

# Work-Family Conflict, Emotional Intelligence, Work-Life Balance, and Employee Performance

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## ABSTRACT

The purpose of this study is to research and evaluate work-life balance as a mediator between work-family conflicts, emotional intelligence, and employee performance. Employees were polled and interviewed to gather data. The study used PLS and structural equation modeling to examine the aforementioned correlations (SEM). The current study adds to the existing body of information by examining work-life balance as a moderator of the effects of work-family conflicts and emotional intelligence on employee performance in a business. Data research revealed that work-family conflict has a considerable favorable impact on employee performance. This demonstrates that emotional intelligence may have a direct impact on employee performance. This reveals that work-family conflict has no direct impact on work-life balance. Data research demonstrated that emotional intelligence influenced work-life balance positively. Furthermore, data analysis revealed that work-life balance had a favorable influence on employee performance. The geographical and institutional particular focus, as well as the short sample size, are limitations. This study has the potential to contribute to the scientific understanding of human resource management, particularly those connected to the application and development of the idea of performance.

**Keywords:** *Emotional Intelligence, Performance, Work-Life Balance, Work-Family Conflict.*

## 1. INTRODUCTION

Individual performance in the organization is the starting point for organizational success. When individual performance is high, organizational performance follows. Human resources play an important part in the growth of an organization since the organization's goals are dictated by the quality and competency of its human resources [1]. Work-family conflict is a significant issue in today's corporate environment [2]. Work-family conflict is one type of inter-role conflict pressure or role mismatch between work and family duties. Job-family conflict is a type of role conflict in which the demands of work responsibilities and family duties are in some ways incompatible [3]. Reference [4] explained that Work-family problems are exacerbated by the number of children, the amount of time spent caring for the household and working, and a lack of support from spouses and relatives. Thus, when a person encounters work-family conflict, it will result in the fulfillment of one function interfering with the fulfillment of other responsibilities, affecting performance. In terms of the

work-family conflict phenomena [5] Work-family conflict had a non-significant beneficial influence on employee performance, according to the study. These findings contradict the findings of [6] which suggested that work-family conflict was detrimental to employee effectiveness.

Because developing-country human resources in general lack emotional intelligence, this aspect is one of the causes behind Indonesia's falling human resource quality [7]. As [8] mentioned that emotional intelligence, such as empathy, self-discipline, and initiative, has a significant impact on one's achievement. Some research have shown inconsistencies between emotional intelligence and employee performance. This can be found in [9] who claimed that emotional intelligence has a large favorable impact on job performance, and these findings contradict [10] who discovered that emotional intelligence has little effect on employee performance.

Work-life balance is a state that employees experience in the form of connection to the workforce and family, so that they are content with their duties in

the home and roles at work [11]. With dissatisfaction, employees will feel an imbalance, this poses a problem and a great risk to the welfare and performance of employees. Balancing work life and personal life is often an obstacle often experienced by employees who work [12]. Meanwhile, if the company cannot manage the work-life balance properly, it will affect the employees and the company, such as the demands of the work given to the employees resulting in more time spent at work than at home [13]. Thus, it can be said that work-life balance has an important role on the company and the personal life of employees so that if the performance of the employees has a work-life balance, it will have a better level of performance [14].

Inadequate work-life balance is a problem that poses risks to employee performance and organizational performance. In general, employees have difficulty balancing work and social life responsibilities, but considering the benefits of work-life balance practices and the potential to improve employee performance, flexible working hours, employee assistance programs, and employee leave programs are needed. This study aims to propose and test a research model with work-life balance as a mediator between emotional intelligence, work-family conflict, and employee performance.

## 1.1. Literature Review

### 1.1.1. Work-Family Conflict

According to [15] work-family conflict is working role conflict and family role faced by employees. An individual on the one hand will face the role that requires having to do office work while the other must pay attention to the family so that it has difficulty in distinguishing things that interfere with work and family or family interferes with work. This frequently occurs when someone attempts to satisfy the obligations of his or her job while also trying to meet the needs of his or her family, or vice versa.

Reference [11] defined Work-family conflict is a type of role conflict in which the demands of work and family duties are mutually beneficial yet cannot be harmonized. This happens when someone attempts to satisfy the needs of their job, which are impacted by their capacity to meet the obligations of their family, or vice versa. Having to meet the demands of the role in the family will be influenced by the person's ability to meet the demands of the pressure that comes from excessive workloads and work time that must be completed in a hurry and deadline, whereas the demands of the family relate to the time required to handle house chores stairs.

