

The Effect Of Emotional Intelligence, Work-Life Balance, And Job Satisfaction On Employee Engagement Among Generation Z Workers In Denpasar

Ni Putu Intan Lestari¹, I Gusti Ngurah Widya Hadi Saputra^{2*}, Ketut Elly Sutrisni³, I Putu Dharmawan Pradhana⁴

^{1,2,3,4} Management, Universitas Pendidikan Nasional, Denpasar, Bali, Indonesia

Abstract

Employee engagement is essential for sustaining organizational performance, particularly among Generation Z employees who have distinct work expectations and values. The rapid growth of the service and tourism sector in Denpasar requires organizations to understand key psychological and organizational factors that foster engagement among young workers. Emotional Intelligence, Work Life Balance, and Job Satisfaction are considered important resources within the Job Demands Resources framework that can strengthen motivation and work involvement.

This study examines the influence of Emotional Intelligence, Work Life Balance, and Job Satisfaction on Employee Engagement among Generation Z employees in Denpasar. A quantitative explanatory approach was used, with data collected through structured questionnaires from employees in the service and tourism industries. Multiple regression analysis was applied to assess both partial and simultaneous relationships among the variables.

The results show that Emotional Intelligence, Work Life Balance, and Job Satisfaction positively affect Employee Engagement, with Work Life Balance emerging as the most influential factor. This reflects Generation Z's strong preference for flexibility and psychological well-being. Emotional Intelligence enhances resilience and interpersonal effectiveness, while Job Satisfaction strengthens motivation and attachment to work. These findings highlight the importance of integrating personal capabilities and supportive organizational practices to enhance engagement among Generation Z employees.

Keywords: *Employee Engagement; Emotional Intelligence; Work Life Balance; Job Satisfaction; Generation Z Employees*

Copyright (c) 2026 **Triana Kris Sandi**¹

✉ Corresponding author :

Email Address : hadisaputra@undiknas.ac.id

INTRODUCTION

Globalization and rapid technological advancement have transformed the competitive landscape of modern organizations, compelling firms to move beyond a sole focus on productivity and profitability toward a more strategic management of human capital. Human resources are increasingly recognized as critical assets that determine organizational sustainability, innovation capacity, and service quality. Within this context, employee engagement has emerged as a central construct in organizational behavior and human resource management research. Employee engagement reflects a positive, fulfilling, work-related state of mind characterized by vigor, dedication, and absorption, which collectively

contribute to enhanced individual and organizational performance. High levels of engagement are associated with improved service quality, stronger organizational commitment, reduced turnover intention, and sustainable competitive advantage (Audillah et al., 2025).

Demographic shifts in the labor market further intensify the importance of understanding employee engagement. Generation Z, commonly defined as individuals born between the mid-1990s and early 2010s, currently constitutes a significant proportion of the Indonesian workforce. Statistical reports indicate that Generation Z represents the largest demographic cohort in Indonesia, thereby positioning this generation as a dominant force in contemporary organizational structures. Characteristics attributed to Generation Z include digital nativity, high expectations for meaningful work, preference for flexibility, strong awareness of mental health, and sensitivity toward work–life balance. Distinct generational traits introduce new challenges for organizations, particularly in service-intensive sectors such as tourism and hospitality, where emotional labor, interpersonal interaction, and customer satisfaction are central to operational success (Ferinia, 2023).

Denpasar, as the capital city of Bali and a major hub of tourism and service industries, provides a relevant socio-economic setting for examining employee engagement among Generation Z workers. Service-sector employment in Denpasar often involves irregular working hours, high customer interaction, and dynamic workplace environments. Such conditions demand not only technical competence but also psychological resilience and emotional regulation. Engagement among Generation Z workers in this context becomes a strategic concern, as fluctuations in motivation and commitment may directly influence service performance and organizational outcomes.

