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## The Influence of Work Stress, Work Life Balance, and Quality of Social Interaction on Employee Productivity (Study at HP Care Tangerang)

Pipi Oktavia<sup>1\*)</sup>; Dudi Permana<sup>2)</sup>

<sup>1)</sup> [piptoktavia@gmail.com](mailto:piptoktavia@gmail.com), Universitas Mercu Buana, Indonesia

<sup>2)</sup> [dudipermana.77@gmail.com](mailto:dudipermana.77@gmail.com), Universitas Mercu Buana, Indonesia

\*) Corresponding Author

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### ABSTRACT

*This study aims to analyze The influence of Work Stress, Work Life Balance, and Quality of Social Interactions on Employee Productivity (Study at HP Care Tangerang). The population in this study consists of all employees at HP Care Tangerang, with a sample of 115 individuals aged 20-40 years. The sampling method used is the census method. Data collection was carried out using a survey method, with the research instrument in the form of a questionnaire. The data analysis method used is Partial Least Square. This study proves that Work Stress has a positive and significant impact on Employee Productivity, Work Life Balance has a positive and significant impact on Employee Productivity, and Social Interaction has a positive and significant impact on Employee Productivity.*

**Keywords:** *Work Stress; Work Life Balance; Quality Social Interaction; Employee Productivity.*

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## INTRODUCTION

In the era of globalization, it is evident that business competitors are increasing, which means that business competition is becoming wider and more intense. This can be seen from the growing number of competitors with similar types of businesses, indicating that the competition is intensifying. Supported by the advancement of technology, which is becoming increasingly sophisticated, this has also opened up more business opportunities. In order to compete in this increasingly competitive business world, companies must have products or services that are superior to those of their competitors. This can be achieved if the human resources within the company are of high quality.

In any organization or company, productivity is required to achieve the established goals.

Productivity is the ability of individuals, systems, or a company to produce goods or services by utilizing resources effectively and efficiently. Productivity is an important aspect of a company in determining the sustainability of its business in the future. Productivity refers to

the effective and efficient use of resources (input) to produce or improve the output of goods and services. In efforts to improve employee work productivity, every company must pay attention to the factors that influence work productivity.

Work stress is understood as a response to pressures or challenges faced at the workplace. This pressure can enhance motivation and employee productivity, as work stress can drive an individual to focus more, work harder to achieve better results, and meet the company's goals.

Work-life balance is defined as a state of balance between two demands, where work and an individual's life are equally important. From the employees' perspective, work-life balance involves the choice to manage work obligations and personal or family responsibilities. The quality of social interaction, or good social relationships at work between leaders and members, will significantly improve work productivity.

Indonesian consumers are among the most proactive in Southeast Asia in supporting sustainability and green practices. They are increasingly prioritizing sustainability in their shopping behavior, seeking to reduce negative impacts on the environment

**Figure 1. HP Care Employee Productivity Data**



Source : HP Care Tangerang Report (2023)

Based on Figure 1 which contains a report on employee productivity, the indication of employee productivity above based on employee activities and capabilities can be seen from spare part sales, service time, product escalation, and customer complaints. From 2020 to 2023, there was an unbalanced increase and decrease in scale, and from year to year, employee productivity at HP Care fluctuated, both increasing and decreasing at HP Care Tangerang.

HP is a technology company from the United States, specifically from Palo Alto, California. HP creates a variety of technology products such as laptop, AIO PC, CPU, printers, and more. HP is known for its high-quality technology, with advanced component features, modern and detailed designs, high performance, and creating an impressive experience for HP users.

## LITERATURE REVIEW

### Human Resources

According to Indahsari and Damayanti (2020), human resources in a company play an important role as one of the benchmarks for employee work productivity. This means that if the quality of human resources in a company is high or good, the work productivity of employees in that institution will be easier to improve. Conversely, if the quality of human resources is low or poor, it will be difficult for employee productivity to increase. According to Posumah et al (2024), high-quality human resources play a crucial role in enhancing productivity, work morale, efficiency, effectiveness, and organizational stability.