Greenhaus and Beautell (in [11]) explained some dimensions and indicators of work-family conflict, namely:

1. Time based conflict
  - 1) Employees assume that the time spent at work can impede the time needed to meet family obligations (WFC 1).
  - 2) Employees that have problems balancing work and family life (WFC 2).
2. Strain based conflict
  - 1) Tension experienced by employees can affect and disturb family harmony (WFC 3).
  - 2) Tension or family disharmony can interfere with family performance (WFC 4).
3. Behavior-based conflict
  - 1) Family problems faced by employees cause employees to behave emotionally (easily angry and easily offended) (WFC 5).
  - 2) Employees' emotional behavior at home is frequently influenced by work concerns (WFC 6).

### 1.1.2. Emotional Intelligence

Reference [16] explained that Emotional intelligence is a person's capacity to notice feelings, stimulate feelings to aid the mind, comprehend feelings and their meanings, and manage feelings in depth to aid emotional and intellectual development. This is reinforced by [17] who also The ability to experience, comprehend, and successfully employ emotional power and sensitivity as a source of energy, knowledge, relationships, and humanitarian influence is characterized as emotional intelligence. Furthermore, emotional intelligence necessitates the ability to recognize and appreciate one's own and others' feelings, as well as respond correctly and effectively to emotions in everyday life. Reference [8] also defined Emotional intelligence is defined as a person's capacity to motivate oneself, to survive when faced with failure, to control emotions, to postpone the fast, and to govern the state of the soul. Howes and Herald [18] defined emotional intelligence as a component that makes a person be smart in using his emotions.

Reference [8] explained the dimensions of emotional intelligence, namely:

- a. Self-awareness, it is the ability possessed to know things that are felt in self then use it in decision making.
- b. Self-management, it is the ability of a person to control and handle his own emotions so that it can have a positive impact on the implementation of his duties.
- c. Self-motivation, it is a deep desire to move and steer themselves for decision making and can act effectively and rise from failure.

- d. Empathy/social awareness, it is the ability possessed to feel and understand others and foster mutual trust.
- e. Relationship management (social skills), it is the ability to handle emotions well when dealing with others socially and can read situations and use these skills to influence and lead and resolve disputes and work together in teams.

### 1.1.3. Work-Life Balance

Work-life balance is defined by [19] as a subjective assessment of each individual on the suitability between work activities and those not related to work and life. According to Monika and Kaur, work-life balance is defined as a way for someone to balance work-life including work, career, and ambition as well as personal life which includes family, leisure time, personal pleasure so that life can be carried out comfortably.

Internal and external elements influencing work-life balance include individual views of organizational support, family support, personality, job orientation, career route, and organizational environment [20].

Work-life balance indicators according to [11], are

- a. Time balance, which is the availability of individual time for work or family.
- b. Involvement balance, which is an individual's psychological involvement and commitment in work and family.
- c. Satisfaction balance, which is individual satisfaction in carrying out work activities and family activities.

According to [21], the dimensions of work-life balance are:

- a. WIPL (Work Interference with Personal Life), This dimension is based on the idea that work might interfere with personal life, such as making it difficult for someone to schedule time for his personal life.
- b. PLIW (Personal Life Interference with Work), This dimension is founded on the notion that an individual's private life may interfere with his work-life, i.e., if an individual has issues in his personal life, this might affect his performance at work
- c. PLEW (Personal Life Enhancement of Work), This dimension is based on the concept that the extent to which one's personal life might improve one's effectiveness in the workplace.
- d. WEPL (Work Enhancement of Personal Life), This dimension relates to the extent to which employment may enhance people's personal lives.

For example, talents obtained via an individual's personal life at work allow them to use these skills in their daily lives.

### 1.1.4. Employee Performance

Employee performance according to [22] is the success that an individual gets in carrying out the work. Reference [23] stated that employee performance is multidimensional because a job has diverse and broad dimensions by work standards. According to [24], performance is the result of efforts determined based on the ability of individual characteristics to their role in a work performed. Reference [25] described the performance as a result of work achieved by a person or group of people in an organization by the authority and responsibilities of each in achieving company goals. Performance is a behavior or action that has a relationship to organizational goals and can be measured in the form of level contribution to the achievement of objectives.

