


Role Emotion Intelligence Towards Work-Life Balance with Support Family as Mediator Variables

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<p>Submitted: 2024-03-01</p> <p>Revised: 2024-03-17</p> <p>Accepted: 2024-04-03</p> <p>Keywords: emotion intelligence; support family; work-life balance</p> <p>Copyright holder: © Sembiring, A. A. R. B., Hardjo, S., & Lubis, R. (2024)</p> <p>This article is under:</p> <div></div> <p>How to cite: Sembiring, A. A. R. B., Hardjo, S., & Lubis, R. (2024). Role Emotion Intelligence Towards Work-Life Balance with Support Family as Mediator Variables. <i>Bulletin of Counseling and Psychotherapy</i>, 6(1). https://doi.org/10.51214/00202406840000</p> <p>Published by: Kuras Institute</p> <p>E-ISSN: 2656-1050</p>	<p>ABSTRACT: The purpose of this study was to analyze the role of emotional intelligence on work-life balance with family support as a mediator variable in pamong praja police unit employees in North Sumatra. This research uses a quantitative approach based on the ideology of positivism, with a population of 836 employees and a sample of 223 employees of the Pamong Praja police unit who work in the Public Order and Community Peace Division in Medan City and in Binjai City, using purposive sampling techniques, data collection using SEM-PLS research tools to test the hypotheses that have been prepared and the study employs three scales instrument: Work-Life Balance rooted in Fisher, Smith, and Burger's dimensions. Emotional Intelligence utilizing Goleman's model. Family Support is refined from Sarafino and Smith's framework, emphasizing emotional, instrumental, informational, and mentoring support dimensions. Based on the results of the study, it is obtained that there is an influence of emotional intelligence on family support, there is an influence of family support on work-life balance, there is an influence of emotional intelligence on work-life balance, family support significantly mediates the relationship between emotional intelligence and work-life balance. It is hoped that institutions will continue to improve policies to pay attention to the welfare of their employees, such as attention to working hours, changing work assignments, rewarding achievements, and health services. Insurance and appropriate salary increases. The findings in this study can provide new nuances for science, especially psychology.</p>
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INTRODUCTION

In today's global world, companies must seek and develop human resources who are active, intelligent, aware, and capable of carrying out all types of tasks given to them. This aims to help the company achieve its goals while avoiding all types of losses. To motivate individuals to become productive employees, it is very important to focus on creating a positive work environment, maintaining good physical and psychological condition, feeling comfortable and safe, and receiving support and motivation from family members.

Working is not a simple thing, individuals must be able to adapt to the work environment and face high demands and workloads to achieve professional goals and fulfill personal needs. Work also depends on abilities and skills to maintain quality and potential in order to produce a productive and reliable workforce. According to Sheppard (2016), one of the most important variables in an organization's success is its personnel's presence. The existence of employees as human resources is

one measure of success in a business. Employee participation in working for an organization will support the process of achieving the organization's goals.

Many businesses, including companies, agencies and organizations, both government and private, will always need skilled and reliable human resources. To ensure these two professions function well and increase productivity, workers must be able to differentiate between personal and professional difficulties. Workers and prospective workers must pay attention to this in order to achieve success for themselves and others, advance their careers, and provide benefits to employers. Related to this, having a work life balance for every individual who works is something that needs to be considered.

Work life balance has attracted increasing interest among researchers, professionals, practitioners, and policy makers worldwide, due to its potential to improve positive outcomes for organizations and individuals ([Wilkinson et al., 2017](#)). In addition, rapid changes in socio-cultural patterns, demographics, globalization, technology, and increasing participation of women in the workforce have made work life balance more important because focusing on one area has a positive impact on other areas of life ([Kossek & Lautsch, 2018](#)). Thus, employees need a meaningful balance between work and life in order to be productive and focused on both areas. As stated by [Banu \(2016\)](#) in his research, workers who have a satisfactory work-life balance will tend to be more effective at work, workers who are dissatisfied with their work and cannot balance their roles at work and their roles in the family will tend to withdraw from work activities.

Based on the results of interviews, Civil Service Police Unit employees are faced with work pressure, required to resolve conflicts and make good decisions. In the work environment, individual behavior is a determining aspect of an agency's success in carrying out its stated vision and mission. Therefore, emotional intelligence can be said to be one of the factors that influence work life balance and also a variable that was studied in this research. Meanwhile, according to [Shobitha \(2014\)](#) emotional intelligence is the ability to adapt adaptively to recognize emotions, express emotions, regulate emotions, and manage the emotions of oneself and others and there is also a positive relationship between emotional intelligence and work life balance, where individuals with High emotional intelligence also has a high work life balance.