### Work Stress

According to Safitri and Gilang (2020), work stress is an imbalance between physical and psychological abilities in carrying out tasks assigned by the business organization, which affects various aspects related to emotions, thinking, actions, and other individual employee factors. According to Wulansari and Wijono (2020), the higher the work stress, the higher the employee productivity. This can be caused by several factors. First, many employees view work stress as a challenge that can motivate them to work more enthusiastically, thus increasing productivity.

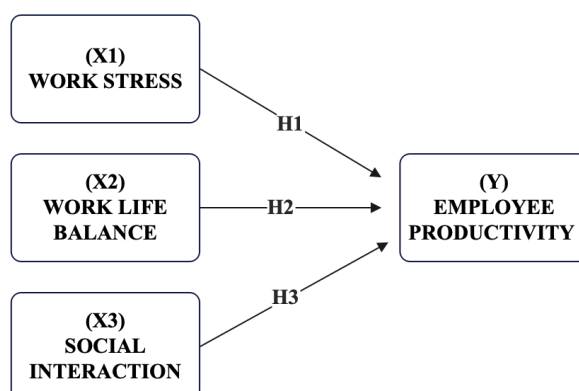
### Work-Life Balance

According to Lintong et al (2023), work-life balance refers to the extent to which a person achieves satisfaction with their work life and life outside of work, as well as their ability to divide time between work demands and non-work-related activities. According to Gibran et al (2024) a good work-life balance can help employees maintain a balance between work demands and personal needs, thereby improving job satisfaction, motivation, and overall well-being.

### Social Interaction

According to Masruri et al. (2021), the quality of social interactions or good social relationships in the workplace between leaders and members will significantly improve work productivity. Conversely, poor relationships within an organization will decrease work productivity. According to Sholeh (2022), social interaction is related to employees' willingness to contribute more to the job when the work is done collaboratively.

**Figure 2. Framework**



### **Description:**

Independent variables, whose value is not directly related to other values, variables are given the symbol (X), among others:

**X1** : Work Stress, **X2** : Work Life Balance, **X3** : Social Interaction

## **METHOD**

### **Time and Place of Research**

The research process begins with identifying the issues at the research location, formulating the identified problems, gathering theoretical foundations that support the variables, developing methods for data collection, preparing instruments, and determining the statistical testing techniques used in this study. This research started in 2023 and will continue until 2025. The study is conducted at HP Care Tangerang. In this research, the author analyzes how work stress, work-life balance, and the quality of social interaction affect employee productivity

### **Research Design**

The research method used is a quantitative approach, which scientifically collects data through specific usage. In quantitative research, the relationship between variables and the object being studied is often causal, meaning it examines cause-and-effect relationships. Therefore, the research involves independent and dependent variables. The study then seeks to determine the extent to which the independent variable influences the dependent variable. The purpose of this research is to examine the impact of work stress, work-life balance, and the quality of social interaction on employee productivity.

### **Measurement Scale**

Sugiyono (2022) explains that the Likert scale is used to measure the attitudes, opinions, and perceptions of a group or individual towards a certain social phenomenon. In research, researchers determine specific social phenomena that will be used as research variables.

### **Population and sample**

In conducting research, a population is needed as the subject of the study. According to Amin et al. (2023), the population is the entire set of elements in the research, including objects and subjects with specific characteristics defined by the researcher to be studied and then concluded. The population in this study consists at HP Care Tangerang. HP Care Tangerang has a population of 115 employees.

### **Data Analysis Method**

The analysis used in this study is Partial Least Square (PLS). In SEM analysis based on Partial Least Square, it can be the right solution to address these weaknesses. This analysis does not require many prerequisites, but the resulting model is reliable enough to be used. One popular program used is SmartPLS. Testing of the research instruments must meet the criteria of validity and reliability. Smart PLS 4.0 software is used to process primary data or to determine the validity of the measurement tool for this research, which will be explained in the validity and reliability tests. (Ghozali and Kusumadewi, 2023)

