Exploring the Impact of Coping Stress on Enhancing Employees' Overall Quality of Work Life

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ABSTRACT

The increase in employee work stress due to changes in the modern workplace has affected employee well-being and quality of work life. This study aims to analyze the relationship between stress coping and employees' quality of work life and to identify the existence of a significant positive relationship between the two variables. This study uses a quantitative approach involving 200 employees from a Suzuya branch in Medan, with a Likert scale used to measure coping stress and quality of work life. The results indicate a significant positive relationship between coping stress and quality of work life, where workplace stress and social support significantly impact employee well-being, while time management does not show a significant influence. These findings suggest that organizations need to prioritize stress management initiatives and strengthen social support systems to improve employee quality of work life, which in turn can contribute to job satisfaction and productivity. By creating a supportive work environment, organizations can foster greater engagement and performance, leading to overall organizational success.

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BACKGROUND

Modern workplace has been a profound transformation driven by rapid technological advancements, shifting market dynamics, and the growing pressures of global competition (Idris & Fitriani, 2021). These changes are not only reshaping industries but also the very nature of work itself. In today's fast-paced world, organizations across various sectors are under constant pressure to stay competitive, innovate, and maintain high productivity (Simatupang, 2022). This often involves a continuous drive for efficiency, with companies introducing new technologies, methods, and expectations for employees to keep up with the demands of the digital age. The result is a work environment where the line between professional and personal life becomes increasingly blurred, creating a significant challenge for employees to manage both (Kurniawan, 2022).

Employees today are not only expected to meet the rising expectations of their employers but also to navigate the complexities of their personal lives, leading to an increased sense of pressure (Nawawi & Fadli, 2021). The demands placed on workers have grown exponentially, driven by the need for greater flexibility, adaptability, and multitasking capabilities. This intense environment can contribute to rising stress levels, burnout, and a growing sense of dissatisfaction, as workers feel overwhelmed by the expectations placed upon them (Kasih, 2023). As work pressures increase, achieving a work-life balance has become an elusive goal for many employees, leading to higher levels of stress and potential health issues (D. Haryanto & Suryani, 2023).

There is an expectation for employees to maintain a high level of engagement and motivation, often at the expense of their own well-being. In a world where job security is no longer as stable as it once was, employees are increasingly expected to go above and beyond their core responsibilities, working longer hours and taking on additional tasks to remain competitive (Hendra, 2023). This

dynamic creates a work culture where individuals are constantly "on," blurring the boundaries between work and personal time. The result is that employees may struggle to find time for themselves, leading to diminished job satisfaction and, over time, lower productivity (Lestari & Putra, 2024).

The increasing reliance on digital tools and technologies to communicate and complete tasks has led to the "always-on" mentality. With email, messaging apps, and virtual meetings, employees are never far from work, creating an environment where the traditional boundaries of office hours no longer apply (Junaidi & Arief, 2022). While these technological advancements have increased convenience and flexibility, they have also contributed to work-related stress, as employees feel the pressure to remain available at all times, even outside of normal working hours. This constant connectivity can be mentally exhausting, as it demands constant attention and response, leading to cognitive overload and diminished focus on personal well-being (Hidayat, 2023).

In response to these challenges, it is crucial for organizations to create a work environment that supports employee well-being, ensuring a positive and sustainable work atmosphere (Ali, 2020). The focus must shift from simply maximizing productivity to fostering an environment that values employees' mental and physical health. A healthy work environment promotes balance, well-being, and personal growth, which in turn supports higher job satisfaction and greater organizational loyalty (Prasetyo & Santosa, 2022). Organizations that prioritize employee well-being are more likely to see increased levels of engagement, performance, and innovation (Tanjung & Syamsudin, 2021).