Based on this, [Goleman \(2015\)](#) believes that emotional intelligence is no less important than cognitive intelligence, because it plays a role in an individual's daily activities. The importance of emotional intelligence can be useful in making decisions, finding solutions to problems, and communicating with friends or work partners. Emotional intelligence in balancing work and personal life is also important because it allows individuals to think and act rationally and maturely with an always positive perspective. Referring to this statement, [Dabke \(2016\)](#) stated that aspects of emotional intelligence contribute to success and productivity in the workplace. Also, [Ula \(2020\)](#) further stated that, emotional intelligence can increase productivity, they emphasized that emotionally intelligent employees are considered happier and more committed to their organization, achieve greater success, and perform better at work. Therefore, employees feeling and expressing their emotions have an impact on their performance, thereby enabling employees to solve problems both at work and family-related.

Apart from emotional intelligence as an internal factor, work life balance will be achieved if individuals develop the external factors they obtain. One external factor that can be obtained from outside is family social support. Creating work-family balance is not enough just to look at it from the work support side, but from the family support side it has also been studied by many researchers. [L. Boyar et al. \(2014\)](#) explained that family support is actually not much different from support in the workplace, where family members can also provide emotional and instrumental support. Family as the closest environment is able to reduce the burden of problems experienced by individuals

(Triwijayanti et al., 2019). Family support can be a positive resource for employees in supporting work life balance which is considered important (Fardianto & Muzakki, 2020), that family support can be used as a resource in solving problems and managing work-family related problems, to balance work demands and family involvement. Because, the family is said to be a vital support domain in work life balance (Uddin et al., 2020).

Rationale of Study

From a psychological perspective, work life balance is an important aspect for the industrial and organizational world, not only for Civil Service Police Unit employees, but for all employees who work in both government agencies and privately owned agencies, where this is closely related to how the way individuals can balance the roles they have as life priorities. Work life balance is very important for individuals to have, because work life balance has an impact on the welfare of individuals, families and communities, and also has an impact on increasing work productivity. However, when stress approaches due to an inability to balance roles at work and in the family, whether it concerns equality of time or satisfaction in various roles, then this will increase stress and reduce the individual's own level of productivity. Quality work life balance allows individuals to clearly separate work at home and at work, thus making individuals less susceptible to experiencing fatigue, stress, and making life more productive.

Aims and Hypotheses

Based on the large amount of literature, it is rare to find Civil Service Police Unit employees as research subjects. Variations that are often found in many studies as reference sources for researchers include health workers such as nurses and doctors, bank employees, police, working students and so on. Therefore, researchers are interested in conducting research on the Civil Service Police Unit. The researchers developed this research both in terms of sample size, research sampling categorization and number of variables. The hypothesis in this research is as follows:

- H1: There is an influence of emotional intelligence on family support, meaning that the higher the emotional intelligence obtained by employees, the more family support tends to increase.
- H2: There is an influence of family support on work life balance, meaning that the higher the family support an employee receives, the more work life balance tends to increase.
- H3: There is an influence of emotional intelligence on work life balance, meaning that the higher the emotional intelligence obtained by employees, the more likely it will be to increase work life balance.
- H4: There is a role of emotional intelligence on work life balance with family support as a mediator variable.

METHODS

Design

This research uses a quantitative approach based on the ideology of positivism, researching a certain population or sample, collecting data using research tools, and quantitative/statistical data analysis (in the form of numbers), with the aim of testing the hypotheses that have been prepared. In this research, the independent variable is emotional intelligence, while the dependent variable is work-life balance. Meanwhile, family support acts as a mediating variable. This research is scientific in nature because the author conducted two main studies in the field: (1) identifying significant supporting factors for the aspects studied, and (2) conducting variable tests on the causal relationships between the variables studied.

