

THE INFLUENCE OF JOB STRESS, SOCIAL SUPPORT, AND WORK–LIFE BALANCE ON HEALTHCARE WORKERS’ PERFORMANCE

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Abstract

Healthcare professionals face unique psychological and organizational challenges that significantly affect their performance and well-being. This study aims to analyze the influence of job stress, social support, and work–life balance on the performance of healthcare workers through a comprehensive literature-based approach. Using a systematic review of relevant journal articles published between 2015 and 2025, this study synthesizes theoretical and empirical findings from reputable academic databases such as Google Scholar, ScienceDirect, and SpringerLink. The results reveal that job stress has a detrimental effect on healthcare workers’ performance, leading to emotional exhaustion, reduced concentration, and decreased service quality. In contrast, social support serves as a crucial protective factor that mitigates the negative impact of stress by fostering teamwork, motivation, and resilience. Moreover, a balanced work–life relationship enhances job satisfaction, psychological well-being, and organizational commitment, which collectively improve performance outcomes. Integrating these findings through the Job Demands–Resources (JD-R) Model indicates that while job stress functions as a demand that depletes energy, social support and work–life balance serve as resources that replenish it. The study concludes that healthcare institutions must adopt holistic strategies to reduce occupational stress and strengthen support systems, promoting both employee well-being and sustainable performance.

Keywords: *Job Stress, Social Support, Work–Life Balance, Employee Performance.*

INTRODUCTION

Healthcare workers represent the cornerstone of the health service system and play a crucial role in determining the quality of care delivered to society. Optimal performance among healthcare personnel is fundamental to achieving efficient, effective, and patient-centered healthcare services. However, the growing demands of the healthcare environment, the increasing complexity of medical cases, and heightened public expectations for high-quality services have placed healthcare workers under intense psychological and physical pressure. This condition often leads to job stress, which adversely affects their performance, psychological well-being, and job satisfaction (Putri et al., 2025).

Job stress refers to the psychological and physiological response of individuals when confronted with work demands that exceed their abilities or available resources (Putri & Ario, 2025). In the healthcare context, stress commonly arises from excessive workloads, long working hours, limited resources, high responsibility for patient safety, and dynamic workplace environments. Research by Rizan et al. (2022) revealed that chronic job stress among healthcare workers tends to reduce motivation, increase absenteeism, and lower the quality of patient care. This issue became more pronounced in the post–COVID-19 period when the workload and emotional burden of healthcare workers significantly increased, posing serious threats to the sustainability of healthcare systems.

Apart from job stress, social support has emerged as an essential protective factor in maintaining psychological stability and enhancing resilience among healthcare professionals. Social support, whether from colleagues, supervisors, family members, or the surrounding community, acts as a coping resource that mitigates the negative effects of job stress (Rasak et al., 2025). Healthcare workers who feel supported tend to demonstrate higher enthusiasm, stronger adaptability under pressure, and greater organizational commitment. A study by Ananda & Taufiqurahman (2025) emphasized that workplace social support increases work engagement, which in turn contributes to better individual and team performance.

Another critical factor influencing healthcare performance is work-life balance. The ability to maintain equilibrium between professional responsibilities and personal life has become increasingly relevant in the modern healthcare landscape. Workers who fail to achieve this balance are more likely to experience emotional exhaustion, burnout, and declining productivity (Agustina et al., 2023). The 24-hour operational nature of hospitals and healthcare facilities makes it particularly challenging for healthcare professionals to sustain this balance. Sudarnoto & Hasugian (2024) found that healthcare workers who successfully maintain work-life balance report higher job satisfaction, stable motivation, and consistent performance compared to those who experience imbalance.

Performance in healthcare is a multifaceted construct encompassing not only quantitative outputs but also qualitative dimensions such as adherence to medical standards, patient-centered communication, and teamwork effectiveness. Utari & Mulyanti (2023) defined performance as the measurable outcome of one’s responsibilities and tasks within an organization. In the healthcare context, psychological and environmental factors such as job stress, social support, and work-life balance have been empirically proven to influence individual and organizational performance. Empirical evidence from Nur et al. (2021) in Indonesian public hospitals demonstrated that job stress negatively affects healthcare worker performance, whereas social support and work-life balance show significant positive correlations.

