Researchers

- a. For researchers who want to conduct research with many number of respondents more than 125 employees, it is advisable not to do research on PT Formcase Industries because of the company's policy that only allows employees in the production division to be respondents. However, if the next researcher still wants to do research at PT Formcase Industries, it is advisable to prepare everything that can support the permission of the researcher to conduct research in other divisions.
- b. Researchers also hope that in future research, they can ensure that the questionnaires distributed can be returned entirely so that the results of the research be the existing respondent's data. What can be suggested is that future researchers can prepare ways to anticipate the non-return of some of the questionnaires that have been distributed so that they can be returned entirely.

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