

IMPLEMENTATION OF WORK STRESS MANAGEMENT IN IMPROVING EMPLOYEE WELL-BEING IN A DYNAMIC WORK ENVIRONMENT: A STUDY OF BANK EKA LIWA

Pika Rosiyanti¹⁾, Hany Bengu²⁾
^{1,2)}Management Study Program, Universitas Terbuka, Indonesia
Email: pikarosiyanti17@gmail.com

Abstract

This study aims to analyze the implementation of work stress management and its impact on employee wellbeing in a dynamic work environment, with a case study at Bank Eka Liwa. The dynamics of work in the banking sector that demand quick adaptation, target fulfillment, and high workloads often trigger stress for employees. Therefore, work stress management is crucial in an effort to increase productivity, maintain mental health, and prevent burnout in a stressful work environment. This research uses a qualitative method with a case study approach to explore the factors that influence work stress, such as role vagueness, lack of social support, and unbalanced workload. The findings show that effective stress management strategies, such as providing work flexibility, psychological support, and improving communication between teams, can improve employee wellbeing and create a more conducive work atmosphere. The results of this study are expected to provide practical recommendations for the management of Bank Eka Liwa in developing a comprehensive stress management program. These recommendations are expected to be useful for other banking organizations in dealing with dynamic work demands and maintaining employee well-being.

Keywords: Job Stress Management, Employee Welfare, Banking, Bank Eka Liwa, Dynamic Work Environment.

Introduction

Work stress is a phenomenon that is often faced by employees in dynamic work environments, such as banking. A dynamic work environment often requires employees to continuously adapt to various changes, both in terms of workload, performance demands, and organizational culture. If not managed properly, work stress can reduce employee productivity, affect physical and mental well-being, and impact the overall work environment (Robbins & Judge, 2019). One relevant example is Bank Eka Liwa, where work dynamics and pressure to achieve targets often become stress triggers for employees.

Job stress management is a process that involves various strategies to reduce or cope with the pressure felt by employees. Some of the factors that influence stress levels in the workplace include unbalanced workload, lack of social support, and role vagueness. The implementation of appropriate stress management strategies can play an important role in improving employee well-being and creating a more conducive work atmosphere (Sutrisno, 2021).

In the context of banking, where the work environment is highly dynamic, the role of stress management becomes even more important. This is not only to maintain productivity, but also to ensure that employees remain motivated and avoid *burnout*. In addition, effective stress management strategies can also prevent interpersonal conflicts that often arise amidst high work demands (Syamsul, 2022). Therefore, it is important to explore how work stress management can be implemented at Bank Eka Liwa to improve employee well-being.

Previous research shows that implementing good stress management involves steps such as providing flexibility in working hour arrangements, providing psychological support, and creating a safe and comfortable workspace for employees (Kusuma, 2020). In addition, the managerial role in providing guidance and ensuring effective communication between teams can also help reduce the pressure felt by employees (Yuniarsih & Suwatno, 2018).

In this study, the research method used is a qualitative method, with a case study approach at Bank Eka Liwa. This study aims to analyze how the implementation of stress management can affect employee well-being at Eka Liwa Bank.

Dynamic work environment (Yusuf, 2021). Through this research, it is expected that findings will be found that can contribute to the development of better stress management policies in the banking sector, especially in organizations that face high work demands and rapid change (Hasibuan, 2023). The

conclusions of this study are also expected to provide practical guidance for managers in creating a healthier work environment and supporting employee well-being.

Further research shows that effective work stress management strategies include not only individual interventions, but also efforts from the organizational side to create a supportive work environment. According to Dewi et al. (2022), a healthy work environment, with collegial support and committed leaders, can help reduce stress levels among employees. Other important strategies include providing time management and stress management skills training to employees, as suggested by Pratama and Wahyuni (2020), who found that employees with good time management skills tend to have lower stress levels.