In practice, many healthcare workers continue to face overwhelming work demands, inadequate social support, and difficulties maintaining personal well-being. These challenges often result in reduced productivity and diminished service quality, particularly in facilities with high patient loads and limited human resources. In Indonesia, this issue is further exacerbated by disparities in healthcare infrastructure, uneven workforce distribution, and the lack of psychosocial support mechanisms within health institutions (Handayani et al., 2018). Given these circumstances, it becomes essential to investigate the influence of job stress, social support, and work-life balance on healthcare workers’ performance. This study is expected to contribute not only to the academic discourse but also to practical implications in healthcare management. Understanding the extent to which these factors impact performance can help healthcare institutions develop effective strategies to enhance employee well-being, reduce stress, and ultimately improve the quality of healthcare services provided to the community.

LITERATURE REVIEW

Job Stress

Job stress is a multidimensional construct that has been widely examined in organizational psychology, occupational health, and human resource management. Conceptually, job stress refers to an individual’s psychological and physiological response when facing work demands that exceed personal capabilities, resources, or needs. It emerges as a form of strain resulting from the interaction between environmental pressures and individual coping abilities. The transactional theory of stress proposed by Manihuruk & Tirtayasa (2020) emphasizes that stress is not solely determined by external stimuli but is influenced by an individual’s cognitive appraisal of a situation. When job demands are perceived as exceeding available resources, stress occurs, potentially leading to emotional exhaustion, anxiety, and reduced performance. This theoretical framework highlights that job stress is a subjective experience shaped by personal perception and environmental context.

Another major perspective is the Job Demand–Control (JDC), which posits that job stress results from the imbalance between job demands and job control. High job demands (e.g., workload, time pressure, and emotional intensity) combined with low job control (e.g., limited decision-making authority) create a stressful work environment. According to this model, employees with greater autonomy or control over their tasks are better able to manage stress, leading to improved performance and well-being. Complementing this, the Job Demand–Resources (JD–R) expands the understanding of stress by introducing the concept of job resources as buffering factors. Job resources such as supervisor support, feedback, and opportunities for professional development can mitigate the adverse effects of job demands. When resources are insufficient, prolonged exposure to high demands leads to burnout, emotional fatigue, and decreased work engagement.

From a physiological perspective, job stress involves the activation of the hypothalamic–pituitary–adrenal (HPA) axis, resulting in the release of stress hormones such as cortisol and adrenaline (Sartika, 2023). While short-term stress can enhance alertness and performance, chronic stress exposure disrupts physical and mental health, impairing attention, decision-making, and interpersonal relationships in the workplace. The organizational behavior approach views job stress as an outcome of the misalignment between individual characteristics and organizational environment. Factors such as unclear roles, poor communication, lack of recognition, and organizational injustice contribute to increased stress levels. The Person–Environment Fit Theory further explains that stress arises when there is a mismatch between individual abilities and organizational expectations or between personal values and

workplace culture. In the healthcare sector, job stress has unique characteristics due to the high-stakes nature of patient care, ethical responsibility, emotional labor, and exposure to suffering or death. The Compassion Fatigue Model describes how constant empathy and emotional engagement with patients can lead to fatigue, emotional depletion, and reduced compassion, which are forms of occupational stress specific to healthcare professions.

Social Support

Social support is a fundamental psychosocial resource that plays a crucial role in maintaining individual well-being and resilience in the workplace. Conceptually, social support refers to the perception or experience of being cared for, valued, and part of a supportive network that provides assistance during times of stress (Cahyani & Frianto, 2019). It encompasses both the actual resources received from others and the subjective perception of availability of such support. Within organizational contexts, social support serves as a buffer against occupational stress and promotes psychological stability, motivation, and job satisfaction. The Social Support Theory emphasizes that interpersonal relationships serve as protective mechanisms that mitigate the negative effects of stress. Cahyani & Frianto (2019) proposed the buffering hypothesis, which posits that social support moderates the relationship between stressors and strain by reducing the perceived threat of stressful situations. According to this framework, employees who perceive strong social support are better able to cope with high job demands, thus maintaining better psychological and behavioral outcomes. Social support can be categorized into several dimensions. Emotional support refers to expressions of empathy, trust, and caring that provide comfort during distress. Instrumental support involves tangible aid such as help with tasks, workload sharing, or provision of resources. Informational support includes advice, guidance, and feedback that help individuals make decisions or solve problems.