Reference [26] explained that there are five dimensions contained in employee performance variables, they are:

- a. Quality, the final result achieved is almost near perfect in meeting the goals expected by the company.
- b. Quantity, It is the number of cycles generated or the actual quantity produced in terms of the number of work units created.
- c. Timeliness, it is the level of activity that has been done by a job in accordance with the desired time.
- d. Effectiveness, it is the level of knowledge of organizational resources to get increased profits.
- e. Independence, it is a function of work carried out by employees without getting help from others.

### 1.1.5 Effect of Work-family Conflict on Employee Performance

Work-family issues can have an impact on employee performance in the workplace. Conflict will have an impact on corporate losses in the form of decreased performance, which can be caused by stress and conflict that occurs in the work environment. According to [15], Employees that have a greater amount of work-family conflict will have worse performance, and if work-family conflict lessens, the employee's performance will improve.

H<sub>1</sub>: Work-family conflict negatively affects employee performance

### 1.1.6. The Effect of Employee Intelligence on Employee Performance

According to [16], emotional intelligence had a positive influence on performance. Reference [8] also stated that Individual emotional intelligence forecast is effective in job and life. Emotional intelligence has an impact on all part of one's professional life, with a favorable association between emotional intelligence and individual performance.

H<sub>2</sub>: Employee Intelligence has a positive effect on employee performance

### 1.1.7. Effect of Work-family Conflict with Work-life Balance

According to [27] research, work-family conflict had a negative relationship on satisfaction and work-life balance. This is in line with research conducted by [28] which stated that work-family conflicts did not have a significant effect on work-life balance. As for [29], it is very important to understand that supervisors support supervision of work-family conflicts, which can create a conducive environment to create work-life balance, job satisfaction, and organizational commitment.

H<sub>3</sub>: Work-family conflict has a positive effect on work-life balance

### 1.1.8. Effect of Emotional Intelligence on Work-life Balance

Several studies showed that emotional intelligence is very important for performance and other aspects. According to one Jyothi study, emotional intelligence is necessary for female employees to attain work-life balance. This is consistent with Ramanithilagam's research, which found that emotional intelligence is a key component in female employees' work-life balance in India.

H<sub>4</sub>: Emotional intelligence has a positive effect on work-life balance

### 1.1.9. Effect of Work-life Balance on Employee Performance

Several studies have found that work-life balance predicts job success and has gotten a lot of attention in the literature. Reference [30] stated that Work-life balance has been shown to be an important predictor of a variety of organizational outcomes, including employee retention and productivity. This is in line with [31] work-life balance is most important in boosting job performance.

H<sub>5</sub>: Work-life balance has a positive effect on employee performance

## 2. METHODS

### 2.1. Research Design

This study's resources are classified into two categories: main data and secondary data. To obtain reliable findings, the data collecting method, namely the distribution of questionnaires to respondents, must be carried out properly and efficiently. A questionnaire is described as "a set of pre-written questions that the respondent must answer, generally in clearly defined alternatives." Primary data collection was done through online questionnaires, where respondents were asked to fill in the online questionnaire provided. The population in this study were student workers, who worked in the Jakarta, Bogor, Depok, Tangerang, and Bekasi areas. The sampling method is nonprobability sampling with a purposive sampling technique. The criteria were students who have worked in the Greater Jakarta area for 2 years. The number of samples was set at 85 samples, as according to Roscoe who states that a sample size greater than 30 and less than 500 is feasible for almost all studies. The secondary data were obtained through a literature study taken from literature books and journal studies journals, which was meant by reading, recording, and studying things that were closely related and able to support this research. This literature study was carried out to obtain theories to serve as a theoretical basis which can then be used to analyze, assess, and summarize the issues to be discussed and help correct and accountable decision making.

### 2.2. Research Model

The model of this study can be seen in Figure 1. Figure 1 also shows the hypothesis proposed in this study, from hypothesis one (H1) to hypothesis five (H5).

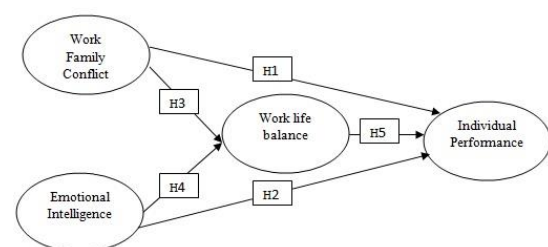


Figure 1. Research Model.