Emotional intelligence constitutes a critical personal resource in navigating complex social and occupational environments. Emotional intelligence refers to the ability to perceive, understand, regulate, and utilize emotions effectively in oneself and others. Individuals with high emotional intelligence demonstrate greater adaptability, effective conflict management, and enhanced interpersonal communication skills. Emotional intelligence enables employees to maintain composure under pressure, respond constructively to customer demands, and cultivate collaborative relationships with colleagues. Within the framework of the Job Demands–Resources (JD-R) theory, emotional intelligence functions as a personal resource that strengthens an individual's capacity to cope with job demands and enhances motivational processes leading to employee engagement. Generation Z workers, who often encounter high emotional stimulation in service environments, may particularly benefit from strong emotional intelligence as a protective and motivational factor (Lee & Jo, 2023).

Work–life balance represents another influential determinant of engagement, especially among younger generations who prioritize holistic well-being alongside career advancement. Work–life balance refers to the degree to which individuals are able to allocate time, psychological involvement, and satisfaction across work and personal domains in a harmonious manner. In service sectors characterized by fluctuating schedules and performance pressures, imbalance between professional and personal life may result in stress, emotional exhaustion, and diminished motivation. Sufficient balance allows employees to recover psychological energy, maintain social relationships, and sustain long-term productivity. Within the JD-R perspective, work–life balance functions as a job resource that

mitigates the negative impact of job demands and fosters sustained engagement. Generation Z employees often perceive flexible arrangements and respect for personal boundaries as essential organizational support mechanisms, making work–life balance a salient variable in understanding their engagement levels (Prahara & Wulandari, 2022).

Job satisfaction further contributes to the development of employee engagement by shaping employees' evaluative attitudes toward their work. Job satisfaction encompasses positive feelings arising from the appraisal of job characteristics such as compensation, supervision, promotion opportunities, workplace environment, and interpersonal relationships. Employees who perceive fairness, recognition, and growth opportunities tend to demonstrate stronger commitment and enthusiasm in performing their roles. Satisfaction enhances intrinsic motivation and reinforces psychological attachment to the organization. The JD-R model suggests that positive job resources contribute to motivational pathways that culminate in higher engagement. Generation Z workers, who frequently seek meaningful experiences and rapid professional development, may exhibit heightened sensitivity to factors influencing job satisfaction (Sawitri, 2024).

Existing empirical studies have investigated the relationships among emotional intelligence, work–life balance, job satisfaction, and employee engagement across various contexts. Findings generally indicate positive and significant associations among these variables. Emotional intelligence has been shown to enhance engagement through improved emotional regulation and resilience. Work–life balance contributes to engagement by reducing burnout and promoting well-being. Job satisfaction strengthens engagement by reinforcing positive attitudes toward organizational roles. Inconsistent findings across sectors and generational groups, however, suggest the necessity of context-specific investigation. Limited research has simultaneously examined these three variables within the specific demographic of Generation Z workers in Denpasar's service-oriented environment.

A comprehensive analysis integrating emotional intelligence, work–life balance, and job satisfaction provides a multidimensional understanding of employee engagement among Generation Z. Integration of personal and job resources aligns with contemporary theoretical developments in organizational psychology, particularly the JD-R framework. Examination of these relationships in Denpasar contributes empirical evidence relevant to local socio-cultural and economic dynamics while also enriching broader scholarly discourse on generational workforce management. The present study aims to analyze the partial and simultaneous effects of emotional intelligence, work–life balance, and job satisfaction on employee engagement among Generation Z workers in Denpasar, thereby offering theoretical and practical implications for sustainable human resource strategies in service-based organizations.

METHODOLOGY

Quantitative research with an explanatory design was employed to examine the influence of Emotional Intelligence, Work–Life Balance, and Job Satisfaction on Employee Engagement among Generation Z workers in Denpasar. An explanatory approach was selected to test causal relationships among variables through statistical analysis and to provide empirical verification of the proposed hypotheses. The study adopted a cross-sectional survey method, collecting data at a single point in time to capture respondents' perceptions regarding the research variables within the service and tourism sectors of Denpasar (Sutanto et al., 2024).