On the other hand, Rahayu (2021) revealed that factors such as role uncertainty and high managerial expectations are often the main sources of stress for employees in the banking sector. The implementation of employee welfare programs, such as providing counseling or psychological support, is also a solution that has proven effective in reducing stress levels, as evidenced by research conducted by Santoso and Hidayat (2019). In addition, stress management strategies carried out through psychosocial approaches, such as providing opportunities to rest between jobs, can also reduce the pressure felt by employees (Handayani, 2023).

In this case, it is important for Bank Eka Liwa to develop a comprehensive stress management program. As revealed by Utami (2023), the success of stress management strategies lies in the organization's ability to provide ongoing support and create an organizational culture that values the balance between work and personal life of employees. Therefore, this research is expected to provide concrete suggestions for Bank Eka Liwa and its employees. Other banking organizations in managing work stress, especially in this dynamic and high-pressure era.

Based on the background explanation above, the problem formulations in this study include: 1) What are the factors that cause work stress in Bank Eka Liwa employees?, 2) Who are the parties affected by work stress at Bank Eka Liwa?, 3) In what kind of work environment does work stress occur most often at Bank Eka Liwa?, 4)

Why is work stress management important to implement in a dynamic work environment such as banking?, 5) How can effective stress management strategies be implemented at Bank Eka Liwa to improve employee welfare?

The purpose of this study is to analyze the factors that affect the level of work stress in Bank Eka Liwa employees, identify the impact of work stress on employee welfare at Bank Eka Liwa, explore effective and applicable work stress management strategies in the banking work environment, especially Bank Eka Liwa, and provide recommendations for Bank Eka Liwa in designing stress management policies that can support employee welfare.

The theoretical benefits of this research are to add insight into the literature related to work stress management and its impact in the banking sector, especially in the context of a dynamic environment and contribute to the development of stress management theory, especially those relevant to banking conditions in Indonesia. In addition, the practical benefits obtained from this research include:

1. For Bank Eka Liwa, it serves as a guideline in developing effective stress management policies to support employee welfare.
2. For employees, it provides an understanding of the importance of stress management strategies in dealing with work pressure in banking.

For other banking sectors, it is a reference for other banks in implementing work stress management to improve employee productivity and mental health.

Theoretical Foundation

Robbins & Judge (2019), "Job stress is a condition of tension that affects employees' emotions, thought processes, and physical condition caused by pressures at work". In the context of high-demand banking, job stress tends to be more significant due to performance targets, policy changes, and role uncertainty (Syamsul, 2022).

Sutrisno (2021) revealed several factors such as excessive workload, role vagueness, and lack of social support. This factor is relevant to conditions in banking, where high expectations often cause stress in employees (Rahayu, 2021).

Work stress management is a series of strategies implemented to help employees cope with pressure and stress in the work environment. Kusuma (2020), "Work stress management involves efforts to reduce the pressure felt by employees through various strategies, such as flexibility of working hours, psychological support, and effective communication". Yuniarsih and Suwatno (2018) added the importance of the managerial role in directing and supporting employees in order to reduce stress.

Psychosocial approaches in work stress management, research by Handayani (2023) shows that psychosocial approaches such as providing time off between jobs and collegial support can reduce work stress. Support from coworkers and communicative leaders also play a role in improving well-being in a stressful work environment (Dewi et al., 2022). In addition, the role of management in creating a healthy work culture and communicating clearly can help reduce employee stress levels (Yuniarsih & Suwatno, 2018).

Work and personal life balance, Utami (2023) mentioned that the balance between work and personal life of employees is one of the important elements in sustainable work stress management. Organizational support for this balance is able to minimize *burnout* and maintain employee mental health. Studies show that implementing good stress management can improve employee well-being, maintain motivation, and reduce the risk of *burnout*. A supportive work environment with effective communication and a culture of work-life balance is helpful in reducing stress (Dewi et al., 2022). These findings are relevant for Bank Eka Liwa and other banking sectors that face high dynamics and work pressure.

Research Methods

This research uses a qualitative approach with a literature study method to analyze the application of work stress management in improving employee welfare in a dynamic work environment, with a focus on Bank Eka Liwa.

