

## The Influence of Emotional Intelligence on Employee Engagement and Job Satisfaction through Work-Life Balance

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## The Influence of Emotional Intelligence on Employee Engagement and Job Satisfaction through Work-Life Balance



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**ABSTRACT:** This research aims to examine how emotional intelligence affects employee engagement. This research also reveals the influence of emotional intelligence on job satisfaction. Work-life balance is used as a mediating variable. Purposive sampling was used to choose the 194 respondents that would make up the research sample. Data analysis utilizing SmartPLS 3.0 software was used to test the hypothesis. Findings from this research indicate that employee engagement is influenced by emotional intelligence both directly and indirectly. Additionally, job satisfaction is influenced both directly and indirectly by emotional intelligence. The findings of this research reveal that, despite each person's distinct work-life balance circumstances, emotional intelligence may be utilized to increase employee satisfaction.

**KEYWORDS:** emotional intelligence, employee engagement, jobs satisfaction, work-life balance

### I. INTRODUCTION

An organization is established for a particular purpose. Without the assistance of competent human resources, organizations cannot simply rely on advanced technology and infrastructure. In order to accomplish organizational goals, human resources (HR) play a crucial role and often serve as the driving force behind growth (Asbari, 2019). The performance of the organization is reflected in the role that human resources contribute to the organization's sustainability.

According to Perera & L. Wijewardene (2021), the capability and desire of employees to perform better at work are the two factors that determine work performance. According to Sun et al. (2022), motivated employees demonstrate job satisfaction. Job satisfaction, in the words of Katebi et al. (2022), refers to how employees feel about their workplace and how they perceive their experiences there. Bound employees frequently claim to be content with work. This is to ensure that workers may perform enjoyable work which contributes to the success of the organization.

The extent of employee engagement in their ability to perform their work can be determined by employee engagement. Employees that are emotionally invested have been shown to increase their intellectual and psychological capacities to carry out their responsibilities in creative manners, causing them to be more productive and efficient (Panda et al., 2022). The energy produced makes workers more attentive and focused, which can be directly related to organizational goals and greater performance. Employee engagement improves employee morale and fosters a sense of motivation and loyalty among employees (Shelke & Shaikh, 2023).

The work environment and the employees' personal lives can both influence how engaged and motivated employees are at work. Employees frequently face resource and time constraints when juggling work and personal interests. Work-life balance is crucial for employees to perform at their best because it affects both their personal and professional lives (MasMachuca et al., 2016). Employees will have a balance between their personal and professional lives if they have control over the two (Sirgy & Lee, 2018). Employees are capable of fitting into both their personal and professional lives. Knowing one's own and other people's sentiments is essential for effective self-placement and for achieving work-life balance. Emotional intelligence is an approach that can be utilized to coordinate employees' duties at work and outside of work.

The development of organizations and employees is becoming more and more dependent on emotional intelligence. This issue is connected to the concept of emotional intelligence, which presents a novel approach to recognizing and evaluating a

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person's conduct, management philosophy, attitudes, social skills, and potential (Mananta, 2015). Emotional intelligence contributes to an important role in daily life, and without realizing it, emotions may determine actions, personalities, and relationships among humans. Emotional intelligence is becoming a crucial component of human resource management. According to Gentina et al. (2018), emotional intelligence has two distinct components: intrapersonal intelligence, which involves dealing with oneself, and interpersonal intelligence, which involves dealing with other people. This distinguishes individuals from other individuals, notably in terms of their disposition, motivation, attractiveness, and mood.

Research on emotional intelligence and work-life balance is rarely conducted in the Karawang Industrial Area, where the number of employees is quite likely to be used as a subject of human resource research. Additionally, according to the Karawang Regency government's website, up to 36,380 prospective employees were hired in Karawang in 2019. The fact that Karawang has the capacity for research is demonstrated by the dozens of new hires each year. Through job satisfaction, this research aims to improve the variables that impact employee performance.