This shift in focus requires organizations to address the complex dynamics of work demands, employee well-being, and overall job satisfaction. It is no longer enough to simply provide compensation or job security; companies must also offer programs and initiatives that support their employees' mental health, work-life balance, and personal development (B. Haryanto & Sumarsih, 2022). This includes offering flexible work arrangements, providing access to wellness programs, and ensuring that workloads are manageable. Additionally, it is essential that organizations actively work to create a culture of support, where employees feel valued and empowered to take care of their personal and professional needs (Nawawi & Fadli, 2021).

Organizations must recognize that a satisfied and healthy workforce is one that is more likely to be engaged and motivated, leading to better job performance and productivity. By fostering a work environment that prioritizes employee well-being, companies can reduce turnover, improve morale, and increase overall organizational success (D. Haryanto & Suryani, 2023). The importance of employee well-being cannot be overstated, as the long-term sustainability of a business depends on the health and happiness of its workforce. As companies continue to

navigate the complexities of the modern workplace, they must adapt their strategies to meet the evolving needs of their employees, ensuring that work environments are both productive and supportive (Elvika & Tanjung, 2023).

Organizations must take a proactive role in addressing the challenges posed by rapid technological advancements and market dynamics. As the demands on employees continue to rise, it is essential that companies create environments that support both personal and professional well-being (Elvika & Tanjung, 2023). By doing so, organizations will not only improve the quality of life for their employees but also position themselves for long-term success in an increasingly competitive global landscape. The balance between work demands and personal well-being is critical to ensuring that employees are able to thrive, leading to a more positive and productive workplace overall (Tanjung & Syamsudin, 2021).

Retail employees are faced with a unique set of challenges that involve not only physical demands but also emotional and mental stress. They must constantly interact with customers, meet sales targets, and manage the intricacies of stock control and store operations, all while maintaining a friendly and helpful demeanor (Elvika & Tanjung, 2023). This can be incredibly taxing, especially when employees are required to work long hours, including weekends and public holidays, which often leads to a breakdown in the balance between their work and personal lives. As such, the retail industry presents a particularly intense environment where the pressures of work can lead to significant challenges for employees, affecting both their mental health and their performance at work (Elvika & Tanjung, 2023).

Research indicates that employees in the retail sector experience some of the highest levels of job-related stress compared to other industries. Studies have shown that the intense interaction with customers, the pressure to meet sales targets, and the irregular working hours all contribute to a heightened sense of stress among retail workers (Shoji dkk., 2016). This stress can lead to job dissatisfaction, burnout, and even physical health problems. In particular, issues such as long working hours, unpaid overtime, and the lack of proper work-life balance are often cited as major sources of stress for retail employees. Furthermore, when employees feel that their efforts are not being properly compensated, whether in terms of wages or job benefits, their overall sense of job satisfaction and well-being can significantly decrease. This, in turn, affects their productivity and leads to higher turnover rates within the sector (Shoji dkk., 2016).

One prominent example is PT. Suriatama Mahkota Kencana, a major retail company in Indonesia, which operates under the Suzuya Group. The company, which operates various retail brands, including Suzuya Department Store and Suzuya Superstore, has faced challenges related to employee dissatisfaction due to issues such as unfair wages,

excessive working hours, and non-compliance with labor laws (Tanjung & Syamsudin, 2021). Reports from employees at Suzuya Mall Meulaboh, for instance, highlight concerns over wages, BPJS (social security), and issues related to overtime pay and contract terms that do not align with Indonesia's labor (Nawawi & Fadli, 2021). These reports underscore the stressful environment in which employees work and reflect the broader issues within the retail industry. Such conditions negatively impact employee well-being, leading some workers to resign, particularly those from regions far from their workplaces.

The tension between organizational expectations and employee well-being has brought attention to the importance of improving the quality of work life (QWL) for retail employees (Umihastanti dkk., 2022). QWL refers to the overall satisfaction and well-being of employees in relation to their work environment, including aspects such as compensation, job security, and opportunities for growth and development. Research has shown that employees with high-quality work life tend to be more satisfied with their jobs, are more motivated, and exhibit greater loyalty to their employers (Syah & Puspitadewi, 2024). This is particularly important in the retail sector, where high turnover and burnout rates can be detrimental to both employees and employers. By focusing on improving QWL, retail companies can create a healthier work environment, which not only enhances employee well-being but also boosts productivity and reduces operational costs associated with high turnover rates (Pohan, 2021).

