

THE EFFECT OF EMOTIONAL INTELLIGENCE ON EMPLOYEE ENGAGEMENT WITH WORK LIFE-BALANCE AS AN INTERVENING VARIABLE (CASE STUDY OF A COFFEE SHOP IN PEKANBARU)

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ABSTRACT

This study aims to determine the effect of emotional intelligence on employee engagement with work-life balance as an intervening variable (case study of coffee shops in Pekanbaru). The population in this study were all employees who work in coffee shops in Pekanbaru city with an unlimited number. The sampling technique in this study used a non-probability sampling method through purposive probability sampling totaling 100 people. The descriptive analysis used in this study is quantitative descriptive analysis and SmartPLS Software. PLS (Partial Least Square). The results of this study indicate that emotional intelligence has a positive and significant effect on employee engagement through work-life balance.

Keywords: *Emotional Intelligence, Employee engagement, Work-life balance*

INTRODUCTION

The development of the coffee shop industry in Pekanbaru has increased rapidly every year. This is influenced by lifestyle, hanging out trends, the increasing culture of coffee consumption and the increasing number of students and professionals. In the service industry, especially Coffeeshop, success is greatly influenced by employee performance and commitment. Employees who are actively involved will contribute better, have high motivation, and tend to feel satisfied with their work. Employee engagement is a top priority in the business world because engaged employees produce more productivity, innovation, and efficiency. (Bakker et al., 2017). However, amidst high work dynamics, various challenges can hinder optimal employee engagement.

In a coffee shop in Pekanbaru, although employees are quite good at contributing to their work, less than optimal social relationships between coworkers often lead to a decrease in their thoroughness and responsibility. This condition is exacerbated by work demands that are beyond their proper job description, inappropriate working hours, and poor management, so that many employees feel they are not fully involved in their work. This situation indicates the need for more attention to the factors that influence employee engagement.

One important factor that can affect employee engagement is emotional intelligence. Employees with good emotional intelligence can manage emotions, build harmonious working relationships, and deal with work pressure better. Emotional intelligence can help employees adapt

to daily challenges, maintain balance in stressful situations, and improve positive interpersonal interactions. (Naeem & Qazi, 2022). However, misused emotional intelligence, such as for manipulation or pressuring coworkers, can cause heavy emotional burdens. In addition, poor emotional management and difficulty in interacting with others are factors that inhibit the development of emotional intelligence in employees.

However, the influence of emotional intelligence on employee engagement is not always direct, but can be mediated by other factors, such as work-life balance. Regarding work-life balance employees manage their time and energy between their work and personal life. (Saptono et al., 2020). *Work-life balance* A good work schedule allows employees to fulfill their work without sacrificing their personal life. When employees feel balanced, they tend to be more motivated and committed to their work. But it can also be difficult to balance work and personal life because of a flexible but irregular work schedule. However, the flexible but irregular work schedule makes it difficult for employees to balance work and personal life.

Studies on the relationship between emotional intelligence, work-life balance, and employee engagement are still relatively limited, especially in the context of the coffee shop industry in Pekanbaru. As a city experiencing rapid development in the business and lifestyle sectors, coffee shops are one of the fastest growing industries. Employees in this sector often face high work pressure due to market competition, flexible working hours, and demands to provide quality services. Emotional intelligence is considered a

capability that can improve employee engagement, because emotional intelligence helps employees manage emotions and build good interpersonal relationships, in addition, work-life balance ensures employees are able to manage work pressure and personal life in a balanced way, thus supporting employee engagement in their workplace. Ideally, a combination of high emotional intelligence and good work-life balance can create optimal employee engagement, especially in the F&B industry such as coffee shops that demand flexibility and service.

Therefore, this study aims to examine the effect of emotional intelligence on employee engagement with work-life balance as an intervening variable on coffee shop employees in Pekanbaru. The results of this study are expected to provide insight for coffee shop management in developing strategies to increase employee engagement through strengthening emotional intelligence and managing work-life balance.