### **A. The Influence of Emotional Intelligence on Work-Life Balance**

Achieving an adequate balance between work and activities outside of work depends on emotional intelligence. According to Malik et al. (2019), emotional intelligence enables employees to strike a balance between work and personal interests. Additionally, Moghaddam et al.'s research (2022) found a significant correlation between emotional intelligence and work-life balance. Given that this assertion is consistent with research by Bakir (2018) and Nurjanah & Indawati (2021), which found a positive correlation between emotional intelligence and work-life balance, the following formulation of the hypothesis is as follows:

H1: Emotional intelligence has a positive influence on work-life balance.

### **B. The Influence of Emotional Intelligence on Employee Engagement**

Employees who possess high levels of emotional intelligence tend to be calm, confident, adept at paying attention and have stronger bonds with fellow employees. An employee is capable of doing all of the duties without experiencing excessive stress. Additionally, emotional intelligence is the capacity to maintain enthusiasm in the face of a variety of difficulties associated with employee engagement and self-motivation (Sari & Yulita, 2018). Employee engagement may rise as an impact of emotional intelligence dimensions (Barreiro & Treglown, 2020). The research conducted by Nurjanah & Indawati (2021) on the impact of emotional intelligence on employee engagement reveals a favorable relationship. According to research carried out by Karamustafa & Kunday (2018), Sari & Yulita (2018), and Tjiabrata et al. (2021), there is a marginally favorable relationship between employee engagement and emotional intelligence. Therefore, the following formulation of the hypothesis is possible:

H2: Emotional intelligence has a positive influence on employee engagement.

### **C. The Influence of Emotional Intelligence on Job Satisfaction**

Job satisfaction is positively influenced by emotional intelligence (Choi et al., 2021). An individual with strong emotional intelligence attempts to positively transform and retain feelings even in terrible emotional states, enhancing job satisfaction. Emotional intelligence involves the ability to manage one's emotions. Employee job satisfaction is influenced by emotional intelligence, according to research carried out by Mandala & Dihan (2018). Similar findings were made by Argon & Liana (2020), who analyzed data from 117 respondents from PT Digital Network Venture Indonesia in their research. They found that emotional intelligence had a positive and significant impact on job satisfaction. Emotional intelligence has a favorable impact on job satisfaction (Choi et al., 2021; Nurjanah & Indrawati, 2021). Therefore, the hypothesis is formulated as follows:

H3: There is a positive influence of emotional intelligence on job satisfaction.

### **D. The Influence of Work-Life Balance on Employee Engagement**

Employee engagement can also be impacted by work well-being (Larasati et al., 2019). Social exchange theory can be used to describe the correlation between employees and work-life balance. According to this view, giving, making sacrifices, and reaping advantages each play a role in social relationships. Employee engagement will be at a high level if an employee feels valued and the organization encourages a healthy balance between work and personal life. Work-life balance has an impact on employee engagement, as demonstrated by research conducted in Vietnam and Indonesia (Dinh, 2020; Fazlurrahman et al., 2020). Research conducted by Jaharuddin & Zainol (2019); Nurjanah & Indawati (2021) revealed that there is an influence of work-life balance on employee engagement. Thus the hypothesis is formulated as follows:

H4: There is a positive influence of work-life balance on employee engagement.

### **E. The Influence of Work-Life Balance on Job Satisfaction**

Employees may generate harmonious relationships both inside and outside of the organization when they are satisfied with what they do (Choi et al., 2021). Work-life balance has been linked to higher levels of job satisfaction, according to numerous



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researches. Work-life balance has an impact on employee job satisfaction, according to Australian finance employees' research (Talukder et al., 2018). Work-life balance raises job satisfaction, according to research by Astuti (2019) and Riffay (2019), both of which were conducted in Indonesia involving different research subjects. Similar to Purwanto et al. (2020), who found a favorable correlation between job satisfaction and work-life balance in the Riau Islands Municipal Police. Therefore, according to Nurjanah and Indawati (2021), work-life balance has a big impact on job satisfaction. Work-life balance, according to (Sari et al., 2021), has an impact on job satisfaction. This data allows for the following conclusion to be made about the hypothesis:  
H5: Work-life balance has a positive influence on job satisfaction.