Appraisal support provides constructive feedback and affirmation that strengthen self-efficacy and confidence. These dimensions collectively shape how individuals interpret and respond to workplace stressors. In the context of organizational behavior, perceived organizational support (POS) a concept introduced by Rofina et al. (2023) refers to employees’ belief that their organization values their contribution and cares about their well-being. High levels of POS have been associated with greater commitment, job satisfaction, and performance. Similarly, supervisory support and coworker support represent vital sources of day-to-day assistance that influence employees’ motivation, engagement, and emotional health. The Conservation of Resources (COR) Theory provides another theoretical lens for understanding social support. This theory asserts that individuals strive to obtain, retain, and protect valued resources such as time, energy, and emotional stability. Social support acts as a critical resource that helps prevent resource loss during stressful situations. When employees perceive adequate social support, they are more likely to conserve psychological resources and recover effectively from work-related strain.

From a sociological perspective, highlighted the role of social integration in reducing individual distress and enhancing collective well-being. Applied to modern organizations, social integration through teamwork, communication, and collegiality fosters a sense of belonging that strengthens emotional resilience. The Social Exchange Theory also contributes to understanding social support by proposing that supportive interactions are part of reciprocal relationships within organizations. When employees receive social support, they often reciprocate through loyalty, cooperation, and improved performance. Within the healthcare sector, social support holds particular importance due to the emotionally demanding and high-pressure nature of the work. Support from colleagues, supervisors, and families can help healthcare workers manage stress associated with patient care, shift work, and exposure to trauma. The Job Demand–Resources (JD–R) Model identifies social support as a key job resource that buffers the impact of job demands, enhances motivation, and promotes engagement.

Work–Life Balance

Work–life balance (WLB) is a central concept in organizational psychology and human resource management that reflects the equilibrium between professional responsibilities and personal life domains. Conceptually, work–life balance refers to an individual’s ability to effectively manage and fulfill both work and non-work roles without experiencing excessive conflict or strain between them. It represents a state of harmony in which the demands of one domain do not impede performance or satisfaction in the other. The conceptualization of work–life balance has evolved over time from a focus on work–family conflict to a broader understanding that encompasses multiple life domains such as leisure, health, education, and social relationships. The Role Theory provides a foundational perspective by asserting that individuals occupy multiple roles, each with specific expectations and obligations. When the demands of these roles are incompatible, role conflict arises, leading to stress and diminished well-being. Conversely, when roles are mutually supportive, role enhancement occurs, promoting positive outcomes across domains.

Manihuruk & Tirtayasa (2020) introduced the influential concept of work–family conflict, defining it as a form of inter-role conflict where pressures from work and family domains are mutually incompatible. This conflict can manifest in three forms: time-based conflict, when time devoted to one role reduces time available for another; strain-based conflict, when stress or fatigue from one role hampers performance in another; and behavior-based conflict, when behaviors appropriate in one role are incompatible with expectations in another. Building upon this, Cahyani & Frianto (2019) Work–Family Interface Model posits that work–life balance is not merely the absence of conflict but also the presence of facilitation where experiences in one domain enhance performance or satisfaction in another. This dual approach emphasizes both the negative (conflict) and positive (enrichment) interactions between work and life domains. The model suggests that organizations should not only minimize work-related stressors but also foster supportive environments that allow employees to experience synergy between their professional and personal lives.