The population consisted of Generation Z employees working in service-oriented industries in Denpasar, including hospitality, tourism services, restaurants, and other customer-facing organizations. Generation Z was operationally defined as individuals born between 1997 and 2012 who were actively employed at the time of data collection. Focus on this demographic group was justified by its dominant representation in the Indonesian workforce and its distinctive work-related characteristics, particularly regarding emotional awareness, preference for flexibility, and expectations of meaningful employment.

A purposive sampling technique was applied to ensure that respondents met specific inclusion criteria. Criteria included: (1) belonging to the Generation Z age category, (2) currently employed in the service or tourism sector in Denpasar, and (3) having a minimum tenure of six months to ensure sufficient organizational experience. Sample size determination followed the minimum requirement for multiple linear regression analysis, ensuring adequate statistical power. The final sample comprised respondents who fulfilled all criteria and completed the questionnaire in full (Tritami & Yani, 2025).

Primary data were collected using a structured questionnaire distributed both electronically and directly to respondents. The questionnaire consisted of four main sections corresponding to the study variables: Emotional Intelligence (X_1), Work–Life Balance (X_2), Job Satisfaction (X_3), and Employee Engagement (Y). All items were measured using a five-point Likert scale ranging from 1 (strongly disagree) to 5 (strongly agree). The Likert scale enabled quantification of subjective perceptions and facilitated parametric statistical analysis.

Emotional Intelligence was operationalized based on five dimensions adapted from the Salovey and Mayer model as popularized by Goleman: self-awareness, self-regulation, motivation, empathy, and social skills. Self-awareness assessed respondents' ability to recognize their emotional states in workplace situations. Self-regulation measured the capacity to control negative emotions and respond appropriately to job demands. Motivation captured internal drive and optimism in achieving work-related goals. Empathy evaluated the ability to understand colleagues' and customers' emotional conditions. Social skills examined communication effectiveness and collaborative competence (Yusraf et al., 2025).

Work–Life Balance was measured using three dimensions derived from Hudson's framework: time balance, involvement balance, and satisfaction balance. Time balance assessed the proportional allocation of working hours and personal time. Involvement balance evaluated psychological engagement across work and non-work domains. Satisfaction balance measured the degree to which respondents felt equally satisfied with their professional and personal lives. These dimensions reflected the holistic understanding of balance emphasized in contemporary workforce studies (Prahara & Wulandari, 2022).

Job Satisfaction was operationalized through six indicators: the work itself, compensation, promotion opportunities, supervision quality, coworker relationships, and workplace conditions. The work itself referred to the perceived meaningfulness and challenge of tasks performed. Compensation assessed fairness and adequacy of financial rewards. Promotion opportunities evaluated perceived career advancement prospects. Supervision measured the quality of leadership and managerial support. Coworker relationships captured the quality of interpersonal interaction within teams. Workplace conditions included physical and psychological aspects of the work environment (Audillah et al., 2025).

Employee Engagement was measured using indicators reflecting psychological attachment and involvement in work. Dimensions included work environment, leadership influence, coworker relations, career path clarity, compensation fairness, and organizational policies. Items were designed to capture vigor, dedication, and absorption as conceptualized in engagement literature. Respondents' levels of enthusiasm, commitment, and focus in performing tasks were assessed through these indicators (Ferinia, 2023).

Instrument validity and reliability were evaluated prior to hypothesis testing. Construct validity was examined using item-total correlation analysis, with correlation coefficients exceeding the critical value considered valid. Reliability was assessed using Cronbach's Alpha coefficient, with a threshold of 0.70 indicating acceptable internal consistency. All variables met the required standards for validity and reliability, confirming that the measurement instruments were appropriate for subsequent analysis.