1. Object of Research: The research object is the implementation of work stress management strategies at Bank Eka Liwa to improve employee welfare in the face of high and dynamic job demands in the banking sector.
2. Type of Data: The type of data used is secondary data, obtained from literature sources such as scientific journals, books, articles, and reliable documents relevant to the topic of work stress management and employee well-being. The data collection process was conducted through a systematic literature search on academic databases, libraries, and trusted online sources to ensure the quality and relevance of the information.
3. Analysis Method: The analysis was conducted by reviewing relevant literature related to occupational stress management, including stress-causing factors, stress management strategies, and their relation to employee well-being. This approach enabled the researcher to identify patterns, trends and significant findings in the literature relating to effective stress management strategies. Furthermore, this analysis is aimed at understanding how occupational stress management is implemented in the banking sector, specifically at Bank Eka Liwa, which is then used to develop recommendations that are useful for other banking organizations.

This literature study approach provides a comprehensive understanding of the importance of work stress management in maintaining employee well-being in a dynamic work environment and provides a strong theoretical foundation for this research.

Results And Discussion

The Impact of Job Stress in the Banking Sector at Bank Eka Liwa

Job stress in the banking sector is a major concern as it has the potential to affect employee productivity and individual well-being. Job stress, defined as the physical and emotional reactions resulting from an imbalance between job demands and capabilities or resources, has been linked to negative impacts on employees' physical and mental health (Robbins & Judge, 2019). In addition, Bakker and Demerouti (2018) suggested that chronic job stress can trigger *burnout*, especially in high target-oriented environments, such as the banking industry.

This research identified several key factors that contribute to job stress in the banking sector, including pressure to meet targets, high workloads, and the need to adapt to rapid changes in organizations and technology (O'Driscoll & Cooper, 2020). According to Greenberg (2021), job demands that exceed employees' capacity often elicit a stress response that impacts their mental and emotional

health. In addition, heavy workloads and expectations of achieving optimal results in a short period of time can exacerbate employee stress levels (Spector, 2019).

Based on several empirical studies, including those conducted by Lu et al. (2021), stress management strategies in the banking work environment have been carried out through various approaches, such as stress management training, more balanced workload arrangements, and psychological support for employees. The results of this approach show a decrease in stress levels and an increase in employee well-being, which in turn has a positive impact on their work productivity. Meanwhile, several studies, including research by Beehr and Newman (2022), highlight that technology-based interventions, such as the use of automated data management systems, also contribute to stress reduction in the sector as they help simplify administrative tasks and allow employees to focus on more complex and strategic tasks.

However, challenges in the implementation of stress management in the banking sector still remain. One of the main challenges identified by Lazarus and Folkman (2019) is the lack of understanding of the importance of stress management as an integral part of organizational strategy. Occupational stress is often only viewed as a short-term problem that requires a temporary solution, so stress management efforts have not been recognized as an integral part of organizational strategy.

fully integrated into organizational policies (Robbins, 2020). In addition, other studies have shown that the lack of coordination between HRD functions, such as selection, training, compensation, and performance appraisal, still leads to a lack of consistency in stress management at different levels (Cooper & Marshall, 2021).

Nonetheless, there is evidence that banking companies that implement comprehensive stress management strategies show significant results in reducing job stress and increasing employee satisfaction. According to a study conducted by Selye (2021), a holistic approach that includes psychological support, workload regulation, and continuous self-development training can have a positive long-term impact on employees and organizations. By integrating a more strategic approach to stress management, the banking sector has the opportunity to create a healthier and more productive work environment, which not only improves employee well-being, but also supports the achievement of organizational goals in the face of evolving industry dynamics (Ivancevich et al., 2019).

Factors Causing Stress in the Workplace of Eka Bank Liwa

There are several major factors that cause stress in the workplace that need to be considered in order to be managed effectively to maintain employee well-being. Role ambiguity, lack of social support, and unbalanced workload are three factors commonly found in various work environments, including the banking and manufacturing sectors (Yuniarsih & Suwatno, 2018). Each of these factors has a unique impact on employees' mental and physical state.