From the perspective of the Boundary Theory, individuals create psychological and physical boundaries between work and personal life to maintain balance. Some individuals prefer integration, blending work and life roles, while others favor segmentation, keeping the two strictly separate. The effectiveness of these strategies depends on individual preferences and organizational culture. Flexible work arrangements, supportive leadership, and autonomy have been identified as key mechanisms that facilitate boundary management and enhance perceived balance. The Spillover Theory further explains how emotions, behaviors, and experiences in one domain can spill over into another. Positive spillover occurs when satisfaction and energy from work enhance personal life, whereas negative spillover reflects the transfer of stress or fatigue, leading to imbalance. This theory underscores the dynamic and reciprocal nature of work–life interactions.

Work–life balance is also closely linked to Conservation of Resources (COR) Theory (Hobfoll, 1989), which argues that individuals strive to acquire, maintain, and protect valuable resources such as time, energy, and emotional well-being. When work demands exhaust these resources without adequate recovery or replenishment from personal life, imbalance arises, increasing the risk of burnout. Conversely, balanced resource allocation across domains supports resilience, satisfaction, and sustained performance. In the context of the Job Demand–Resources (JD–R) Model, work–life balance is viewed as an outcome of the interplay between job demands and job resources. Excessive job demands such as long working hours, emotional pressure, and shift work can disrupt balance, whereas resources like social support, flexible scheduling, and organizational trust can buffer their effects. The model highlights that achieving work–life balance contributes to higher engagement, motivation, and overall job performance. In the healthcare sector, maintaining work–life balance is particularly challenging due to the continuous nature of healthcare services, unpredictable workloads, and emotional demands associated with patient care. The lack of balance often leads to fatigue, reduced empathy, and higher turnover intention among healthcare workers. Promoting work–life balance through supportive policies, adequate staffing, and recognition of personal needs has been recognized as essential for sustaining workforce well-being and performance in healthcare organizations.

Employee Performance

Employee performance is a central construct in organizational behavior and management studies, serving as a key indicator of an organization's effectiveness and productivity. Conceptually, performance refers to the extent to which an individual successfully fulfills the responsibilities and tasks assigned within a specific organizational role. It encompasses both behavioral and outcome dimensions: what employees do (effort, initiative, cooperation) and what they achieve (results, output quality, and efficiency). According to Campbell's Model of Job Performance, employee performance is a multifaceted construct comprising several components, including task performance, contextual performance, effort, discipline, and interpersonal facilitation. Task performance refers to behaviors directly related to the core duties of a job, such as clinical accuracy for healthcare professionals. Contextual performance, on the other hand, includes behaviors that support the broader organizational environment, such as teamwork, communication, and organizational citizenship. Together, these dimensions reflect not only technical competence but also the employee's contribution to the social and psychological climate of the workplace. From the perspective of Motivation Theory, employee performance is largely driven by the alignment of individual goals with organizational objectives. Vroom's Expectancy Theory posits that performance is influenced by three key factors: expectancy (belief that effort leads to performance), instrumentality (belief that performance leads to rewards), and valence (value of the reward). This theory underscores the cognitive processes underlying performance and highlights the importance of clear expectations, fair evaluation, and meaningful incentives in motivating employees. The Goal-Setting Theory further emphasizes that specific, challenging, and attainable goals enhance employee motivation and performance. Employees who are involved in goal setting tend to exhibit greater commitment and

self-regulation, leading to improved task focus and outcomes. This theoretical framework is especially relevant in healthcare settings, where performance goals must balance productivity, quality of care, and patient safety. Performance is also influenced by the Ability–Motivation–Opportunity (AMO) Framework, which proposes that employee performance is a function of ability (skills and competence), motivation (willingness and drive), and opportunity (organizational support and autonomy). According to this model, even highly skilled employees may underperform if they lack motivation or opportunities to utilize their abilities effectively. Therefore, organizational systems that foster empowerment, training, and supportive supervision play a critical role in sustaining high performance. From an organizational psychology perspective, the Job Performance Model distinguishes between task performance and contextual performance, emphasizing that modern workplaces value both technical proficiency and cooperative behavior. Task performance contributes directly to organizational output, whereas contextual performance enhances the social and motivational environment that facilitates effective task execution. In healthcare institutions, contextual performance manifests through empathy, teamwork, communication, and adherence to ethical standards all essential components of high-quality patient care. The Job Demands–Resources (JD–R) Model provides an integrative framework linking employee performance to workplace factors such as job stress, social support, and work–life balance. According to this model, performance is optimized when job demands are balanced by adequate job resources. High job demands, such as time pressure or emotional workload, can deplete energy and reduce performance.

