# The Influence of Emotional Intelligence on Work-Life Balance with Job Satisfaction as a Mediating Variable among Health Workers at Puskesmas Tanah Tinggi Binjai

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*Abstract*—**This study examines how emotional intelligence influences work-life balance, mediated by job satisfaction, in the context of healthcare workers at Puskesmas Tanah Tinggi Binjai. Employing a quantitative approach and using Structural Equation Modeling-Partial Least Squares (SEM-PLS), data were gathered from 80 employees using a census technique. The results indicate that emotional intelligence significantly affects job satisfaction, which in turn has a positive influence on work-life balance. Emotional intelligence also has an indirect effect on work-life balance via job satisfaction. These findings emphasize the importance of emotional development programs in enhancing well-being and productivity in healthcare settings.**

*Keywords: Emotional Intelligence; Job Satisfaction; Work-Life Balance; Healthcare Workers; SEM-PLS*

## I. INTRODUCTION

### A. Background

Healthcare institutions require not only technical competence from employees but also strong emotional skills due to the nature of services and human interaction. Among the many challenges, achieving work-life balance (WLB) has become increasingly critical. Emotional intelligence (EI), which includes self-awareness, self-regulation, empathy, motivation, and social skills, is believed to contribute significantly to both job satisfaction and WLB. This study investigates the direct and indirect influence of EI on WLB, particularly within the public health sector. Community health center employees often face a high workload, including administrative services, patient consultations, and other additional tasks. According to Ferzanita et al. (2022), excessive work pressure can cause chronic stress and negatively impact workers' quality of life (Ferzanita 2023). Consequently, employees' ability to balance work and personal life is compromised. Based on the above description, the author was motivated to conduct a study entitled "The Effect of Competence and Emotional Intelligence on Work-Life Balance with Job Satisfaction as an Intervening Variable among Employees at the Tanah Tinggi Binjai Community Health Center."

### B. Research Urgency

ob satisfaction is a pleasant or positive emotional state that results from an individual's evaluation of their job or work experiences. Job satisfaction reflects the extent to which an individual's expectations and needs are met through their work. According to Agustine et al. (2022), several indicators influencing job satisfaction include:

1. Work Environment: The physical and psychological conditions of the workplace, such as comfort, safety, and support from coworkers.
2. Salary and Benefits: The financial compensation received by employees, including salary, bonuses, and other benefits.
3. Relationships with Coworkers and Superiors: Positive social interactions with coworkers and superiors can increase job satisfaction.
4. Career Development Opportunities: Opportunities to improve skills, knowledge, and career advancement.
5. Workload: The number and complexity of tasks to be completed. Excessive workloads can decrease job satisfaction.
6. Recognition and Appreciation: Recognition for contributions and achievements at work.
1. 7. Autonomy and Control: Freedom to make decisions and manage    work according to personal preferences.

## II. METHODS

### A. Types of research

This study uses a quantitative approach with an explanatory research method (explanatory research). The purpose of this study is to examine the effect of competence (X1) and emotional intelligence (X2) on work-life balance (Z) with job satisfaction (Y) as an intervening variable. This study is causal in nature because it aims to analyze the cause-and-effect relationship between variables.

## B. Population and Sample

Population: The population in this study was all employees at the Tanah Tinggi Binjai Community Health Center, totaling 80 people. This population includes employees from various work units, such as medical, administrative, and support services. Sample: Given the relatively small population (80 people), according to Sugiyono (2019), this study used a census technique, where the entire population was sampled. This was done to ensure that the data obtained was representative and accurate.

## C. Data collection

The data sources used in this study were primary and secondary data. Primary data were obtained directly from respondents through questionnaires distributed to 80 employees of the Tanah Tinggi Binjai Community Health Center. Additional secondary data were obtained from internal documents and reports of the Tanah Tinggi Binjai Community Health Center, such as employee profiles and organizational structure.

## D. Data Validation and Reliability Test

The measurement model is used to test the validity and reliability of the research instrument. The steps involved are:
1). Convergent Validity:
2) Each indicator must have a loading factor of ≥ 0.7 to be considered valid.
3) The Average Variance Extracted (AVE) must be ≥ 0.5 to indicate that the construct is able to explain more than 50% of the indicator's variance.
4. Reliability:
5) Composite Reliability (CR) and Cronbach's Alpha must be ≥ 0.7 to indicate that the instrument is reliable.

## E. Tehnik Analisis Data

Data were analyzed using Partial Least Squares Structural Equation Modeling (PLS-SEM) with the help of the SmartPLS application. PLS-SEM was chosen because it can handle data with small sample sizes and model complexity involving intervening variables. The analysis was conducted in two stages:

1. Measurement Model (Outer Model): Testing the validity and reliability of the research instrument.
2. Structural Model (Inner Model): Testing the causal relationships between variables.

