

---

## **The Influence of Emotional Intelligence on Work-life Balance**

Dara Kania Indraswari

Faculty of Economics and Business, Universitas 17 Agustus 1945 Surabaya,  
Indonesia

E-mail: [indraswari.darakania@gmail.com](mailto:indraswari.darakania@gmail.com)

Received: August, 2024; Accepted: August, 2024; Published: November, 2024

Permalink/DOI:

---

### **Abstract**

Over the past few decades, work-life balance has become a major issue that occurs in work, not only in one type of work, but in all types of work. Work-life balance is a major issue in work, this cannot be separated from the high work demands and excessive working hours which have now become the norm (Kumarasamy, Pangil, & Mohd Isa, 2016). It is important for individuals who work to have Emotional intelligence, making individuals have the ability to separate the life they are living so as to avoid conflicts between personal life and work life. The aim of this research is to determine the relationship between Emotional intelligence and Work-life balance. This research uses a literature review method, namely by collecting library information and data. It was found that work-life balance is greatly influenced by emotional intelligence.

**Keywords:** *Emotional Intelligence, Work-life Balance*

---

### **INTRODUCTION**

Over the past few decades, work-life balance has become a major issue that occurs in work, not only in one type of work, but in all types of work. Work-life balance is a major issue in work, this cannot be separated from the high work demands and excessive working hours which have now become the norm (Kumarasamy, Pangil, & Mohd Isa, 2016). In achieving a good quality of life, work-life balance is important. According to Semlali & Hassi in (Kumarasamy, Pangil, & Mohd Isa, 2016) Work-life balance is known to be the main factor in increasing employee productivity.

Resignation from a job is an indication that an individual is unable to manage work-life balance. According to Poulouse & Sudarsan in (Kumarasamy, Pangil, & Mohd Isa, 2016) an individual's inability to balance work and non-work activities will reduce physical and psychological well-being. An individual's inability to manage work-life balance will have consequences in their work such as reduced satisfaction at work, decreased attendance and sub-optimal performance. Apart from that, it will also have an impact on other things outside of work such as decreased satisfaction in marriage, family and life. health will become bad.

Every individual who works should prepare themselves to face the demands of work. The more demands at work tend to make it difficult for individuals to balance the life they are living, namely personal life and work life, this will then give rise to stress which will then be followed by conflict where the individual has to sacrifice one of their families or work. One way to reduce the tendency to resign

and decrease attendance at work is to balance your personal life and work life.

Support from family and organizations plays an important role in an individual's role in balancing personal and work life. Apart from that, an individual must also have the ability to manage time and stress. Someone who can manage and allocate their time well and can deal with problems and stress well means that individual has high emotional intelligence. Emotional intelligence makes individuals have the ability to separate the life they are living so as to avoid conflicts between personal life and work life.

## **METHOD**

This research uses a literature review method, namely by collecting information and library data using sources such as books, journal articles and other sources that are appropriate and related to the research being conducted, then synthesized using the narrative method and grouping similar data according to criteria. Data is collected and made into a summary including the research title, name of the researcher, name of the publishing journal, methods and results and findings. The existing data is then analyzed to look for similarities and differences and then discussed to draw conclusions.

## **RESULTS AND DISCUSSION**

Based on the results of the journal analysis, several supporting journals were found to strengthen this literature review. The researcher collected some information from each research literature, the three pieces of information were the criteria for the subject used as research, the method used in the research and finally the research results related to the influence of emotional intelligence on work-life balance.

**Table 1. Identity Literature**

No	Writer's Name	Year	Article Titel	Journal
1	Kumarasamy Mokana Muthu,  Pangil Faizuniah,  Mohd Isa Mohd Faiza	2016	The effect of emotional intelligence on police officers' work-life balance: The moderating role of organizational support	International Journal of Police Science & Management
2	Madeeha Malik1, Zeeshan Haider, Azhar Hussain	2019	<i>Perceived Emotional Intelligence, Work Life Balance and Job Satisfaction among Healthcare Professionals in Pakistan</i>	International Journal of Pharmaceutical Research & Allied Sciences
3	<b>Diyang Nurjanah Nurul Indawati</b>	2021	Effect Of Emotional Intelligence on Employee	International Journal of Economics, Management,

			Engagement and Job Satisfaction with Work-Life Balance as Intervening Variables In the Generation Z In Surabaya	Business and Social Science (IJEMBIS)
4	Sadaf Naz Saghir Ahmad Ayesha Batool	2021	Emotional Intelligence and Work-Life Balance: A Study Of Working Women Teachers in Public Sector Universities	Humanities & Social Sciences Reviews
5	Anisa Ratri Utami, Dewi Sartika, Rizka Hadian Permana	2022	Pengaruh Emotional Intelligence terhadap Work-Life Balance pada Karyawan Perusahaan X Kota Bandung	Bandung Conference Series: Psychology Science
6	Nyimas Ratna Kinnary, Justine Tanuwijaya, Kurnia Indy Pratama, Tuti Fatimah, Ismail Hakki Mirici5	2023	The Influence of Emotional Intelligence on Employee Engagement and Job Satisfaction through Work-Life Balance	International Journal of Multidisciplinary Research And Analysis

