

## The Role Of Work-Life Balance And Emotional Intelligence On Coffee Shop Employee Performance In Pontianak City

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### ***Abstract***

#### **Keywords:**

*Work-Life Balance, Emotional Intelligence, Employee Performance*

*This study aims to determine the roles of work-life balance and emotional intelligence on the performance of coffee shop employees in Pontianak. This study employs a quantitative data-based approach with a survey method. Data analysis was conducted through several testing criteria, including validity, reliability, classical assumption tests, multiple linear regression, F-test, and T-test, utilizing IBM SPSS version 26 software. The study involved 180 employees distributed across various coffee shops in Pontianak who met the requirements for multivariate sampling techniques. The results indicate that both variables—work-life balance and emotional intelligence—have a positive and significant impact on improving employee performance. The findings further emphasize that maintaining a balance between work and personal life, combined with effective emotional management, significantly assists employees in working effectively.*

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### **INTRODUCTION**

The food and beverage (F&B) industry, particularly the coffee shop sector, has undergone significant transformation over the past decade. In Indonesia, coffee is no longer just a commodity but has become a lifestyle staple, driving massive growth in the creative economy. Pontianak, known as the "City of a Thousand Coffee Shops," is one of the focal points of this growth. While Pontianak was once dominated by traditional coffee shops, the trend has now shifted toward modern coffee shops offering aesthetics, comfort, and high-quality service. As of August 2025, according to [kalbar.antaranews.com](http://kalbar.antaranews.com), Pontianak City's Regional Revenue (Bapenda) recorded 1,035 coffee shops and coffee shops spread across its six districts. South Pontianak District boasts the largest number of businesses, with 368, or 32 percent of the total. This increasingly competitive environment in Pontianak demands that every business owner optimize the performance of their employees, who are at the forefront of customer service. Employee performance in the coffee shop industry is crucial because it involves direct interaction with consumers (a high-touch industry). However, in reality, maintaining consistent performance for a barista or coffee shop staff in Pontianak presents its own challenges. Fluctuating workloads, shifts that sometimes extend into the night, and the demands of remaining friendly under the pressure of long lines often lead to physical and mental exhaustion. Problems arise when employees begin to feel a loss of balance between professional demands and their personal lives. This, if left unchecked, can lead to decreased work accuracy, increased absenteeism, and even disharmony among staff.

According to Mangkunegara (2017), performance is the quality and quantity of work achieved by an employee in carrying out their duties in accordance with their assigned responsibilities. Meanwhile, Saifullah (2020) explains employee performance as the interaction of individual performance and motivation. Kembuan et al. (2021) and Ananda et al. (2025) add that performance reflects the success and quantity achieved in carrying out their role in the workplace. Nisyak (2016) states that employee performance is a work achievement achieved by workers in an organization, according to the obligations that are accountable given by the organization, in order to strive to achieve a vision and mission that can be accounted for, so as not to violate morals and ethics in the organization. According to Wibowo (2016) stated that performance is the result of work that has a strong relationship with organizational goals, customer satisfaction, and contributes

to the economy. Some dimensions of performance (Edison, Anwar, & Komariyah, 2017) are targets, quality, time, and adherence to principles.

One external factor strongly suspected of influencing performance is Work-Life Balance (WLB). For coffee shop employees in Pontianak, the majority of whom are Generation Z, balancing work time with time for family, hobbies, and education is a high priority. Work-life balance refers to how individuals manage their time and energy between work and personal life without experiencing excessive pressure. An imbalance in this aspect often leads to stress, fatigue, and decreased productivity. Conversely, employees who maintain a good balance between work and personal life tend to be more motivated, mentally and physically healthier, and contribute optimally to the organization. Indicators used in work-life balance are time balance, engagement balance, and satisfaction balance.