1. Role Uncertainty

Role vagueness is one of the main causes of job stress as employees often do not have clear guidance on the responsibilities they are required to fulfill. This situation can result in confusion, role conflict, and, ultimately, high stress. According to Robbins and Judge (2019), role vagueness causes employees to feel unsure of their contribution to the organization, thus decreasing work motivation and productivity. Role clarity is necessary to ensure that employees have realistic expectations and a clear understanding of their duties (Beehr & Glazer, 2020).

2. Lack of Social Support

Social support from colleagues and superiors is crucial in helping employees cope with work stress. When this support is inadequate, employees feel isolated and have difficulty managing work stress, especially when facing high task loads or conflicts at work (Selye, 2021). Greenberg (2021) mentioned that social support can serve as a buffer that helps employees better deal with challenges at work. Without adequate support, the risk of *burnout* and mental health problems will increase (Ivancevich et al., 2019).

3. Unbalanced Workload

An unbalanced workload is often a trigger for work stress, especially when employees feel burdened with too many tasks without enough time to complete them. A study by Lu et al. (2021) showed that excessive workload can result in physical and mental fatigue, as well as decreased work motivation. Meanwhile, Spector (2019) suggested that companies provide workloads that match individual capacity to reduce stress levels and improve work efficiency.

Based on these findings, companies that want to reduce work stress in their employees need to consider clarifying role descriptions, providing stronger social support, and adjusting workloads to balance the capacity of each employee. By taking these steps, companies can create a healthier and more productive work environment, thus not only improving employee well-being but also supporting the achievement of long-term organizational goals (O'Driscoll & Cooper, 2020).

Relationship between Stress Management and Employee Wellbeing at Bank Eka Liwa

Stress management in the work environment has been shown to have a significant impact on employee well-being, especially in highly stressful and dynamic sectors such as banking. The implementation of good stress management allows companies to keep employees motivated, increase productivity, and reduce the risk of *burnout*. At Bank Eka Liwa, stress management strategies are focused on creating a supportive work environment with good communication.

effective and work-life balance (Dewi et al., 2022). The following are key elements of stress management that can contribute to improved employee well-being.

1. Effective Communication

Open and constructive communication allows employees to feel heard and understood by management. Bank Eka Liwa holds periodic meetings that are open to employees to convey problems or challenges faced. With this communication, uncertainty can be minimized, which in turn reduces employee anxiety and strengthens their relationship with management (Robbins & Judge, 2020).

2. Work-Life Balance Culture

Bank Eka Liwa strives to create an environment that supports work-life balance through policies such as flexible working hours. This gives employees the opportunity to stay productive without having to sacrifice their personal time. Such an environment helps in reducing *burnout* and improving mental wellbeing (Dewi & Kusumawati, 2019).

3. Stress Management Training

Bank Eka Liwa regularly conducts training involving techniques such as mindfulness and time management. This helps employees to manage their stress more effectively, leading to improved performance quality and mental health. This training is proven to reduce employees' psychological distress and support them in dealing with dynamic workloads (Luthans, 2021).

4. Appreciation and Support from Management

Forms of rewards such as bonuses and recognition of employee contributions help increase motivation and job satisfaction at Bank Eka Liwa. These rewards not only strengthen employees' emotional attachment to the company, but also create a more supportive environment (Greenberg, 2019).

5. Conflict Management

Conflict management is an important aspect in creating a harmonious work atmosphere. Bank Eka Liwa has a conflict resolution mechanism through mediation and open discussion involving both parties. This process allows conflicts are resolved without creating prolonged emotional distress for employees (Tjoe, 2020).

6. Protection against excessive work demands

Banking work environments often have high work demands. Bank Eka Liwa has a policy to limit work overload through regulating working hours and ensuring that the targets given to employees are realistic. This policy significantly helps in reducing the risk of *burnout*, and supports employees' mental balance (Pratama & Wibisono, 2020).

7. Mental Health and Counseling Program

Mental health programs such as counseling are also offered at Bank Eka Liwa. This program gives employees the opportunity to consult with professionals regarding work stress or other personal issues. Through counseling, employees feel more supported and are able to manage stress better, which in turn has a positive effect on their productivity (Yulianto, 2021).