Studies have also shown that coping mechanisms play a crucial role in how employees deal with stress and, consequently, in their quality of work life. Both types of coping are important for employees working in high-stress environments like retail, where constant interaction with customers and pressure to meet targets can lead to emotional exhaustion and burnout.

Research in other fields has demonstrated the importance of effective coping strategies in improving quality of work life. For example, a study by Mazure and Pietrzak (2021) found that positive coping strategies were significantly associated with better work life quality among nursing managers in China. Similarly, Lowe (2021) research among students at the Semarang Shipping Polytechnic highlighted the positive correlation between stress coping abilities and resilience, showing that individuals who are better at managing stress have higher levels of mental resilience. This resilience, in turn, contributes to an improved quality of work life. These findings suggest that retail employees who use effective coping strategies are more likely to have a higher quality of work life, which leads to increased job satisfaction, productivity, and overall well-being (Hennein, 2023a).

Despite the existing research, there is still a gap in understanding how coping stress specifically affects the quality of work life for retail employees in Indonesia. Most studies on work stress and coping strategies have focused on industries such as healthcare or education, with limited research on the retail sector, especially within the Indonesian context (Rafferty & Griffin, 2017). This gap in research is critical, as the retail environment poses unique challenges for employees, such as fluctuating working hours, customer interactions, and performance targets. Understanding how employees in this sector cope with these challenges will provide valuable insights into how to improve their work-life quality and reduce the negative impact of stress (Rafferty & Griffin, 2017).

This study aims to examine the relationship between stress coping and quality of work life among employees of PT. Suriatama Mahkota Kencana in Medan, within the context of the Indonesian retail sector where employee stress remains a critical issue. The novelty of this research lies in its specific focus on coping strategies among retail employees at the organizational level, providing empirical evidence that links individual stress-coping mechanisms to quality of work life outcomes and offering practical insights to support employee well-being, reduce turnover, and enhance productivity in the retail industry.

METHOD

This study focuses on the relationship between Coping Stress as the independent variable and Quality of Work Life as the dependent variable. The research uses a quantitative approach with a population of 200 individuals. A total sampling technique will be applied, as the entire population is considered relevant and necessary for addressing the research problem. According to Sugiyono. (2019) total sampling is used when every member of the population is included to provide comprehensive and representative data for the research context. This study will be conducted in one of the four branches of Suzuya in Medan, as it is deemed the most suitable to represent the phenomenon being studied. By involving the entire population in this branch, the researcher aims to capture the dynamics comprehensively and minimize potential biases in drawing conclusions.

Data will be collected using a Likert scale, specifically a Coping Stress scale and a Quality of Work Life scale. The Coping Stress scale is based on the theory of Sansom-Daly dkk. (2014) and will include various coping strategies. The blueprint for this scale is presented in Table 1, which categorizes different coping styles, such as problem-focused coping, wishful thinking, distancing, and seeking social support, among others. Each category includes both favorable and unfavorable statements to measure the degree to which respondents exhibit each coping behavior.

The Quality of Work Life scale is based on Walton (1973) theory, as cited in Khaerudin (2024), and focuses on aspects like fair compensation, a safe and healthy work environment, opportunities for human capacity development, job security, work-life balance, and the relevance of work life to societal needs. This scale also includes both favorable and unfavorable statements, as shown in Table 2, which examines the different aspects of work life satisfaction among employees.

In this study, the measurement of quality of work life consisted of 50 statement items with a reliability coefficient of 0.956, while the measurement of stress coping consisted of 34 statement items with a reliability coefficient of 0.908; all items were reorganized and adapted by the researcher to ensure relevance to the research context and objectives.

