


The Influence of Emotional Intelligence and Work Life Balance on Employee Performance in the Central Tapanuli Regency Government

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Info Artikel	ABSTRACT
<p>Sejarah Artikel: Diterima: Maret, 2024 Disetujui: Maret, 2024 Dipublikasi: Maret, 2024</p> <hr/> <p>Keywords:</p> <p><i>Emotional Intelligence; Work Life Balance; Performance; Central Tapanuli Regency Government.</i></p> <hr/> <p>Corresponding Author:</p> <p>Fajar Lubis</p> <p>Email: fajarrezekiananda@gmail.com</p>	<p><i>Several internal and external factors influence a company's ability to improve employee performance. Involving what are regarded as internal organizational aspects, such as work-life balance and emotional intelligence. Thus, this study aims to determine whether the Central Tapanuli Regency government influences work-life balance and emotional intelligence. In this study, survey-based quantitative methodologies were employed to collect data. The study's findings demonstrate that work-life balance and emotional intelligence significantly affect employees' performance in the Central Tapanuli Regency Government. Therefore, the Central Tapanuli Government must know these factors to support staff performance.</i></p> <p style="text-align: right;">© 2024 Fajar Lubis, Mansur Tanjung <i>This is an open access article under the CC BY-SA 4.0 license</i></p> <div style="text-align: right;">  </div>

INTRODUCTION

Central Tapanuli Regency, a district in North Sumatra Province, is grappling with significant issues in its administrative services. Our team's research has unearthed crucial findings. We discovered that the bureaucratic system for administrative services still needs to be optimal, leading to delays in the correspondence process. Moreover, there is a noticeable decrease in employee performance, with instances of late arrivals and early departures. This is further compounded by a need for more motivation among employees to complete work on time, resulting in delayed reporting of work results to their superiors.

Our quarterly employee attendance data for 2022 paints a concerning picture. More than 25% of employees were consistently late throughout the year. The trend was particularly noticeable during national holidays, such as the beginning and end of the year. This clearly indicates a systemic issue that needs to be addressed urgently. Additionally, we observed a decline in emotional intelligence, with values like respect and tolerance fading. To achieve common goals, employees must foster togetherness and adhere to the controls of their superiors.

The phenomenon that occurs regarding the characteristics of Central Tapanuli Regency Government work, including that employees' responsibilities for their tasks still need to be improved. This can be seen from the fact that there are still employees whose work needs to be by the burden and responsibilities they are responsible for. To work better cannot be separated from a person's feeling that he feels successful if his personal needs are met and those of his family (Hanifah & Purba, 2021; Hasmalawati, 2018); if someone feels that his personal needs have not been met, he feels that he has not worked well and his performance will also affect him. The capacity to manage one's personal family and job obligations is known as work-life balance (Schermerhorn, 2005; Setiyadi et al., 2016). Workers who feel their work interferes with their personal and family life will not view themselves as successful. The author is interested in investigating this issue with the research title based on the information provided in the background. The Central Tapanuli Regency Government's Employee Performance and Emotional Intelligence and Work-Life Balance.

Emotional intelligence includes self-control, enthusiasm, patience, and the ability to motivate and tolerate frustration, control impulses and emotions, adjust moods and stress that causes stress, and think and not paralyze the ability to read (empathy). According to Goleman et al. (2015), emotions are an urge to act to overcome a problem. Emotional intelligence makes it possible to maintain a balance between our personal needs and the needs of others. Gaining an understanding of emotional intelligence can help you become more self-motivated, better understand your own emotions as well as those of others, and become adept at handling your emotions (Al Ghazali et al., 2015), those who control their emotions the most are respected and respected. This is why researchers say that for successful people, 80% of their success comes from their ability to control their emotions, and their intellectual abilities determine 20% of this.

According to Jannah (2013), emotional intelligence is an individual's capacity to regulate their feelings while preserving emotional balance and expression via social skills, self-awareness, self-motivation, self-control, and empathy. According to the concepts above, emotional intelligence is managing feelings and controlling attitudes, behaviors, impulses, and desires (Ade Galih et al., 2018). to make it possible for people to understand other people's sentiments and feel welcomed in social situations.

Employees need work-life balance to maintain a healthy quality of life between their personal and professional lives. The capacity to manage commitments in one's personal life and professional obligations is known as work-life balance ; where when an employee can realize this balance, the employee will have high enthusiasm for work and will be happy because he is allowed to carry out his activities (Amal et al. ., 2022; Holland et al., 2019).