The first method is to characterize difficulties related to the characteristics of emotional intelligence and work-life balance to the dependent variable, namely family support. The approach used by the author in describing the variables studied is a descriptive approach. Descriptive research is research that explains or describes what happens to the thing being researched and can be carried out quantitatively, qualitatively, or in conjunction with other descriptive research methods (Sugiyono, 2022). Second, identify and determine the relationship between one variable and other variables studied. This was done to assess the impact of the emotional intelligence and work-life balance variables on family support, which is the dependent variable. The research approach used by the author to determine cause-and-effect relationships and the influence of these variables is verification. Verification research or also known as causality research is carried out to determine the validity of causal relationships (cause-effect), especially the relationship between independent/influencing variables and dependent/influenced variables (Ahyar, 2020).

Participant and Procedure

The population in this study includes all Civil Service Police Unit employees who work in Binjai City, namely 243 employees and 593 Civil Service Police Unit employees in Medan City. Therefore, the population in this study was 836 Civil Service Police Unit employees. To determine the sample size, this research refers to the opinion of Santoso (2020) which states that the sample size requirements that must be met if using Structural Equation Model (SEM) analysis, then the sample size ranges from 100-200 or a minimum of five times the number of indicators. SEM models with up to five latent variables (constructs), and each construct is explained by three or more indicators, a sample size of 100-150 data is considered adequate. For this reason, a sample size of 200 data can generally be accepted as a representative sample in SEM analysis.

Based on the opinion above, this research has the most statement items at 40 items from the three variables, so the number of research samples used is $5 \times 40 = 200$ samples. However, the reality on the ground shows that the sample consisted of 100 employees of the North Sumatra Civil Service Police Unit, and 123 employees of the Binjai City Civil Service Police Unit. Thus, the number of samples of 223 samples in this study has met the minimum requirements.

In this research, the non-probability sampling technique used was purposive sampling technique. Purposive sampling is a technique for determining samples with certain considerations (Sugiyono, 2022). The reason for using the purposive sampling technique is because the researcher wants to examine employees who work in the field of Public Order and Community Peace, this is because this field has problems with work life balance, has a large workload because they have to be ready to go directly into the field and interact with society, difficulty dividing time at work and in the family environment, experiencing dissatisfaction regarding the work carried out regarding the income earned, minimal time at home. Therefore, researchers want to examine employees who work in the field of Public Order and Community Peace because this field has problems on the variable you want to research, namely work life balance. The sample criteria in this research are Civil Service Police Unit employees who work in the field of Public Order and Community Peace in Medan City and Binjai City.

Instruments

The study utilizes three main scales for measurement, as well as knowing what the research subjects expect (Sugiyono, 2022), in this research.

Work Life Balance Scale

Researchers used a work life balance scale which was measured based on 4 dimensions according to Fisher, Smith and Burger (Gunawan, 2019), including Work Interference with Personal

Life (WIPL), Personal Life Interference with Work (PLIW), Personal Life Enhancement of Work (PLEW) and Work Enhancement of Personal Life (WEPL).

Emotional Intelligence Scale

To measure the emotional intelligence scale, researchers used a measuring instrument by Goleman ([Girsang et al., 2020](#)), which was measured based on 5 aspects, namely self-awareness, self-management, motivation, empathy. (social awareness) and relationship management (building relationships).

Family Support Scale

To measure the family support scale, researchers used the Sarafino & Smith measuring instrument developed by previous researchers, namely ([Humaira, 2023](#)), which was measured based on 4 dimensions, namely emotional support, instrumental support, informational support and mentoring support.

Data Analysis

The model used in this research is the causality model, and the analysis technique used to test the hypothesis is SEM (Structural Equation Modeling) using the AMOS program. SEM is a multivariate statistical technique that uses factor analysis and regression (correlation) analysis to evaluate the relationships between variables in a model, such as indicators and components or the construct itself ([Santoso, 2020](#)). To process SEM data more easily, you can use the help of statistical software. Currently, various kinds of software are available for SEM data processing, including Lisrel, AMOS and Smart PLS ([Hamid & Anwar, 2019](#)). In PLS-SEM, there are two stages of evaluating the measurement model used, namely the measurement model (outer model) and the structural model (inner model) ([Haryono, 2017](#)). The aim of the two stages of measuring model evaluation is intended to assess the validity and reliability of a model. A concept and research model cannot be tested in a relational and causal relationship prediction model if it has not passed the purification stage in the measurement model ([Abdillah & Jogiyanto, 2016](#)).