### **F. The Influence of Employee Engagement on Job Satisfaction**

Reissová & Papay (2021) analyzed call center employees in large companies and discovered a significant relationship between job satisfaction and employee engagement. Employee engagement has an influence on job satisfaction, according to research conducted within the United States (Im, 2022). According to the research carried out by Alagarsamy et al. (2020), job satisfaction can be significantly predicted by employee engagement. Researchers Abolnasser et al. (2023) and Hakro et al. (2022) found instances in which job satisfaction is influenced by employee engagement. According to the description provided above, the hypothesis which can be examined is:

H6: Employee engagement has a positive influence on job satisfaction.

### **G. The Influence of Emotional Intelligence on Employee Engagement with Work-Life Balance Mediation**

Employee engagement is a positive emotional state that results from the fulfilment of personal well-being and satisfaction at work, accompanied by high involvement in activities. Employees that possess high levels of emotional intelligence tend to be self-aware and capable of managing how they interact with others and with themselves. Additionally, it is crucial for employees to strike a balance between their personal and professional lives (Marseno & Muafi, 2021). Work-life balance has a considerable positive influence when mediating the role of emotional intelligence on employee engagement, according to research by Nurjanah & Indawati (2021). Thus, the following statement may be drawn about the hypothesis:

H7: Work-life balance mediates the positive influence of emotional intelligence on employee engagement.

### **H. The Influence of Emotional Intelligence on Job Satisfaction with Work-Life Balance Mediation**

Any circumstance involving physical, psychological, and environmental factors that encourage employees to express sentiments of job enjoyment is referred to as a condition of job satisfaction. Job satisfaction might also reveal to what extent an employee is stressed out due to their personal and professional lives need to be balanced. The relationship arises from the fact that employees are more content with their professions as their work lives grow more structured. Therefore, research has shown that work-life balance improves job satisfaction, which in turn increases productivity at work and necessitates the support of both management and employees' families (Qasim et al., 2020). As there is no statistically significant correlation between emotional intelligence and job happiness, work-life balance could be properly mediated (Nurjanah & Indrawati, 2021). The hypotheses that can be employed are as follows in light of the above explanation:

H8: The positive influence of emotional intelligence on job satisfaction is mediated by work-life balance.

## **II. METHOD**

The cross-sectional method is used to collect data over a specific time period. Numerous individual employees in Karawang synthetic rubber factory serve as the research's unit of analysis. There are four variables total in this study: 1 independent, 1 mediating, and 2 dependent. Employee engagement and job satisfaction are the dependent variables (Y) in this study, whereas emotional intelligence is the independent variable (X), and work-life balance is the mediating variable (Z). An interval scale with a Likert measurement scale of 5 points was used to evaluate the responses provided by respondents, ranging from "strongly disagree" on a scale of 1 to "strongly agree" on a scale of 5. One hundred ninety-four respondents were obtained through the use of a Google Form for primary data collection. The data was then processed using the software SmartPLS 3.0.

## **III. RESULTS**

### **A. Test Research Instrument**

The validity test determines whether the instrument (statement) accurately represents the variable of research. A questionnaire is deemed valid when the statements on it may be used to identify the data it is intended to evaluate. The loading factor serves to determine the validity of a statement. The relationship between variables and their factors is represented by the loading factor (Hair et al., 2019). A sample size of 194 was used in this research with a loading factor of 0.45. Should the loading factor be greater than or equal to 0.45, the instrument is considered to be valid.

