

# The Impact of Emotional Work And Work Stress On The Work-Life Balance of Employees In Private Banking Subsidiaries

Dwi Arya Permana <sup>1</sup>

Faqih Sulaeman <sup>2</sup>

Anna Suzana <sup>3</sup>

Yodi Rudianto <sup>4</sup>

Universitas Swadaya Gunung Jati Cirebon, Indonesia<sup>1,2,3,4</sup>

Email: aryapermana301@gmail.com, faqihsulaeman42@gmail.com,

annasuzfeb@ugj.ac.id, yodirudiantono@ugj.ac.id

\*Correspondence: aryapermana301@gmail.com

**ABSTRACT:** Emotional labor is an integral part of many jobs, especially those that involve interactions with other people. Employees who perform emotional labor are required to manage their emotions and display emotions that are appropriate to the demands of the job. This research aims to analyze the impact of emotional labor on employees' work-life balance. This research uses quantitative research. The data collection technique used was a questionnaire. The data that has been collected is then analyzed in the validity test, reliability test, normality test, and regression test. The results showed that emotional labor and work stress affect employees' work-life balance. Employees who do emotional labor and work stress are more likely to experience fatigue, and difficulty separating work life and personal life. Companies need to overcome these negative impacts, including with various social support company policies that support work-life balance can help employees overcome the negative impacts of emotional labor and work stress.

**Keywords:** emotional work, life balance, employees

## INTRODUCTION

Emotional labor is an indispensable aspect of many types of work, especially those that require interaction between individuals and others. Emotional work refers to a person's ability to manage and express their emotions appropriately according to the demands of the job, especially when interacting with others. This is important because in jobs that involve social interaction, proper emotional expression can affect service quality, interpersonal relationships, and overall

performance (Yasinta, S., & Komari, 2022).

Employees who perform emotional labor are required to manage their emotions and display emotions that match the demands of the job (Lukmiati, 2020). For example, in customer service, employees are expected to remain calm and friendly when dealing with customers who may be angry or frustrated. Employees must be able to control their own emotions and show empathy to solve customer problems effectively. Similarly, in

professions such as nurses or counselors, the ability to understand and respond sensitively to the emotions of a patient or client is essential to providing effective support.

However, in addition to this need for emotional labor, it cannot be ignored that it also has an impact on the work-life balance of employees. Employees who are constantly engaged in intense emotional labor are likely to experience stress and emotional exhaustion (Samodro, 2018). Employees who are burdened by pressure to suppress or hide their emotions according to job expectations, even outside of working hours. As a result, the balance between work life and personal life of employees can be disrupted, which in turn can negatively impact the mental and physical well-being of employees.

This balance not only allows employees to feel happier and satisfied with their lives overall, but can also increase productivity, creativity, and workforce retention in the workplace (Badrianto & Ekhsan, 2021). Therefore, companies need to pay attention to efforts to create a work environment that supports work-life balance and employees' personal lives.

Previous research by (Kinnary & Tanuwijaya, 2022) shows that there is an influence of emotional intelligence on the attachment of company human resources, namely employees and work-life balance. The resulting effect is not significant on the fit of work. The work balance also has an influence on employee engagement, job satisfaction, and job performance. Then, work performance affects career development. Another study by (Efendi et al., 2022) explains that emotional

intelligence depends on employee performance. Emotional intelligence had no significant effect on work-life balance. Work-life balance has an influence on employee performance. Work-life balance has not been shown to have a mediating role.

The novelty of this study is on emotional work variables that have never been studied before. The results of this study can deepen understanding of the relationship between emotional labor and employee work-life balance, as well as the factors that influence the interaction between the two. The findings could help develop a more comprehensive theoretical model of how emotional distress in the workplace affects employee well-being in the long run. This study aims to analyze the impact of emotional work on employees' work-life balance.

## **RESEARCH METHODOLOGY**

This study used quantitative research. Quantitative research is a process of investigating various social problems related to various theories in which there are several variables that can be calculated and analyzed statistically in determining the truth of a theory (Ali, 2022). Data was collected through questionnaires that were shared. Questionnaire is a data collection technique through various questions given then the results can be analyzed (Prawiyogi et al., 2021). Data analysis was carried out with various tests using SPSS, such as validity tests, reliability tests, normality tests, and regression tests.

## RESULT AND DISCUSSION

### Validity Test

Validity test means a test to measure the accuracy of the instrument

used. So that the test can be tied to have high accuracy if the results obtained are in accordance with expectations (Puspasari & Puspita, 2022).