LITERATURE REVIEW

Employee engagement

Employee engagement is the level of involvement, commitment, enthusiasm, and motivation of an employee towards his/her work and organization. (Adhitama & Riyanto, 2020) states that the concept of employee engagement is basically an approach to show the extent to which employees are bound to the company, which is manifested in a person's commitment and motivation towards the company. Meanwhile, according to Employee engagement (Witriaryani et al., 2022) is the emotional, cognitive, and physical involvement of the employee that drives the individual to complete tasks for his/her job with satisfaction and enthusiasm embedded in him/her. Engagement is demonstrated through task-related behavior, which unites the work, existence, and role of the individual. (Nguyen & Nguyen, 2021). (Lee & Lee, 2024) Explain Employees who show high enthusiasm indicate that they have a deeper attachment to the company, both physically and mentally. (Saptono et al., 2020) describes employee engagement as a situation where an employee actively demonstrates self-regulation skills in terms of physical, cognitive and emotional aspects while working, thereby motivating employees to engage in positive behavior.

In measuring employee engagement, (Firnanda & Wijayati, 2018) revealed that employee engagement has three aspects, namely vigor, dedication, and absorption. Vigor, dedication, and absorption are three main components that are often used to describe

employee involvement in work, especially in the context of employee engagement.

Emotional Intelligence

The theory of emotional intelligence developed by Daniel Goleman in (Laili, 2019) Emotional intelligence is the ability to recognize one's own emotions, manage and express one's own emotions appropriately, motivate oneself, recognize others, and build relationships with others. (Ratnasara. Sri Langgeng et al., 2020) explain Emotional intelligence is a person's ability to monitor their feelings and emotions both in themselves and others, then be able to distinguish between the two and then use that information to guide their thoughts and actions. On the other hand (Shafa et al., 2022) Emotional intelligence is a person's ability to identify themselves, recognize their emotions, and connect with others, as well as develop the ability to communicate with others.

In reality, emotional intelligence is not only seen from the ability to work perfectly but also the ability to control and manage oneself and the ability to build good relationships with others. (Dewianawati et al., 2022)

Work Life Balance

Work life balance is generally associated with balance or maintaining harmony in life. (Destry & Ramdhani, 2021). (Tamunomiebi & Oyibo, 2020) defines work life balance as the extent to which a person is engaged and equally satisfied with his or her work role and family role.

Work life balance generally associated with various aspects of a person's life (Intan et al., 2020). Work life balance can be interpreted as evidence of the absence of conflict between work life and home life so that a balance of satisfaction and happiness will be created. (Business et al., 2019). (Sirgy & Lee, 2018) explains the same thing that work life balance is a form of high engagement of a person in work and non-work life, as proven by the small number of problems related to work and non-work life. (Raja & Ganesan Kanagaraj, 2020) supporting this, that work life balance is the creation of balance and employee involvement regarding time, and roles between work and non-work life. (Iswardhani et al., 2019) said that if employees have a high work and non-work balance that can make them satisfied, this will trigger the emergence of a high work ethic, and provide a positive contribution, because if work takes up more time than family, it will later give rise to work-family conflict.

The Influence of Emotional Intelligence on Employee Engagement through Work-life Balance

A. The Influence of Emotional Intelligence on Employee Engagement

Employees with high levels of emotional intelligence are usually calmer, more confident, skilled at providing care, and have closer relationships with their colleagues. Research by(Liu & Wang, 2021)showed that emotional intelligence has a significant impact on employee engagement. They found that employees with high emotional intelligence tend to be more engaged in their work because of their ability to manage emotions effectively and communicate well with coworkers. The study by(Huang & Zhang, 2022)shows that employees who have high emotional intelligence are able to manage stress better and build more solid working relationships, which supports their involvement in work and improves overall performance. Therefore, the following hypothesis is formulated:

H1: Emotional intelligence has a positive influence on *Employee engagement*

B. The Influence of Emotional Intelligence on Work-Life Balance

Achieving a good balance between work and non-work activities depends heavily on emotional intelligence. According to(Sagaya MT & Rajagopal, 2015), emotional intelligence has a big influence on work-life balance, especially in managing emotions and stress that arise from work demands and personal life. Another study conducted(Naeem & Qazi, 2022)shows that emotional intelligence positively influences work-life balance by increasing an individual's ability to regulate emotions, so that they are better able to handle conflicts between work demands and personal life. So the formulation of the hypothesis is as follows:

H2: Emotional intelligence has a positive influence on work-life balance

C. The influence of work-life balance on employee engagement

A good work-life balance plays a vital role in increasing employee engagement. Employees who have a good work-life balance tend to be more engaged in their jobs because they feel more satisfied and less stressed, according to(Nguyen & Nguyen, 2021)Research by(Lee & Lee, 2024)added that organizational support for work-life balance is essential for enhancing employee engagement. This support helps employees cope with the demands of work and personal life, which contributes to higher engagement in their work. Thus the hypothesis is formulated as follows:

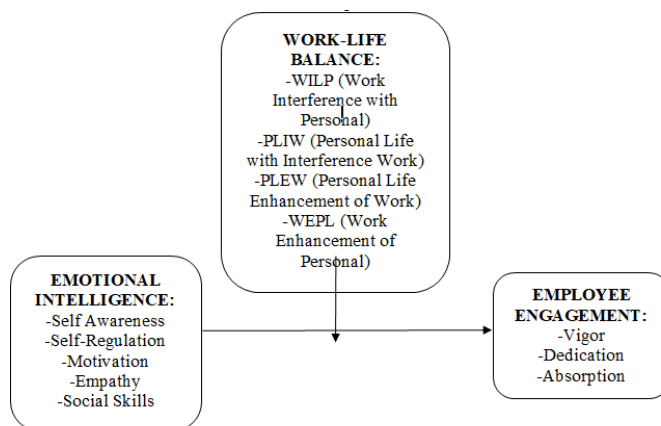
H3: There is a positive influence of work-life balance on employee engagement.

D. The Influence of Emotional Intelligence on Employee Engagement with Work-life Balance Mediation

Emotional intelligence supports employee engagement by helping them manage work-life balance more effectively. Employees who are able to maintain this balance tend to be more engaged and motivated in their work. Research by(Sari & Rahayu, 2021)shows that emotional intelligence plays an important role in increasing employee engagement, with work-life balance as a mediator. Employees who have high emotional intelligence are more effective in managing stress and job demands, so they can achieve a better work-life balance.(Miller & Jones, 2024)highlights that emotional intelligence influences employee engagement through work-life balance and employee well-being. Thus, the following hypothetical questions can be taken:

H4: Work-life balance mediates the positive influence of emotional intelligence on employee engagement.

Figure 1
Theoretical Conceptual Framework



RESEARCH METHODS

This study uses quantitative methods. The

population in this study is all employees who work in coffee shops in Pekanbaru city, the number of which is unlimited. The sampling technique in this study uses non-probability sampling method through purposive probability sampling totaling 100 people. Sampling technique by determining sampling through certain criteria(Sugiyono, 2018). The research respondents are described in general by presenting characteristics seen from gender, age level, and position or position of respondents who work in Pekanbaru coffee shops. The data collection methods used in this study were observation, interviews, literature studies, questionnaires and documentation. Hypothesis testing in this study used the Structural Equation Model (SEM) approach based on Partial Least Square (PLS) version 4. Data analysis conducted in this study used an instrument test consisting of validity tests, reliability tests. The classical assumption test consists of a normality test,

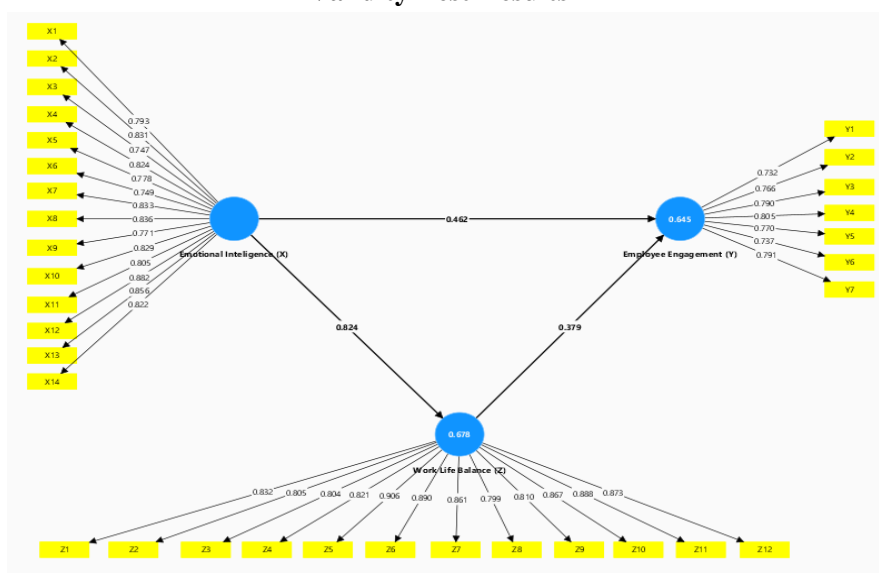
Multiple linear regression test. Hypothesis testing consists of a partial test (t-test), determination coefficient test(R²).