According to Hudson in Nur and Kadarisman (2016), Work-Life Balance is the level of satisfaction related to multiple roles in one's life. Work-life balance is generally associated with balance, or maintaining balance in all aspects of human life. Meanwhile, according to Lockwood in Diah & Al Musadieq (2018), work-life balance is the ability of a person or individual to fulfill their work duties and remain committed to their family, as well as other responsibilities outside of work. According to Lihawa et al., (2022), work-life balance is how individuals build a good workplace that allows individuals to have order between activities and individual lives. Employees who have good WLB tend to have lower stress levels and higher work motivation. According to Robbins and Coulter (2012), work-life balance programs include resources on parent and child care, care, employee health and well-being, and relocation, among others. According to Delecta (2011), work-life balance is an individual's ability to fulfill their work duties while remaining committed to their family and other non-work responsibilities.

However, external factors such as time balance alone are not enough. Internal factors within the employee are also needed, such as emotional intelligence. According to Goleman (2015), emotional intelligence consists of self-awareness, self-regulation, motivation, empathy, and social skills. Goleman argues that EQ contributes eighty percent to a person's success, while IQ only twenty percent. Meanwhile, Santika et al., (2019) said that emotional intelligence is a person's ability to manage their emotional life with intelligence; maintaining emotional harmony and its expression (the appropriateness of emotion and its expression) through self-awareness, self-control, self-motivation, empathy and social skills. According to Cooper and Sawaf (2002) in Risma, (2012) expressed emotional intelligence as the ability to feel, understand and work effectively, and emotional sensitivity as an energetic source of information, connections, and human influence. According to Goleman (2016) there are five indicators of emotional intelligence, namely: "recognizing one's emotions, managing emotions, motivating oneself, recognizing the emotions of others, building relationships".

The ability to recognize, manage, and control one's own emotions, as well as to understand customer emotions, is crucial for service quality. A barista with high emotional intelligence will maintain a smile and provide excellent service even when facing difficult customers or under high work pressure.

Previous research has demonstrated that work-life balance and emotional intelligence have a positive impact on performance in the corporate and banking sectors. However, there is a research gap: studies specifically integrating these two variables in the context of coffee shops in a city with a unique coffee culture like Pontianak are still very limited. Most research in Pontianak focuses on marketing strategies or product quality, while the psychological well-being and emotional intelligence of employees, as key drivers of performance, are often overlooked. Therefore, the purpose of this study is to examine the relationship between work-life balance and emotional intelligence and whether they play a role in employee performance.

## METHODS

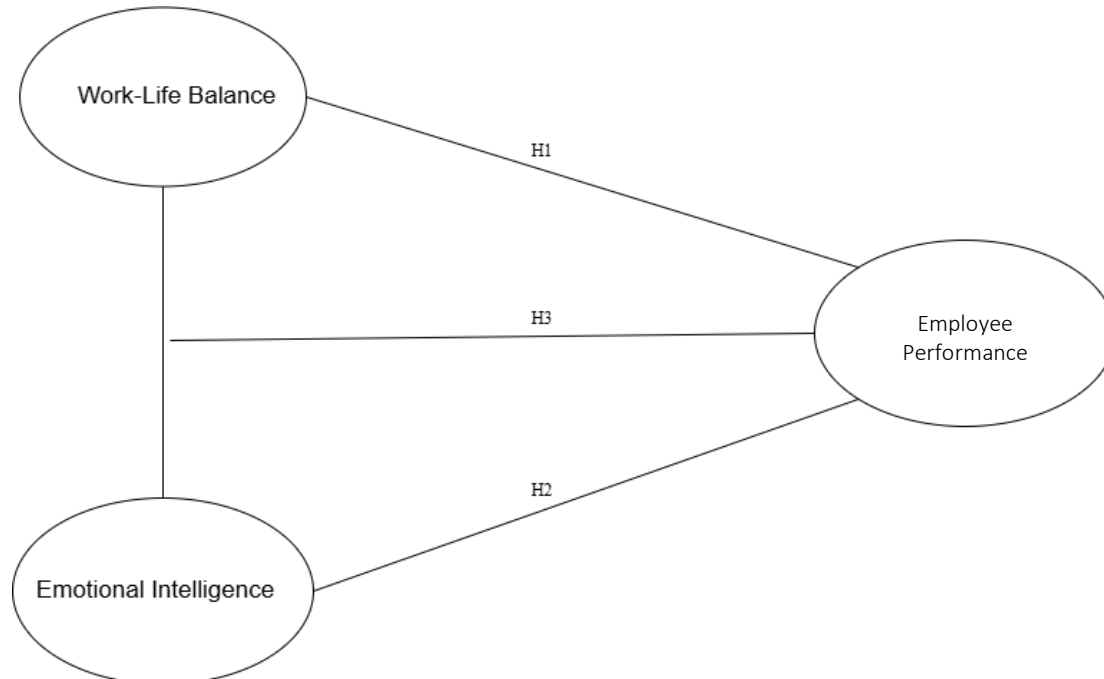
This study employed a quantitative approach with a survey method. This approach was chosen to analyze the influence of the independent variables, namely work-life balance and emotional intelligence, on the dependent variable, namely employee performance at coffee shops in Pontianak City.