**Table 1. Validity Test Results**

		X1	X2	Y
X1	Pearson Correlation	1	.573**	.503**
	Sig. (2-tailed)		<.001	<.001
	N	110	110	110
X2	Pearson Correlation	.573**	1	.641**
	Sig. (2-tailed)	<.001		<.001
	N	110	110	110
Y	Pearson Correlation	.503**	.641**	1
	Sig. (2-tailed)	<.001	<.001	
	N	110	110	110

\*\* . Correlation is significant at the 0.01 level (2-tailed).

Referring to Table 1, the validity test results for the three variables resulted in a significance value of 0.001, which is smaller than 0.05. Therefore, it can be concluded that the results of the questionnaire are considered valid.

### Reliability Test

Reliability test is a tool used in testing the questionnaire instrument used (Prambudi & Imantoro, 2021).

**Table 2. Reliability Test Results**

Cronbach's Alpha	N of Items
.790	3

In Table 2, the reliability test results show a Cronbach's Alpha value of 0.790, exceeding the threshold of 0.600. Therefore, it can be concluded that the questionnaire shows high consistency and reliability, so it is worth using.

### Normality Test

The normality test is a test in the process of distributing data (Sintia et al., 2022).

**Table 3. Normality Test Results**

	Kolmogorov-Smirnov <sup>a</sup>			Shapiro-Wilk		
	Statistic	df	Sig.	Statistic	df	Sig.
X1	.188	110	<.001	.885	110	<.001
X2	.138	110	<.001	.946	110	<.001
Y	.128	110	<.001	.941	110	<.001

a. Lilliefors Significance Correction

Referring to Table 3, the results of the normality test using the Kolmogorov-Smirnov test for the variables emotional labor (X1), work stress (X2), and work-life balance of employees (Y) resulted in a significance value of less than 0.001. Therefore, it can

be concluded that the data for the three variables show a normal distribution.

**Uji Regresi**

Regression test is a test carried out to find out the relationship between various variables including independent variables and bound variables (Padilah & Adam, 2019).

**Table 4. Regression Test Results**

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.	
	B	Std. Error	Beta			
1	(Constant)	1.931	2.001		.965	.337
	X1	.201	.088	.202	2.289	.024
	X2	.373	.063	.525	5.938	<.001

a. Dependent Variable: Y

In the table above, the significance value of emotional work (X1) is 0.024 and work stress (X2) is 0.000 so that both are smaller than 0.05. This indicates that work emotions and work stress have an influence on the work-life balance of employees in company X.

**Discussion**

**Emotional Work Affects The Work-Life Balance Of Employees**

Based on the results of the study, it was found that emotional work affects the life balance of employee performance. In a competitive business environment, a company is required to have an advantage that sets it apart from its competitors. One of the most valuable assets in achieving competitive advantage is qualified and competent human resources. Employees who have good competence in their fields are able to make a significant contribution to the achievement of organizational goals (Baharuddin et al., 2022). Human resources in an organization include

workers, employees, workers, or employees with various skills they have. Despite having different specialties, they all have the same goal in achieving the success of the organization or company they work for. The quality and performance of employees greatly affect the progress of the organization (Larastrini & Adnyani, 2019). Thus, the success or failure of an organization depends on the quality and dedication of its employees. Employees who are able to provide superior and productive performance will significantly support the achievement of company goals and objectives.

Employees here are considered as key assets for any organization or company, not only as executors of operational tasks, but also as decision makers who play an active role in achieving company goals (Hofmann & Stokburger-Sauer, 2017). Effective management is not only important to achieve good financial performance, but

also to meet the needs and goals of employees. The quality of human resources is influenced by the character and behavior of individual employees as well as by the work environment within the company. Superior performance of employees will have a direct positive impact on the company, therefore, company management focuses on efforts to improve employee performance (Jung et al., 2023).

Employees who have good qualities and expertise can be valuable capital for the organization. In addition to intellectual abilities, aspects of emotional work also play an important role in employee performance. Success at work is determined not only by intellectual intelligence (IQ), but also by the ability to manage emotions, which reflects the way a person interacts with others. Research by Goleman shows that emotional intelligence has a huge contribution in determining the success of a person's life. In fact, about 80% of success in life is influenced by emotional intelligence, while only about 20% is influenced by intellectual intelligence. The statement emphasizes the importance of aspects of human behavior in the context of the work environment. Employee attitudes and behaviors towards work have a crucial role in determining the success of a company in carrying out its operations (Setyaningrum et al., 2016).