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**Table I. Validity Test on Emotional Intelligence**

| Statements   | Loading Factor | Results |
|--|----------------|---------|
| I fully understand why I frequently experience certain emotions                    | 0,721          | Valid   |
| I possess an ideal understanding of personal emotions                              | 0,689          | Valid   |
| I completely understand how I feel   | 0,536          | Valid   |
| I always know whether I am happy or otherwise                                      | 0,578          | Valid   |
| I always establish personal goals for myself and work hard to achieve them         | 0,584          | Valid   |
| I have always believed in being competent  | 0,660          | Valid   |
| I am a motivated person  | 0,710          | Valid   |
| I always encourage myself to do my best  | 0,651          | Valid   |
| I can always tell what emotions my co-workers are feeling based on how they behave | 0,742          | Valid   |
| I am a good observer of my co-workers' emotions                                    | 0,671          | Valid   |
| I am attentive to my co-workers' emotions and feelings                             | 0,616          | Valid   |
| I have a good understanding related to the emotions of people around me            | 0,661          | Valid   |
| I have emotional control and am able to deal with difficulties rationally          | 0,734          | Valid   |
| I am capable of maintaining my emotions under control                              | 0,716          | Valid   |
| I can always calm down immediately when I am angry                                 | 0,629          | Valid   |
| I have good emotional control over myself  | 0,732          | Valid   |

**Source:** Questionnaire data examined using SmartPLS (2023)

According to the validity test on the emotional intelligence variable, 16 statements have been declared valid because their factor loading is more than 0.45. The 16 statements in this variable can then be carried over to the next test.

**Table II. Validity Test on Employee Engagement**

| Statements  | Loading Factor | Results |
|---|----------------|---------|
| I focus on my work                                  | 0,772          | Valid   |
| I concentrate on my work                            | 0,792          | Valid   |
| I pay much attention to work                        | 0,814          | Valid   |
| I share the same work values with my co-workers     | 0,702          | Valid   |
| I share the same work objectives with my co-workers | 0,750          | Valid   |
| I share the same work mindset with co-workers       | 0,620          | Valid   |
| I am positive about my work                         | 0,677          | Valid   |
| I feel energized at work                            | 0,684          | Valid   |
| I am enthusiastic at work                           | 0,762          | Valid   |

**Source:** Questionnaire data examined using SmartPLS (2023)

According to the validity test on the emotional intelligence variable, 9 statements have been declared valid because their factor loading is more than 0.45. The 9 statements in this variable can then be carried over to the next test.

**Table III. Validity Test on Work-Life Balance**

| Statements  | Loading Factor | Results |
|---|----------------|---------|
| I currently maintain a proper balance between time spent at work and time spent on personal life activities | 0,774          | Valid   |
| I have no difficulties balancing my professional and personal lives   | 0,810          | Valid   |
| I believe that the balance between work demands and personal life activities is ideal                       | 0,820          | Valid   |
| Overall, I believe that my professional and personal lives are in balance                                   | 0,785          | Valid   |

**Source:** Questionnaire data examined using SmartPLS (2023)

According to the validity test on the emotional intelligence variable, 4 statements have been declared valid because their factor loading is more than 0.45. The 4 statements in this variable can then be carried over to the next test. The reliability test examines the research instrument's stability, reliability, and accuracy. A measure with high reliability is one that can produce reliable findings. The reliability test can be concluded using Cronbach's Alpha with scores greater than or equal to 0.60, according to Hair et al. (2019). Cronbach's Alpha scores greater than or equal to 0.60 indicate that the statement is reliable.

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**Table IV. Cronbach's Alpha Value**

| Variables | Number of Indicators | Cronbach's Alpha | Information |
|-----------|----------------------|------------------|-------------|
| EI        | 16                   | 0.868            | Reliable    |
| WLB       | 4                    | 0.809            | Reliable    |
| EE        | 9                    | 0.875            | Reliable    |
| JS        | 6                    | 0.893            | Reliable    |

Source: Questionnaire data examined using SmartPLS (2023)

In the table above, the results of reliability testing with Cronbach's Alpha analysis demonstrate that Cronbach's Alpha value for all constructs is greater than 0.6, indicating that all constructs are reliable. SmartPLS 3.0 software was employed in this research, and the approach used was the feasibility of a structural model. The model feasibility test in this software uses the inner model, which specifies the relationship between variables based on substantive theory. The inner model utilizes the R-square value. R-square is used to examine the independent variables' substantive effect on the dependent variable. The R-Square approach is used to measure the structural model in this study. Table 5 displays the R-Square results for each variable.