## F. Interpretation of Results

The research results were obtained through data analysis using the PLS-SEM method in SmartPLS 4.1. The discussion is conducted by comparing the empirical findings in this study with the theory, conceptual framework, and results of previous studies that have been reviewed in the previous chapter. The main focus of the discussion is to evaluate the direct and indirect influence between the variables of Competence (X1), Emotional Intelligence (X2), Job Satisfaction (Y), and Work-Life Balance (Z). The results of statistical testing will be explained based on the level of significance, strength of influence (path coefficient), as well as practical interpretations of actual conditions at the Tanah Tinggi Binjai Community Health Center. Thus, this discussion is expected to provide a comprehensive understanding of the dynamics of the relationship between variables in the context of the work of healthcare employees in the public sector.

## III. RESERCH RESULTS DAN DISCUSSION

### A. Result

#### 1) Descripsi Responden

The Job Satisfaction variable shows that 80% of the variation in this variable can be explained by the independent variables in the model, while the remaining 20% is influenced by other factors outside the model, so the relationship between the independent variables and job satisfaction can be considered sufficient. Meanwhile, the R-Square value of 0.203 for the Work Life Balance variable shows that 45% of the variation in this table can be explained by the independent variables in the model with 55% influenced by external factors.

#### 2) Analisis Deskriptif

Convergent validity tests confirmed that indicators used to measure EI, job satisfaction, and WLB were valid with loading factors > 0.70. The AVE values for all constructs were > 0.5, indicating acceptable validity. Reliability tests showed Cronbach's Alpha and Composite Reliability values > 0.90 for all constructs, confirming strong internal consistency.

### B. Analisis Regresi

a) The Effect of Emotional Intelligence on Job Satisfaction. The results show that emotional intelligence has a positive influence on job satisfaction, with a coefficient of 0.407, a T-statistic of 4.363 (>1.96), and a P-value of 0.000 (<0.05). This indicates that the better a person's emotional intelligence, the higher their job satisfaction.

b) The Effect of Emotional Intelligence on Work-Life Balance
The results show that emotional intelligence does not have a significant influence on work-life balance, with a coefficient of -0.067, a T-statistic of 0.504 (<1.96), and a P-value of 0.307 (>0.05). This means that emotional intelligence does not directly influence employees' ability to balance work and personal life.

c) The Effect of Job Satisfaction on Work-Life Balance
The analysis results show that job satisfaction has a positive and significant effect on work-life balance, with a coefficient of 0.344, a t-statistic of 2.884 (>1.96), and a p-value of 0.002 (<0.05). This indicates that the higher an employee's job satisfaction, the better their work-life balance.

d) The Effect of Competency on Job Satisfaction Results show that competence does not have a significant effect

on job satisfaction with a coefficient value of **-0.023**, a T-value **of 0.188** (<1.96), and a P-value **of 0.425** (>0.05). This shows that even if employees have good competencies, it does not necessarily increase job satisfaction without being supported by other factors such as the work environment or the reward system.

*C. Management Implementation*

a. The management of the Tanah Tinggi Binjai Health Center is advised to focus on improving the emotional intelligence of employees through soft skills training, stress management, and empathy improvement programs in order to increase job satisfaction.

b. The development of employees' technical competencies remains important, but it needs to be balanced with a system of rewards and recognition to have an impact on job satisfaction.

c. It is recommended that there be flexible work policies, such as setting working hours and providing leave that supports the work-life balance of employees.

*D. Discussion*

Based on the data analysis and discussion in this study, the following conclusions can be drawn:

1. Emotional intelligence has a significant influence on job satisfaction, indicating that employees who are able to understand and manage their emotions have higher levels of job satisfaction.

2. Job satisfaction has a significant influence on work-life balance, indicating that job satisfaction enables employees to achieve a better balance in managing their work and personal lives.

3. Competence has no influence on job satisfaction, but has a direct influence on work-life balance. This indicates that competent employees can complete their work more efficiently, although they are not always satisfied with their work.

4. Emotional intelligence has an indirect influence on work-life balance through job satisfaction. This means that emotional influence only impacts work-life balance if employees also experience job satisfaction.

5. Competence does not have an indirect influence on work-life balance through job satisfaction, meaning that job satisfaction is not an effective mediator in the relationship between competence and work-life balance.

## IV. CONCLUSION

1. The management of the Tanah Tinggi Binjai Community Health Center is advised to focus on improving employee emotional intelligence through soft skills training, stress management, and empathy-building programs to increase job satisfaction.

2. Developing employee technical competencies remains important, but it needs to be balanced with a reward and recognition system to impact job satisfaction.

3. Flexible work policies, such as setting working hours and providing leave to support employee work-life balance, are recommended.

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