According to (Salovey & Mayer, 1990), Emotional intelligence, as part of social intelligence, involves a person's ability to observe and understand social feelings as well as the emotions of others. People with high emotional intelligence can recognize and interpret emotional signals from others, and use that understanding to guide their

thought processes (Octavia et al., 2020). In addition, emotional intelligence includes the ability to feel, understand, and interact with emotions effectively, as well as having sensitivity to emotional information as a source of energy, connection, and influence that affects humans (Pratama & Setiadi, 2021).

A person who has a high level of emotional intelligence has skills in managing his emotions effectively. They can motivate themselves and others, remain stable in the face of discomfort, and are able to resist impulsive urges and delay instant gratification. In addition, they can also manage their mood well and show empathy for others. This ability allows them to provide better service to others, both in professional and personal contexts (Subagio, 2015).

The challenge for companies in providing life balance for employees while overcoming the negative impact of emotional labor that tends to lead to high stress and severe burnout, requires concrete steps for its resolution. First, companies can provide social support to employees. Social support plays an important role in reducing the negative impact of job stress on job attachment, allowing employees experiencing an imbalance between life and work to still feel connected to their work. Social support comes from a variety of sources and types. In a work environment, this can include support from superiors, co-workers, and the organization where they work. In a personal or family environment, social support can be in the form of help and support from family members, close friends, friends, and individuals who play an important role in a person's life (Pratama & Setiadi, 2021).

For this reason, companies can provide social support by ensuring open

and clear communication channels between employees and management to create an inclusive and supportive work environment. Employees need to feel heard and supported by management when facing challenges, including emotional stress. With open channels of communication, employees can feel more comfortable communicating their experiences, difficulties, and feelings without fear or worry.

### **Work Stress Affects Employee Work-Life Balance**

Based on the results of the study, it was explained that work stress affects the work-life balance of employees. Emotional labor practices can lead to higher levels of stress, burnout, and difficulty in separating between work and personal life. This is due to several factors such as, employees often feel the need to suppress or hide their emotions according to the demands of the job, which can create internal tension and increase stress. In addition, difficulties in separating between work life and personal life can also occur due to side effects of emotional work practices. This is in line with research conducted by (Abdillah & Rahmat, 2017), which shows that one of the causes of high levels of work stress is the low ability of employees to manage feelings, known as emotional intelligence. When employees are not able to manage their feelings well in the context of work, they tend to experience greater stress, which can ultimately disrupt the balance between work and their personal lives.

Sagala (2009) in (Rizaldi, 2021), Work stress is defined as a state of tension that creates physical and psychic imbalances, which affect the emotions,

thought processes, and conditions of employees. Work stress can arise due to various environmental demands, and individual responses to it can vary. The impact can be felt in the form of anxiety, increased emotional tension, disruption of thought processes, and affected physical conditions.

A person who experiences stress tends to experience significant negative impacts, including decreased health, lack of motivation, low productivity, and lack of comfort at work. This has the potential to have an impact on their success in driving organizational activities. As a result of work stress, it can cause individuals to become uneasy and feel excessive worry (Nurmaini et al., 2023). This impact becomes a serious problem for companies because employees who experience stress will not be able to make the maximum contribution in carrying out tasks and achieving organizational goals. Work stress can hinder employees' ability to concentrate, make decisions, and interact effectively in the work environment. So it is important for companies to pay attention to employee welfare and create a work environment that supports life balance (Ula et al., 2015).

Work-Life Balance, is a metaphor that describes the equal distribution or portion between personal and work life. The term "balance" implies that these two aspects carry equal weight, both physically and psychologically, which creates stability between body and mind. The concept of work-life balance also includes a deeper meaning, which is to create comfort in working and enjoying the rest of life happily. It refers to the attempt to effectively manage and organize actions between work and any

other important activities outside of work. This is so that a person's life is not only focused on work, but also includes aspects such as family, society, a conducive work environment, self-development, and the use of free time (Shakir & Siddiqui, 2018).

Programs such as mentoring, coaching, or support groups can be an effective means of providing social support to employees. Through this program, employees can get guidance, advice, and support from colleagues or mentors who have had similar experiences. Not only does this help reduce the feelings of isolation and loneliness that often occur when dealing with stress, but it also provides opportunities to learn and grow professionally and personally. So, when employees feel accepted and valued, the company has an impact on them to open up and share their experiences and feelings with colleagues and management. This will help create a more positive and supportive work atmosphere for employees who experience emotional work stress (Asepta & Maruno, 2017).

The second step in overcoming the negative impact of emotional labor is to develop stress management skills. Stress management is a set of techniques and strategies used to reduce the negative effects of stress that individuals experience. This can be done both individually and in groups, and involves a variety of strategies that can help individuals cope with stress more effectively.