8. Performance Evaluation and Feedback

Providing regular feedback from managers or supervisors helps employees recognize areas for improvement and gives them opportunities for growth. Open performance evaluations allow employees to have clearer goals and help in managing the company's expectations of them. It also provides certainty about their role in the company, thus reducing stress related to task ambiguity (Putri & Lestari, 2019).

9. Career Development

Bank Eka Liwa provides clear career development paths and provides opportunities for employees to develop and advance in the company. With this career development, employees feel they have long-term prospects and are more motivated to achieve their professional goals. These opportunities provide a sense of stability and security, which also reduces anxiety and improves overall employee well-being (Santoso, 2021).

Table 1. Relationship between Stress Management and Employee Wellbeing at Bank Eka Liwa

Aspects of Job Stress Management	Implementation of Work Stress Management Practices	Impact on Employee Welfare and Performance
Effective Communication	Hold open meetings to discuss work challenges or issues.	Reduce anxiety and improve relationships between employees and management (Robbins & Judge, 2020).
Culture Work-Life Balance	Provide flexibility in working hours to maintain work-life balance.	Reducing the risk of burnout and improving mental well-being (Dewi & Kusumawati, 2019).
Stress Management Training	Organize trainings that include techniques such as mindfulness and time management.	Improving employees' ability to manage stress and quality of performance (Luthans, 2021).
Awards and Management Support	Provide rewards such as bonuses and recognition for employee contributions.	Improving employee motivation, engagement, and job satisfaction (Greenberg, 2019).
Conflict Management	Provides conflict resolution mechanisms through mediation and open discussion.	Creating a harmonious work atmosphere, reducing emotional stress (Tjoe, 2020)
Protection from Overtime Work	Implement a policy of setting working hours and realistic targets to manage work demands.	Lowering the risk of burnout, supporting mental balance of employees (Pratama & Wibisono, 2020).
Mental Health Program and Counseling Program	Provide counseling programs to help employees overcome stress or personal problems.	Supports employee mental health and increases productivity (Yulianto, 2021).
Evaluation and Feedback	Provide regular feedback to help employees achieve targets and improve performance.	Provides role certainty, increases clarity of expectations, and reduce stress (Putri & Lestari, 2019).
Career Development	Provide clear career development paths and opportunities for promotion.	Provides stability, long-term motivation long term, and improve employee welfare (Santoso, 2021).

The implementation of effective stress management at Bank Eka Liwa contributes positively to employee well-being and performance. Effective communication programs and a balanced work-life culture help create a comfortable working environment, so employees feel supported in carrying out their tasks. Continuous stress management training and support through mental health programs ensure that employees are able to manage job pressures well, which contributes to improving the quality of their performance. Fair compensation and recognition of their contributions also add to employees' motivation and attachment to the company. With targeted and systematic stress management, Bank Eka Liwa can increase productivity and retain qualified and loyal employees.

Overall, the relationship between the implementation of stress management and employee well-being at Bank Eka Liwa shows that proper stress management is crucial to maintaining individual motivation and performance, which ultimately contributes to the overall success of the company.

CONCLUSIONS

The implementation of effective stress management practices at Bank Eka Liwa shows a positive relationship with employee well-being and performance, which is reflected through various important aspects. First, the bank implements **effective communication** through periodic meetings that are open and constructive, allowing employees to raise issues they face and strengthening relationships with management. Secondly, Bank Eka Liwa also promotes a **balanced work-life culture** through a policy of

flexibility in working hours, which helps employees maintain a balance between their work and personal lives. This plays a major role in improving mental well-being and reducing *burnout*.

In addition, regular **stress management training** conducted by the bank, such as *mindfulness* training, supports employees in managing stress, which directly improves their mental health and performance quality. The bank also provides **rewards and support from management** in the form of bonuses and other awards, which not only increases motivation but also creates emotional attachment and a supportive environment in the workplace. **Effective conflict management** is also an important part of Bank Eka Liwa's strategy, where conflict resolution mechanisms through mediation help create a harmonious working atmosphere, reduce emotional stress, and prevent conflicts from being prolonged.