**Table V. R-Square Value**

| Variables | R-Square |
|-----------|----------|
| WLB       | 0,651    |
| EE        | 0,736    |
| JS        | 0,673    |

Source: Questionnaire data examined using SmartPLS (2023)

The R-Square value for the employee engagement construct is 0.736, according to the test results. The R-square value identifies emotional intelligence and work-life balance variables that have a 73.6% influence on employee engagement. The R-square value for the work-life balance variable is the same as well. According to Table 20, emotional intelligence influences work-life balance by 65.1%, whereas job satisfaction explains emotional intelligence and work-life balance by 67.3%.

## B. Description of Research Data

Respondent profiles of synthetic rubber industry employees in Karawang are presented in the table below:

**Table VI. Gender of the Respondents**

| Profile | Information | Frequency | Percentage (%) |
|---------|-------------|-----------|----------------|
| Gender  | Male        | 151       | 77,8           |
|         | Female      | 43        | 22,2           |
|         | Total       | 194       | 100            |

Source: Questionnaire data examined using SmartPLS (2023)

Table 6 compares the number of male and female employees who participated in filling out the questionnaire. Male employees outnumber female employees. Male employees constituted the majority of 151 respondents (77.8%), while female employees were represented by 43 respondents (22.2%). This could be due to the company's location, which is difficult to reach from downtown; therefore, most women may be hesitant to work there. Furthermore, because the production process involves heavy equipment, this car tire manufacturing company requires male employees.

**Table VII. Age of The Respondents**

| Profile | Information | Frequency | Percentage (%) |
|---------|-------------|-----------|----------------|
| Age     | < 25        | 16        | 8,2            |
|         | 25 – 30     | 31        | 16             |
|         | >30 – 35    | 29        | 14,9           |
|         | >35 – 40    | 69        | 35,6           |
|         | >40 – 45    | 9         | 4,6            |
|         | >45         | 40        | 20,6           |
|         | Total       | 194       | 100            |

Source: Questionnaire data examined using SmartPLS (2023)

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Table 7 shows employees aged less than 25 years consisting of 16 respondents (8.2%), ages between 25 to 30 years of 31 respondents (16%), ages >30 to 35 years consisting of 29 respondents (14.9%) , ages >35 to 40 years had the highest number of employees who filled out the questionnaire as many as 69 respondents (35.6%), ages >40 – 45 years had the least number of employees filling out the questionnaire as many as 9 respondents (4.6%), and ages employees who are more than 45 years old consist of 40 respondents (20.6%). The dominance of respondents aged >35-40 years might be caused by the company's location in Karawang, where a considerable distance from the city center may be less appealing for young people, so the generation aged >35 years still dominates.

**Table VIII. Latest Education of The Respondents**

| Profile          | Information         | Frequency | Percentage (%) |
|------------------|---------------------|-----------|----------------|
| Latest Education | High school diploma | 48        | 24,7           |
|                  | Associate degree    | 23        | 11,9           |
|                  | Bachelor's degree   | 105       | 54,1           |
|                  | Master's degree     | 18        | 9,3            |
|                  | Total               | 194       | 100            |

**Source:** Questionnaire data examined using SmartPLS (2023)

Table 8 reveals that employees with Bachelor's degrees outnumber those with other levels of education, with 105 respondents (54.1%), while Master's degrees have the fewest (18 respondents (9.3%). The Master's degree receives the biggest presentation because it is required of all employees of the company in this industry.

### C. Hypothesis Test

In this research, the p-value approach is used to test the hypothesis. The coefficients and p-values of eight hypotheses were examined. Table 9 displays the results of the data analysis.

