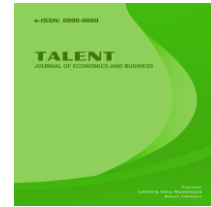




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## **The Influence Of Emotional Intelligence On Work-Life Balance Mediated By Organizational Culture With Employee Welfare As Moderation**

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### **Abstract**

This study aims to explore the influence of emotional intelligence on work-life balance, by considering the role of organizational culture as a mediating variable and employee welfare as a moderation variable. Emotional intelligence, which refers to the ability to manage the emotions of oneself and others, is believed to have an influence on an individual's ability to maintain a balance between personal and professional life. However, this relationship can be mediated by an organizational culture that supports or hinders work-life balance, as well as moderated by employee well-being levels. This research is important to conduct considering the importance of maintaining a balance of life for employee welfare and organizational productivity. By understanding the role of emotional intelligence, organizational culture, and employee well-being in influencing work-life balance, organizations can develop more effective strategies and policies to support employees in achieving optimal life balance.

**Keywords** : Organizational Culture, Emotional Intelligence, Work-Life Balance, Employee Welfare.

### **Introduction**

In an increasingly competitive and demanding work environment, achieving a balance between personal and professional life is a significant challenge for many employees. One of the factors that is believed to have an influence on an individual's ability to maintain work-life balance is emotional intelligence. This study aims to explore the influence of emotional intelligence on work-life balance, by considering the role of organizational culture as a mediating variable and employee welfare as a moderation variable.

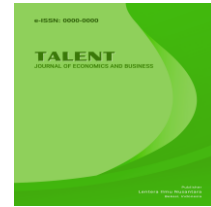
The concept of emotional intelligence, introduced by Salovey and Mayer (1990), refers to a person's ability to recognize, understand, manage, and direct the emotions of themselves and others in a productive way. Individuals with high emotional intelligence tend to have better abilities at managing stress, building healthy interpersonal relationships, and overcoming emotional challenges in the workplace (Mayer, Salovey, & Caruso, 2004). Previous research has shown that emotional intelligence can affect various aspects of work life, including job satisfaction, organizational commitment, and performance (Zeidner, Matthews, & Roberts, 2004; Cherniss, 2001).

However, the relationship between emotional intelligence and work-life balance is still not fully understood. Several studies have shown that individuals with high emotional



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intelligence tend to be better able to manage the dual demands of work and personal life, and are more effective at balancing the two domains (Greenhaus, Collins, & Shaw, 2003; Grzywacz & Carlson, 2007). Meanwhile, other studies have found that emotional intelligence is not directly related to work-life balance, but is moderated by other factors such as organizational support and job characteristics (Michel, Mitchelson, Kotrba, LeBreton, & Baltes, 2009).

One of the factors that can mediate the relationship between emotional intelligence and work-life balance is organizational culture. Organizational culture refers to the system of values, norms, beliefs, and assumptions that are embraced by the members of the organization and influence their behavior (Schein, 2004). An organizational culture that supports work-life balance, such as flexible work policies, employee assistance programs, and values that emphasize life balance, can facilitate employees' ability to manage the demands of work and personal life (Allen, 2001; Thompson, Beauvais, & Lyness, 1999).

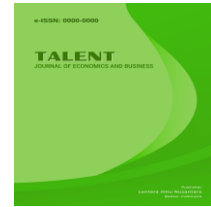
On the other hand, employee well-being can act as a moderator in the relationship between emotional intelligence, organizational culture, and work-life balance. Employee well-being includes physical, emotional, social, and psychological aspects that contribute to employee health and happiness in the workplace (Warr, 1987; Danna & Griffin, 1999). Employees with higher levels of well-being tend to have greater psychological resources to cope with stress and manage conflicts between work and personal life (Grzywacz & Bass, 2003).

This research is important to conduct considering the importance of maintaining a balance between personal and professional life for employee well-being and organizational productivity. By understanding the role of emotional intelligence, organizational culture, and employee well-being in influencing work-life balance, organizations can develop more effective strategies and policies to support employees in achieving optimal life balance.

## **Methods**

The type of research used is quantitative research, while the type and source of data used is primary data, namely data collected and processed by the researcher himself from the object. The data collection technique carried out in this study is to find information from previous research to be used as a theoretical basis and reference in processing data, by reading, studying, studying and reviewing literature in the form of books, journals, papers, and previous studies related to the problem being researched.