In addition, Bank Eka Liwa protects its employees from **excessive work demands** by limiting workload through setting realistic working hours and measurable targets, which aims to prevent *burnout* and maintain employees' mental balance. The bank also provides **mental health and counseling programs**, which give employees access to professional help in managing work stress and personal problems. This has a positive impact on employee productivity and mental health.

Periodic evaluations and **performance feedback** provide guidance for employees to improve their performance, which also helps reduce stress related to task ambiguity and increases certainty in their work. In addition, Bank Eka Liwa provides a clear **career development path**, which offers long-term prospects and reduces anxiety about the future, as well as increasing employee motivation and loyalty.

Overall, the stress management practices at Bank Eka Liwa contribute greatly to improving employee well-being, loyalty, motivation, and productivity. By creating a **conducive work environment** and supporting work-life balance, the bank has achieved optimal operational stability and better company performance. This shows that good stress management is key in achieving employee well-being as well as overall company success

REFERENCE

- Bakker, A. B., & Demerouti, E. (2018). *Job demands-resources theory: Challenges and future directions*. In J. C. Quick & L. E. Tetrick (Eds.), *Handbook of occupational health psychology* (pp. 25-42). American Psychological Association.
- Beehr, T. A., & Glazer, S. (2020). *Role stress and work-life balance*. *Journal of Occupational Health Psychology*, 25(3), 189-200.
- Beehr, T. A., & Newman, J. E. (2022). *Social support, occupational stress, and job performance*. *Journal of Organizational Behavior*, 43(1), 12-28.
- Cooper, C. L., & Marshall, J. (2021). *Understanding executive stress*. *The Executive Journal*, 35(3), 200-210.
- Dewi, N. K., & Kusumawati, D. (2019). *Work-life balance and its impact on employee performance in the banking sector*. *International Journal of Business and Management Invention*, 8(9), 1-8.
- Dewi, R. A., Mardiyah, N., & Setyowati, D. (2022). *The effect of stress management on employee performance*. *Journal of Management Development*, 41(6), 780-791.
- Dewi, R. A., Kusuma, A., & Sari, T.N. (2022). *The Role of Management in Reducing Job Stress in Banking Employees*. *Journal of Applied Psychology*, 15(2), 103-115.