RESEARCH RESULT

The results of data collection were entered and tested for the feasibility of indicators using the smartPLS version 3 application before the Evaluation of Measurement Model was carried out. The first step the researcher evaluated the value generated by each statement item to measure the reflective indicator. The acceptable value limits according to(Pradana Perkasa et al. 2021;hair et al 2018; Hair et al. 2021; Sarstedt et al. 2021)loading above 0.71 (excellent), loading 0.63 (very good), loading 0.5 (good), loading 0.45 (fair) and loading 0.32 (poor).

1. Validity Test

Figure 2
Validity Test Results



Source: SmartPLS 4, 2024

It can be seen from the results of the data processing above that the overall loading factor value is > 0.70 which indicates that the data is said to be valid. Validity testing can also be seen from

the Average Variance Extracted (AVE) value where the data is said to be valid if the AVE value is > 0.50. The following are the test results using the AVE value:

Table 2
Average Variance Extracted (AVE) Test Results

Variables	Cronbach's alpha	Composite reliability (rho_a)	Composite reliability (rho_c)	Average variance extracted (AVE)
<i>Emotional intelligence(X)</i>	0.960	0.962	0.964	0.659
<i>Employee engagement(Y)</i>	0.887	0.896	0.911	0.594
<i>Work Life Balance(Z)</i>	0.964	0.965	0.968	0.718

Source: Primary Data Processed 2024

It can be seen from the results of the data processing above that the Average Variance Extracted (AVE) value of all variables is > 0.50 where the Emotional intelligence (X) variable has an AVE value of 0.659 > 0.50, the Employee engagement (Y) variable has an AVE value of 0.594 > 0.50 and the Work Life Balance (Z) variable has an AVE value of 0.718 > 0.50.

Therefore, all variables are declared valid.

2. Reliability Test

Data can be said to be reliable if the Cronbach's Alpha value > 0.70 and Composite Reliability > 0.70. So the reliability test can be seen through two tests, namely from the Cronbach's Alpha value and Composite Reliability. Here are the results of the reliability test:

Table 3
Reliability Test Results

Variables	Cronbach's alpha	Composite reliability (rho_a)	Composite reliability (rho_c)	Average variance extracted (AVE)
<i>Emotional intelligence(X)</i>	0.960	0.962	0.964	0.659
<i>Employee engagement(Y)</i>	0.887	0.896	0.911	0.594
<i>Work Life Balance(Z)</i>	0.964	0.965	0.968	0.718

Source: Primary Data Processed 2024

It can be seen from the data above that the Cronbach's Alpha value of each variable is > 0.70. Where the Emotional intelligence variable (X) with a value of 0.960 > 0.70, the Employee engagement variable (Y) with a value of 0.887 > 0.70 and the Work Life Balance variable (Z) with a value of 0.964 > 0.70 can be said to be reliable because the entire variable Cronbach's Alpha value is > 0.70.

to be reliable. In the Emotional intelligence variable (X) with a Composite Reliability value of 0.962 > 0.70, the Employee engagement variable (Y) with a Composite Reliability value of 0.896 > 0.70 and the Work Life Balance variable (Z) with a Composite Reliability value of 0.965 > 0.70. Thus all variables are said to be reliable.