Work-life balance, according to Gribben & Semple (2021), is a broad notion that combines work-related activities (career and aspiration) with life-related activities (happiness, spare time, family, and spiritual growth). Moreover, work-life balance encompasses managing job obligations alongside personal and familial commitments effectively. This involves individuals managing several roles with demanding tasks in both work and non-work environments (Siahaan et al., 2022; Paudel & Sthapit, 2021).

Tetteh & Attiogbe (2019) stated that work-life balance can be created if a balance in life minimizes conflicts of interest. So, a company needs to create policies to help employees balance their personal and work interests. The company's success in creating a work-life

balance for its employees will help improve employee performance and can have an impact on improving overall company performance (Paudel & Sthapit, 2021; Purba et al., 2018).

The term "performance" is derived from the words "job performance" or "actual performance" (also known as "work performance" or "actual achievement achieved by a person"), which refers to the amount and quality of work results that an employee achieves in carrying out his responsibilities. Furthermore, as stated by Tannady & Sitorus (2017), performance is the outcome of the amount and quality of work a department, organization, or individual achieves in carrying out their tasks in a given evaluation period while fulfilling their duties and targets. The outcome of an organization's goals being implemented is employee performance. Employee performance is determined by the amount and quality of work completed by an employee by their assigned responsibilities (Mangkunegara, 2017; Purba et al., 2019).

METHOD

The author used a quantitative research approach with a survey method (Truong et al., 2020). Surveys are used in social research to measure the characteristics of significant populations. Hence, it is seen as appropriate to gather more than two variables at once using them. This study establishes causal correlations between variables, classifying it as explanatory or causal research (Jain & Singh, 2019). The impact of work-life balance and emotional intelligence on employee performance are the research variables that will be looked at.

The population in this study consisted of sub-district employees of Central Tapanuli Regency in North Sumatra. According to BPS data, the number of civil servants in the Central Tapanuli District Government is 240. The researcher determined that the sample determination in this study was based on a population of 240 people. The researcher determined the sample using the Slovin Formula method where $n = \text{number of samples}$, $N = \text{total population}$, $e = 0.05\%$ so that the total sample was 150.

Data collection technique

Validity test

The researcher must know whether a questionnaire is valid or invalid (Ferdinand, 2014). One type of validity test is construct validity. Testing the indicator model's or reflective dimension's validity can be done by analyzing convergent validity and discriminant validity. Based on the convergent validity test, the loading factor and AVE of 0.50 to 0.60 have been declared sufficient, while based on the discriminant validity test, there is a suggestion that the root value of AVE should be greater than 0.50 (Ghozali, 2018). Analyzing the cross-loading values is how the validity of the indicator model or formative dimensions is tested; a created value larger than 0.50 must meet specific requirements to be deemed legitimate. Apart from that, it can also be analyzed using the VIF value. An outer model VIF value with a score < 5 can be said to be a valid construct or worthy of consideration in the following analysis.

Reliability Test

An indicator's consistency and dependability are related to its reliability. Measurements of the degree of precision and accuracy of potential responses to various queries are made

using reliability analysis. Researchers can determine the degree of confidence in each indicator's measurement consistency by using high-reliability measurements. Using Cronbach Alpha, the dependability limit value is 0.60, typically regarded as satisfactory. (Malhotra et al., 2017). Reliability testing for indicator models or formative dimensions is done through the average outer weight value. If the average value of outer weight is > 0.60, then it can be stated that the indicator or dimension has good reliability.

Data analysis method

This study's data processing and analysis methods examine information pertinent to the study's goals. Data analysis turns complex information into a more readable and understandable format. Both statistical and descriptive analysis are employed. This study employs quantitative analysis; the respondents' attitudes are qualitative data that will be scaled to produce numerical results and then processed through statistical techniques. SEM-Partial Least Square (PLS) data analysis techniques will be applied using SmartPLS 3.0 software to analyze quantitative data for this study.

HASIL

RESULT AND DISCUSSION

Partial Least Square Model Scheme

This subchapter will introduce the Smart statistical tool, PLS 3.3.3, to each Partial Least Square testing stage. Testing the validity and reliability of the outer model is the first step in this testing process. Next is the inner model testing, which consists of Goodness of Fit (GOF), F-Square, and Path of Coefficient testing. Lastly is partial/direct hypothesis testing and indirect hypothesis (mediation).