The next step that can be taken by companies is to create company policies that support work-life balance for employees. Work-life balance is a crucial aspect in human resource (HR)

development in various organizations, because it not only involves the number of working hours versus free time, but also involves the psychological and emotional state of individuals in the work environment (Wahdiniawati et al., 2024). Companies can implement a variety of policies that support that balance, such as flexibility in working hours, better time off, or even remote work programs. Better leave policies or remote work programs can give employees the opportunity to have quality time with family and engage in activities outside of work, which in turn can help reduce stress levels that may arise from job demands.

As a result of the policy, employees feel supported and have a balance between their work and personal lives tend to be happier, productive, and loyal to their company. In addition, it will also help increase employee retention, reduce absenteeism rates, and enhance the company's reputation as a workplace that cares about employee well-being.

Therefore, by implementing strategies such as providing social support to employees, developing stress management skills, and implementing company policies that support work-life balance, companies can help employees manage their emotional work-related stress more effectively, as well as improve their overall well-being. These steps help employees cope with the pressures and challenges faced by emotional labor, so they can become more focused, productive, and loyal to the company. A positive impact on employees will also contribute to the company's long-term performance and success considering employees as the

most important resource in achieving organizational goals.

## CONCLUSION

Based on the results of the study, it was found that emotional work and work stress have an influence on the balance of employee work life in private banking companies. Emotional work and work stress have a negative impact on employees' work-life balance. In dealing with the negative impacts that arise, companies have an important role in providing support to employees. Social support, the development of stress management skills, and the implementation of company policies that support work-life balance can be effective solutions. Thus, these measures help employees cope with the stresses and challenges faced by emotional work and work stress, and improve their overall well-being.

## REFERENCES

- Abdillah, M. R., & Rahmat, A. D. I. (2017). Kecerdasan Emosional dan Dampaknya Terhadap Stres Kerja dan Kinerja Karyawan. *Jurnal JEBI*, 2(1).
- Ali, M. M. (2022). Metodologi Penelitian Kuantitatif Dan Penerapan Nya Dalam Penelitian. *JPIB: Jurnal Penelitian Ibnu Rusyd*, 1(2), 1–5.
- Asepta, U. Y., & Maruno, S. H. P. (2017). Analisis pengaruh work-life balance dan pengembangan karir terhadap kepuasan kerja karyawan PT. Telkomsel, TBK Branch Malang. *Jurnal Ilmiah Bisnis Dan Ekonomi Asia*, 11(2), 77–85.
- Badrianto, Y., & Ekhsan, M. (2021). Pengaruh Work-life Balance terhadap Kinerja Karyawan yang di Mediasi Komitmen Organisasi. *Jesya (Jurnal Ekonomi dan Ekonomi Syariah)*, 4(2), 951–962.
- Efendi, S., Purwanto, A., & Sugiono, E. (2022). The Effect of Work from Home, Work Life Balance, and Work Motivation on Job Satisfaction and Their Impact on the Performance of Non-Lecturer Education Personnel at Pertamina University Jakarta. *Budapest International Research and Critics Institute-Journal (BIRCI-Journal)*, 5(1).
- Hofmann, V., & Stokburger-Sauer, N. E. (2017). The impact of emotional labor on employees' work-life balance perception and commitment: A study in the hospitality industry. *International Journal of Hospitality Management*, 65, 47–58.
- Jung, H.-S., Hwang, Y.-H., & Yoon, H.-H. (2023). Impact of Hotel Employees' Psychological Well-Being on Job Satisfaction and Pro-Social Service Behavior: Moderating Effect of Work-Life Balance. *Sustainability*, 15(15), 11687.
- Kinnary, N. R., & Tanuwijaya, J. (2022). Analisis Pengaruh Kecerdasan Emosional dan Keseimbangan Kehidupan Kerja. *Jurnal Bisnis dan Manajemen*, 9(2), 142–149.
- Larastrini, P. M., & Adnyani, I. G. A. D. (2019). *Pengaruh Kepuasan Kerja Lingkungan Kerja Dan Work-Life Balance Terhadap Loyalitas Karyawan*. Udayana University.
- Lukmiati, R. (2020). Pengaruh Work Life Balance terhadap Kinerja Karyawan. *Jurnal Ekobis Dewantara*, 3(3), 46–