Both scales will undergo a validity test to ensure the instruments measure what they are intended to measure. According to Sugiyono (2013), a valid instrument means that the tool (in this case, a questionnaire) accurately measures the intended data. Validity will be assessed through Pearson correlation between each item's score and the total score, using the Corrected Item-Total Correlation derived from reliability analysis in SPSS. An item is considered valid if the correlation value is ≥ 0.30.

Afterward, assumption tests will be conducted, including normality and linearity tests. The normality test assesses whether the data follows a normal distribution. According to Gunawan (2024), data is considered normally distributed if it comes from a population that is also normally distributed, making the sample truly representative of the population. The criterion used is that if P > 0.05, the data is normally distributed; otherwise, if P < 0.05, the data is not normally distributed (Priyatno, 2010). The linearity test is generally used as a prerequisite in correlation or regression analysis. If P < 0.05, the relationship between the two variables is considered linear, while if P > 0.05, the relationship is deemed non-linear (Priyatno, 2010). For data analysis, Pearson's Product Moment Correlation will be used to measure the relationship between the two variables, assuming normal distribution, with the help of IBM SPSS Statistics 22.

RESULT
Table 1. Characteristic Responden

Demographic Data	Frequency	Percentage
Ages 18–25	78	39%
Age 26–35 years old	64	32%
Age 36–45 years old	38	19%
Age > 45 years old	20	10%
Gender: Male	88	44%
Gender: Female	112	56%
Tenure 1–5 years	94	47%
Serving period 6–10 years	63	31,5%
Serving > 10 years	43	21,5%

Based on the results of data collection, the majority of respondents were in the age range of 18–25 years old as many as 78 people (39%), followed by respondents aged 26–35 years A total of 64 people (32%), 38 people aged 36–45 years old (19%), and 20 respondents over 45 years old (10%). Judging from gender, female respondents amounted to 112 people (56%), while male respondents were 88 people (44%).

Based on the working period, the majority of respondents had a working period of 1–5 years as many as 94 people (47%), followed by 63 people (31.5%) with a working period of 6–10 years (31.5%), and respondents with a working period of more than 10 years as many as 43 people (21.5%). These findings show that most of the respondents are female employees with a productive age range of 18–25 years and a working period of 1–5 years.

Table 2. Descriptive Test

Variable	Empirical			SD	Hypothetical			SD
	Min	Max	Mean		Min	Max	Mean	
Quality of Working Life	95	146	125,95	7,014	50	200	125	25
Coping Stress	74	97	85,83	4,573	34	136	85	17

Based on the categorization guidelines, the majority of respondents were in the moderate category, with 199 participants (99.5%) obtaining scores between 100 and 149. Only one respondent (0.5%) fell into the low category with a score below 100, while none of the respondents were classified in the high category with scores equal to or above 150. Overall, this distribution indicates that most participants demonstrated a moderate level according to the measured variable.

Table 3. Categories of Quality of Life Score

No	Guidelines	Score	Category	Frequency	Percentage
1	X < (μ-1σ)	X < 100	Low	1	0,5%
2	(μ-1σ) ≤ X < (μ+1σ)	100 ≤ X < 150	Keep	199	99,5%
3	X ≥ (μ+1σ)	X ≥ 150	Tall	0	0%
	Total			200	100%

A total of 200 respondents were involved, as many as 1 respondent showed a low quality of work life or 0.5%, and 199 respondents or 99.5% showed a tendency to have a moderate quality of work life. From these data, it can be concluded that the majority of the study subjects showed a tendency to moderate quality of work life.