## RESULTS AND DISCUSSION

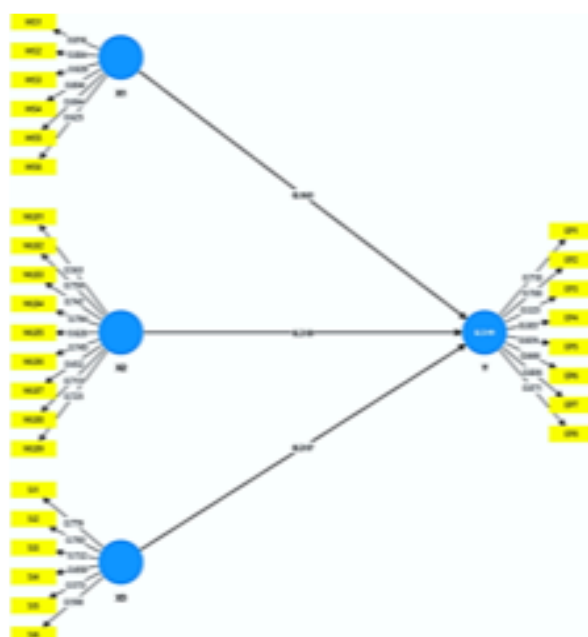
### Data Quality Test Results

#### 1. Outer Model

##### a. Convergent Validity

The Convergent Validity value can be seen from the loading factor values of the latent variables with their respective indicators. An indicator of a variable is considered valid if the loading factor value is  $\geq 0.70$ . The loading factor table for each indicator is measured using PLS, and if all indicators have values above 0.70, further testing can be conducted. In addition to the loading factor values, validity can also be assessed from the AVE value, where an  $AVE > 0.5$  is considered valid. If all AVE values are above 0.5, further testing can proceed.

Figure 3. PLS Algorithm Results



Source: SmartPLS 4.0 Processing Output (2024)

Based on Figure 3 above, it can be seen that the indicators SW5, SW6, WLB1, WLB5, WLB7, SI4, SI5, SI6, EP3, EP4, EP6, which have values below 0.70, must be eliminated from this model. The following are the results of modification and recalculation after eliminating the indicators with outer loading below 0.70.

**Table 1. Convergent Validity Test Results (modified)**

Variable	Indicator	Outer Loading	Description
Work Stress	WS1	0.856	VALID
	WS2	0.901	VALID
	WS3	0.879	VALID
	WS4	0.840	VALID
Work Life Balance	WLB2	0.733	VALID
	WLB3	0.755	VALID
	WLB4	0.823	VALID
	WLB6	0.744	VALID
	WLB8	0.737	VALID
	WLB9	0.751	VALID
Social Interaction	SI1	0.850	VALID
	SI2	0.812	VALID
	SI3	0.807	VALID
Employee Productivity	EP1	0.768	VALID
	EP2	0.828	VALID
	EP5	0.810	VALID
	EP7	0.812	VALID
	EP8	0.870	VALID

Source: SmartPLS 4.0 Processing Output (2024)

**Figure 4. Results of PLS Algorithm Modification**



Source: SmartPLS 4.0 Processing Output (2024)

Based on the results of the modifications and recalculations of the convergent validity test in table 1 and figure 4 above, it can be seen that all indicators have outer loading values above 0.70. Additionally, convergent validity can also be measured by the Average Variance Extracted (AVE) of each construct in the model. If the  $AVE > 0.5$ , it is considered valid.

**Table 2. The results of the Average Variance Extracted (AVE) test.**

Variabel	Average variance extracted (AVE)
Work Stress	0.756
Work Life Balance	0.575
Social Interaction	0.678
Employee Productivity	0.670

Source: SmartPLS 4.0 Processing Output (2024)

Based on Table 2 above, it can be concluded that all variables have values above 0.50. It can be concluded that all variables have AVE values above 0.50, indicating that each variable has good convergent validity.

**b. Discriminant Validity**

Validity can also be assessed using the Fornell and Larcker method, which involves comparing the square root of the average variance extracted (AVE) for each construct with the correlations between the construct and other constructs in the model. If the square root of the AVE for each construct is greater than the correlation values between that construct and other constructs in the model, it is considered to have good discriminant validity.