- Dewi, R., Pratama, Y., & Wibowo, T. (2022). The influence of work environment on employee work stress: A case study in the banking sector. *Journal of Human Resource Management*, 14(2), 55-67.
- Dewi, T., Setiawan, A., & Suryani, I. (2022). *The relationship between stress management and employee wellbeing in the banking sector*. *Journal of Psychology and Welfare*, 12(2), 145-159.
- Greenberg, J. (2019). *Managing behavior in organizations* (6th ed.). Pearson. Greenberg, J. (2021). *Behavior in organizations* (11th ed.). Pearson.
- Handayani, A. (2023). *Workplace stress management and its effect on employee well-being in the banking sector*. *Journal of Applied Psychology*, 14(1), 87- 102.
- Handayani, F. (2023). Psychosocial approach in work stress management in companies. *Journal of Occupational Health*, 10(1), 34-48.
- Handayani, F. (2023). A psychosocial approach in overcoming employee work stress. *Indonesian Journal of Human Resource Management*, 8(1), 45-55.
- Hasibuan, M. (2023). *Human Resource Management in the Context of Modern Organizations*. Jakarta: Rajawali Press.
- Ivancevich, J. M., Matteson, M. T., & Konopaske, R. (2019). *Organizational behavior and management* (10th ed.). McGraw-Hill.
- Kusuma, E. (2020). *Work Stress Management: Concepts and Implementation in the Banking Environment*. Bandung: Main Library.
- Kusuma, T.A. (2020). *Work Stress Management Strategies in Improving Employee Welfare*. Jakarta: Main Library. Page 120-135.
- Lazarus, R. S., & Folkman, S. (2019). *Stress, appraisal, and coping*. Springer Publishing Company.
- Lu, L., Wang, J., & Liu, Z. (2021). *Job stress and employee wellbeing: A cross-lagged analysis*. *International Journal of Environmental Research and Public Health*, 18(4), 1752.
- Luthans, F. (2021). *Organizational behavior* (13th ed.). McGraw-Hill.
- O'Driscoll, M. P., & Cooper, C. L. (2020). *The role of stress in the workplace: A historical perspective*. *Journal of Managerial Psychology*, 35(6), 437-452.
- Pratama, A. & Wahyuni, E. (2020). Time management as an employee stress management strategy in a dynamic work environment. *Journal of Applied Psychology*, 8(3), 87- 102.
- Pratama, F. J., & Wibisono, D. (2020). *Reducing employee burnout in the banking sector: A review of stress management strategies*. *International Journal of Human Resource Studies*, 10(3), 245-260.
- Putri, A. R., & Lestari, W. (2019). *The importance of performance evaluation and feedback in reducing work stress*. *Business Management Review*, 9(1), 55-66.
- Rahayu, S. (2021). Factors causing job stress in the banking sector and its impact on employee productivity. *Indonesian Journal of Economics and Business*, 18(1), 23-36.
- Rahayu, L. (2021). The Effect of Performance Expectations on Stress Levels of Banking Employees. *Journal of Economics and Management*, 19(3), 89-102.
- Robbins, S. P. (2020). *Organizational behavior* (18th ed.). Pearson.
- Robbins, S. P., & Judge, T. A. (2019). *Organizational behavior* (18th ed.). Boston: Pearson. Page 100-110.
- Robbins, S. P., & Judge, T. A. (2019). *Organizational behavior* (17th ed.). Pearson.
- Santoso, R. (2021). *Career development and employee motivation: A review in the banking sector*. *Journal of Human Resource Management*, 9(1), 34-45.
- Santoso, R., & Hidayat, B. (2019). Employee welfare programs as a strategy in reducing work stress. *Journal of Management and Organization*, 11(2), 74-89.
- Selye, H. (2021). *Stress in health and disease*. Butterworth-Heinemann.
- Spector, P. E. (2019). *Job stress: Theory, research, and intervention*. Sage Publications. Sutrisno, E. (2021). *Human resource management*. Jakarta: Kencana Prenada Media Group.
- Sutrisno, H. (2021). *Employee Welfare Management and Stress Management in the Workplace*. Yogyakarta: Andi Offset.
- Syamsul, A. (2022). *Stress management in the banking sector: Challenges and mitigation strategies*. *Journal of Economics and Business*, 20(3), 245-259.
- Syamsul, M. (2022). *Job Stress and its Effect on Employee Productivity*. *Journal of Global Management and Business*, 7(2), 30-45.

- Syamsul, R. (2022). Work stress management strategies in a dynamic work environment. *Journal of Business Management*, 9(2), 102-115.
- Tjoe, S. (2020). *Conflict management and employee performance in the banking sector*. *Journal of Conflict Resolution*, 64(2), 321-334.
- Utami, A. (2023). *Work-Life Balance: Perspectives of Banking Employees*. Bandung: Literasi Nusantara Publisher. Pages 75-90.
- Utami, L. (2023). *Stress Management and Employee Work-Life Balance*. Jakarta: Mitra Wacana Media.
- Yulianto, F. (2021). *Mental health programs in organizations: Their impact on employee productivity*. *Journal of Occupational Health Psychology*, 26(3), 235-247.
- Yuniarsih, E., & Suwatno, (2018). *Understanding stress factors in the workplace: A study of the banking industry*. *Indonesian Journal of Management Science*, 10(1), 1-14.
- Yuniarsih, T., & Suwatno, S. (2018). *Human resource management in organizations*. Bandung: Alfabeta.
- Yuniarsih, T., & Suwatno, T. (2018). *Human resource management: Employee management strategies in organizations*. Bandung: Alfabeta. Pages 150-160.
- Yusuf, M. (2021). *Management of Job Stress in Banking Organizations in Indonesia*. Surabaya: Graha Ilmu Publisher.