Table 4. Stress *Coping Score* Categories

No	Guidelines	Score	Category	Frequency	Percentage
1	X < (μ-1σ)	X < 68	Low	0	0%
2	(μ-1σ) ≤ X < (μ+1σ)	68 ≤ X < 102	Keep	200	100%
3	X ≥ (μ+1σ)	X ≥ 102	Tall	0	0%
	Total			200	100%

Referring to the analysis of table 10 data, the results of this study stated that out of the 200 respondents involved, as many as 200 respondents or 100% showed a tendency to *cope with stress* at a moderate level. By detailing the following data, it can be concluded that the majority of research subjects are more likely to have *moderate levels of coping stress.*

Table 5. Normality Test Results

Variable	KS-Z	Sig.	Information
Quality of Working Life (Y)	0,057	0,200	Normal
Coping Stress (X)	0,058	0,200	Normal

From the analysis of the attached table, it can be seen that there is a linear correlation between the two variables, with a significance value of 0.000 (P<0.05), so this relationship is considered statistically significant. Therefore, it can be concluded that in the context of correlation analysis using the Product Moment method, both variables have met the necessary criteria for further analysis.

Table 6. Correlation Test

Variable	R Count	R Table	Sig
Coping Stress-Quality of Work Life	0,386	0,622	0,000

The correlation coefficient of 0.622, falls within the strong category (Sugiyono, 2023; Nikmatun and Waspada, 2019), indicating a positive relationship between coping stress and the quality of work life among employees at the Suzuya Katamso branch. This supports the acceptance of the research hypothesis.

Table 7. Results of Partial Correlation Analysis with Fair and Adequate Compensation Aspects (Y1)

Aspects	r Count	r Table	P	Remarks
Problem Focused (X1)	-0.103	0.235	0.398	Insignificant
Wishful Thinking (X2)	0.207	0.235	0.086	Insignificant
Distance (X3)	-0.237	0.235	0.048	Insignificant
Emphasizing the Positive (X4)	0.213	0.235	0.076	Insignificant

The coping stress aspects have a significant partial correlation with the fair and adequate compensation aspect (Y1). The Problem Focused aspect (X1) shows a negative and insignificant correlation (r = −0.103, p = 0.398), while Wishful Thinking (X2) and Emphasizing the Positive (X4) show positive but insignificant correlations (r = 0.207, p = 0.086; r = 0.213, p = 0.076). The Distance aspect (X3) presents a negative correlation (r = −0.237, p = 0.048), which is close to the significance threshold but remains categorized as insignificant based on the r-count being lower than the r-table value (0.235). Overall, these results indicate that the coping stress aspects do not have a statistically significant relationship with fair and adequate compensation.

Table 8. Results of Partial Correlation Analysis with Aspects of a Safe and Healthy Work Environment (Y2)

Aspects	R Count	r Table	P	Remarks
Problem Focused (X1)	-0.048	0.235	0.948	Insignificant
Wishful Thinking (X2)	0.959	0.235	0.000	Significant
Distance (X3)	-0.234	0.235	0.052	Insignificant
Emphasizing the Positive (X4)	-0.176	0.235	0.145	Insignificant

The partial correlation analysis between coping stress aspects and the aspect of a safe and healthy work environment (Y2). Among the four coping stress aspects, only Wishful Thinking (X2) demonstrates a significant positive correlation with a safe and healthy work environment (r = 0.959, p = 0.000), exceeding the r-table value of 0.235. The other aspects—Problem Focused (X1), Distance (X3), and Emphasizing the Positive (X4)—show negative or weak correlations (r = −0.048, −0.234, −0.176, respectively) and are statistically insignificant (p > 0.05). Overall, these findings indicate that Wishful Thinking is the only coping stress strategy significantly associated with perceptions of a safe and healthy work environment.

Table 9. Results of Partial Correlation Analysis with Opportunity Aspects for Human Capacity Development (Y3)

Aspects	r Count	r Table	P	Remarks
Problem Focused (X1)	0.246	0.235	0.040	Insignificant
Wishful Thinking (X2)	0.463	0.235	0.000	Significant
Distance (X3)	0.213	0.235	0.076	Insignificant
Emphasizing the Positive (X4)	0.158	0.235	0.191	Insignificant

The results of the partial correlation analysis between coping stress aspects and the aspect of opportunities for human capacity development (Y3). Among the four coping stress aspects, only Wishful Thinking (X2) shows a significant positive correlation (r = 0.463, p = 0.000), exceeding the r-table value of 0.235. The other aspects— Problem Focused (X1), Distance (X3), and Emphasizing the Positive (X4)—show positive but insignificant correlations (r = 0.246, 0.213, 0.158, respectively; p > 0.05). These results indicate that, in the context of human capacity development opportunities, Wishful Thinking is the only coping strategy significantly associated with improved perceptions, while the other coping strategies do not show a significant relationship.