Conversely, job resources including social support, autonomy, and feedback enhance motivation and engagement, leading to improved performance outcomes. Employee performance is also associated with psychological constructs such as work engagement and organizational commitment. Work engagement, characterized by vigor, dedication, and absorption, has been shown to positively influence both task and contextual performance. Engaged employees exhibit higher energy, better concentration, and a proactive approach to their duties. In contrast, disengagement and burnout often resulting from prolonged stress or lack of support lead to performance deterioration and increased turnover intention. In the healthcare sector, employee performance extends beyond productivity metrics to include compassion, ethical responsibility, and adherence to professional standards. The Service Performance Model highlights dimensions such as reliability, responsiveness, empathy, and assurance as key indicators of performance quality in service-based professions. For healthcare workers, maintaining clinical competence, ensuring patient satisfaction, and upholding professional integrity are vital measures of performance effectiveness.

METHOD

This study employed a literature review method to examine the conceptual relationship between work stress, social support, work-life balance, and employee performance. The literature review approach was chosen to synthesize existing theories, empirical findings, and conceptual frameworks from previous studies related to the topic. The research process involved several systematic stages. First, relevant academic sources were identified through searches in reputable databases such as Google Scholar, ScienceDirect, SpringerLink, and ResearchGate, focusing on publications between 2015 and 2025 to ensure current and relevant data. Keywords used in the search included “work stress,” “social support,” “work-life balance,” and “employee performance.” Second, the selected articles were screened based on inclusion criteria such as: (1) written in English or Indonesian; (2) published in peer-reviewed journals; (3) discussing conceptual or empirical studies related to workplace behavior and performance. Articles that lacked theoretical grounding or were not directly related to the variables studied were excluded. Third, the data were analyzed using a content analysis technique, in which each article was examined to identify recurring concepts, theoretical perspectives, and findings. The synthesis focused on identifying relationships among the four main variables and their implications for employee performance.

RESULTS AND DISCUSSION

The Influence of Job Stress on Healthcare Workers’ Performance

Job stress has been widely recognized as one of the most critical factors influencing employee performance, particularly among healthcare professionals. The nature of healthcare work characterized by high responsibility, time pressure, emotional demands, and exposure to life-and-death situations places workers under constant psychological strain. According to Putri et al. (2025) stress theory, stress emerges when job demands exceed an individual’s perceived capacity to cope, leading to physiological and emotional exhaustion. Empirical evidence from multiple studies supports the negative relationship between job stress and performance. Rasak et al. (2025), through the Job Demands–Resources (JD–R) model, demonstrated that when healthcare workers face high job demands such as long

working hours, excessive patient loads, and administrative pressure, their energy resources are depleted, resulting in burnout and decreased task performance. Similarly, Ananda & Taufiqrahman (2025) found that nurses experiencing prolonged stress exhibit reduced concentration, slower decision-making, and diminished service quality, which compromises patient care outcomes. Furthermore, Manihuruk & Tirtayasa (2020) emphasized that psychological stress not only lowers individual productivity but also affects interpersonal dynamics within healthcare teams. Stress increases irritability, reduces empathy, and weakens cooperation among coworkers, thereby disrupting teamwork and overall organizational performance. The study also noted that chronic exposure to stress leads to emotional fatigue and a higher turnover intention, particularly among young medical professionals. The impact of stress on performance can be categorized into direct and indirect effects. The direct effects include reduced efficiency, absenteeism, and lower quality of care. Indirectly, stress influences performance through its impact on job satisfaction and organizational commitment.