3. Inner Model Test

1) R-Square Test

When viewed from the Composite Reliability (rho_a) the overall value is also greater than 0.70 which indicates that all variables are said

The following are the results of the R-Square values in this study using SmartPLS 4:

Table 4
R-Square Test Results

Variables	R-square	R-square adjusted
<i>Employee engagement(Y)</i>	0.645	0.638
<i>Work Life Balance(Z)</i>	0.678	0.675

Source: Primary Data Processed 2024

Based on the table above, it can be seen that the adjusted R-Square value of the Employee engagement variable is 0.638. This value indicates that 63.8% of the Employee engagement variable is influenced by the Emotional intelligence variable and is classified as moderate, while the remaining 36.2% is influenced by other variables outside this study.

that 67.5% of the Work Life Balance variable is influenced by the Emotional Intelligence variable and is classified as moderate, while the remaining 32.5% is influenced by other factors outside this study.

2) F-Square Test

The Work Life Balance variable shows an R-Square value of 0.675, which can be concluded

The F-Square test is useful for testing the joint influence of independent variables on dependent variables. The following are the results of the f-square test in this study using SmartPLS 4:

Table 5
F-Square Test Results

	<i>Emotional intelligence</i>	<i>Employee engagement</i>	Work Life Balance
<i>Emotional Intelligence</i>	-	0.194	2,108
<i>Employee engagement</i>	-	-	-
<i>Work Life Balance</i>	-	0.130	-

Source: Primary Data Processed 2024

From the output above it can be seen:

1. The Emotional Intelligence variable has a moderate influence on Employee Engagement with an f-square value of 0.194.
2. The Emotional Intelligence variable has a strong influence on Work Life Balance with an f-square value of 2.108.
3. The Work Life Balance variable has a weak effect on Employee engagement with an f-square value of 0.130.
4. **Hypothesis Testing**

Hypothesis testing aims to test each

influence of independent variables on dependent variables. The following are the criteria for determining influence (Hair et al., 2012):

1. If the P-Value < 0.05 then it has a significant effect
2. If the P-Value > 0.05 then it does not have a significant effect.

Table 6
Hypothesis Test Results

	Original sample (O)	Sample mean (M)	Standard deviation (STDEV)	T statistics (O/STDEV)	P values
<i>Emotional Intelligence(X)</i> → Employee engagement(Y)	0.462	0.464	0.103	4,477	0,000
<i>Emotional Intelligence(X)</i> → Work Life Balance (Z)	0.824	0.826	0.020	40,710	0,000
<i>Work Life Balance(Z)</i> → Employee engagement(Y)	0.379	0.381	0.105	3,613	0,000
<i>Emotional Intelligence(X)</i> → Work Life Balance (Z) → Employee engagement (Y)	0.627	0.634	0.032	19,587	0,000

Source: Primary Data Processed 2024

Based on the table above, it shows the path coefficient value indicated by the t-statistic and p-values for the direct relationship between exogenous variables and endogenous variables.

First hypothesis test (H1), is the influence of Emotional intelligence on Employee engagement showing a path coefficient value of 0.462 with a t-statistic value of 4.477 and a p-value of 0.000. The t-statistic value has a value of 4.477 which is greater than the t-table of 1.96 and a p-value of 0.000 which is smaller than 0.05. So it can be said that Emotional intelligence has a positive and significant influence on Employee engagement so that the first hypothesis can be accepted.

Second hypothesis test (H2), is the

influence of Emotional intelligence on Work Life Balance showing a path coefficient value of 0.824 with a t-statistic value of 40.710 and a p-value of 0.000. The t-statistic value has a value of 40.710 which is greater than the t-table of 1.96 and a p-value of 0.000 which is less than 0.05. So it can be said that Emotional intelligence has a positive and significant influence on Work Life Balance so that the second hypothesis can be accepted.

Third hypothesis test (H3), is the influence of Work Life Balance on Employee engagement showing a path coefficient value of 0.379 with a t-statistic value of 3.613 and a p-value of 0.000. The t-statistic value has a value of 3.613 which is greater than the t-table of 1.96 and a p-

value of 0.000 which is less than 0.05. So it can be said that Work Life Balance has a positive and significant influence on Employee engagement so that the third hypothesis can be accepted.

Fourth hypothesis test (H4), is the influence of Emotional intelligence on Employee engagement through Work Life Balance which shows a path coefficient value of 0.627 with a t-statistic value of 19.587 and a p-value of 0.000. The t-statistic value of 19.587 is greater than the t-table of 1.96 and the p-value of 0.000 is smaller than 0.05. So it can be said that Emotional intelligence has a positive and significant influence on Employee engagement if the link is by the Work Life Balance variable so that the fourth hypothesis can be accepted.