Table 10. Results of Partial Correlation Analysis with Aspects of Growth and Job Security (Y4)

Aspects	r Count	r Table	P	Remarks
Problem Focused (X1)	-0.083	0.235	0.496	Insignificant
Wishful Thinking (X2)	0.465	0.235	0.000	Significant
Distance (X3)	0.026	0.235	0.833	Insignificant
Emphasizing the Positive (X4)	0.192	0.235	0.111	Insignificant

The results of the partial correlation analysis between coping stress aspects and the aspects of growth and job security (Y4). Among the four coping stress aspects, only Wishful Thinking (X2) demonstrates a significant positive correlation (r = 0.465, p = 0.000), exceeding the r-table value of 0.235. The other aspects Problem Focused (X1), Distance (X3), and Emphasizing the Positive (X4) show weak and insignificant correlations (r = –0.083, 0.026, 0.192, respectively; p > 0.05). These findings indicate that Wishful Thinking is the only coping strategy significantly associated with perceptions of growth and job security, while the other coping strategies do not have a significant relationship.

DISCUSSION

The relationship between coping stress and the quality of work life among employees is a multifaceted issue that deserves thorough exploration (Handayani dkk., 2024). This correlation strongly supports the research hypothesis, which posits that coping stress plays a significant role in influencing employees' work-life quality (Idris & Fitriani, 2021). The strength of this relationship indicates that the way employees manage and cope with stress directly affects how they perceive their work environment and overall quality of life. Understanding this relationship is crucial for

organizations aiming to improve employee satisfaction and well-being (Simatupang, 2022).

Coping stress refers to the strategies employees employ to deal with stressors in their work environment. These strategies can vary greatly among individuals, depending on their personal resilience, available support systems, and organizational resources (Kurniawan, 2022). When employees are able to manage stress effectively, they are more likely to report higher levels of job satisfaction and work-life balance (Nawawi & Fadli, 2021). Conversely, employees who struggle with stress management are likely to experience burnout, dissatisfaction, and decreased productivity. The positive relationship identified in this study highlights the importance of providing employees with tools and resources to cope with work-related stress, ultimately contributing to a better work-life balance (Kasih, 2023).

The quality of work life (QWL) is a broad concept that encompasses various aspects of an employee's work experience. It includes job satisfaction, work environment, work-life balance, personal well-being, and the support available to employees in managing their job demands (D. Haryanto & Suryani, 2023). When employees perceive their work environment as supportive and fulfilling, they tend to have a higher quality of work life. This quality, in turn, influences their motivation, performance, and long-term

commitment to the organization (Hendra, 2023). The positive correlation between coping stress and QWL suggests that enhancing employees' ability to manage stress can significantly improve their perception of work-life quality (Lestari & Putra, 2024).

The partial regression test conducted in this study focused on three key aspects of coping stress: stress at work, social support, and time management. These aspects were evaluated for their individual contributions to the overall work-life quality of employees (Junaidi & Arief, 2022). Stress at work and social support were found to have a significant impact on work-life quality, with p-values less than 0.05, indicating a strong relationship between these factors and employees' well-being (Hidayat, 2023). The results highlight that the way employees experience and handle stress at work, as well as the level of social support they receive, are crucial determinants of work-life quality (Ali, 2020).

Stress at work is a common issue faced by employees across various industries. It arises from numerous factors, including excessive workload, role ambiguity, lack of autonomy, and interpersonal conflicts (Prasetyo & Santosa, 2022). These stressors can lead to negative outcomes such as anxiety, depression, and job dissatisfaction. However, employees who possess effective coping mechanisms to deal with these stressors are better equipped to manage their emotions and maintain a positive outlook on their work (Tanjung & Syamsudin, 2021). The significant impact of stress at work on QWL in this study suggests that addressing workplace stress is essential for improving employees' quality of life (B. Haryanto & Sumarsih, 2022).

