

The Effect of Work Environment and Self Efficacy on Work Life Balance Mediated by Eustress on Employees of Bank Bni, Padang Branch



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ABSTRACT: This study aims to analyze the effect of work environment and self-efficacy on work life balance mediated by eustress in Bank BNI Padang Branch employees. The type of research used in this research is explanatory research. While the research method is an explanatory survey that emphasizes quantitative methods. The population used is all employees of Bank BNI Padang Branch with a sample size 100 employee..Accidental sampling technique. Analysis of the research data using Structural Equation Modeling - Partial Least Square (SEM-PLS). based on the results of data processing can be concluded work environment has a significant effect on employee eustress. Self efficacy has a significant effect on employee eustress. The work environment has no significant effect on the employee's work life balance. Self efficacy has no significant effect on employee work life balance. Employee eustress has a significant effect on employee work life balance. work environment has no significant effect on work life balance mediated by eustress on employees. Self efficacy has no significant effect on work life balance mediated by eustress on employees.

KEYWORDS : Work Environment, Self Efficacy, Work Life Balance, Eustress

I. INTRODUCTION

Human resources are essentially one of the assets and play an important role in the success of the company and are also a big asset for the survival of the company now and in the future. One of the most important activities in an organization/company, where human resource management is the activity of getting the right people in the organization. Both large companies and small companies, in the human resource approach, companies must be able to create a work life balance so that the human resources in their environment become competitive.

The rapid development of the banking industry has resulted in increasingly competitive competition in the banking sector so that this has led to the emergence of challenges that must be faced by banks in the form of competition in increasing profits and assets. Furthermore, with these formidable challenges, there is concern that banks will not be able to compete. In order to address the competition and challenges faced by banks which will directly impact banking performance, banks are making various efforts to implement the right work life balance for employees.

Work life balance is the ability of individuals to carry out the fulfillment of their work but still have a commitment to the responsibilities they have outside of the work being carried out (Delecta, 2011). Employees who have the ability to balance work and personal life well, usually these employees have lower levels of stress, but high work motivation and good performance, these employees also have good relationships with coworkers and superiors. However, achieving a good work life balance is not easy, especially for bank employees who have a high workload.

Before it was used smartphone along with the internet, there is a boundary between work and personal life where the boundary is clearly visible. Someone might start work when they are in the office and stop doing work in the afternoon when working hours are over. But it's not like that in today's conditions, through the use of smartphones and the internet a person can still carry out their work activities by sending emails or coordinating to communicate work via smartphones with time can be anytime and location can also be anywhere. In addition, workers can also carry out various activities such as work presentations, writing documents, and even controlling servers from home, provided that they have a smartphone and internet network.

The Effect of Work Environment and Self Efficacy on Work Life Balance Mediated by Eustress on Employees of Bank Bni, Padang Branch

The government has established a standard working hour policy that can be used as a method or policy to prevent workers from doing their jobs too hard. But in practice it is not easy to find a way to balance work and personal life. Employees always have jobs that are assigned to them with specific targets and workloads that result in the employee working overtime. The same thing happened in the banking industry, one of which was Bank BNI Padang Branch. The results of a preliminary survey in February 2022 on several employees of Bank BNI Padang Branch obtained information that at the end of the month there were several employees who were required to work beyond operating hours and even use holidays to complete the work given to them. Working overtime in the office will make employees isolated from the outside world, this also causes a reduction in their interaction with family, as well as not being able to socialize outside the work environment, this problem can have an impact on work-life balance that is not good (bad) for the bank's employees.

Furthermore, information was also obtained on the results of the early February 2022 survey on several employees of Bank BNI Padang Branch that the intensity of work was high, then office work activities were outside working hours and work was given suddenly which forced employees to work overtime and work on holidays or on leave Work. This causes employees to find it difficult to fulfill personal and family needs as a result of being too concerned with work matters. This indicates this condition indicates work-life balance The low one.