DISCUSSION

The Influence of Emotional Intelligence on Employee Engagement

The results of the study showed that emotional intelligence has a positive and significant influence on employee engagement. This indicates that the higher the level of emotional intelligence possessed by employees, the higher their level of involvement in work. Emotional intelligence allows individuals to better manage emotions, build good relationships, and face work challenges more effectively, all of which contribute to higher levels of engagement. In a case study of coffee shop employees in Pekanbaru, this positive relationship can be explained by the nature of the work that requires intensive interaction with customers and coworkers. Emotional intelligence allows employees to remain calm when dealing with difficult customers, maintain harmonious relationships with the team, and stay motivated despite work pressure. This ultimately increases employee engagement in work and organizational goals.

The Influence of Emotional Intelligence on Work-life Balance

The research results show that emotional intelligence has a positive and significant influence on work-life balance. These results indicate that individuals with high levels of emotional intelligence tend to be better able to achieve balance between work and personal life. Emotional intelligence helps a person manage work pressure, maintain interpersonal relationships, and align work demands and personal needs. In the context of research on coffee shop employees in Pekanbaru, this positive relationship can be explained by the dynamics of work that often require flexibility of time, intensity of interaction with customers, and high work pressure.

Employees with good emotional intelligence can more easily adapt to these conditions and maintain a balance between work demands and personal life.

The Influence of Work-life Balance on Employee Engagement

The results of the study show that work-life balance has a positive and significant effect on employee engagement. This indicates that the better the work-life balance felt by employees, the higher their level of involvement in work. The balance between work and personal life helps employees feel more satisfied, focused, and motivated, thus increasing their engagement with work. In a study of coffee shop employees in Pekanbaru, these results can be explained by the nature of work that often requires flexibility of time and interaction with many parties. When management is able to create policies that support the balance between work time and personal life, employees will feel more appreciated and motivated to be actively involved in their work.

The Influence of Emotional Intelligence on Employee Engagement Through Work-life Balance

The results of the study show that emotional intelligence has a positive and significant influence on employee engagement through work-life balance. These results indicate that work-life balance acts as a mediating variable that strengthens the relationship between emotional intelligence and employee engagement. In other words, high emotional intelligence increases employees' ability to create a good work-life balance, which ultimately drives their involvement in work. In the context of research on coffee shop employees in Pekanbaru, these results can be understood through work demands that are often dynamic and require emotional interaction with customers. Emotional intelligence helps employees maintain emotional balance and manage their time effectively, so they can handle work pressure without sacrificing personal needs. By achieving work-life balance, employees feel more comfortable and connected to their work, which increases employee engagement.

The results of this study confirm that emotional intelligence has a stronger influence on employee engagement when mediated by work-life balance. By improving employees' emotional intelligence and supporting their work-life balance, organizations can create a healthier and more productive work environment, where employees feel engaged and contribute optimally.

CONCLUSION

Based on the research results, the influence of emotional intelligence on employee engagement through work-life balance as an intervening variable (case study in Pekanbaru coffee shop) can be concluded: 1) emotional intelligence has a positive and significant influence on employee engagement; 2) emotional intelligence has a positive and significant influence on work-life balance; 3) work-life balance has a positive and significant influence on employee engagement; 4) emotional intelligence has a positive and significant influence on employee engagement through work-life balance.

Suggestion

In creating a healthier and more productive work environment, as well as increasing employee loyalty towards the influence of emotional intelligence on employee engagement through work-life balance as an intervening variable (case study in a Pekanbaru coffee shop), you can consider the following suggestions to improve a better work atmosphere:

1. It is recommended for coffee shop management in Pekanbaru to hold intelligence development training, implement flexible working time policies to support work-life balance, and provide awards to employees with high levels of engagement.
2. Employees are advised to take self-development training, manage their time well to achieve work-life balance, and communicate openly with management regarding their needs.
3. Further researchers are advised to expand the research to other sectors, add new variables such as work stress or job satisfaction, and use a qualitative approach for more in-depth analysis.

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