**Table 2. Research Result**

Source Literature	Subject Criteria	Research methods	Results
Kumarasamy Mokana Muthu et all (2016)	Officers working in 12 police headquarters in Peninsular Malaysia	Partial Least Square (PLS)	Emotional intelligence berpengaruh terhadap work-life balance
Madeeha Malik, Zeeshan Haider, Azhar Hussain (2019)	<i>Healthcare Professionals in Pakistan</i>	Research with primary data/questionnaires	Significant relationship existed among the emotional intelligence, work life balance and job satisfaction

Diyang Nurjanah Nurul Indawati (2021)	Generation z who live in Surabaya	Research with primary data/questionnaires	Emotional intelligence variable on work-life balance shows a positive and significant relationship.
Sadaf Naz Saghir Ahmad Ayesha Batool (2021)	All working women of public sector universities in KP	Research with primary data/questionnaires	There is a positive correlation coefficient which shows that there is a strong relationship. The higher the scores in Emotional Intelligence: the higher the Working Life Balance of the respondents.
Anisa Ratri Utami, Dewi Sartika, Rizka Hadian Permana (2022)	Marketing employee of Company X Bandung City	Researchers use the causality method using a quantitative approach.	Terdapat pengaruh emotional intelligence terhadap work-life balance pada karyawan marketing Perusahaan X Kota Bandung.
Nyimas Ratna Kinnary et all (2023)	Employees in Karawang synthetic rubber factory	The cross-sectional method using data from certain periods	Emotional intelligence has a positive influence on work life balance

Research conducted by (Kumarasamy, Pangil, & Mohd Isa, 2016) has the result that Emotional intelligence influences work–life balance. This research was conducted by researchers in Malaysia with the research subjects being police officers who worked in 12 police stations in Peninsular Malaysia. The results in this study support the results of previous research which was used as reference research in this study. It can be seen from the findings in this research that Emotional intelligence is an important factor that influences the work–life balance of police officers. When an individual can use Emotional Intelligence well, he will be able to have good self-awareness and be able to make the best decisions for that individual's goals so that he can enjoy work more and reduce stress at work.

Research conducted by Madeeha (Madeeha Malik, 2019) has results that a significant relationship exists among the emotional intelligence, work life balance and job satisfaction. This research was conducted by researchers in Pakistan with research subjects namely Healthcare Professionals in Pakistan. It can be seen from this research that there is a significant relationship between Emotional intelligence and work-life balance. Healthcare Professionals who are emotionally intelligent will be better at managing work–life balance and feel more satisfied with their work. Emotional intelligence in Healthcare Professionals can be used to increase productivity and job satisfaction.

---

Research conducted by (Indawati, 2021) has results, namely that the Emotional intelligence variable on work-life balance shows a positive and significant relationship. This research was conducted in Surabaya, Indonesia with research subjects namely Gen Z who live in Surabaya. The results in this research are strengthened because they have the same hadith as previous research which was used as reference research. The result is that emotional intelligence has a positive relationship with work-life balance. This research states that the research is limited to Gen Z in Surabaya only, so it does not rule out the possibility that if the research was carried out in a different place, it could get different results. Researchers also stated that this research was only conducted on Gen Z who worked as private employees and civil servants only.

Research conducted by (Sadaf Naz, 2021) has results, namely, there is a positive correlation coefficient which shows that there is a strong relationship. The higher the scores in Emotional Intelligence: the higher the Working Life Balance of the respondents. This research was conducted in Pakistan with the research subject being all working women of public sector universities in Khyber Pakhtunkhwa, Pakistan. In this research, it was found that the higher the emotional intelligence, the higher the work-life balance. In this study, the respondents were women who were married but still worked to help earn a living, but they still had to carry out their duties well as wives when they returned home. This phenomenon is what creates challenges for working women because it will cause problems in work-life balance. This research states that this research is only limited to women who work at universities so that it can be developed on other research subjects.

Research conducted by (Anisa Ratri Utami, 2022) has the result that there is an influence of emotional intelligence on work-life balance in company marketing employees. This research was conducted in Bandung, Indonesia with research subjects namely marketing employees of Company X in the city of Bandung. In this research, the results obtained are that there is an influence of emotional intelligence on work-life, which means that the subjects in this research, namely marketing employees, are able to organize themselves so that they can carry out and make good decisions for themselves in order to achieve what they want and avoid things. which could be detrimental to him.

Research conducted by (Nyimas Ratna Kinnary J. T., 2023) has the result that emotional intelligence has a positive influence on work life balance. This research was conducted in Karawang, Indonesia where the subjects in this research were Employees in Karawang synthetic rubber factory. The results in this study support the results of previous research which was used as reference research in this study. Emotional intelligence plays a role in improving work-life balance in employees. With high emotional intelligence, employees can control their feelings towards their surroundings so that it can make it easier for employees to achieve balance in their work life. When company policies do not favor employees, employees can control their feelings and then act wisely and make decisions that are best for themselves.