One of the most effective ways to mitigate the negative effects of stress is by providing employees with social support. Social support can come from various sources, including colleagues, supervisors, and family members (Idris & Fitriani, 2021). Employees who feel supported by their colleagues and supervisors are more likely to experience lower levels of stress and higher job satisfaction (Idris & Fitriani, 2021). Supportive relationships in the workplace provide employees with a sense of security and belonging, which can buffer the negative effects of work-related stress. The findings of this study emphasize the critical role of social support in enhancing work-life quality, underscoring the importance of fostering a collaborative and supportive work environment (Idris & Fitriani, 2021).

Time management, on the other hand, did not show a significant impact on work-life quality in this study (Nawawi & Fadli, 2021). While time management is generally regarded as an important skill for reducing stress and increasing productivity, its direct influence on work-life quality may not be as pronounced as the effects of stress management and social support (Umihastanti dkk., 2022). Time management skills help employees allocate their time efficiently, prioritize tasks, and meet deadlines, which can reduce stress (Shoji dkk., 2016). However, effective time management alone may not be sufficient to improve work-life quality if employees are overwhelmed by excessive work demands or lack the social support to cope with these demands. This finding suggests that while time management is a valuable skill, other factors such as stress management and social support may have a more significant impact on employees' work-life quality (Ali, 2020).

In light of these findings, it is essential for organizations to prioritize stress management and social support initiatives. Providing employees with access to stress reduction programs, mental health resources, and training in coping strategies can help them manage workplace stress more effectively (Azkiyati, 2018). Additionally, organizations should focus on creating a supportive work environment where employees feel valued, respected, and connected to their colleagues. A culture of support can be cultivated through regular communication, team-building activities, and management practices that promote employee well-being (Ali, 2020).

Organizations should consider implementing programs that address both work-related stress and personal well-being (Umihastanti dkk., 2022). Programs such as employee assistance programs (EAPs), stress management workshops, and wellness initiatives can provide employees with the resources they need to cope with stress and improve their overall work-life balance (Junaidi & Arief, 2022). Providing employees with the opportunity to attend stress management training or counseling can help them develop the necessary skills to manage stress in a healthy and constructive manner. These programs can also help reduce absenteeism, improve job satisfaction, and increase employee retention (Hendra, 2023).

The results of this study also suggest that improving social support networks within the workplace can lead to significant improvements in work-life quality. Managers and supervisors play a key role in providing emotional support to employees (Azkiyati, 2018). They can foster a supportive work environment by offering guidance, recognition, and encouragement. Additionally, encouraging teamwork and collaboration can help employees feel connected and supported in their roles (Agusta, 2014). The positive impact of social support on work-life quality emphasizes the importance of building strong interpersonal relationships at work and ensuring that employees feel supported by their peers and supervisors (Idris & Fitriani, 2021).

Time management, while not significantly impacting work-life quality in this study, still plays a valuable role in improving employee productivity and reducing stress (Shoji dkk., 2016). Organizations can support employees in improving their time management skills through training and development programs. Time management training can help employees learn how to set realistic goals, prioritize tasks, and manage their workloads more effectively (Kurniawan, 2022). Although time management alone may not significantly affect work-life quality, it can still contribute to reducing stress and improving job performance (Junaidi & Arief, 2022).

The study's findings also point to the importance of considering organizational culture when evaluating factors that influence work-life quality. Organizational culture

encompasses the shared values, beliefs, and practices that shape the work environment (Firnando dkk., 2025). A positive organizational culture that promotes work-life balance, employee well-being, and stress management can significantly enhance work-life quality. Organizations that prioritize employee well-being are more likely to have satisfied, engaged, and productive employees. Leaders and managers who model healthy work-life practices, such as taking regular breaks, setting boundaries, and prioritizing personal well-being, can encourage employees to do the same (Shoji dkk., 2016).