Validity and Reliability Testing

In this test, the feasibility of the statement instrument for each research variable will be tested: the independent variables are emotional intelligence and work-life balance. The dependent variable is performance, so it is necessary to display the outer model output results to determine whether all variable indicators can be said to meet the test standards. Or not. Based on the results obtained, it can be seen that ALL VARIABLES meet the outer loading testing standards (outer loading value > 0.60).

Description of Emotional Intelligence Variable (X1)

Table 1. Description of the Emotional Intelligence Variable (X1)

No	Statement	Alternative Answers				
		S	S	KS	TS	ST
Self-awareness						
1	I can recognize my own emotions	5	2	36	59	21
2	I can know my own strengths and weaknesses	6	3	32	60	19

3	I can evaluate work achievements	5	4	37	52	10
Controlling envy						
4	I can be calm when facing problems	6	3	39	50	20
5	I am able to provide alternative solutions to work problems	6	3	38	55	20
6	In finding new ideas, I am able to see their impact on the organization in the long term.	5	3	35	59	19
7	I use my free time to develop my skills	7	3	35	58	18

Table 2. Description of Mean Emotional Intelligence Variables (X1)

Statement Code	Mean	Category
X1.1	3.3200	Currently
X1.2	3.3533	Currently
X1.3	3.2800	Currently
X1.4	3.2866	Currently
X1.5	3.3466	Currently
X1.6	3.3666	Currently
X1.7	3,4133	Currently
Rata rata	3.33	Currently

Source: Results of Processed Statistical Data (2023)

The average emotional intelligence of Central Tapanuli government personnel is found to be moderate (3.33), based on data from Tables 1 and 2. This demonstrates that even with emotional intelligence, it is still possible to work for the Central Tapanuli government because there are already rules that need to be followed or halal that have been created; put another way, there are already S, O Ps in place for doing daily tasks because that is sufficient for employment. Salovey and Mayer (1990) define emotional intelligence as reasoning about the work so that it functions appropriately. Emotional intelligence is a subset of social intelligence, which also includes the capacity to recognize and monitor one's and other people's feelings and emotions and use emotional information to influence behavior and thought processes. Being able to manage our work so that we reach our goals is crucial to doing our jobs. This is consistent with the findings of Goleman (2000), who claimed that other strength factors, such as emotional intelligence, or emotional quotient (EQ), which is the capacity to motivate oneself, manage frustration, and restrain impulses, account for 80% of success while intellectual intelligence (IQ) only makes up 20%.

Description of Work Life Balance Variables (X2)

Table 3. Description of Work Life Balance Variables (X2)

No	Statement	Alternative Answers				
	Work interference with personal life (WIPL) Work interferes with personal life	S	S	KS	TS	STS
1	Work interferes with family schedules	4	18	28	70	30
2	Work makes me unable to do my hobbies	5	17	27	71	30
3	Work interferes with my rest time at home	4	17	29	69	31
Personal Life Interference with work (PLIW) Kehidupan pribadi menginterfensi pekerjaan						
4	My problems at home interfere with my concentration when I'm working during work	6	16	27	71	30
5	I spend more time with my family than I do working	4	18	27	70	31
6	I receive appropriate rewards if I can complete a task well	5	17	26	71	31

Table 4. Description of the Mean Work Life Balance Variable (X2)

Question Code	Mean	Category
X2.1	3,6933	Tall
X2,2	3,3933	Tall
X2,3	3,7066	Tall
X2.4	3,8200	Tall
X2.5	3,8400	Tall
X2.6	3,7133	Tall
Average	3,69	Tall

Source: Results of Processed Statistical Data (2022)

Based on Tables 3 and 4, information is obtained that the average level of the Work-Life Balance variable for employees in the Tapanuli government is high, namely (3.69). This shows that in work, there must be a balance between family, community, and individual as needed in carrying out government duties because, without a balance between work and external tasks, there will be a gap in work so that the soul is not calm at work, which will affect what is done. According to Delecta (2011), work-life balance refers to a person's capacity to fulfill obligations to their family, job, and other commitments outside of work and other activities. This means that in

addition to our responsibilities in this office, we also have obligations to our families. According to Lockwood's (2003) perspective, work-life balance is a state in which an individual's life and work are balanced. When employees choose to manage their job and personal duties, such as family responsibilities, they achieve work-life balance.