## 3. RESULTS AND DISCUSSION

### 3.1. Characteristics of Respondents

Reference [32] defined The concept population refers to "the total group of individuals, events, or items of interest that the researcher desires to explore." The target population is a subset of the population that can

be identified using items, geographical borders, or time. Reference [33] suggested that sample is one or several units selected from the population-based on certain procedures. In this study, the number of male respondents was 65 and the number of female respondents was 20. As many as 60 respondents were not married while those who were married were 25 people. The majority of respondents aged 20-37 years, with the last education was high school, and some have taken strata 1.

### 3.2. Data Analysis Results

The Partial Least Squares (PLS) approach was employed in this research. The structural model of associations between latent variables is referred to as the inner model in PLS, whereas the measurement is referred to as the outer model. Before assessing the empirical model of the research, the stability of the estimation was assessed using t-statistics. The test results are described in Figure 2.

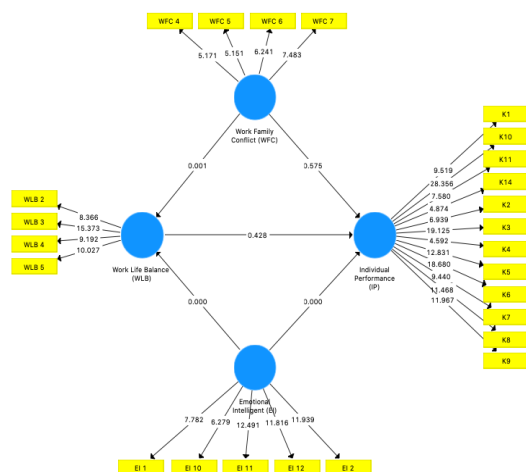


Figure 2. PLS analysis results.

#### 1). Measurement Model Results (outer model)

The measurement model (outer model) is evaluated by assessing the indicator's convergent and discriminant validity, as well as the indicator block's composite reliability. The results are described as follows.

##### (1) Convergent validity

Convergent validity test results about the value of outer loadings show that the results are above 0.50 so that it can be concluded that the convergent validity requirements have been met.

##### (2) Discriminant Validity

Discriminant validity is tested by comparing the value of the square root of the extracted average variance (AVE) in each construct to the correlation between other constructs in the model.

##### (3) Composite Reliability

The instrument's dependability in a research model is then tested using composite reliability testing.

The convergent and discriminant validity test results of the indicators and composite reliability can be seen in Table 1.

Table 1. Validity, Reliability, and Loading Factor.

Construct	Item	Loading Factor	Cronbach's Alpha	CR (Composite Reliability)	AVE (Average Variance Extracted)
WFC	WFC 4	0.662	0.722	0.825	0.542
	WFC 5	0.735			
	WFC 6	0.810			
	WFC 7	0.730			
EI	EI	0.666	0.748	0.833	0.502
	E2	0.752			
	E10	0.584			
	E11	0.754			
WLB	WLB 2	0.719	0.730	0.830	0.551
	WLB 3	0.785			
	WLB 4	0.736			
	WLB 5	0.727			
IP	IP1	0.732	0.921	0.934	0.545
	IP10	0.876			
	IP11	0.616			
	IP14	0.507			
	IP2	0.634			
	IP3	0.841			
	IP4	0.652			
	IP5	0.811			
	IP6	0.811			
	IP7	0.718			
	IP8	0.785			
	IP9	0.787			

Based on the results of the indicators' convergent and discriminant validity evaluations, as well as the indicator block's composite reliability, it is possible to conclude that the indicators as a measure of the variables work-family conflict (X1), emotional intelligence (X2), work-life balance (m), and employee performance (Y) produce valid and reliable results

#### 2). Structural model results (Inner Model)

The inner model's goodness of fit structural models were examined using predictive-relevance (Q2) values. The R2 value of each endogen in this study can be seen in Table 2 as follows.