- 50.
- Nurmaini, S., Rachmatullah, M. N., Agustiansyah, P., Partan, R. U., Tutuko, B., Rini, D. P., Darmawahyuni, A., Firdaus, F., Sapitri, A. I., & Arum, A. W. (2023). CervicoXNet: an automated cervicogram interpretation network. *Medical & Biological Engineering & Computing*, 61(9), 2405–2416.
- Octavia, N., Hayati, K., & Karim, M. (2020). Pengaruh Kepribadian, kecerdasan emosional dan kecerdasan spiritual terhadap kinerja karyawan. *Jurnal Bisnis Dan Manajemen (JBM)*, 130–144.
- Padilah, T. N., & Adam, R. I. (2019). Analisis regresi linier berganda dalam estimasi produktivitas tanaman padi di Kabupaten Karawang. *FIBONACCI: Jurnal Pendidikan Matematika Dan Matematika*, 5(2), 117–128.
- Prambudi, J., & Imantoro, J. (2021). Pengaruh Kualitas Produk Dan Harga Produk Terhadap Keputusan Pembelian Produk Pada Ukm Maleo Lampung Timur. *Jurnal Manajemen DIVERSIFIKASI*, 1(3), 687–704.
- Pratama, H. P., & Setiadi, I. K. (2021). Pengaruh Work Life Balance Terhadap Kepuasan Kerja Karyawan Milenial Perusahaan Startup di Jakarta. *Business Management Analysis Journal (BMAJ)*, 4(2), 145–159.
- Prawiyogi, A. G., Sadiyah, T. L., Purwanugraha, A., & Elisa, P. N. (2021). Penggunaan Media Big Book untuk Menumbuhkan Minat Membaca di Sekolah Dasar. *Jurnal Basicedu*, 5(1), 446–452. <https://doi.org/10.31004/basicedu.v5i1.787>
- Puspasari, H., & Puspita, W. (2022). Uji validitas dan reliabilitas instrumen penelitian tingkat pengetahuan dan sikap mahasiswa terhadap pemilihan suplemen kesehatan dalam menghadapi covid-19. *Jurnal Kesehatan*, 13(1), 65–71.
- Rizaldi, A. (2021). Pengelolaan kinerja karyawan melalui kecerdasan emosional dan stres kerja. *Journal Of Applied Business Administration*, 5(1), 34–43.
- Salovey, P., & Mayer, J. D. (1990). Emotional intelligence. *Imagination, cognition and personality*, 9(3), 185–211.
- Samodro, E. (2018). *Hubungan antara stres kerja dengan burnout pada karyawan bagian produksi*. UNIVERSITAS 17 AGUSTUS 1945.
- Setyaningrum, R., Utami, H. N., & Ruhana, I. (2016). Pengaruh Kecerdasan Emosional Terhadap Kinerja. *Jurnal Administrasi Bisnis*, 36(1).
- Shakir, K., & Siddiqui, S. J. (2018). The Relationship Between Work-Life Balance Initiatives and Organizational Citizenship Behavior: The Mediating Role of Perceived Organizational Support. *JISR management and social sciences & economics*, 16(2), 65–84.
- Sintia, I., Pasarella, M. D., & Nohe, D. A. (2022). Perbandingan Tingkat Konsistensi Uji Distribusi Normalitas pada Kasus Tingkat Pengangguran di Jawa. *Prosiding Seminar Nasional Matematika dan Statistika*, 2.
- Subagio, M. (2015). Pengaruh kecerdasan emosional, motivasi kerja, dan sikap kerja terhadap kinerja karyawan pada pt ithaca

**2053** | The Impact of Emotional Work And Work Stress On The Work-Life Balance of Employees In Private Banking Subsidiaries

- resources. *Jurnal Manajemen*, 19(1), 101–120.
- Ula, I. I., Susilawati, I. R., & Widyasari, S. D. (2015). Hubungan antara career capital dan work-life balance pada karyawan di PT. Petrokimia Gresik. *Psikoislamika: Jurnal Psikologi dan Psikologi Islam*, 12(1), 13–22.
- Wahdiniawati, S. A., Lubis, F. M., Erlianti, D., Sari, V. B. M., Uhai, S., & Febrian, W. D. (2024). Keseimbangan Kehidupan Kerja: Mewujudkan Kesejahteraan Karyawan Melalui Manajemen Sdm Yang Berkelanjutan. *Jurnal Review Pendidikan Dan Pengajaran (JRPP)*, 7(1), 728–738.
- Yasinta, S., & Komari, N. (2022). *Peran Kerja Emosional Pemimpin Terhadap Kinerja Dan Kedisiplinan Pegawai: Peran Moderasi Psikologis Modal*.  
<https://pascasarjanafe.untan.ac.id/wp-content/uploads/2022/09/30-1.pdf>. Diakses pada 25 Maret 2024.



© 2024 by the authors. Submitted for possible open access publication under the terms and conditions of the Creative Commons Attribution (CC BY SA) license (<https://creativecommons.org/licenses/by-sa/4.0/>)