**Table XI. Hypothesis Test Results**

| No | Research Hypothesis  | Coefficient | p-Value | Results         |
|----|--|-------------|---------|-----------------|
| H1 | Emotional intelligence has a positive influence on work-life balance                               | 0,807       | 0,000   | H1 is supported |
| H2 | Emotional intelligence has a positive influence on employee engagement                             | 0,517       | 0,000   | H2 is supported |
| H3 | Emotional intelligence has a positive influence on job satisfaction                                | 0,222       | 0,021   | H3 is supported |
| H4 | Work-life balance has a positive influence on employee engagement                                  | 0,384       | 0,000   | H4 is supported |
| H5 | Work-life balance has a positive influence on job satisfaction                                     | 0,176       | 0,035   | H5 is supported |
| H6 | Employee engagement has a positive influence on job satisfaction                                   | 0,472       | 0,000   | H6 is supported |
| H7 | Work-life balance mediates the positive influence of emotional intelligence on employee engagement | 0,310       | 0,000   | H7 is supported |
| H8 | Work-life balance mediates the positive influence of emotional intelligence on job satisfaction    | 0,142       | 0,000   | H8 is supported |

**Source:** Questionnaire data examined using SmartPLS (2023)

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According to Hair et al. (2019), the p-value indicates the influence between variables. The hypothesis is supported when the p-value is less than 0.05 ( $\alpha=5\%$ ). The test results in Table 9 reveal a p-value of 0.000 0.05, implying that the eight hypotheses are statistically supported with a p-value less than 0.05.

### **IV. DISCUSSION**

#### **A. The Influence of Emotional Intelligence on Work-Life Balance**

The hypothesis test results demonstrate that emotional intelligence has a positive influence on work-life balance. Other previous research supports the same findings. Bakir (2018) and Moghaddam et al. (2022) carried out research on the influence of emotional intelligence on work-life balance in hospital staff. According to Nurjanah and Indawati's (2021) and Praya et al.'s (2019) research, emotional intelligence contributes to improving work-life balance.

Employees with high emotional intelligence can control their feelings toward their surroundings, which can help them attain work-life balance. When the company's policies are not in favor of the employee's work-life balance, employees can control their feelings so that they do not fall into unsupportive circumstances. Employees, on the other hand, can concentrate more on what they can do to achieve a work-life balance in their lives. Each employee may have varied perspectives on how to adopt work-life balance based on the facts of their own lives. As a result, emotional intelligence in employees becomes a factor in managing behaviors and emotions in order to attain work-life balance.

#### **B. The Influence of Emotional Intelligence on Employee Engagement**

According to the second hypothesis, emotional intelligence has a significant influence on employee engagement. Several prior types of research confirm this finding as well. Employee engagement is significantly influenced by the aspects of self-management and social awareness of emotional intelligence, according to Karamustafa and Kunday (2018). Similarly, Barreiro and Treglown (2020) discovered that employee emotional intelligence may improve employee engagement. This finding is further supported by prior research by Nurjanah and Indawati (2021) and Tjiabrata et al. (2021). According to both research, emotional intelligence has an impact on employee engagement.

Employee emotional intelligence has an impact on self-emotion management, which leads to better organizational objectives. Employees in this situation are influenced by numerous aspects in accomplishing organizational objectives, such as relationships between employees. Employees' emotional intelligence is essential in the context of interpersonal relationships. Every employee must possess social and emotional abilities in order to sustain relationships and interact with fellow co-workers. Employees' intrapersonal abilities are reflected in their interactions with other employees, and emotional intelligence plays a part in controlling oneself in social circumstances. Therefore, it becomes essential for employees to develop emotional intelligence in order to increase employee engagement.