Predictive value is obtained by using this formula $R^2 = 1 - (1 - R_{12})(1 - R_{22})$ $R^2 = 1 - (1 - 0.291)(1 - 0.415)$ $R^2 = 1 - (1 - 0.084)(1 - 0.172)$ $R^2 = 1 - 0.916 \cdot 0.828 = 0.758$ $R^2 = 0.242$		
	R Square	R Square Adjusted
IP	0.291	0.263
WLB	0.415	0.401

**Table 2.** R Square.

The result of the predictive relevance value is 0.242 and this value > 0, so that it means that 24.20% of the variation in employee performance variables is explained by the variables used in the model. The remaining 75.80% is explained by other factors outside the model so this model has a predictive relevance value.

### 3.2.1 Testing Results

Five hypotheses are revealed through hypothesis testing using Partial Least Squares (PLS). A t-test was used on each path of effect between variables in this test. The test results of the PLS analysis can be seen in Table 2. If the t statistic is more than the t-table value, the hypothesis is accepted or supported. In this investigation, the t-table value for the one-tailed hypothesis (one-tailed) is more than 1, 68023 at the 95 % confidence level (alpha 95%). The PLS (Partial Least Square) analysis used in this study was conducted using the Smart PLS program that was run with computer media.

**Table 3.** Results of Hypothesis Testing with Partial Least Square.

	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics ( O / STDEV )	P Values
EI -> IP	0.478	0.500	0.105	4,539	<b>0,000</b>
EI -> WLB	0.462	0.469	0.086	5,342	<b>0,000</b>
WFC -> IP	0.054	0.052	0.097	0.561	<b>0.575</b>
WFC -> WLB	-0,346	-0,354	0.101	3,435	<b>0.001</b>
WLB -> IP	0.121	0.124	0.153	0.792	<b>0.428</b>

Table 2 shows that the effect of emotional intelligence on employee performance is significant, the effect of emotional intelligence on work-life balance is significant, the effect of work-family conflict on work-life balance is significant. On the other hand, the effect of work-family conflict on employee performance is not

significant, and the effect of work-life balance on employee performance is not significant.

### 3.3. Discussion

#### 1. Effect of work-family conflict on employee performance

Data research revealed that work-family conflict has a considerable favorable impact on employee performance. This demonstrates that work-family problems can have a direct impact on employee performance. This finding is in line with previous research conducted by [34, 35] who stated that work-family conflict had a significant positive effect on employee performance.

#### 2. Effect of emotional intelligence on employee performance

The results of data analysis showed that emotional intelligence had a positive effect on employee performance. This shows that emotional intelligence can directly influence employee performance. This finding is in line with previous research conducted by [36] who stated that emotional intelligence had a significant positive effect on employee performance.

#### 3. Effect of work-family conflict on work-life balance

The results of data analysis showed that work-family conflict had a negative effect on work-life balance. This shows that work-family conflict does not directly affect work-life balance. This research is in line with previous research conducted by [28] who stated that work-family conflict did not have a significant effect on the work-life balance of female Navy personnel in Surabaya. Thus, it can be interpreted that the work-life balance of employee performance is not affected by work-family conflict.

#### 4. The effect of emotional intelligence on work-life balance

The results of data analysis showed that emotional intelligence had a positive effect on work-life balance. This shows that emotional intelligence can directly affect work-life balance. This study reinforces the results of previous studies, which found out that emotional intelligence had a significant positive effect on the work-life balance of the employees. This is also reinforced by [37], who stated that emotional intelligence is very important to get the work-life balance of employees. By having emotional intelligence, then someone has the intelligence to understand the emotions of others.

#### 5. Effect of work-life balance on employee performance

The results of data analysis showed that work-life balance had a positive effect on employee performance.

This shows that work-life balance can directly affect employee performance. These results are in line with previous research conducted by [31] who stated that work-life balance had a positive effect on employee performance.

#### 4. CONCLUSIONS

1. There was an influence of work-family conflict on employee performance positively and significantly. That is, the work-family conflict of employees did not affect employee performance, even the higher the performance done by employees.
2. There was an influence of emotional intelligence on employee performance positively and significantly. That is, the higher the emotional intelligence felt by employees, the higher the performance done by employees.
3. There was a negative influence of work-family conflict on work-life balance. This means that the lower the work-family conflict experienced by employees, the higher the work-life balance of employees will be followed.
4. There was a significant positive effect of emotional intelligence on work-life balance. This means that the higher the emotional intelligence felt by employees, the higher the work-life balance perceived by employees.
5. There was an effect of work-life balance on employee performance positively and significantly. That is, the higher the work-life balance perceived by employees, the higher the resulting performance.

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