The population in this study was all coffee shop employees working in Pontianak City. According to Roscoe (1982) in Sugiyono (2022), an appropriate sample size for research ranges from 30 to 500 respondents. For multivariate analysis, the sample size used must meet the research data sufficiency criteria. The number of respondents in this study was 180 coffee shop employees in Pontianak City, thus meeting the eligibility criteria for statistical analysis.

Data collection was conducted through a structured questionnaire distributed to coffee shop employees as the primary data source. The research instrument was developed based on indicators for each variable: work-life balance, which consists of time balance, engagement balance, and satisfaction balance; emotional intelligence, which includes recognizing one's own emotions, managing emotions, motivating oneself, recognizing others' emotions, and fostering relationships; and employee performance, which is measured through the dimensions of targets, quality, timeliness, and adherence to principles.

All variables were measured using a 1–5 Likert scale, with a score of 1 indicating strongly disagree, 2 disagree, 3 neutral, 4 agree, and 5 strongly agree. The collected data were then analyzed using IBM SPSS version 26 software.

The data analysis phase included instrument validity and reliability tests, followed by classical assumption tests consisting of normality, multicollinearity, heteroscedasticity, and linearity. Hypothesis testing was then conducted using multiple linear regression analysis to determine the effect of work-life balance and emotional intelligence on employee performance. The F-test was used to test simultaneous effects, while the t-test was used to test partial effects.



**Figure 1. Thinking Framework Model**

The research hypotheses are as follows:

H1: Work-life balance has a positive and significant effect on employee performance.

H2: Emotional intelligence has a positive and significant effect on employee performance.

H3: Work-life balance and emotional intelligence have a positive and significant effect on employee performance.

## RESULTS AND DISCUSSION

### Validity

**Table 1. Validity**

Variables	Indicator	Pearson Correlation	R Tabel (0,05; Df= 180)	Conclusion
Work-Life Balance (X1)	X1.1 - X1.6	0,715-0,647	0,1463	Valid
Emotional Intelligence (X2)	X2.1 - X2.10	0,414-0,500	0,1463	Valid
Employee Performance (Y)	Y1.1 - Y1.8	0,624-0,784	0,1463	Valid

Source: Researcher data processing results, 2026

Based on the results of the table above, it can be concluded that the statements regarding WLB (X1), EI (X2), and KK (Y) have a correlation of 0.715–0.784. Therefore, these three variables are proven valid because  $R^2 > R_3$  (0.1463).

### Reliability

**Table 2. Reliability**

Variables	Cronbach's Alpha	Conclusion
Work-Life Balance	0,773	Reliable
Emotional Intelligence	0,770	Reliable
Employee Performance	0,833	Reliable

Source: Researcher data processing results, 2026

Test results indicate that all variables are reliable, as they exceed 0.70. All variables are categorized as having high reliability.