Classical assumption tests were conducted to ensure the suitability of multiple linear regression analysis. Normality was assessed using the Kolmogorov–Smirnov test and graphical analysis. Multicollinearity was examined through Variance Inflation Factor (VIF) and tolerance values, with VIF values below 10 indicating absence of multicollinearity. Heteroscedasticity was evaluated using scatterplot analysis and significance testing. Results of these diagnostic tests confirmed that the regression model satisfied the assumptions of normal distribution, homoscedasticity, and absence of multicollinearity.

Multiple linear regression analysis was employed to examine the partial and simultaneous effects of Emotional Intelligence, Work–Life Balance, and Job Satisfaction on Employee Engagement. The regression model was formulated as:

$$Y = \alpha + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + \epsilon$$

where Y represents Employee Engagement, X1 represents Emotional Intelligence, X2 represents Work–Life Balance, X3 represents Job Satisfaction, α represents the constant, $\beta_1, \beta_2, \beta_3$ represent regression coefficients, and ϵ represents the error term.

Partial hypothesis testing was conducted using the t-test to determine the individual significance of each independent variable. Simultaneous testing was conducted using the F-test to evaluate the collective influence of all independent variables on Employee Engagement. The coefficient of determination (R^2) was calculated to assess the proportion of variance in Employee Engagement explained by the independent variables. Statistical analysis was performed using SPSS software with a significance level of 0.05.

Ethical considerations were observed throughout the research process. Participation was voluntary, anonymity was guaranteed, and respondents were informed about the academic purpose of the study. Data were used exclusively for research analysis and were treated confidentially. Methodological rigor, theoretical grounding in the Job Demands–Resources framework, and statistical robustness ensured that the findings provide reliable insights into the determinants of employee engagement among Generation Z workers in Denpasar.

RESULT AND DISCUSSION

Empirical analysis was conducted systematically, beginning with instrument testing, followed by classical assumption testing, and concluding with hypothesis testing using

multiple linear regression. Data processing was performed using SPSS, and all statistical decisions were based on a significance level of 0.05.

Instrument Testing

Validity Test

Construct validity was examined using item–total correlation analysis. An item was considered valid when the calculated correlation coefficient (r-count) exceeded the critical r-table value of 0.138.

Table 1. Validity Test Results

Variable	Item	r-count	r-table	Conclusion
Emotional Intelligence	EI1-EI5	0.879-0.911	0.138	Valid
Work–Life Balance	WLB1-WLB3	0.899-0.929	0.138	Valid
Job Satisfaction	JS1-JS6	0.867-0.915	0.138	Valid
Employee Engagement	EE1-EE6	0.826-0.866	0.138	Valid

All measurement items demonstrated correlation coefficients substantially higher than the minimum threshold. Measurement instruments were therefore considered valid and appropriate for subsequent statistical analysis. Strong correlation values indicate that each item successfully represents its respective construct within the research framework.

Reliability Test

Reliability was assessed using Cronbach’s Alpha with a minimum threshold of 0.70.

Table 2. Reliability Test Results

Variable	Cronbach’s Alpha	Criteria	Conclusion
Emotional Intelligence	0.934	> 0.70	Reliable
Work–Life Balance	0.904	> 0.70	Reliable
Job Satisfaction	0.946	> 0.70	Reliable
Employee Engagement	0.942	> 0.70	Reliable

Cronbach’s Alpha values above 0.90 indicate excellent internal consistency. Reliability findings confirm that the instrument consistently measures Emotional Intelligence, Work–Life Balance, Job Satisfaction, and Employee Engagement among Generation Z workers in Denpasar.

Classical Assumption Testing

Multicollinearity Test

Multicollinearity was evaluated using Tolerance and Variance Inflation Factor (VIF).

Table 3. Multicollinearity Test Results

Tolerance values exceeded 0.10 and VIF values were far below 10. Absence of multicollinearity was confirmed, indicating that the independent variables do not exhibit problematic intercorrelation.