In addition to organizational initiatives, individual factors also play a significant role in shaping work-life quality. Employees who possess strong coping skills, emotional resilience, and self-care practices are better equipped to manage stress and maintain a positive work-life balance (Sansom-Daly dkk., 2014). While organizations can provide resources and support, employees must take responsibility for their own well-being by adopting healthy coping strategies and seeking support when needed. Encouraging employees to engage in self-care practices, such as exercise, meditation, and time for personal activities, can help them manage stress and enhance their overall work-life quality (Gnall, 2022).

The positive correlation between coping stress and work-life quality also highlights the potential benefits of flexible work arrangements (Shafiei dkk., 2024). Providing employees with greater control over their work schedules, such as offering flexible hours or remote work options, can help them better manage their work and personal responsibilities. Flexible work arrangements can reduce stress, increase job satisfaction, and improve work-life balance (Dabrowska & Pisula, 2010). These arrangements can also help employees manage personal challenges, such as caregiving responsibilities or health issues, without sacrificing their job performance (Wang & Wang, 2024).

Based on the results of the partial correlation analysis, the coping stress aspects show different influences on various dimensions of work life quality (Azkiyati, 2018). For the aspect of fair and adequate compensation, no significant relationship was found between coping strategies and employees' perceptions of compensation. This indicates that the use of different coping mechanisms by employees does not directly affect their assessment of the compensation they receive (Gnall, 2022).

In contrast, for the aspect of a safe and healthy work environment, Wishful Thinking emerged as the only coping strategy with a significant positive relationship. Other coping strategies, including Problem Focused, Distance, and Emphasizing the Positive, did not show a meaningful relationship with employees' perceptions of workplace safety and health (Ali, 2020). These findings highlight the importance of cognitive or mental approaches in managing stress, which can influence perceptions of both the physical and psychological work environment (Junaidi & Arief, 2022).

Furthermore, the analysis also shows that Wishful Thinking consistently has a significant relationship with aspects of human capacity development as well as growth and job security. Other coping strategies remain insignificant, emphasizing the important role of Wishful Thinking in helping employees face work challenges, take advantage of development opportunities, and enhance feelings of security and job satisfaction (Idris & Fitriani, 2021). Overall, these results illustrate that not all coping mechanisms have the same impact, and mental or cognitive strategies can be more effective in influencing work life quality (Umihastanti dkk., 2022).

The findings of this study have significant implications for organizational policy and practice. Organizations that prioritize stress management, social support, and work-life balance are more likely to experience improved employee satisfaction, retention, and performance (Meiriana, 2016). By creating a supportive work environment that addresses employees' needs and well-being, organizations can foster a positive organizational culture that attracts and retains talented employees (Azkiyati, 2018). Future research could explore the impact of specific stress management interventions, such as mindfulness or cognitive-behavioral therapy, on work-life quality, providing further insights into effective strategies for improving employee well-being (Atika, 2015).

Longitudinal studies that track the effects of coping stress on work-life quality over time could offer valuable insights into the long-term impacts of stress management and support interventions (Agusta, 2014). Such studies would help organizations understand how stress and coping mechanisms evolve over the course of an employee's career and provide guidance on sustaining work-life quality over time. Additionally, examining the role of work-life quality in employee performance and productivity would shed light on the broader organizational benefits of promoting employee well-being (Sanita, 2018).

CONCLUSION

This study demonstrates a strong positive relationship between coping stress and the quality of work life, with stress at work and social support significantly influencing work-life quality. These findings highlight the critical role of stress management and social support in improving employee well-being and job satisfaction. One suggestion for future research is to explore the specific coping strategies that are most effective in different work environments, as well as the long-term impact of stress management programs on employee retention and performance. The implications of this study suggest that organizations should prioritize stress reduction initiatives and foster a supportive work environment to enhance overall employee satisfaction and productivity, ultimately contributing to a healthier, more engaged workforce.

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