RESULTS AND DISCUSSION

Results

The Binjai City Civil Service Police Unit is located on Jalan Jambi Kec. South Binjai, Binjai City and headed by Mr. Hardiansyah P. Pohan, S.STP. Currently, the Binjai City Civil Service Police Unit has a total of 243 employees consisting of 4 work areas, namely the Secretariat, Regional Law Enforcement Sector, Public Order and Peace Sector and Community Protection Sector which is accompanied by a Task Execution Unit. The Standard Operating Procedures for the Kora Binjai Civil Service Police Unit in carrying out their duties are based on Binjai Mayor Regulation Number 22 of 2018 concerning Guidelines for Implementing Binjai City Regional Regulation Number 6 of 2015 regarding the Implementation of Public Order and Peace.

Meanwhile, the Medan City Civil Service Police Unit is located on Jalan Arief Lubis No.2 Gaharu, Medan City, headed by Rakhmat Adisyah Putra Harahap, S.STP., MAP. Currently, the Medan City Civil Service Police Unit has 593 employees consisting of 5 work areas, namely the Secretariat, Regional Law Enforcement Sector, Public Order and Public Peace Sector, Community Protection Sector and Apparatus Resources Sector accompanied by the Task Implementation Unit.

The vision of the Medan City Civil Service Police Unit for the period 2021-2026 is "Medan is a peaceful, orderly and rule-abiding future city". The intended future is the city community's picture of

Medan City, both physically, spatially, economically and socio-culturally, which is expected to be realized over the next 5 (five) years, through the implementation of regional government and city development jointly by all stakeholders. city on an ongoing basis, including through the implementation of the main tasks and functions of the Medan City Satpol PP. Meanwhile, peaceful, orderly and obeying the rules is a condition where the people live with a sense of security, comfort, peace, calm, neatness and order and upholding the upholding of regional laws and regulations.

Meanwhile, the mission of the Medan City Civil Service Police Unit is to increase efforts to enforce regional laws, increase efforts to maintain public peace and public order and strengthen the role of the community in protecting the community.

Evaluation Results of the Measurement Model (Outer Model)

Data processing in this research uses the SEM-PLS Smart PLS 4.0 application. The data that has been filled in by the respondent is combined into 1 in a CSV (Comma Separated Values) type data tabulation. This data processing is to determine the model form, loading factors, significance of each latent variable.

Outer Loading Factor

Based on Figure 1 it is known that all over outer loading value > 0.7 , which means has fulfil condition validity based on loading value. So that No There is necessary indicators removed. Based on Figure 1 and Table 1 seen that SEM-PLS data processing produces good AVE value from each each variable, because has fulfil condition with mark more of 0.5, which means has fulfil condition validity based on AVE. This matter show that the latent variable can explain more of 50% of the variance indicator the indicator. So that's all indicators and constructs in the model has been fulfil Convergent Validity test criteria . Following the resulting AVE value from SEM-PLS data processing.