The author also tries to collect, study, and analyze secondary data related to the object that the author will research. In determining data analysis, accurate and reliable data is needed, which can later be used in research conducted by the author. Data analysis is the process of simplifying data into a form that is easier to read, understand, and interpret. Data analysis is carried out with the help of the PLS (*Partial Least Square*) program as a tool to regress the model that has been formulated by the calculation process using the Smart PLS software application program, so as to produce a feasible model.



## Results and Discussion

### Assessment of Outer Model Convergent Validity and Reability

Convergent Validity is evaluated through Outer Loading and Average Variance Extracted (AVE) values. An Outer Loading value greater than 0.7 is considered good, and the AVE value must be greater than 0.5.

**Table 1. Validity and Reliability results**

Variable	Cronbach's alpha	AVE	Composite Reability
Organizational Culture	0.848	0.624	0.892
Emotional Intelligence	0.827	0.590	0.878
Employee Well-being	0.853	0.629	0.895
Work Life Balance	0.926	0.772	0.944

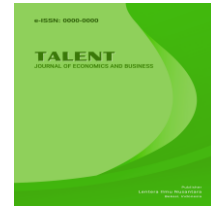
Source: Data Processed by Researchers (2024)

Based on the results of the research that has been conducted, the assessment of the outer model shows that all variables analyzed meet the criteria of convergent validity and good reliability. In the Organizational Culture variable, all items have an outer loading value above 0.7, with an AVE value of 0.624. This shows that more than 50% of the variance of the indicator can be explained by this construct. Cronbach's Alpha value of 0.848 and Composite Reliability of 0.892 indicate that the items are consistent in measuring the same construct.

The Emotional Intelligence variable also showed similar results, with all items having an outer loading value above 0.7 and an AVE value of 0.590. Cronbach's Alpha value of 0.827 and Composite Reliability of 0.878 indicate good reliability. In the Employee Welfare variable, all items have an outer loading value above 0.7 with an AVE value of 0.629, as well as a Cronbach's Alpha value of 0.853 and a Composite Reliability of 0.895, indicating that this construct has good validity and reliability. Finally, the Work Life Balance variable shows a high outer loading value above 0.7 for all items, with an AVE value of 0.772. Cronbach's Alpha value of 0.926 and Composite Reliability of 0.944 indicate excellent reliability.

### Discriminant Validity Cross loadings

Discriminant validity ensures that different constructs in the model are not too correlated with each other. In cross loadings, the loading value of each item in the measured construct should be higher than the loading value of the other construct.



**Table 2. Cross loadings**

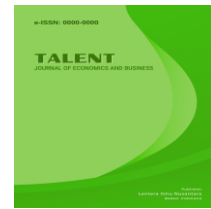
	Organizational Culture	Emotional Intelligence	Employee Well-being	Work Life Balance
BO.1	0.738	0.785	0.652	0.767
BO.2	0.776	0.696	0.479	0.688
BO.3	0.836	0.711	0.698	0.858
BO.4	0.851	0.683	0.678	0.774
BO.5	0.740	0.689	0.599	0.624
EI.1	0.612	0.764	0.446	0.632
EI.2	0.642	0.790	0.526	0.676
EI.3	0.721	0.773	0.609	0.780
EI.4	0.686	0.741	0.578	0.656
EI.5	0.788	0.772	0.624	0.789
KK.1	0.696	0.672	0.777	0.677
KK.2	0.676	0.567	0.800	0.626
KK.3	0.671	0.533	0.808	0.632
KK.4	0.545	0.580	0.795	0.583
KK.5	0.540	0.540	0.785	0.646
WLB.1	0.812	0.825	0.680	0.914
WLB.2	0.827	0.842	0.618	0.877
WLB.3	0.806	0.698	0.714	0.807
WLB.4	0.863	0.814	0.752	0.921
WLB.5	0.848	0.883	0.749	0.871

Source: Data Processed by Researchers (2024)

Based on the table, it is known that the construction correlation of the variables BO, EI, KK and WLB, with a higher indicator value than the correlation of other constructs. Related to this, it can be said that each indicator has a good discriminant validity value.

#### **Fornell-Lacker Criterion**

According to the Fornell-Larcker criterion, the square root value of the Average Variance Extracted (AVE) for each construct must be greater than the correlation between that construct and the other constructs.