**Table 3. Discriminant Validity Test Results (Cross loadings)**

Indikator	Work Stress	Work Life Balance	Social Interaction	Employee Productivity
WS1	0.856	0.650	0.444	0.537
WS2	0.901	0.569	0.325	0.478
WS3	0.879	0.572	0.403	0.449
WS4	0.840	0.570	0.404	0.450
WLB2	0.606	0.733	0.599	0.474
WLB3	0.551	0.755	0.692	0.543
WLB4	0.512	0.823	0.616	0.532
WLB6	0.455	0.744	0.535	0.390
WLB8	0.511	0.737	0.526	0.577
WLB9	0.459	0.751	0.540	0.518
SI1	0.465	0.650	0.850	0.559
SI2	0.415	0.671	0.812	0.451
SI3	0.245	0.595	0.807	0.525
EP1	0.396	0.479	0.479	0.768
EP2	0.482	0.565	0.511	0.828
EP5	0.458	0.565	0.505	0.810
EP7	0.437	0.536	0.541	0.812
EP8	0.488	0.614	0.524	0.870

Source: Output PLS, 2024

Based on table 3 above, it can be seen that all indicators have higher cross-loading values compared to the values of other indicators. Therefore, it can be concluded that all variables are capable of measuring the latent dimensions that align with their respective indicators. Thus, it can be concluded that the cross-loading results show no issues with discriminant validity. Next are the results of the discriminant validity test using the Fornell-Larcker method.

**Table 4. Discriminant Validity test (Fornell-Larcker Criterion)**

Indikator	Work Stress	Work Life Balance	Social Interaction	Employee Productivity
Work Stress	0,869			
Work Life Balance	0,682	0,758		
Social Interaction	0,455	0,774	0,823	
Employee Productivity	0,554	0,676	0,626	0,818

Source: Output PLS, 2024

Based on table 4 above, If the value of each construct is greater than the correlation with other constructs in the model, it is considered to have good discriminant validity.

**Table 5. The results of the Heterotrait-Monotrait Ratio (HTMT) test.**

Indikator	Work Stress	Work Life Balance	Social Interaction	Employee Productivity
Work Stress				
Work Life Balance	0,777			
Social Interaction	0,550	0,959		
Employee Productivity	0,621	0,770	0,760	

Source: Output PLS, 2024

Based on table 5 above, The results of the Heterotrait-Monotrait Ratio (HTMT) test indicate that the HTMT value should be  $< 0.85$  (Ghozali and Kusumadewi, 2023), which means it meets the criteria for good discriminant validity. The test results show that there is a variable that does not meet the Heterotrait-Monotrait Ratio, where the HTMT value is  $> 0.85$ , specifically Work Life Balance with a value of 0.959 ( $X3 \leftrightarrow X2$ ).

### c. Composite Reliability and Cronbach's Alpha

Testing composite reliability and Cronbach's alpha aims to test the reliability of instruments in a research model. A construct reliability test is conducted, measured by composite reliability and Cronbach's alpha of the indicator blocks that measure the construct. A construct is considered reliable if it has a composite reliability value above 0.70 and a Cronbach's alpha value above 0.70. consistent.



**Table 6. Composite Reliability & Cronbach's Alpha Test Results**

Variabel	Cronbach's alpha	Composite reliability	Keterangan
Work Stress	0.892	0.896	RELIABLE
Work Life Balance	0.852	0.856	RELIABLE
Social Interaction	0.763	0.769	RELIABLE
Employee Productivity	0.876	0.879	RELIABLE

Source: SmartPLS 4.0 Processing Output (2024)

Based on table 6 above, it can be seen that the results of the composite reliability and Cronbach's alpha tests yield satisfactory values, where all latent variables are reliable and consistent. This can be observed from the composite reliability and Cronbach's alpha values being  $\geq 0.70$ . Therefore,

## 2. Inner Model

### a. R-Square

**Table 7. Values R<sup>2</sup> Endogenous Variable**

Variabel	R Square	Keterangan
Employee Productivity	0.507	Moderat

Source: SmartPLS 4.0 Processing Output (2024)

Based on table 7 above, it can be seen that the R-Square (R<sup>2</sup>) value of the Employee Productivity construct is 0.507. The R-Square value for Employee Productivity falls into the "Moderate" category.