### Classical Assumptions

**Table 3. Classical Assumption Test**

Test Types	Parameter	Result	Criteria	Conclusion
Normality Test	Kolmogorov Smirnov (K-S)	0,061	Sig > 0,05	Data is normally distributed
Multicollinearity Test	VIF Work-Life Balance	2,200	VIF < 10	
	VIF Emotional Intelligence	2,200		
Heteroscedasticity Test	Uji Glejser Work-Life Balance	0,273	Sig > 0,05	No multicollinearity
	Uji Glejser Emotional Intelligence	0,181		
Linearity Test	Sig Linearity (WLB – KK)	0,000	Sig < 0,05	
	Sig Linearty (EI – KK)	0,000		

Source: Researcher data processing results, 2026

The Kolmogorov-Smirnov (K-S) normality test yielded a value of  $0.061 > 0.05$ , indicating that the data were normally distributed. The multicollinearity test yielded a value of 2.200 ( $< 10$ ) for work-life balance and emotional intelligence, indicating that the independent variables were not affected by multicollinearity. The Glejser heteroscedasticity test yielded values of 0.273 and 0.181, which are higher than 0.05, indicating that the data did not experience heteroscedasticity. Finally, the linearity test yielded a linearity of 0.000 for the relationship between work-life balance and employee performance, as well as between emotional intelligence and employee performance. This indicates a linear relationship between the variables.

### Multiple Linear Regression and T-Test

**Table 4. Multiple Linear Regression and T-Test**

Coefficients					
Model	B	Std. error	Beta	t	Sig
Constat	2,813	1,647		1,709	0,089
WLB (X1)	0,606	0,095	0,427	6,381	0,000
EI (X2)	0,381	0,059	0,431	6,449	0,000

Source: Researcher data processing results, 2026

The multiple regression equation is  $Y = 0.427 X1 + 0.431 X2$ . The Work-Life Balance variable (X1) shows a positive effect with a Standardized Coefficients Beta value of 0.427 with a Sig.  $0.00 < 0.05$ . This indicates that employee Work-Life Balance (X1) has a positive and significant impact on employee performance (Y) at coffee shops in Pontianak. Similarly, for the Emotional Intelligence variable (X2), the Standardized Coefficients Beta value of 0.431 shows a positive effect, with a Sig. 0.00 less than 0.05, indicating that Emotional Intelligence (X2) has a positive and significant effect on employee performance (Y) at coffee shops in Pontianak.

### F Test

**Table 5. F Test**

Anova					
Form	Sum of square	df	Mean square	f	Sig
Regression	3851,168	2	1925,584	157,415	0,000
Residual	2165,160	177	12,233		
Total	6016,328	179			

Source: Researcher data processing results, 2026

Based on the simultaneous results (F), a Sig.  $< 0.05$  value of 0.000 was obtained, meaning variables X1 and X2 simultaneously have a positive and significant effect on variable Y.

### Coefficient of Determination (R2)

**Table 6. Coefficient of Determination Test**

Model Summary				
Model	R	R Square	Adjusted R <sup>2</sup>	Std. Error
1	0,800	0,640	0,636	3,497

Source: Researcher data processing results, 2026

The coefficient of determination test yielded an R-square value of 0.640, indicating that variables X1 (Work-Life Balance) and X2 (Emotional Intelligence) had a 64% influence on variable Y (Employee Performance). The remaining 36% were unaffected because they were not included in the study.

### **The Role of Work-Life Balance on Employee Performance**

Research results show that work-life balance has a positive and significant impact on the performance of coffee shop employees in Pontianak City. This finding indicates that the better an employee's ability to balance their work and personal lives, the higher their performance. Employees who are able to manage their time, energy, and responsibilities between work and personal life tend to be in better physical and psychological condition, enabling them to perform their jobs optimally.

In the context of the coffee shop industry, which is characterized by shift work, flexible working hours, and high levels of customer interaction, work-life balance is a crucial factor. Employees who have sufficient time to rest, spend time with family, engage in social activities, and develop personal interests experience lower stress levels than those who experience an imbalance between work and personal life. This condition results in increased work concentration, accuracy in customer service, and the ability to complete tasks effectively.