#### **C. The Influence of Emotional Intelligence on Job Satisfaction**

The findings indicate that hypothesis 3 is supported. According to Hypothesis 3, emotional intelligence has a positive influence on job satisfaction. Argon and Liana's (2020) research backs up the findings of testing hypothesis 3, which claimed that emotional intelligence has significant effects on employee satisfaction in a prior study of 117 employees of PT Digital Network Venture Indonesia. Choi et al. (2019) conducted research at medical institutes in Gyeonggi and found that emotional intelligence has a positive correlation with job satisfaction. Furthermore, research conducted by Nurjanah and Indawati (2021) supports this hypothesis by demonstrating that emotional intelligence has a significant effect on employee job satisfaction.

Employees' interpersonal and intrapersonal skills are influenced by emotional intelligence. The feeling of satisfaction or sense of accomplishment that employees obtain from their work. It takes the ability to understand oneself and behave adaptively depending on one's abilities and weaknesses to achieve job satisfaction. This ability is known as intrapersonal ability. Employees will be satisfied with their work if they enjoy it. Intrapersonal abilities derived from emotional intelligence are required to find such enjoyment.

#### **D. The Influence of Work-Life Balance on Employee Engagement**

Based on the findings of the data testing, hypothesis 4 is supported, stating that work-life balance has a positive influence on employee engagement. According to Pangeri's (2020) research in Samarinda, there is a significant impact of work-life balance on employee engagement; hence this statement supports the results of hypothesis 4. Jaharuddin and Zainol (2019) conducted similar research in Malaysia. The findings of the research revealed a direct relationship between work-life balance and employee engagement. Nurjanah and Indawati (2021) conducted further research that supports this hypothesis, demonstrating that work-life balance has an effect on employee engagement.

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Employees that have no trouble balancing work and personal life activities will be more optimistic, energetic, and enthusiastic at work. Social exchange theory can be applied to the phenomena of work-life balance provided by companies to their employees. Employees will respond with a high level of engagement when they feel cared for, and the company promotes balancing personal life and work. As a result, work-life balance improves employee engagement.

### ***E. The Influence of Work-Life Balance on Job Satisfaction***

Based on the test results, Hypothesis 5 is supported, indicating that work-life balance has a positive influence on job satisfaction. This hypothesis is supported by several prior research. According to Purwanto et al. (2020), there is a positive correlation between work-life balance and job satisfaction in the Riau Islands Municipal Police, for instance. Job satisfaction rises as work-life balance improves (Astuti, 2019; Riffay, 2019). Nurjanah and Indawati (2021) discovered that work-life balance has a positive influence on job satisfaction.

Employees have limited time and are expected to make the most of it. The limited time is used for more than work. Employees also need time to attend to their own needs and interests, which include family, parents, and even friends. Employees that have no issue managing job duties and personal lives will find work enjoyable. Employees who have enough time for both lives are more likely to do their responsibilities to the best of their abilities. Work-life balance may also prevent people from becoming bored when dealing with work that takes up too much of their time. As a result, work-life balance has an influence on job satisfaction.

### ***F. The Influence of Employee Engagement on Job Satisfaction***

Based on the findings of the data testing, hypothesis 6 is supported, saying that employee engagement has a positive influence on job satisfaction. According to research conducted on NGO employees in Sindh Province by Hakro et al. (2022), it validates the conclusions of hypothesis 6, which states that employee engagement has tested positive and has a significant impact on job satisfaction. Abolnasser et al. (2023) completed additional research on the frontline employees of 5-star hotels in Riyadh, Jeddah, and Mecca. According to the findings of this research, employee engagement has a considerable positive effect on job satisfaction.

Employee engagement in the company, both in terms of work and work environment, will have an impact on these employees' job satisfaction. Employees who are highly engaged will learn more, respond more quickly, and be more adaptable to change. Employee engagement encourages employees to be motivated and devoted to the company, resulting in higher job satisfaction. As a result, employee engagement improves job satisfaction.

### ***G. The Influence of Emotional Intelligence on Employee Engagement with Work-Life Balance Mediation***

Based on the findings of the data testing, hypothesis 7 on work-life balance mediating the positive effect of emotional intelligence on employee engagement is supported, with a p-value less than 0.05. There has not been much research conducted regarding the mediating effect of work-life balance on emotional intelligence on employee engagement. According to Nurjanah and Indawati's (2021) research, work-life balance has a significant positive influence when it comes to moderating the effect of emotional intelligence on employee engagement.