Research by Bloom et al (2006) states application work-life balance in a company will be able to provide an increase in the quality of company management and also affect the increase in productivity and employee performance. This is as a result of the participation of each employee in implementing work life balance in his life by means of which employees must be able to manage time and have the ability to manage stress.so that the implementation of work life balance by the company runs effectively.

However, this phenomenon did not make BNI Padang Branch Bank employees feel difficult in allocating their time or roles. The employee stated that the job given to him was a responsibility that had been foreseen from the start when he decided to work as a bank employee. However, because employees also do not receive excessive demands from their families, this makes them satisfied with the work they are doing. Bank BNI Padang Branch employees work in several work units and have different workloads for each unit (field). Aware of the heavy (not light) workload of employees, Bank BNI Padang Branch tries to be able to provide a balance between work and the personal lives of its employees. One way to do this is in the form of employees being given permission to travel, where employees are allowed to invite their family members. Facilities provided to employees in the form of an annual recreation fund that can be used for employee gatherings, then there are also rewards given to employees based on the results of PKP (Employee Performance Assessment) in the form of bonuses determined by the results of the assessment (yudisium) received by employees. In addition to rewards in the form of bonuses received every year which are calculated based on achievements in 1 period (12 months), employees are also given rewards from programs made on a monthly or quarterly basis for their performance if they reach the target. then there are also rewards given to employees based on the results of PKP (Employee Performance Assessment) in the form of bonuses determined by the results of the assessment (yudisium) received by employees. In addition to rewards in the form of bonuses received every year which are calculated based on achievements in 1 period (12 months), employees are also given rewards from programs made on a monthly or quarterly basis for their performance if they reach the target. then there are also rewards given to employees based on the results of PKP (Employee Performance Assessment) in the form of bonuses determined by the results of the assessment (yudisium) received by employees. In addition to rewards in the form of bonuses received every year which are calculated based on achievements in 1 period (12 months), employees are also given rewards from programs made on a monthly or quarterly basis for their performance if they reach the target.

Work-life balance is a condition that a person must be able to divide work with his personal life(Fisher et al., 2009). Work-life balance programs and policies are an asset to organizations in increasing productivity, reducing absenteeism, providing enriched services to customers, providing flexible working conditions, and better health, and a motivated and satisfied workforce especially in the banking industry (Goyal & Babel, 2015).

II. LITERATURE REVIEW

Work-life balance is basically the positive relationship between work and other equally important activities in life that include family, leisure, personal development, and community development. The relationship cannot be clearly defined and varies from person to person according to the demands of their life. Work life balance is intended to give employees greater flexibility in their work patterns so that they can balance what they do at work with the responsibilities and interests they have outside of work (Mwangi et al., 2017).

The Effect of Work Environment and Self Efficacy on Work Life Balance Mediated by Eustress on Employees of Bank Bni, Padang Branch

Work-life balance is an important construct that reflects people's evaluation of how they combine their work roles and life roles (Ma, Ollier-Malaterre, & Lu, 2021). Achieving work-life balance is a meaningful goal and ideal state for employees (Haar et al., 2014). Work-life balance is defined as 'the individual's perception that work and non-work activities are compatible and promote growth in accordance with the individual's current life priorities. This definition emphasizes managing subjective expectations and perceptions of balance, and recognizes that these perceptions can evolve over time in response to changing life priorities. (Chan et al., 2017).

Work-life balance only maintaining a balance between professional and personal life without limiting self-development and paying attention to various aspects of this balance. In this context, personal fulfillment needs must also be translated into aspects of life other than professional. However, the concept of work life balance is not about completely separating personal life from professional life, but about merging the two quickly and combining them so that work, family and hobbies create one harmonious whole. (Mazur-Wierzbicka, 2015). Work-Life Balance is a state of comfortable balance achieved between employees' top priorities of their work position and their lifestyle. Most psychologists would agree that the demands of an employee's career should not exceed an individual's ability to enjoy a fulfilling personal life outside the work environment. Work-life balance is also defined as the extent to which an individual is involved and equally satisfied with his work role and family role which consists of three dimensions of work-family balance, namely: time balance, involvement balance, and satisfaction balance (Aryateja et al., 2021).