This finding also supports Hudson's view in Nur and Kadarisman (2016), which states that work-life balance is related to an individual's level of satisfaction in carrying out various life roles. When employees feel satisfied with their work-life balance, they will exhibit a more positive work attitude and a higher commitment to the organization. Furthermore, Lockwood, as cited in Diah and Al Musadieq (2018), explains that individuals who are able to meet work demands without neglecting outside responsibilities will more easily achieve optimal work productivity.

Based on the indicators used in this study, namely time balance, engagement balance, and satisfaction balance, it can be concluded that these three aspects contribute to improving employee performance. Time balance allows employees to allocate time proportionally between work and personal life. Engagement balance helps employees stay focused on each role they perform without experiencing excessive role conflict. Meanwhile, satisfaction balance reflects the individual's sense of satisfaction in both their work and personal life, thus encouraging higher work motivation.

The results of this study align with research by Kurniasari and Dewi (2023), which showed that work-life balance has a positive and significant effect on employee performance at PT XYZ Central Java. Another study by Olanda and Swasti (2023) also demonstrated that work-life balance influences the performance of female employees at CV. Huda Jaya Sidoarjo. These consistent results reinforce the fact that work-life balance is a crucial factor in improving employee quality and productivity across various sectors, including the coffee shop industry.

### **The Role of Emotional Intelligence in Employee Performance**

Research findings show that emotional intelligence has a positive and significant impact on the performance of coffee shop employees in Pontianak City. These results indicate that the higher an employee's emotional intelligence, the better their performance in carrying out their duties and responsibilities.

Emotional intelligence is a crucial factor in the service industry, particularly in coffee shops, because the work requires direct interaction with customers and intensive collaboration between team members. Employees are not only required to possess technical skills in preparing products and serving customers, but also to be able to control their emotions when faced with stressful work situations, such as long customer lines, customer complaints, or high work demands. The ability to manage these emotions helps employees remain professional and provide consistent service to customers.

These research findings support Goleman's (2015) theory, which states that emotional intelligence consists of self-awareness, self-regulation, motivation, empathy, and social skills. These five aspects play a crucial role in shaping productive work behaviors. Employees who are able to recognize their own emotions will find it easier to control negative reactions when faced with work pressure. Furthermore, the ability to motivate oneself helps employees maintain work enthusiasm despite facing various challenges in their daily work.

Judging from the indicators used in this study, namely recognizing one's own emotions, managing emotions, motivating oneself, recognizing the emotions of others, and fostering relationships, all of these aspects contribute to improved employee performance. The ability to recognize and manage emotions helps employees maintain emotional stability while working. The ability to understand others' emotions and foster relationships enables good communication with customers and coworkers, thus supporting the smooth operation of the coffee shop.

In addition to improving service quality, emotional intelligence also plays a role in creating a harmonious work environment. Employees with good empathy and social skills tend to work more easily in teams, resolve conflicts constructively, and build positive work relationships. This ultimately results in improved work quality, timely task completion, and better achievement of work targets.

The results of this study align with those of Supriyanto and Troena (2011), who concluded that emotional intelligence has a positive and significant effect on employee performance. Similar findings were also obtained in the study by Muksin et al. (2023), who stated that emotional intelligence has a positive and significant effect on employee performance. The similarity of these results suggests that emotional intelligence is a crucial factor in improving work effectiveness and individual success in achieving organizational goals. In the context of coffee shops in Pontianak City, the ability to manage emotions and build positive relationships with customers and coworkers is crucial for optimal performance.

## CONCLUSION

The results of the research that has been conducted, show that in general Work-life balance and Emotional intelligence have a positive and significant effect on the performance of coffee shop employees in Pontianak city. Work-Life balance as an employee's assistant in maintaining a balance between work demands and personal life so that they can work better and focus on work. Meanwhile, emotional intelligence helps employees in managing emotions while working, so that they are friendly and wholehearted in serving customers who come. Suggestion: To the owners of coffee shops in Pontianak city can pay more attention to the policies made and the division of work shifts that are distributed especially for employees who are students, in order to ensure a balance between work responsibilities and personal life that can affect work performance. It is hoped that coffee shop managers can train soft skills that focus on emotional control and empathy of employees, so that employees are able to deal with various customer characteristics that come while remaining professional.

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