Based on this, it is discovered that work-life balance may slightly mediate the influence of emotional intelligence on employee engagement. This demonstrates not only that work-life balance has a significant influence on employee engagement as a dependent variable yet also that emotional intelligence has a direct effect on employee engagement as an independent variable. According to Hypothesis 7, employee engagement could be increased by creating harmony between employees' personal and professional life. Employees with solid emotional management abilities are better able to achieve this alignment.

Employees who have high emotional intelligence will be able to interact with their surroundings. Employees with high emotional intelligence can manage their emotions appropriately. Furthermore, by analyzing the feelings of the surroundings, this emotional management talent may manage social relationships with co-workers, leaders, and followers. Individuals with a good work-life balance are happier because they can balance their job duties with their personal lives. Employees that are happy find it easier to form relationships with their co-workers, which leads to higher levels of engagement. Work-life balance allows employees to be content with their jobs and feel compelled to participate in the company.

### ***H. The Influence of Emotional Intelligence on Job Satisfaction with Work-Life Balance Mediation***

Based on the results of the data testing, hypothesis 8 regarding work-life balance mediating the positive influence of emotional intelligence on job satisfaction is supported, with a p-value less than 0.05. There has not been much study regarding the mediating influence of work-life balance on emotional intelligence and job satisfaction. According to Nurjanah and Indawati's (2021) research, work-life balance has a significant positive effect when it involves mediating the influence of emotional intelligence on job satisfaction.

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Based on this, it has been found that work-life balance may slightly mediate the influence of emotional intelligence on job satisfaction. This demonstrates that there is not only an indirect effect of work-life balance on job satisfaction yet also a direct effect of emotional intelligence on job satisfaction. According to hypothesis 8, job satisfaction is determined by employees' ability to balance their personal and professional lives. Employees with good emotional management abilities can optimize this balance.

One dimension of emotional intelligence describes employees' ability to direct their emotions to productive activity through self-motivation. This relates to the employee's ability to manage their emotions in order to recover from psychological stress. Employees with the ability to manage emotions are able to think rationally to determine priorities in work life and life outside of work (personal, family, and friends), which is an antecedent of work-life balance. Employees will feel physically and emotionally exhausted if they lack the ability to manage priorities. Work-life balance is important for mental health and stress reduction. Furthermore, an appropriate balance between work and life will improve job satisfaction and employee productivity.

### V. CONCLUSION

The research has been formulated into eight hypotheses, and the findings reveal that all of them are supported. The research found that emotional intelligence has a direct influence on employee engagement and job satisfaction and that this causal relationship can also be mediated by work-life balance. In detail, the research's findings indicate that emotional intelligence has a positive influence on work-life balance. Employees with high emotional intelligence will find it easier to balance their personal and professional lives. Emotional intelligence has a positive effect on employee engagement. Employees that have effective emotional management will have effortless interpersonal relationships with their co-workers, which will increase their employee engagement. The level of job satisfaction is positively influenced by emotional intelligence. Employees with high emotional intelligence are more likely to be satisfied with their jobs. Work-life balance has a positive effect on employee engagement. Employees that maintain an appropriate work-life balance will become more engaged in their workplace. Work-life balance has a positive effect on job satisfaction. Employees with work-life balance are happier and more prepared to confront challenges at work, which increases job satisfaction. Employee engagement has a positive effect on job satisfaction. Employees who are actively engaged in the company will be more satisfied with their jobs. The positive effect of emotional intelligence on employee engagement is mediated by work-life balance. Employees with high emotional intelligence with a strong work-life balance will be more involved in their workplace. Work-life balance mediates the positive influence of emotional intelligence on job satisfaction. Employees with high emotional intelligence and a healthy work-life balance will be better prepared to carry out their responsibilities which results in job satisfaction.

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