If Compared to family characteristics, the work environment is more responsible for creating internal imbalances employee's professional and personal life. Investing more time in work-related tasks causes workers to experience lower family satisfaction (Delecta, 2011). Organizational policies generally consider the well-being of employees and exclude issues related to work-life balance, or issues that could create an imbalance in employee performance without changing the essential work environment. (Van Den Berg et al., 2009). Regardless of gender, employees seek a supportive work environment to help alleviate their work-life balance woes (Doble & Supriya, 2010).

Lack of work-life balance leads to a number of negative consequences faced by employees, their families and organizations. Studies show that the main consequences of disrupting work-life balance for an employee are as follows: a higher level of stress (compared to an employee who maintains a balance), a higher risk of burnout, as well as an increase in the general so-called life stress. Meanwhile, maintaining a work-life balance creates favorable conditions for family life, functioning more effectively as a family member. Disrupting the work-life balance results in a number of negative consequences for the organization. The most visible are the following: decreased job involvement, decreased job satisfaction, (Mazur-Wierzbicka, 2015). In addition, a work environment with eustress has shown good results that provide work-life balance. Creating an environment with good conditions and motivating them at work will reduce dissatisfaction (Duffy et al., 2015).

Under certain conditions stress will be constructive, will have a positive effect, encourage, stimulate and challenge us to always be active and productive. Lubis (2009) stated that one form of stress is stress that is not disturbing and gives a feeling of excitement which is referred to as eustress or good stress. In fact, this kind of stress exists in every human being, without exception. In fact, in principle, every human being needs this kind of stress to maintain the balance of his soul. Eustress can be used as motivation and encouragement to make changes to the environment, achieve goals and achieve success in facing challenges in life (McShane et al., 2010).

In addition, self-efficacy used to manage work and life is defined as the belief that a person has in his own ability to achieve a balance between work and non-work responsibilities, and to survive and overcome challenges posed by work and non-work demands. (Chan et al., 2015). Perceived self-efficacy relates to people's beliefs in their ability to influence the events that affect their lives. These core beliefs are the basis of human motivation, performance achievement, and emotional well-being (Bandura, 2010)

III. RESEARCH METHODS

The type of research used in this research is explanatory research. While the research method is an explanatory survey that emphasizes quantitative methods. The population used is all employees of Bank BNI Padang Branch. Hair et al., (2010) states that a study is considered representative if the number of samples used is as many as the number of indicators multiplied by 5-10 or at least 100 (one hundred) samples or respondents. Based on the minimum number of respondents that have been determined by Hair, et al., (2010) that is, at least 100, the researcher distributed 100 questionnaires to employees of Bank BNI Padang Branch. Accidental sampling technique. Analysis of the research data using Structural Equation Modeling - Partial Least Square (SEM-PLS).

The Effect of Work Environment and Self Efficacy on Work Life Balance Mediated by Eustress on Employees of Bank Bni, Padang Branch

IV. RESULTS AND DISCUSSION

The hypothesis/significance test can be seen from the results of the output path coefficient (Mean, std-dv, and T-value). Where the original sample value shows a positive (+) or negative (-) correlation. A hypothesis is accepted if the value of t count > t table with a confidence level of 95% or a significance level of 5%, whereas if t count has a significance of less than 0.05, it means that it has a significant effect. The t table value for a significance level of 5% is 1.96 (Hair et al., 2014). The results of testing the hypothesis in this study can be described as follows:

Table 1. Hypothesis Testing Results

		Original Sample (O)	Sample Means (M)	Standard Deviation(STDEV)	T Statistics (O/STDEV)	P Values
H1	Work Environment -> Eustress	0.260	0.255	0.085	3,053	0.002
H2	Self Efficacy -> Eustress	0.578	0.585	0.075	7,728	0.000
H3	Work Environment -> Work Life Balance	0.123	0.164	0.228	0.540	0.589
H4	Self Efficacy -> Work Life Balance	0.056	0.012	0.297	0.187	0.851
H5	Eustress -> Work Life Balance	0.339	0.367	0.171	1978	0.048
H6	Work Environment -> Eustress -> Work Life Balance	0.088	0.089	0.046	1906	0.057
H7	Self Efficacy -> Eustress -> Work Life Balance	0.196	0.217	0.110	1,783	0.075

Source: Research results, processed with Smart PLS 3.0, 2022

Effect of Work Environment on Employee Eustress

Based on the research results, the work environment has a significant effect on the eustress of Bank BNI Padang Branch employees, thus the first hypothesis is accepted. This can be interpreted that the better the work environment, the higher the employee's eustress. employee work environment seen from relate well with superiors, get along well with co-workers, immediate superiors treat employees with respect and direct superiors treat employees with trust and respect so that all of these things affect the eustress of Bank BNI Padang Branch employees.

Work environment with eustress has shown good results which provide work life balance. Creating an environment with good conditions and motivating them at work will reduce dissatisfaction (Duffy et al., 2015). Based on the value of the respondent's achievement level, the average work environment variable for all items is 4.30 with a respondent's achievement level (TCR) value of 86%. The value of the respondent's achievement level (TCR) belongs to the very good category, meaning that employees of Bank BNI Padang Branch feel the work environment at Bank BNI Padang Branch provides very good work comfort.

The results of this study are in line with the opinion put forward that the work environment influences Eustress (Pavithra & Sivakumar, 2020). Eustress is a positive and constructive response. Even though they got a bad stimulus, the response given by the individual was good. For example, when someone is placed in a bad work environment, they do not experience stress but instead perceive it as a challenge that must be faced.

deep sele Kreitner & Kinicki (2001) differentiate between distress and eustress. Distress has a destructive impact while eustress has a positive strength impact. Eustress can be used as motivation and encouragement to make changes to the environment, achieve goals and achieve success in facing challenges in life. (McShane et al., 2010).

The Effect of Self Efficacy on Employee Eustress

Based on the results of self-efficacy research, it has a significant effect on the eustress of BNI Bank Padang branch employees, thus the second hypothesis is accepted. This can be interpreted that the better the self-efficacy, the higher the employee's eustress. Employee self-efficacy seen from Employee work inspires employees. Employees are enthusiastic about their work, employees can say that receiving recognition motivates them to improve performance, employees have the skills and abilities to do more work, employees are motivated to do work that is loaded vertically, and the amount of work expected to be done on their job is reasonable for them. employees and for the organization so that all of these things affect the eustress of Bank BNI Padang Branch employees.

The Effect of Work Environment and Self Efficacy on Work Life Balance Mediated by Eustress on Employees of Bank Bni, Padang Branch

Bandura (2006) confirms that the three dimensions of self-efficacy are the most accurate for explaining one's self-efficacy. The dimensions that shape self-efficacy are the level related to the degree of difficulty of the task when individuals feel capable of doing it, the strength dimension is related to the level of strength of individual beliefs or expectations about their abilities, and the generality dimension is related to the broad field of behavior. behavior in which individuals feel confident in their abilities.

Differentiate the value of the respondent's achievement level seen for the average the highest self-efficacy is found in item SE2 "I am enthusiastic about my work" that is equal to 4.13 with a value of the respondent's achievement level (TCR) of 82.6%. The value of the respondent's achievement level (TCR) belongs to the very good category, which means the majority Bank BNI Padang Branch employees feel enthusiastic about the work being done. This means showing that employees have a good spirit to complete the work assignments given and regard the tasks given as work that challenges their abilities that must be completed very well.

Bandura (2006) emphasizes that the self-efficacy of an employee lies in the way he manages his ability to face difficulties and is confident in solving the problems he faces. This means that employees who have good self-confidence in dealing with all difficulties in the work environment, then they will tend to avoid work stress, conversely employees who are unable to manage the ability to deal with difficulties in their work environment, then there is a tendency that they will experience work stress.