Variable	Tolerance	VIF
Emotional Intelligence	0.988	1.012
Work–Life Balance	0.984	1.016
Job Satisfaction	0.976	1.025

Heteroscedasticity Test

Heteroscedasticity was examined using the Glejser method.

Table 4. Heteroscedasticity Test Results

Variable	Sig.
Emotional Intelligence	0.734
Work–Life Balance	0.126
Job Satisfaction	0.148

Significance values exceeded 0.05, indicating homoscedastic residual variance. Regression assumptions were therefore satisfied.

Multiple Linear Regression Analysis

Regression analysis examined both partial and simultaneous effects of Emotional Intelligence, Work–Life Balance, and Job Satisfaction on Employee Engagement.

Regression Model

Table 5. Multiple Linear Regression Results

Variable	B	t	Sig.
Constant	0.517	2.095	0.025
Emotional Intelligence	0.288	6.103	0.000
Work–Life Balance	0.334	6.550	0.000
Job Satisfaction	0.278	4.773	0.000

Regression equation:

$$Y = 0.517 + 0.288X_1 + 0.334X_2 + 0.278X_3$$

Positive regression coefficients indicate that improvements in Emotional Intelligence, Work–Life Balance, and Job Satisfaction lead to increases in Employee Engagement.

Coefficient of Determination

Table 6. Model Summary

R	R ²	Adjusted R ²
0.85	0.738	0.297

The R² value of 0.738 indicates that 73.8% of the variance in Employee Engagement is explained by the three independent variables. Remaining variance is attributed to other factors outside the model.

Simultaneous Test (F-Test)

Table 7. ANOVA Results

F-value	Sig.
29.486	0.000

F-statistic significance confirms that Emotional Intelligence, Work–Life Balance, and Job Satisfaction simultaneously influence Employee Engagement.

Results indicate that Emotional Intelligence has a positive and statistically significant effect on Employee Engagement ($\beta = 0.288$; $t = 6.103$). This finding confirms the assumption of the Job Demands–Resources (JD–R) model, which posits that personal resources enhance motivational processes and stimulate work engagement (Abualruz et al., 2024). Emotional Intelligence, defined as the ability to perceive, regulate, and utilize emotions effectively (Bernik, 2021), operates as an internal psychological resource that strengthens employees’ resilience and emotional regulation capacity. Previous empirical studies have shown that Emotional Intelligence significantly predicts engagement through enhanced psychological availability and reduced emotional exhaustion (Extremera & Sergio, 2018). In the context of Denpasar’s tourism-driven service sector, where emotional labor and interpersonal interaction are intensive, emotionally competent Generation Z employees are better positioned to maintain positive work attitudes and sustained engagement. These findings extend prior research by confirming that Emotional Intelligence remains a salient predictor of engagement within contemporary generational workforce dynamics.

Work–Life Balance emerged as the strongest predictor of Employee Engagement ($\beta = 0.334$; $t = 6.550$). This result aligns with the JD–R framework, which suggests that job resources such as flexibility and recovery opportunities reduce strain and enhance motivational states (Ferreira et al., 2020). Work–Life Balance facilitates energy restoration, preventing burnout and promoting vigor and dedication (Foà et al., 2020). Empirical evidence consistently demonstrates that inadequate work–life balance increases emotional exhaustion and decreases engagement levels (Id & Id, 2025). For Generation Z employees, flexibility and well-being represent core workplace expectations rather than supplementary benefits. Generational research indicates that younger cohorts prioritize autonomy, psychological well-being, and meaningful work experiences (Kwame et al., 2024). The stronger coefficient identified in this study suggests that organizations operating in high-demand service environments must

institutionalize flexible work arrangements and supportive policies to sustain engagement among younger employees.