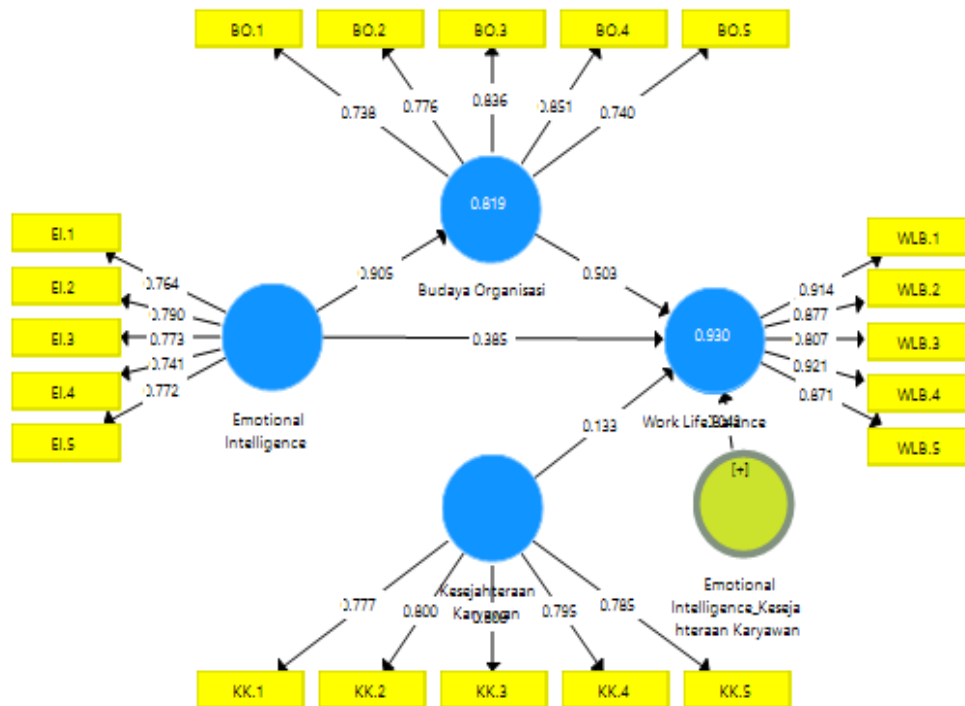
**Table 3. Fornell-Lacker Criterion**

	Organizational Culture	Emotional Intelligence	Employee Well-being	Work Life Balance
Organizational Culture	0.790			
Emotional Intelligence	0.905	0.768		
Employee Well-being	0.791	0.731	0.793	
Work Life Balance	0.947	0.927	0.800	0.879

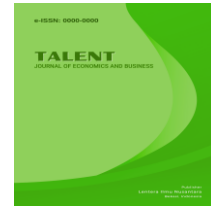
Source: Data Processed by Researchers (2024)

The Employee Well-being construct shows good discriminant validity, with the square root of AVE (0.793) greater than all correlations with other constructs.

**Figure 1. Inner Model**



Source: Data Processed by Researchers (2024)



### R Square In Endogenous Construct

The R Square value shows the proportion of variance of the endogenous variable that can be explained by the exogenous variable.

**Table 4. R square**

	R Square	R Square Adjusted
Organizational Culture	0.819	0.812
Work Life Balance	0.930	0.919

Source: Data Processed by Researchers (2024)

The results of R Square analysis show that this research model has excellent ability in explaining the variance of the endogenous construct of Organizational Culture and Work-Life Balance. The R Square value for Organizational Culture is 0.819, with an Adjusted R Square of 0.812, which means that 81.9% of the variance in Organizational Culture can be explained by independent variables in the model. As for Work Life Balance, the R Square value is 0.930, with an Adjusted R Square of 0.919, indicating that 93% of the variance in Work Life Balance can be explained by independent variables.