Personal efficacy an employee can be achieved with the help of eustress which gives them satisfaction in doing the job. The efficacy of an employee can be increased with the help of several motivational factors, which can lead to self-satisfaction (Wang et al., 2015). The results of this study are consistent with the results of research that personal efficacy influences eustress (Pavithra & Sivakumar, 2020).

Effect of Work Environment on Work Life Balance

Based on the research results, the work environment has no significant effect on the work life balance of BNI Bank Padang employees, thus the third hypothesis is rejected. This can be interpreted that the work environment has a negligible influence on work life balance. Increases or decreases in the work environment will not have a significant effect on work life balance.

Organizational policies generally consider the well-being of employees and exclude issues related to work-life balance, or issues that could create an imbalance in employee performance without changing the essential work environment. (Van Den Berg et al., 2009).

Employees of the Padang branch of Bank BNI who were sampled in this study assumed that work environment What is expected in working at Bank BNI Padang Branch is generally the same as other companies. work environment seen from relate well with superiors, get along well with co-workers, immediate superiors treat employees with respect and direct superiors treat employees with trust and respect so all of these things do not affect work-life balance employees at work.

When compared to family characteristics, the work environment is more responsible for creating an imbalance in the professional and personal lives of employees. Investing more time in work-related tasks causes workers to experience lower family satisfaction (Delecta, 2011).

But it doesn't matter work environment on the work life balance of employees of Bank BNI Padang Branch can be explained because the position held by the employee has a level of duties or is related between one position and another, where at work a good relationship is needed between co-workers so that work according to their respective positions can be carried out properly . This result is supported by the results of descriptive statistical data on the work environment variable, which is the average the highest is found in the item WE2 "I get along well with my colleagues" which is 4.59 with a TCR value of 91.8%. The TCR value belongs to the very good category, meaning most Bank BNI Padang Branch employees feel they can get along well with their co-workers so they can influence them to do a good job because the work environment is pleasant for employees.

Regardless of gender, employees seek a supportive work environment to help alleviate their work-life balance woes (Doble & Supriya, 2010). The results of this study are inconsistent with the results of research that the work environment has an effect on work-life balance (Pavithra & Sivakumar, 2020)

The Effect of Self Efficacy on Work Life Balance

Based on research results self-efficacy does not have a significant effect on the work life balance of BNI Bank Padang employees, thus the fourth hypothesis is rejected. This can be interpreted that self-efficacy has no significant effect on work life balance. Increases or decreases in self-efficacy will not have a significant effect on work life balance.

Employees of Bank BNI Padang Branch the samples in this study assume that self-efficacy does not affect work life balance. This is because employees who work at Bank BNI Padang Branch can manage how to complete work by balancing it with non-work conditions. This is because with long service hours employees have a lot of work experience to match work and

The Effect of Work Environment and Self Efficacy on Work Life Balance Mediated by Eustress on Employees of Bank Bni, Padang Branch

non-work responsibilities, and to survive and overcome the challenges posed by work and non-work demands. The length of service of Bank BNI Padang Branch employees who were respondents in this study were dominated by those who worked > 10 years as many as 60 people (60%) and those who worked at least < 1 year as many as 3 people (3%).

Self-efficacy to manage work and life is defined as the belief one has in one's own ability to strike a balance between work and non-work responsibilities, and to endure and overcome the challenges posed by work and non-work demands (Chan et al., 2015). This indicates that the self-efficacy possessed by Bank BNI Padang Branch employees with long years of service no longer affects the work life balance of employees at work. This is because the job descriptions carried out by employees have become a routine for them related to the positions held in the company so that indirectly they have adjusted to the work life balance of employees at work. Employees who have self-efficacy are able to exercise personal control over their own functions and persevere through obstacles to achieve work-life balance (Chan et al., 2017).