### b. F-Square

**Table 8. Values F-Square Endogenous Variable**

Hubungan antar Variabel	Work Stress	Work Life Balance	Social Interaction	Employee Productivity
Work Stress	-	Tidak Ada	Tidak Ada	0.048
Work Life Balance	Tidak Ada	-	Tidak Ada	0.049
Social Interaction	Tidak Ada	Tidak Ada	-	0.069
Employee Productivity	Tidak Ada	Tidak Ada	Tidak Ada	-

Source: SmartPLS 4.0 Processing Output (2024)

Based on the results of the F-Square test in Table 8, the variables Work Stress, Work Life Balance, and Social Interaction have a weak influence on the variable Employee Productivity.

**c. Q-Square**

**Table 9. Hasil Pengujian Predictive Relevance : Q-square (Q2)**

Variabel	Q <sup>2</sup> predict	Keterangan
Employee Productivity	0.443	Layak

Source: SmartPLS 4.0 Processing Output (2024)

Q-Square measures how well the observed values are generated by the model and its parameters. A Q-Square value  $> 0$  indicates that the model has predictive relevance, while a Q-Square value  $< 0$  indicates that the model lacks predictive relevance. It can be seen that the Q2 value in this study is  $0.443 > 0$ , meaning that the model in this study has good observation values or predictive relevance.

**d. Model Fit**

**Table 10. Pengujian kriteria Goodness of Fit**

Kriteria	Saturated model	Estimated model
SRMR	0,079	0,079
NFI	0,723	0,723

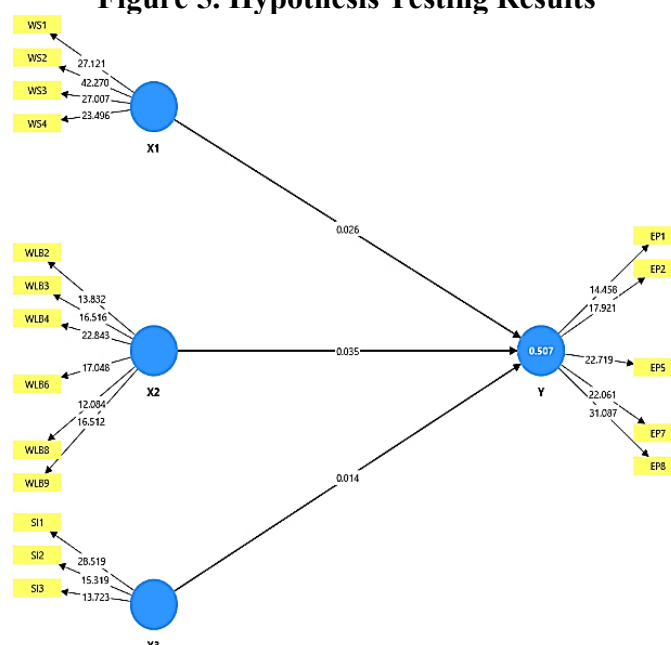
Source: SmartPLS 4.0 Processing Output (2024)

Based on table 10 above, it can be seen that the SRMR value is 0.079. Since this value is less than 0.08, it indicates that the model can be accepted as a sufficient model in terms of goodness of fit. The NFI value is 0.723, which is less than 0.8, indicating that this testing criterion has a poor fit, a good SRMR value suggests that the model is reasonably accurate in predicting the relationships between variables, but a poor NFI value indicates that the tested model does not provide significant improvement compared to a simpler model.

**e. Hypothesis Testing Results**

The significance value can be obtained through the bootstrapping procedure. The threshold for rejecting or accepting the proposed hypothesis is 1.64 using a one-tailed hypothesis test. Therefore, the t-statistic value must be above 1.64, and if the t-statistic falls within the range of -1.64 and 1.64, the hypothesis will be rejected, or in other words. The alpha value is determined before the p-value is known. By convention, the commonly used alpha value is 0.05. A smaller alpha value indicates stricter criteria in a study.