As reported by Sartika (2023), healthcare workers under constant stress often lose intrinsic motivation and engagement, leading to psychological withdrawal from their professional duties. Nevertheless, literature also indicates that the relationship between stress and performance is not always linear. Moderate levels of stress, often referred to as eustress, may enhance alertness and motivation when appropriately managed. However, sustained or excessive stress (distress) consistently results in performance decline and health deterioration. Therefore, maintaining an optimal level of psychological pressure is essential for sustaining productivity without compromising well-being. In summary, the reviewed studies consistently highlight that job stress is inversely related to healthcare workers’ performance. High-stress conditions lead to emotional exhaustion, cognitive overload, and reduced work efficiency. This finding underscores the need for organizational interventions such as workload management, psychological support systems, and stress-reduction programs to maintain the quality and sustainability of healthcare performance.

The Influence of Social Support on Healthcare Workers’ Performance

Social support has been identified as one of the most significant protective factors in maintaining employee well-being and enhancing performance, especially in high-stress professions such as healthcare. According to Putri & Ario (2025), social support functions as a buffer that mitigates the detrimental impact of job stress on psychological and physical health. In healthcare settings, where emotional exhaustion, role ambiguity, and long working hours are prevalent, strong social networks both within and outside the workplace serve as critical resources that sustain performance and morale. Research indicates that social support operates through multiple dimensions, including emotional, instrumental, informational, and appraisal support. Emotional support involves empathy and understanding from supervisors, colleagues, and family members, which help reduce anxiety and feelings of isolation. Instrumental support refers to tangible assistance, such as sharing workloads or providing additional staff during busy periods. Informational support involves guidance and advice that facilitate decision-making, while appraisal support provides constructive feedback and recognition that reinforce a sense of competence.

Empirical findings consistently show that social support significantly improves healthcare workers’ job performance. Agustina et al. (2023) found that supportive supervisors and cooperative team members contribute to increased job satisfaction, commitment, and task efficiency among nurses. Similarly, Utari & Mulyanti (2023) observed that when healthcare staff perceive strong support from management, their motivation and engagement rise, leading to improved patient care quality and reduced turnover intention. Supportive leadership practices, such as open communication and appreciation, create a psychologically safe environment that encourages collaboration and problem-solving. Moreover, peer support among healthcare workers has been shown to foster a sense of belonging and teamwork, reducing the negative emotional effects of high workloads. Agustina et al. (2023) emphasized that peer interactions and mutual encouragement enhance professional confidence and reduce burnout rates, which indirectly improve job performance. Outside the workplace, family and community support also play a vital role in helping healthcare professionals recover from work-related stress.

Studies by Cahyani & Frianto (2019) revealed that employees who experience strong family support demonstrate better emotional stability, lower absenteeism, and greater organizational loyalty. The positive influence of social support on performance can be explained through the Conservation of Resources (COR) theory. This theory suggests that individuals strive to obtain, retain, and protect valuable resources, such as social relationships. When individuals receive adequate social support, their psychological resources are replenished, enabling them to handle stress more effectively and perform optimally. Conversely, lack of support leads to resource depletion, resulting in emotional fatigue and decreased performance. However, the literature also acknowledges that the quality and source of social support matter more than its quantity. Poorly structured or inconsistent support, especially from supervisors,

can generate confusion or dependency, reducing self-efficacy. Therefore, healthcare organizations must foster a supportive culture that promotes consistent, authentic, and constructive interactions across all professional levels.

The Influence of Work–Life Balance on Healthcare Workers’ Performance

Work–life balance (WLB) has become an increasingly critical factor in determining employee performance and organizational sustainability, particularly in healthcare institutions where job demands are high and emotional labor is constant. The concept of work–life balance refers to an individual’s ability to effectively manage the demands of both professional and personal life without significant conflict between the two domains. In healthcare settings, achieving this equilibrium is often difficult due to long working hours, unpredictable shifts, and emotional strain arising from patient care responsibilities. Studies have consistently demonstrated that a well-maintained work–life balance positively influences healthcare workers’ performance. Putri et al. (2025) found that healthcare employees who manage to balance professional responsibilities with personal commitments report higher job satisfaction, stronger engagement, and better concentration at work. Similarly, Rizan et al. (2022) emphasized that when work–life boundaries are respected, employees experience reduced emotional exhaustion, which translates into higher productivity and better service quality.