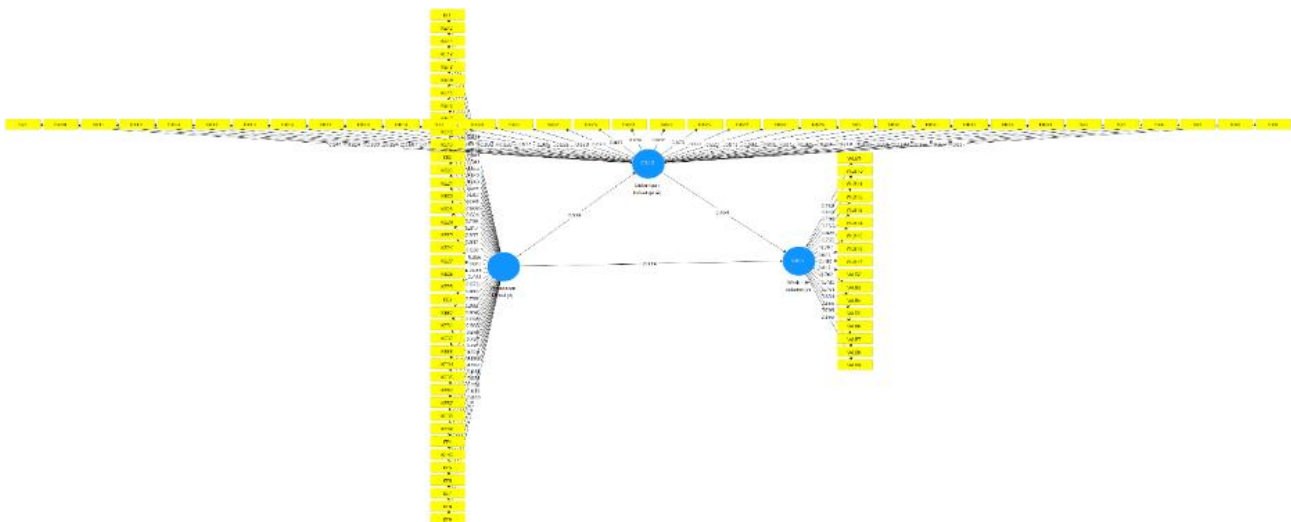


Figure 1. Testing Validity based on Outer Loding Factor

Table 1. Testing Validity AVE, Reliability CR, and Reliability Based CA

	Average Variance Extracted (AVE)	Composite Reliability	Cronbach's Alpha
Support Family (Z)	.724	.989	.988
Intelligence Emotion (X)	.705	.990	.989
Work Life Balance (Y)	.638	.968	.964

Table 2. Testing Validity Discriminant

	Support Family (Z)	Intelligence Emotion (X)	Work Life Balance (Y)
Forner & Larcker			
Support Family (Z)	.851		
Intelligence Emotion (X)	.559	.840	
Work Life Balance (Y)	.658	.607	.799
HTMT			
Support Family (Z)			
Intelligence Emotion (X)	.548		
Work Life Balance (Y)	.662	.616	

Following served composite reliability and Cronbach's alpha results from SEM-PLS data processing. Recommended CR value is above 0.7 (Mahfud and Ratmono, 2013). Is known all over CR value > 0.7, which means has fulfil condition reliability based on CR. Furthermore done testing reliability based on mark Cronbach's alpha (CA). Based on Table 3, it can be concluded that this research is considered reliable because the Composite Reliability and Cronbach's Alpha values for all variables are above 0.7. Thus, it can be concluded that all variables have reliable reliability because they meet the Composite Reliability test criteria. All root from AVE (Fornell-Larcker Criterion) each construct more big rather than correlation with other variables. The value is .851 more big rather than the correlation with construct others, viz with X of .559 and with Y of .658. Furthermore done testing validity discriminant with approach Fornell-Larcker follows.

Likewise with other latent variables, where ROOT AVE value > Correlation with construct other. Because all latent variables have values AVE Root > Correlation with construct others, then condition validity discriminant in this model has fulfilled, as stated in table below. Based on results testing validity discriminant with the HTMT approach above, shows that all over HTMT value < 0.9, then can stated that all construct has been valid validity discriminant based on HTMT approach.

Structural Model Evaluation Results (Inner Model)

At stage This structural model evaluation will analyzed with see significance connection between the construct indicated by the t statistic value with see the output of options Calculate PLS → Bootstrapping for see T-Statistic value. Where indicators that have T-Statistic value ≥ 1.96 (Some rounding be 2) is said to be valid. Indicators can also be used is said to be valid if has a P Value $\leq .05$. Based on results in Table 6 above_ can done testing as following table 3.

Hypothesis First: Intelligence Emotion (X) matters positive to Support Family (Z), with mark coefficient (Original Sample column) = .559, with T-Statistics value = 6.766 > 1.96, and P-Values = .000 < .05 (Hypothesis Accepted).

Table 3. Path Coefficient & Significance Test Influence Direct

	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics (O/STDEV)	P Values
Support Family (Z) -> Work Life Balance (Y)	.464	.456	.115	4.034	.000
Intelligence Emotion (X) -> Support Family (Z)	.559	.561	.083	6.766	.000
Intelligence Emotions (X) -> Work Life Balance (Y)	.349	.353	.118	2.950	.003

Table 4. R-Square Determination Test

	R Square
Support Family (Z)	.312
Work Life Balance (Y)	.517

Table 5. Goodness of Fit Model Testing

	Estimated Model
SRMR	.068

Table 6. Testing Mediation

	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics (O/STDEV)	P Values
Intelligence Emotion (X) -> Support Family (Z) -> Work Life Balance (Y)	.259	.253	.068	.805	.000

Fourth hypothesis

Hypothesis Second: Support Family (Z) is influential positive towards Work Life Balance (Y), with mark coefficient (Original Sample column) = .464, and significant, with T-Statistics value = 4.034 > 1.96, and P-Values = .000 < .05 (Hypothesis Accepted).