The results of this study are inconsistent with the results of that study personal efficacy affect the work-life balance (Pavithra & Sivakumar, 2020). In addition, it was also found that self-efficacy (to manage work and life) is positively related to work-life balance (Chan et al., 2017)

Effect of Eustress on Work Life Balance

Based on the research results, employee eustress has a significant effect on the work life balance of BNI Bank Padang employees, thus the fifth hypothesis is accepted. This can be interpreted that the better the employee's eustress, the higher the employee's work life balance. Eustress of employees at work seen from employees feel motivated at work, feel the result of his work is worth the effort, employee satisfied with the way they handle pressure at work as well as feel determined to complete the work, so that all of these things affect work-life balance employees of Bank BNI Padang Branch.

Eustress defined as an adaptive response to a stressor, which is perceived positively by the individual. If the stressor is considered as the reason for the threat, the experience of depression is more or less determined. Alternatively, the employee's assessment of stress as a challenge stimulates the eustress response. Eustress suggests that challenge stressors produce positive affective states depending on individual performance in work and life (Marten, 2017).

From the descriptive statistical data of the variable positive work stress (eustress) it can be seen that the average of all items is 4.07 with a TCR value of 81.4%. The TCR value belongs to the very good category, meaning that employees of Bank BNI Padang Branch feel that when they experience eustress, employees are more productive at work, this is because this type of stress can motivate a person to achieve the work targets they want to get.

Average the highest in employee eustress is found in item EU4 "I feel determined to finish my work" which is equal to 4.40 with a TCR value of 88%. The TCR value belongs to the very good category, meaning most Bank BNI Padang Branch employees feel they have very good determination in completing their work. This means that employees tend to challenge themselves so they can develop by trying to achieve the desired targets in their work in the form of being determined to finish the job. Furthermore, when the target of achieving work completion is met, employees will feel proud of themselves and become more optimistic at work.

Lack of work-life balance leads to a number of negative consequences faced by employees, their families and organizations. Studies show that the main consequences of disrupting work-life balance for an employee are as follows: a higher level of stress (compared to an employee who maintains a balance), a higher risk of burnout, as well as an increase in the general so-called life stress. Meanwhile, maintaining a work-life balance creates favorable conditions for family life, functioning more effectively as a family member. Disrupting the work-life balance results in a number of negative consequences for the organization. The most visible are the following: decreased job involvement, decreased job satisfaction, (Mazur-Wierzbicka, 2015).

Eustress is a type of positive stress that allows employees to work efficiently and improves their quality of life (Mende et al., 2015). Stressful mood in a group, a socially relevant variable, influences the results of individual stress levels of members, and they develop over time as the group atmosphere changes. (Grandey et al., 2012). The results of this study are consistent with the results of research that eustress has an effect on work-life balance (Pavithra & Sivakumar, 2020).

The Effect of Work Environment on Work Life Balance Mediated by Eustress

Based on the research results, the work environment does not have a significant effect on work life balance mediated by eustress in BNI Bank Padang employees, thus the sixth hypothesis is rejected. This can be interpreted that the work environment has a negligible effect on work life balance mediated by eustress. Increases or decreases in the work environment will not have a significant effect on work life balance which is mediated by employee eustress.

The Effect of Work Environment and Self Efficacy on Work Life Balance Mediated by Eustress on Employees of Bank Bni, Padang Branch

This indicates that employee eustress as a mediating (intervening) variable cannot strengthen the effect of the work environment on work life balance because employee eustress is seen from the employee's perspective. feel motivated at work, feel the result of his work is worth the effort, employeesatisfied with the way they handle pressure at workas well asfeel determined to get the job doneis not something that is considered by employees of the Padang Branch BNI bank as a mediating influence between the work environment on work life balance.

The cause of employee eustress not being able to strengthen the effect of the work environment on the work life balance of BNI bank Padang Branch employees is because employees at work will try to obtain a comfortable work environment at work so that employees will directly maintain good relations with superiors, co-workers while respecting superiors and colleagues also give trust and trust well so that the same thing is obtained by these employees. This makes employees not worry about the condition of the work environment so that it does not affect the employee's eustress and also does not affect the condition of the employee's work life balance.