Job Satisfaction also demonstrated a significant positive effect on Employee Engagement ($\beta = 0.278$). Theoretically, this relationship is grounded in motivational and attitudinal frameworks which assert that satisfaction enhances affective commitment and discretionary effort (Judge, Thoresen, Bono, & Patton, 2001). Within the JD–R perspective, satisfaction reflects the presence of adequate job resources that stimulate positive work-related states (Robinson et al., 2025). Empirical studies confirm that satisfied employees are more likely to invest cognitive and emotional energy in their roles, thereby strengthening engagement (Wang, 2025). Findings of the present study corroborate these propositions, indicating that satisfaction with compensation, supervision, career opportunities, and work conditions reinforces organizational attachment among Generation Z employees. Although younger workers are often described as highly mobile, this evidence suggests that meaningful satisfaction mechanisms remain critical for engagement sustainability.

Simultaneous testing indicates that Emotional Intelligence, Work–Life Balance, and Job Satisfaction collectively explain 73.8% of the variance in Employee Engagement, demonstrating strong explanatory power. This high R^2 value confirms that engagement among Generation Z employees in Denpasar’s service sector is multidimensional, shaped by both personal resources and job resources. The integration of these predictors coherently supports the JD–R theoretical structure, emphasizing that optimal engagement emerges when individual competencies and organizational supports operate synergistically (Zhou & Wang, 2026).

Overall empirical findings strengthen theoretical propositions derived from the JD–R model. Emotional Intelligence enhances personal resilience, Work–Life Balance mitigates job strain, and Job Satisfaction reinforces motivational pathways. The combined effect creates a sustainable engagement ecosystem aligned with contemporary generational workforce expectations. These findings contribute theoretically by contextualizing JD–R within a Generation Z workforce in a tourism-based economy, while practically guiding human resource strategies toward emotional competency development, flexible work systems, and satisfaction-oriented management policies.

CONCLUSION

Emotional Intelligence represents an essential internal capability that enables employees to regulate emotions, manage interpersonal dynamics, and maintain psychological stability in demanding work situations. In tourism service environments characterized by intensive customer interaction, emotional competence strengthens resilience and supports sustained involvement in work roles. Engagement therefore reflects not only organizational support systems but also the individual capacity to respond constructively to workplace pressures.

Work Life Balance functions as a crucial organizational resource aligned with generational values. Generation Z employees place strong emphasis on flexibility, personal well being, and meaningful integration between professional and personal domains. Engagement is strengthened when organizations create structures that allow recovery, psychological restoration, and balanced time allocation. Adequate balance sustains energy, dedication, and long term motivation, reinforcing organizational commitment and reducing the risk of disengagement.

Job Satisfaction reinforces engagement through positive evaluations of leadership quality, reward systems, career development opportunities, and workplace climate. Satisfaction strengthens affective attachment and encourages employees to invest cognitive

and emotional energy in their responsibilities. Within generational workforce dynamics, satisfaction extends beyond financial compensation and includes fairness, recognition, professional growth, and supportive supervision.

Theoretically the findings reaffirm the relevance of the Job Demands Resources framework in explaining engagement dynamics within contemporary generational contexts. Engagement is optimized when personal capabilities and organizational supports operate in synergy. This study contributes to the engagement literature by contextualizing these relationships within the Indonesian service sector and highlighting the importance of aligning organizational systems with evolving generational expectations.

From a practical perspective organizations in Denpasar, particularly within tourism and service industries, should implement integrated human resource strategies that simultaneously strengthen emotional competencies, promote balanced work structures, and enhance satisfaction determinants. Training programs focused on emotional regulation, empathetic leadership practices, transparent career pathways, and policies that respect boundaries between work and personal life are essential. Sustainable organizational performance increasingly depends on the ability to cultivate a comprehensive engagement ecosystem that harmonizes managerial practices with psychological resource development and generational workforce values.