Hypothesis Third: Intelligence Emotion (X) matters positive towards Work Life Balance (Y), with mark coefficient (Original Sample column) = .349, with T-Statistics value = 2.950 > 1.96, and P-Values = .003 < .05 (Hypothesis Accepted).

For know big influence third variable, then can See the model summary table below This in table 4. Based on table above, it is known that. R-Square value of Support Family (Z) is .312, which means Intelligence Emotion (X) is capable explain or influence Support Family (Z) was 31.2%.

The R-Square value of Work Life Balance (Y) is .517, which means Intelligence Emotion (X) and Support Family (Z) can afford it explain or affects Work Life Balance (Y) by 51.7%.

Based on matter that, increasingly tall R-Square value, then the more great ability too variable independent that's it can explain variable dependent, so the more equality is also good structural.

Based on the table 5 above, is known that based on results SRMR goodness of fit test, SRMR value = .068 < 0.1, then it was concluded that the model was FIT.

Based on results table 6 testing mediation in Table 9 is known Support Family (Z) is significant mediate connection between Intelligence Emotions (X) and Work Life Balance (Y), with P- Values = .000 < .05 (Hypothesis Mediation Accepted).

DISCUSSION

Based on the results of research analysis regarding the influence of emotional intelligence on work-life balance with family support as a mediator variable, these three variables have quite a large influence on each other with the following explanation.

The Influence of Emotional Intelligence on Family Support

The first hypothesis of this research states the influence of emotional intelligence on family support for Civil Service Police Unit employees in North Sumatra. Based on the results of research through hypothesis testing, information was obtained that emotional intelligence has a positive effect on family support with a coefficient value of .559 with a T-Statistics value of 6.766 which is greater than 1.96, and a P-Value of .000 which is smaller than .05 , or in other words it can be stated that the hypothesis was accepted with an influence of 31.2%. This is in line with research

(Prameswari, 2018) and (Akbar et al., 2021) which found an influence between emotional intelligence and family support.

Those who have high emotional intelligence will tend to say and face difficulties in an adaptive way. Bar-on & Parker (in [Habel, 2012](#)). However, this does not imply that emotionally intelligent people do not experience difficulties when dealing with job stress and changes in their jobs and careers; on the contrary, they have more and better coping abilities than people with low emotionality, which leads to lower withdrawal intentions. Emotions also have an impact on human existence when making decisions; It is not uncommon for decisions to be made in an emotional state. Humans do not make decisions based solely on rational thinking.

A healthy family plays an important role in developing better emotional intelligence ([Ghanawat et al., 2016](#)). Good family functioning promotes emotional and social maturity. Therefore, there must be a focus on family function. The research results of [James \(2019\)](#) show that the family context has a big impact on emotional intelligence. According to research, the family environment has a significant impact on the regulation and integration of emotional intelligence. Of course, a positive home environment must be complemented by strong emotional intelligence so that family members can thrive in their lives.

These findings indicate that emotional intelligence has a major impact on workers' effectiveness and efficiency in dealing with work-family conflict. In essence, emotional intelligence in service or manufacturing companies can have a good impact on the effective management of work-family conflict among employees ([Akintayo, 2010](#)).

Family support influences Work Life Balance

The second hypothesis states that family support increases work life balance with a coefficient of .464. The effect is significant, with a T-Statistics value of $4.034 > 1.96$ and P-Values of $.000 < 0.05$, supporting the hypothesis. The results of this research are in line with ([Triwijayanti et al., 2019](#); [Fatimah et al., 2022](#); [Mustikaningrum & Perdhana, 2022](#); [Ngangi et al., 2023](#); [Shobitha, 2014](#)).

According to research findings, Civil Service Police Unit staff face work pressure, are expected to solve problems, and make good decisions. As a result, responsibilities at work must be balanced with family support to reduce fatigue and maintain the motivation of loved ones. Family comfort in dealing with conflict in the workplace makes it possible to be a determining factor in the success of the agency in carrying out the vision and goals that have been set. Research results [Siregar et al. \(2019\)](#) and [Nainggolan & Wijono \(2023\)](#) states that work life balance is related to quality of life. Balance between work and personal life is very important for workers' well-being. There are two things that can help balance work and family life: internal and external. One external aspect is social support, especially family support. As a very close environment, family can ease the burden of challenges faced.