**Figure 5. Hypothesis Testing Results**



Source: SmartPLS 4.0 Processing Output (2024)

**Table 11. Hypothesis Testing Results**

Variabel	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistic	P Values
Work Stress -> Employee Productivity	0.213	0.199	0.110	1.937	0.026
Work Life Balance -> Employee Productivity	0.304	0.324	0.167	1.817	0.035
Social Interaction -> Employee Productivity	0.294	0.297	0.134	2.201	0.014

Source: SmartPLS 4.0 Processing Output (2024)

## Discussion of Research Results

### The Effect of Work Stress on Employee Productivity

Based on the hypothesis test in this study, the results obtained a T-statistic value of 1.937, an original sample value of 0.213, and a P-value of 0.026. The T-statistic value is greater than the T-table value of 1.64, the original sample value shows a positive value, and the P-value is less than 0.05. These results indicate that Work Stress has a positive and significant impact on employee Productivity.

This is because Work Stress has a positive and significant effect on Employee Productivity at HP Care Tangerang. Essentially, Work Stress influences Employee Productivity, with Work Stress being understood as a response to pressures or challenges faced in the workplace. These pressures can increase employee motivation and productivity. Work stress can drive individuals to focus more, work harder to achieve better results, and accomplish the company's goals.

The results of this study are strengthened and in accordance with previous research conducted by Sawitri and Ridwan (2022), which states that Work Stress has a positive and significant effect on Employee Productivity. Therefore, the first hypothesis (H1) is accepted.

### **The Effect of Work Life Balance on Employee Productivity**

Based on the hypothesis test in this study, the results obtained a T-statistic value of 1.817, an original sample value of 0.304, and a P-value of 0.035. The T-statistic value is greater than the T-table value of 1.64, the original sample value shows a positive value, and the P-value is less than 0.05. These results indicate that Work Life Balance has a positive and significant impact on employee productivity.

This is because Work Life Balance has a positive and significant effect on Employee Productivity at HP Care Tangerang. Essentially, work life balance refers to the equilibrium between personal life and work. With a good balance between life and work, employees are better able to develop new skills and improve the quality of their work. Having working hours that align with the company's operational standards, and without excessive overtime, allows employees to have sufficient time for their personal lives, enabling them to feel balanced between their work and personal lives. This can result in employees being more enthusiastic when they return to work, which can increase their work productivity. When employees feel they are growing and succeeding in their work, they tend to have more job satisfaction, which contributes to greater personal well-being and positively impacts employee productivity.

The results of this study are strengthened and in accordance with previous research conducted by Safitri and Frianto (2021), which states that Work Life Balance has a positive and significant effect on Employee Productivity. Therefore, the second hypothesis (H2) is accepted.

### **The Effect of Social Interaction on Employee Productivity**

Based on the hypothesis test in this study, the results obtained a T-statistic value of 2.201, an original sample value of 0.294, and a P-value of 0.014. The T-statistic value is greater than the T-table value of 1.64, the original sample value shows a positive value, and the P-value is less than 0.05. These results indicate that Social Interaction has a positive and significant impact on employee productivity.

This is because Social Interaction has a positive and significant effect on Employee Productivity at HP Care Tangerang. Creating good social interaction with customers and among employees, where individuals feel comfortable expressing their opinions and feelings without fear of being judged or ignored, is key to improving a positive work environment. This can be achieved through policies such as open communication, listening to employees, and maintaining space for sharing constructive opinions. Good social interaction can create an organizational culture that supports mutual respect, values diversity, and strengthens positive social relationships at work. This not only enhances the work atmosphere but also impacts employee productivity and satisfaction.

The results of this study are strengthened and in accordance with previous research conducted by Sholeh (2022), which states that Social Interaction has a positive and significant effect on Employee Productivity. Therefore, the third hypothesis (**H3**) is **accepted**.

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