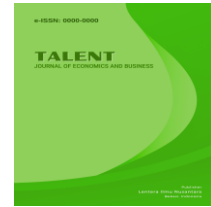
### Estimate For Path Coefficients

**Table 5. Path Coefficients**

	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics ( O/STDEV)	P Values
Organizational Culture -> Work-Life Balance	0.503	0.497	0.199	2.526	0.012
Emotional Intelligence -> Organizational Culture	0.905	0.910	0.031	28.734	0.000
Emotional Intelligence -> Work Life Balance	0.385	0.400	0.172	2.234	0.026
Emotional Intelligence_Kesejahteraan Employees -> Work Life Balance	0.042	0.033	0.055	0.775	0.439
Employee Welfare -> Work Life Balance	0.133	0.118	0.079	1.693	0.091

Source: Data Processed by Researchers (2024)

Based on Table 5, the path coefficient analysis reveals that organizational culture and emotional intelligence have significant positive effects on work-life balance, with coefficients of 0.503 ( $p = 0.012$ ) and 0.385 ( $p = 0.026$ ), respectively. Emotional intelligence also strongly influences organizational culture (coefficient 0.905,  $p < 0.001$ ). While the combination of emotional intelligence and employee welfare does not significantly impact work-life balance,



the mediation analysis demonstrates that emotional intelligence indirectly enhances work-life balance through organizational culture, with a coefficient of 0.455 ( $p = 0.013$ ). These results underscore the pivotal role of organizational culture in translating emotional intelligence into improved work-life balance.

**Table 6. Specific Indirect Effects**

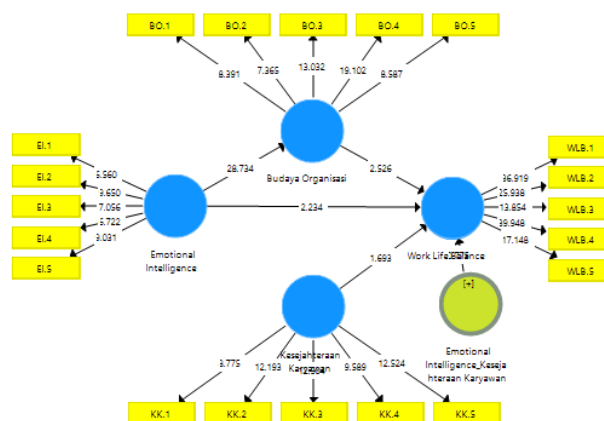
	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics ( O/STDEV )	P Values
EI-> OC -> WLB	0.455	0.451	0.183	2.494	0.013

Source: Data Processed by Researchers (2024)

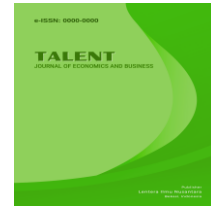
Emotional Intelligence -> Organizational Culture -> Work-Life Balance: The indirect effect coefficient of 0.455 with a T-statistical value of 2.494 ( $p = 0.013$ ) shows that the influence of Emotional Intelligence on Work-Life Balance through Organizational Culture is positive and significant.

The results of the path coefficients analysis show that Organizational Culture and Emotional Intelligence have a positive and significant influence on Work-Life Balance. Organizational Culture has a considerable influence with a coefficient of 0.503 ( $p = 0.012$ ). Emotional Intelligence also has a positive and very significant effect on Organizational Culture with a coefficient of 0.905 ( $p = 0.000$ ), and has a significant effect on Work Life Balance with a coefficient of 0.385 ( $p = 0.026$ ). Although the combination of Emotional Intelligence and Employee Well-being does not have a significant influence on Work-Life Balance, Emotional Intelligence indirectly has a significant effect on Work-Life Balance through Organizational Culture with an indirect effect coefficient of 0.455 ( $p = 0.013$ ). This shows that increasing employees' Emotional Intelligence can strengthen the Organizational Culture which in turn improves the employee's work-life balance.

**Figure 2. Path Coefficients**



Source: Data Processed by Researchers (2024)



### Prediction Relevance (Q Square)

$Q^2$  is an indicator of the predictive relevance of the structural model. This is part of Stone-Geisser's  $Q^2$  which is used to measure the predictive power of the model. A positive  $Q^2$  value indicates that the model has predictive relevance for a particular endogenous construction.

**Table 6. Q Square**

	SSO	SSE	$Q^2 (=1-SSE/SSO)$
Organizational Culture	145.000	74.223	0.488
Emotional Intelligence	145.000	145.000	
Emotional Intelligence_Kesejahteraan Employees	29.000	29.000	
Employee Well-being	145.000	145.000	
Work Life Balance	145.000	43.059	0.703

Source: Data Processed by Researchers (2024)

Based on the results of the prediction relevance analysis ( $Q^2$ ), this research model shows good predictive ability for endogenous variables of Organizational Culture and excellent for Work-Life Balance. The  $Q^2$  value for Organizational Culture is 0.488, indicating that almost 48.8% of the variance in Organizational Culture can be explained by this model, which signifies a fairly good predictive relevance. For Work Life Balance, the  $Q^2$  value is 0.703, which means the model is able to account for 70.3% of the variance in Work Life Balance, showing excellent predictive relevance. Overall, these results indicate that the research model has a strong ability to predict variance in the endogenous variables studied.