According to [Ensafi et al. \(2023\)](#) to generate positivity in all aspects of life, it is necessary to focus on various strategies to foster positive relationships between work and life outside of work. The presence of family social support helps individuals achieve a healthy work-life balance, generating positive energy at work through their psychological state. In line with this, [Suryani \(2020\)](#) agrees that work-life balance has a good impact on a person which is communicated through contact with family, friends, colleagues, friends, superiors and others. [Shobitha \(2014\)](#) explained that family support and partner support have an impact on a person's work life balance, such as emotional support received from the family, number of children, partner's job, family arguments, partner support, affection, openness can help achieve work life balance. somebody. Strategies for balancing work and life by having proper time management, a lot of support from your partner and family as well as social support such as coworkers, friends and colleagues.

Apart from that, [Afsari & Suhana \(2023\)](#) research found that family support, known as family support, has an influence on work life balance. In line with this, [Ferguson et al. \(2012\)](#) also stated the same thing that the support provided by the family is actually able to increase the individual's ability to reach a balance point, because family members provide assistance to help the individual in operating his roles in personal life and at work.

The findings of this research are that family support is positively related to output from work and family. Low quality work is related to conflict within the family, and vice versa, if the output is good they will support each other.

Emotional Intelligence influences Work Life Balance

The third hypothesis obtained information that emotional intelligence has a positive effect on work life balance, with a coefficient value of .349, with a T-Statistics value of $2.950 > 1.96$, and a P-Values of $.003 < .05$. Thus it can be stated that the hypothesis is accepted. This is in line with research [Ratih \(2020\)](#) and [Reynaldi et al. \(2022\)](#).

Individuals can achieve work-life balance by developing internal elements. These internal elements include components of an individual's personality, such as emotional intelligence. Emotions are very important for regulating, motivating, and guiding human activities ([Olowodunoye, 2022](#)). Based on this, it is known that Civil Service Police Unit employees are often faced with field conflicts and large work demands, and are required to resolve conflicts and make good decisions because they often experience physical clashes with the community. The large workload and work demands often cause their physical health to decline.

In the work environment, individual behavior is a determining aspect of an agency's success in carrying out its stated vision and mission. Therefore, emotional intelligence can be said to be one of the factors that influences work life balance. In line with this, Bar-On (in [Khodir & Nurwidawati, 2023](#)) states that emotional intelligence helps employees to succeed in their work when they face demands and pressure.

In addition, emotional intelligence improves both individual and organizational performance because it has a major impact on the type of work employees do and their relationship with the organization ([Sari & Frinaldi, 2022](#)). As a result, employees' ability to feel and express their emotions affects their performance, so they can handle difficulties at work and at home. The relationship between emotional intelligence and work-life balance is one of the specialties studied in industrial psychology and human resource management. Emotional intelligence is described as the ability to understand and manage one's personality while recognizing and influencing the emotions of those around him. According to research, emotional intelligence is very important in maintaining work-life balance. Emotional intelligence changes the way people perceive and react to emotions, which impacts workplace health and personal enjoyment.

According to [Goleman \(2015\)](#), emotional intelligence is an important part of mental talent in terms of work-life balance and overall performance. Along with connection and leadership, communication will be the foundation for a person's professional and personal life. Additionally, those with a higher IQ will have better interpersonal and communication skills. This can help them improve interactions with coworkers, superiors, and customers by fostering a friendly and collaborative workplace atmosphere. Emotional intelligence also allows employees to be creative and imaginative in solving problems. Other characteristics of emotional intelligence that contribute to a healthy work-life balance include the ability to regulate emotions and stress. In line with this, research [Utami et al. \(2014\)](#) states that emotional intelligence is a factor that can influence the degree of work-life balance in individuals, where emotional intelligence has a positive effect on work-life balance.

The findings in this study show that emotional intelligence increases employee morale and engagement, resulting in lower employee turnover rates and higher performance. Employees with higher levels of emotional intelligence are more adaptable, intuitive, considerate, and transparent, all of which are necessary qualities for effective leadership. They can understand and regulate their own emotions, as well as pay attention to and empathize with other people's behavior. This allows them to strengthen relationships, increase collaboration, and communicate more effectively with coworkers and employees. Furthermore, leaders with higher emotional intelligence have a beneficial influence on the overall emotional intelligence of their subordinates, thereby influencing organizational success. They can train, expose, and influence team members' talents, resulting in increased productivity, collaboration, and job satisfaction.