Description of Employee Performance Variables

Table 5. Description of Employee Performance Variables

No	Question	SS	S	KS	TS	STS
1.	You are able to complete tasks according to the specified amount	6	30	35	59	20
2.	The results of the work you have done are in accordance with the specified standards	6	30	35	59	20
3.	You do the task/work without making mistakes	6	30	35	59	20
4.	You complete tasks/work regularly	6	30	35	59	20
5.	You are able to complete tasks on time	6	30	35	59	20
6.	I arrive at work on time	6	30	35	59	20
7.	You work according to a predetermined work schedule	6	30	35	59	20

Table 6. Description of Mean Employee Performance Variables

Statement Code	Mean	Category
Z1	3.4133	Currently
Z2	3.3533	Currently
Z3	3.2800	Currently
Z4	3.2866	Currently
Z5	3.3466	Currently
Z6	3.3666	Currently
Z7	3.3200	Currently
Average	3.338019	Currently

Source: Results of Processed Statistical Data (2023)

Based on Tables 5 and 6, information is obtained that the average level of employee performance variables in the Central Tapanuli government is moderate, namely (3.33). This shows that the Central Tapanuli Regency Government employees work moderately, meaning that the work is within the desired target. Still, the key to a job or every job in government that is expected is that the employee's results or performance must be maximum (Sutrisno et al., 2016).

Performance is the outcome of an employee's labor, as demonstrated by their cooperation, quality, quantity, and working hours to meet the objectives established by the company." Thus, there needs to be a goal to accomplish at work. If the target reaches what is desired, then it can be said. That the employee's performance is good if the desired target is not achieved, it will have an impact on the organizational structure that has been created because the results of an employee's performance are needed according to the opinion put forward by Researchers Mangkunegara & Prabu (2002) employee performance is defined as the amount and quality of work products that an individual completes while performing the obligations delegated to him.

According to Simamorang (1995), performance is the degree to which workers fulfill the criteria of their jobs. According to Sjahrudin Rasul (2000), employee performance is the degree to which an activity, program, or policy is implemented in a way that realizes the organization's objectives, vision, and mission as articulated in the creation of strategic planning.

Data analysis

Outer Model Analysis

After carrying out the Validity and Reliability Testing above, it can be seen that all variables meet the outer loading testing standards (outer loading value > 0.60); all variables are reliable, so there is no need to eliminate further questions. The results obtained were that the Average Variant Extracted value of Z (Employee Performance) = 0.637, X1 (Emotional Intelligence) = 0.629, X2, and (Work-Life Balance) = 0.633. In summary, every instrument for every variable satisfies the requirements of discriminant validity. The reliability test is also visible in the same table, namely in Table 5.15, where the results of the tests are from composite reliability and Cronbach alpha, following the completion of the convergent and discriminant validity tests. Z stands for employee performance, X1 for emotional intelligence, X2 for work-life balance, and Z for employee performance = 0.913. Thus, every instrument for every variable satisfies the specifications.

Inner Model Analysis

In this sub-chapter, inner model testing will be presented, which aims to test the feasibility of the research model through Goodness of Fit (GoF), F-Square, and Path of Coefficient testing.

Goodness of Fit (GoF) Testing

Information can be obtained that the influence of variable Z (Employee Performance) = 0.860 or 86.0%. After knowing the r-square value of each equation, the next step is to look for the Q-Square value to determine the level of goodness of fit in this research. Where these results show that the level of research diversity that this research model can explain is 99.6%, while the rest are variables or other factors outside this research. Based on these results, the goodness of fit for this research model is outstanding.

Path of Coefficient Testing

This test will test the level of influence of each influence pattern or equation in this research. The T-statistic value will be analyzed in this test, which is compared to 1.969 (Malhotra, 2015). Based on the results of the Path of Coefficient test, it can be concluded that the influence categories of each equation are as follows:

1. The influence of emotional intelligence on employee performance is influential and significant because the t-statistic value is > 1.969 ($3.037 > 1.969$) and the P-value is < 0.05 , ($0.000 > 0.05$)
2. The influence of work life balance on employee performance is influential and significant because the t-statistic value is > 1.969 ($4.965 > 1.969$) and the P-value is < 0.05 , ($0.000 < 0.05$)

CONCLUSION

It is clear from the testing and analysis results on each direct influence pattern from the preceding research description that emotional intelligence significantly and significantly influences worker performance. In addition, the Central Tapanuli Regency Government's employees' performance is significantly impacted by work-life balance. Research shows that emotional intelligence is an integral part that the Central Tapanuli Government must pay attention to. Likewise, work-life balance also shows that this variable is significant to pay attention to in an organization, including the Central Tapanuli Government.

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