References:

- Audillah, F. D., Puruwita, D., & Lutfia, A. (2025). *Pengaruh Work Life Balance terhadap Job Satisfaction Melalui Employee Engagement pada Karyawan Gen Z mempengaruhi job satisfaction pada karyawan Gen Z di PT Kereta Api Indonesia (Persero) Daop 1 Jakarta , dilakukan pra survey untuk mengidentifikasi fakt. September.*
- Abualruz, H., Rayan, A., Al-ghabeesh, S., Fawaz, M., Jaafeer, R., & Alyami, H. (2024). *The role of psychological factors on improving work engagement among nurses. August, 1–9.* <https://doi.org/10.3389/fpsyg.2024.1419855>
- Bernik, M. (2021). *Impact of work-family balance results on employee work engagement within the organization : The case of Slovenia. 1–17.* <https://doi.org/10.1371/journal.pone.0245078>
- Extremara, N., & Sergio, M. (2018). *How Does Emotional Intelligence Make One Feel Better at Work ? The Mediation Role of Work Engagement.* <https://doi.org/10.3390/ijerph15091909>
- Ferinia, R. (2023). *The Depth of Employee Engagement Toward Emotional Intelligence: Self-Efficacy and Job Stress as Moderator. 6(2), 151–183.*
- Ferreira, P., Gabriel, C., Faria, S., Rodrigues, P., & Pereira, M. S. (2020). *What if Employees Brought Their Life to Work ? The Relation of Life Satisfaction and Work Engagement. 1–12.*
- Foà, C., Guarnieri, M. C., Bastoni, G., Benini, B., Giunti, M., Mazzotti, M., Rossi, C., Savoia, A., Sarli, L., & Artioli, G. (2020). *Job satisfaction , work engagement and stress / burnout of elderly care staff: a qualitative research. 91(1), 1–12.* <https://doi.org/10.23750/abm.v91i12-S.10918>
- Id, H. J., & Id, D. S. (2025). *The impact of recognition , fairness , and leadership on employee outcomes : A large-scale multi-group analysis. 1–25.* <https://doi.org/10.1371/journal.pone.0312951>
- Kwame, F., Id, O., Kofi, R., & Id, B. (2024). *Employee engagement , perceived organizational support , and job performance of medical staff at the Cape Coast Teaching Hospital. 1–22.* <https://doi.org/10.1371/journal.pone.0315451>
- Lee, D. Y., & Jo, Y. (2023). *The job demands-resource model and performance : the mediating role of employee engagement. June, 1–14.* <https://doi.org/10.3389/fpsyg.2023.1194018>
- Prahara, S. A., & Wulandari, A. (2022). *Emotional Intelligence and Work Engagement in Working Mother. 6(3), 181–186.*
- Robinson, M. D., Chen, K. X., Krishnakumar, S., & Irvin, R. L. (2025). *Working Smarter : Work-Related Emotional Intelligence and the Family-Work Interface. 2016, 1–20.*

- Sawitri, N. N. (2024). *The Effect of Work-Life Balance , Employee Engagement and Training on Job Satisfaction and Employee Performance*. 2(1), 53–68.
- Sutanto, E. M., Sigiols, P. J., & Wijaya, E. N. (2024). *WORK-LIFE BALANCE , EMPLOYEE ENGAGEMENT , JOB SATISFACTION , AND INDONESIAN EMPLOYEES ' PERFORMANCE*. 25(3), 832–851.
- Wang, W. (2025). *Exploring the correlation between teacher work motivation and engagement in online classes : the mediating role of job satisfaction*.
- Tritami, D., & Yani, A. (2025). *The role of emotional intelligence in improving the quality of employee interaction and its impact on customer satisfaction with work-life balance as a moderation variable*. 12(4), 204–216.
- Yusraf, D., Ramadhani, N. H., Siddiq, D. M., & Nasrudin, S. (2025). *Work-Life Balance and Emotional Intelligence on Retention : Mediating Role of Job Engagement in Manufacturing Industry*. 21, 437–446.
- Zhou, L., & Wang, X. (2026). *The longitudinal impact of emotional intelligence and psychological empowerment on work engagement among university administrators : a cross-lagged panel model approach*. January, 1–12. <https://doi.org/10.3389/fpsyg.2025.1667110>