Emotional Intelligence influences Work Life Balance with Family Support as a Mediator Variable

Based on the results of mediation testing, it is known that family support significantly mediates the relationship between emotional intelligence and work life balance with P-Values = .000 < .05. Thus it can be stated that the mediation hypothesis is accepted. The magnitude of the influence of emotional intelligence and family support is able to explain or influence work life balance by 51.7%. It can also be concluded that Family Support (Z) significantly mediates the relationship between Emotional Intelligence (X) and Work Life Balance (Y), with P-Values = .000 < .05.

In organizations, emotional intelligence, family support and work-life balance will contribute significantly to the right balance between work and personal life. Thus, world competitiveness has encouraged work media to start building a supportive and healthy work environment culture with the aim of enabling their employees to have a balance between work and personal responsibilities to ensure that they will be more productive and happier (Takong et al., 2021). To be able to balance work life and personal life, apart from family support and organizational support, it cannot be separated from the individual's role in having the ability to manage time and manage stress. Emotional intelligence makes individuals have the ability to separate the entire life they are living so that life interference does not occur (Utami et al., 2014).

Family support helps individuals to overcome stressful life situations, manage workload, reduce conflict in various roles, provide assistance and encourage individuals to carry out hobbies and personal activities and improve performance in all life domains (Fardianto & Muzakki, 2020). Research on work life proves that work and family social support are positively related to output from work and family. Low work quality is related to conflict within the family, and vice versa, if the output is good they will support each other. Baisa & Nilasari (2022) argue that family support has an important role in greater individual balance. With support from the family, individuals can provide assistance when carrying out their roles in work and personal life. In line with the statement by Ferguson et al. (2012) also stated that family support can increase an individual's ability to achieve balance, because family members offer assistance to help individuals carry out their roles at work and personally.

In line with this, individuals with high emotional intelligence will also have a high work life balance. Individuals with high emotional intelligence are known to be able to manage and understand their own and other individuals' emotions well, which will lead to better performance, which is how individuals achieve work-life balance (Naz et al., 2021). Meanwhile Karambut (2011) stated that individuals with low emotional intelligence are known to have monotonous work, more pressure, no job satisfaction, and an inability to achieve work-life balance.

The findings in this study where work and family dynamics are differentiated based on problems and support. For example, higher levels of work may interfere with family, resulting in lower levels of emotional and instrumental support that interfere with work, and vice versa, where high levels of

emotional and instrumental support predict lower levels of family work that will interfere with performance.

Implications

With the findings of this research, it is hoped that institutions can continue to modify policies to prioritize the welfare of their employees, such as paying attention to working hours, job changes, rewards for performance, and health care. Insurance and adequate salary increases, because being an officer is not simple, it requires guts and physical strength, because anything can happen in the field, and it is not uncommon for employees to have physical contact with members of the public, because not all employees have the ability to balance work and life non-work at the same time.

Limitation of the Study

Civil Service Police Unit employees are rarely used as research samples in the literature. In line with this, it is hoped that future researchers will pay attention to the Civil Service Police Unit and any problems faced by this agency other than those already researched, as well as carry out additional research to improve and identify other gaps experienced, so that the scope of the research becomes wider.

CONCLUSION

Emotional intelligence is very important for the sustainable development of every employee because people with a high level of emotional intelligence are better able to overcome and resolve challenges, whether personal, work or private. In addition, good emotional intelligence can create cooperation among colleagues and more harmonious interactions with the surrounding environment, which ultimately influences family support and work-life balance which are needed to increase employee productivity, and companies must realize that employee productivity is very important for their existence. Therefore, companies are expected to be able to understand and meet the needs of their employees, both at work and psychologically, so that they feel satisfied and happy with their current position. Developing emotional intelligence, work life balance and family support is the responsibility of all parties involved, especially employees. Based on this, people should improve their ability to reflect on daily life experiences and colleagues, and avoid negative thoughts that interfere with performance. In addition, every employee must learn to express their feelings responsibly, honestly and courageously, as well as regulate their negative emotions and evaluate the impact of each word spoken on the feelings of others. On the other hand, employees must learn how to manage the stress and frustration that arises from their work in order to perform well.

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All authors have read and approved the final version of the manuscript.

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