Based on the results of the presentation from several of these literatures, it can be seen and known that work-life balance is greatly influenced by emotional intelligence. The research presented was carried out in several different countries and with subjects with different work backgrounds and different conditions, but we can see that the research shows the same results where work-life balance is greatly influenced by emotional intelligence. The higher an individual's score on emotional intelligence, the higher the work-life balance.

In the previous journal we can see different research subjects, one of which is this research conducted in Pakistan by (Sadaf Naz, 2021) with the research subjects



being all women who work in the public sector universities in Khyber Pakhtunkhwa. This research focuses only on women who work, this is because there are quite a few women who are married but also still work to help earn a living for the family, but as married women they still have to carry out their duties well as wives when they return home. back home. This phenomenon is what creates challenges for working women because it will cause problems in work-life balance.

Then in the research conducted (Indawati, 2021) the research subjects were Generation Z who were already working and residing in Surabaya. This research focuses on respondents with a certain age range, where from the data presented in the research, namely the age generation born from 1995 to 2009. Generation z is the first generation to be connected to digital things since they were born. The research also states that generation z is a generation that easily accepts differences in culture because generation z has the ease of accessing information obtained from technology. Apart from that, Generation Z is currently in a transition period from adolescence to adulthood, this is a crucial time. It was during this period that Generation Z began to separate from their family environment and began to build relationships with those around their same age. This phenomenon will be a challenge for working Generation Z because it will cause problems in work-life balance.

## **CONCLUSION**

Based on the results of the presentation from several of these literatures, it can be seen and a conclusion can be drawn that work-life balance is greatly influenced by emotional intelligence. The research presented was carried out in several different countries and with subjects with different work backgrounds and different conditions, but it can be seen that the research shows the same results where work-life balance is greatly influenced by emotional intelligence. The higher an individual's score on emotional intelligence, the higher the work-life balance. By having a high emotional intelligence value, an individual will be able to manage and allocate his time well and be able to deal with problems and stress well. Emotional intelligence makes individuals have the ability to separate the life they are living so as to avoid conflicts between personal life and work life.

## **ACKNOWLEDGEMENT**

This research is still very lacking in depth and dissection of journal articles due to limited time.

## **REFERENCES**

- A. Vasumathi, T. S. (2015). The Impacts of Emotional Intelligence on Work Life Balance: An Empirical Study among Faculty Members' Performance in Educational Institutions at Tamil Nadu, India. *Pertanika J. Soc. Sci. & Hum.* 23 (2): 391 - 411.
- Anisa Ratri Utami, D. S. (2022). Pengaruh Emotional Intelligence terhadap Work-Life Balance pada Karyawan Perusahaan X Kota Bandung. *Bandung Conference Series: Psychology Science*.
- Azzie T Joyce, H. A. (2021). The Impacts of Emotional Intelligence on Individual Performance and Work-Life Balance: A Conceptual Exploration. *INTERNATIONAL JOURNAL OF ACADEMIC RESEARCH IN ACCOUNTING, FINANCE AND MANAGEMENT SCIENCES*.
- Bakir, S. M. (2018). The Impact of Managers' Emotional Intelligence on Employees' Work Life Balance: A Field Study at Jordanian Private Hospitals. *European Scientific Journal*
- Buchko, V. K. (2013). Life-work balance Emotional intelligence as a crucial component of

- 
- achieving both personal life and work performance. *Management Research Review* Vol. 36 No. 7.
- Indawati, D. N. (2021). Effect Of Emotional Intelligence on Employee Engagement and Job Satisfaction with Work-Life Balance as Intervening Variables In The Generation Z In Surabaya. *International Journal of Economics, Management, Business and Social Science (IJEMBIS)*.
- Kumarasamy, M. M., Pangil, F., & Mohd Isa, M. F. (2016). The effect of emotional intelligence on police officers' work-life balance: The moderating role of organizational support. *International Journal of Police Science & Management*.
- Madeeha Malik, Z. H. (2019). Perceived Emotional Intelligence, Work Life Balance and Job Satisfaction among Healthcare Professionals in Pakistan. *International Journal of Pharmaceutical Research & Allied Sciences*.
- Nyimas Ratna Kinnary, J. T. (2023). The Influence of Emotional Intelligence on Employee Engagement and Job Satisfaction through Work-Life Balance. *INTERNATIONAL JOURNAL OF MULTIDISCIPLINARY RESEARCH AND ANALYSIS*.
- S.Marylin Jeya Praya, A. G. (2019). The Impact of Emotional Intelligence on Work Life Balance among harmacy Professionals in Malaysia. *International Journal of Management and Human Science (IJMHS)*.
- Sadaf Naz, S. A. (2021). EMOTIONAL INTELLIGENCE AND WORK-LIFE BALANCE: A STUDY OF WORKING WOMEN TEACHERS IN PUBLIC SECTOR UNIVERSITIES. *Humanities & Social Sciences Reviews*.