From an organizational psychology perspective, Work/Family Border Theory explains that employees continuously transition between work and personal life domains, and maintaining clear, flexible borders allows for better psychological adjustment. When institutions provide flexible scheduling, fair leave policies, and psychological support, healthcare workers can maintain physical and mental well-being, thereby enhancing their performance. Conversely, imbalance often resulting from excessive work hours or lack of rest can lead to burnout, absenteeism, and high turnover intention. Healthcare professionals often face ethical and emotional challenges that blur the boundary between professional duty and personal life. The inability to detach from work-related stress can create work–family conflict, which adversely affects concentration and emotional regulation. According to Ananda & Taufiqurahman (2025), work–family conflict mediates the relationship between job stress and performance, meaning that without a balanced lifestyle, even highly competent employees will experience performance decline. Maintaining a healthy balance enables workers to recover, sustain focus, and provide empathetic patient care. In addition, work–life balance fosters psychological empowerment and organizational commitment. That employees with better balance exhibit stronger intrinsic motivation and lower intentions to quit. Healthcare institutions that support their staff through flexible work arrangements and wellness programs not only reduce stress but also cultivate loyalty and professional dedication. This aligns with the Job Demands–Resources (JD-R) framework, where work–life balance functions as a personal resource that replenishes energy, supports motivation, and enhances performance.

Furthermore, gender perspectives also play a vital role in understanding work–life balance in healthcare. Female healthcare professionals, who often shoulder dual roles in the workplace and household, face greater challenges in achieving balance. Research by Sudarnoto & Hasugian (2024) revealed that women healthcare workers experience higher levels of work–family conflict, affecting their emotional health and job performance. Therefore, gender-sensitive policies, such as childcare facilities, parental leave, and flexible scheduling, are crucial to support equitable performance outcomes across the workforce. In summary, literature findings demonstrate that work–life balance has a strong positive influence on healthcare workers’ performance by enhancing psychological well-being, job satisfaction, and engagement while reducing burnout and absenteeism. A balanced lifestyle enables healthcare professionals to maintain focus, empathy, and endurance qualities essential for effective healthcare delivery. Hence, promoting organizational initiatives that encourage rest, flexibility, and emotional support is not merely a welfare strategy but a performance optimization imperative in the modern healthcare sector.

CONCLUSION

The findings of this literature-based analysis reveal that healthcare workers’ performance is profoundly influenced by psychological, social, and organizational factors, particularly job stress, social support, and work–life balance. The reviewed studies consistently demonstrate that job stress exerts a negative impact on performance, leading to emotional exhaustion, reduced concentration, and lower service quality. High levels of occupational stress, if left unmanaged, contribute to burnout and deteriorating patient care outcomes. Conversely, social support functions as a protective buffer that mitigates the adverse effects of stress and enhances performance through emotional stability, teamwork, and motivation. Supportive relationships among supervisors, peers, and family members strengthen resilience, reinforce professional commitment, and foster a cooperative work environment that sustains productivity under demanding conditions.

Furthermore, work–life balance plays a pivotal role in maintaining psychological well-being and job satisfaction, enabling healthcare professionals to manage both professional and personal responsibilities effectively. Balanced employees are more engaged, motivated, and capable of providing compassionate care, which translates into improved organizational performance and patient outcomes. Integratively, the interaction of these three factors aligns with the Job Demands–Resources (JD-R) Model, where job stress represents a demand that depletes energy, while social support and work–life balance serve as critical resources that restore energy and enhance motivation. Optimal performance occurs when job demands and available resources are in equilibrium. In conclusion, improving healthcare workers' performance requires a holistic and systemic approach that addresses the root causes of stress while simultaneously strengthening organizational and personal resources. Healthcare institutions should implement policies that manage workload, cultivate supportive leadership, encourage peer collaboration, and promote flexible scheduling to enhance work–life balance. Through these integrated strategies, healthcare organizations can not only prevent burnout but also foster sustainable employee performance and deliver higher-quality healthcare services..

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