The results of this study do not support the results of research that Eustress can moderate the relationship between the work environment and work-life balance, by creating relationships that thrive both inside and outside the workplace(Pavithra & Sivakumar, 2020).

The Effect of Work Environment on Work Life Balance Mediated by Eustress

Based on the research results, self-efficacy does not have a significant effect on work life balance mediated by eustress in BNI Bank Padang employees, thus the seventh hypothesis is rejected. This can be interpreted that self-efficacy has no significant effect on work life balance mediated by eustress. Increases or decreases in self-efficacy will not have a significant effect on work life balance mediated by employee eustress.

This indicates that employee eustress as a mediating (intervening) variable cannot strengthen the effect of self-efficacy on work life balance because employee eustress is seen from employees feel motivated at work, feel the result of his work is worth the effort, employee satisfied with the way they handle pressure at work as well as feel determined to get the job done is not something that is considered by BNI bank Padang Branch employees as a mediating influence between self-efficacy on work life balance.

Individuals who have self-efficacy have stronger beliefs in their ability to successfully perform task situations, set more challenging goals for themselves, invest more, persevere longer and are better at dealing with failure experiences than people with low self-efficacy. .

The cause of employee eustress not being able to strengthen the effect of self-efficacy on the work life balance of BNI bank Padang Branch employees is because employees at work will try to adapt their work conditions to their lives. Where self-efficacy for managing work and life is the belief that employees have in their own ability to achieve a balance between work and non-work responsibilities, and to survive and overcome challenges posed by work and non-work demands. This makes employees not worry about the condition of their self-efficacy so that it does not affect the employee's eustress and also does not affect the condition of the employee's work life balance.

The results of this study are inconsistent with the opinion that increasing self-efficacy can improve perceptions of eustress, this is done by motivating them with positive things both at work and in personal life to improve their skills and abilities (Pavithra & Sivakumar, 2020).

V. CONCLUSION

Based on the results of the analysis of the research and discussion that has been carried out, it can be concluded that:

1. The work environment has a significant effect on the eustress of Bank BNI Padang Branch employees
2. self-efficacy has a significant effect on the eustress of Bank BNI Padang Branch employees
3. the work environment has no significant effect on the work life balance of Bank BNI Padang Branch employees
4. self-efficacy has no significant effect on the work life balance of Bank BNI Padang Branch employees
5. Employee eustress has a significant effect on the work life balance of BNI Bank Padang employees.
6. work environment has no significant effect on work life balance which is mediated by eustress on employees of Bank BNI Padang Branch.
7. self efficacy has no significant effect on work life balance mediated by eustress on employees of Bank BNI Padang Branch

This study has several important findings for the Padang Branch BNI bank, namely the work environment and self-efficacy affect employee eustress. Researchers hope that the results of this study can be developed into a strategy that can increase employee eustress at work. What can be done for the work environment is to maintain the direct superior's treatment of employees who

The Effect of Work Environment and Self Efficacy on Work Life Balance Mediated by Eustress on Employees of Bank Bni, Padang Branch

treat employees with respect. This will show that employees feel their superiors are able to create good working relationships with their subordinates so as to create a pleasant work situation for their employees because employees feel respected personally and for the work they do. Furthermore, for self-efficacy what companies can do is to continue to maintain fairness regarding the amount of work expected to be done on employee jobs is reasonable for employees and for the organization. This means that the number of employee jobs is adjusted to the employee's job description, where the job description is adjusted to the employee's position in the company.

In addition, the Padang Branch BNI bank must pay attention to the condition of employee eustress which also affects the work life balance of employees at work. What can be done is that the company pays attention to the work pressure given to employees. This can be done by adjusting the work pressure to the position in the company so that the pressure at work can be used by employees to develop their work skills. In addition, employees are also more aware of their work pressure and do their best because they are motivated to be more productive, proactive in completing work targets.

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