### Model Fit

**Table 7. Model Fit**

	Saturated Model	Estimated Model
SRMR	0.100	0.104
d_ ULS	2.101	2.287
d_ G	4.321	4.391
Chi-Square	383.246	385.961
NFI	0.496	0.492

Source: Data Processed by Researchers (2024)

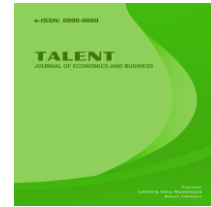
The results of the fit model analysis show that the estimated structural model has a moderate to poor match with the observed data. The SRMR value is slightly above the accepted threshold, indicating there are some differences between the observed and expected covariance matrices. Fairly high d\_ ULS and d\_ G values indicate a significant distance between the observed and estimated covariance matrices. In addition, a high Chi-Square value as well as a low NFI (below 0.50) indicate that the model does not fully match the observed data. Overall,





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these results suggest that the model may need some refinement or adjustment to improve its fit with the data.

## **Discussion**

### **Emotional Intelligence affects Work-Life Balance**

The findings of this study consistently support a positive relationship between emotional intelligence (EI) and work-life balance (WLB). Emotional intelligence allows individuals to more effectively manage stress, understand their own emotions and those of others, and make better decisions in balancing work and personal life (Mayer et al., 2004; Greenhaus et al., 2003). The results of this study are also consistent with previous studies that show that higher EI levels correlate with better WLB levels (Zeidner et al., 2004; Cherniss, 2001).

### **Organizational Culture Affects Work-Life Balance**

This study found that organizational culture has a significant role in influencing employee work-life balance. Organizations with supportive cultures, such as work flexibility policies and values that emphasize life balance, tend to create an environment where employees can more easily balance the demands of work and personal life (Allen, 2001; Thompson et al., 1999). These results are consistent with previous findings suggesting that organizational culture factors can facilitate or inhibit employee WLB.

### **Emotional Intelligence Affects Organizational Culture**

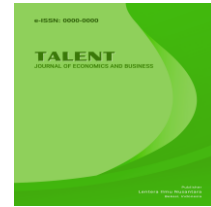
These findings support the hypothesis that emotional intelligence influences organizational culture. Individuals with higher EI levels tend to contribute to creating a more inclusive, critical and employee development-oriented organizational culture (Mayer et al., 2004; Cherniss, 2001). Previous research has also observed that leaders with high EI can positively influence organizational culture (Goleman, 1998; Ashkanasy & Daus, 2002).

### **Organizational Culture Mediates the Influence of Intelligence on Work-Life Balance**

Mediation analysis shows that organizational culture largely mediates the relationship between emotional intelligence and work-life balance. This indicates that part of EI's positive effects on WLB are explained through the creation of an organizational culture that supports life balance (Goh & Low, 2008). Previous research has also found evidence that organizational culture factors can act as mediators in these relationships (Allen, 2001; Thompson et al., 1999).

### **Employee Welfare Moderating the influence of Intelligence on Work-Life Balance**

The results of the moderation analysis show that employee well-being does not significantly moderate the relationship between emotional intelligence and work-life balance in this context. Although employee well-being is important in the general context of life balance and work productivity (Warr, 1987; Danna & Griffin, 1999), these findings show that the positive influence of emotional intelligence on WLB does not depend on the level of employee well-being in this sample of this study.



## Conclusion

This study reveals that emotional intelligence (EI) and organizational culture have a significant effect on employee work-life balance (WLB). EI assists individuals in managing stress, understanding emotions, and making decisions that support a work-life balance. Meanwhile, a supportive organizational culture, such as work flexibility policies and values that emphasize life balance, facilitates an environment where employees can achieve a better WLB. The results of the mediation show that part of the positive effect of EI on WLB is explained through a supportive organizational culture. However, moderation by employee well-being was not shown to be significant in this sample of studies.

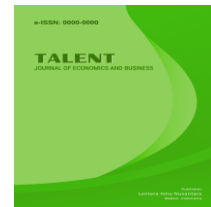
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