Effect Of Emotional Intelligence on Employee Engagement and Job Satisfaction with Work-Life Balance as Intervening Variables In The Generation Z In Surabaya

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Abstract: The purpose of this research is to determine the influence of emotional intelligence, employee engagement, and job satisfaction with work-life balance as a mediating variable. This study focuses on Generation z who live in Surabaya, which based on BPS data, the city of Surabaya has the largest population in East Java and is dominated by Generation z. This research uses an online questionnaire to get the respondent, uses 100 samples respondents of Generation z in Surabaya city. Analysis with SmartPLS 3.3 analysis tools. This research found that emotional intelligence statistically significant positive to employee engagement, emotional intelligence does not affect job satisfaction. This research also proves that work-life balance successfully mediate the influence of emotional intelligence and employee engagement and successfully perfect mediate between emotional intelligence on job satisfaction, so emotional intelligence can affect job satisfaction through work-life balance.

Keywords: emotional intelligence, employee engagement, Generation z, job satisfaction, work-life balance.

1. Introduction

Based on Worldometer (2019), the fourth most populous country is Indonesia with a population of 276,493,655. Population holds an important control in development planning. In 2020, Badan Pusat Statistik (BPS) stated that the total population of 15-19 years, 20-24 years, 25-29 years, occupied the three largest numbers with a total of 67,351 people. Furthermore, the data on "Mid-Year Population Projections by Regency/City (people) 2018-2020" Badan Pusat Statistik (2020), shows that Surabaya is the city with the largest population, which is 2,904,751 people. Residents in the city of Surabaya come from various age, with those dominating from ages 15-29 years with a total of 792,716 people (Badan Pusat Statistik, 2020).

The Generation at age 15-29 years are also called Generation z, born from 1995 to 2009 (Ranstard, 2017). The World Health Organization (WHO) in 2018 stated that adolescents in the 15-24 year age group had experienced a faster transformation of physical readiness than their psychosocial readiness (Rahmawati, Rohaedi, & Sumartini, 2019). Some of Generation z are college graduates and are currently entering the workforce. This generation is a transition from the millennial generation along with very rapid technological developments,

so they tend to get used to something instant and also easily adapt to online-based technology and applications (Ramli & Soelton, 2019).

Table 1.
GENERATION AND YEAR OF BIRTH

Generation	Year of Birth
Baby Boomer	1945 - 1964
Generation X	1965 - 1979
Generation Y	1980 - 1994
Generation Zmailijlmer	1995 - 2009

Source: (Goh & Lee, 2018)

Lanier (2017) suggests that there are five things that professional human resources need: (1) The first digital generation, the previous generation of millennials classified as digital originals that grow alongside the technology around them. However, the generation z is the first generation to be connected with digital things since they were born. (2) Diversity is the hope of the Generation z, social media and the internet have connected this generation with people who have different cultures, backgrounds, and conditions. Hence, this generation is familiar with diversity, even expecting diversity at work. (3) Pragmatic, this generation is focused on a reasonable and stable career, seeking security, safety, and privacy. (4) More entrepreneurial than millennials, managers can develop these entrepreneurial goals in the workplace by encouraging workplace awareness, innovation, autonomy, and project ownership. (5) Generation Z flexibility is not always related to technology and digital matters, direct communication can also be done to this generation, thus making a flexible generation.

According to Andrea, Gabriella, & Tímea (2016) Generation Z is easy to accept cultural differences, because of the easy access obtained from technology. The generation that was born between 1995-2009 is a practical generation, they are more intelligent than wise, they are also led by courage, and are not afraid of changes that occur continuously, because they are used to the world of technology that has information (Andrea et al., 2016). However, Generation Z belongs to the group who are very impatient because they want everything to have immediate results (Asriandi, 2020). This behavior is related to the individual's emotional intelligence.

Gentina, Tang, & Dancoine (2018) explained that emotional intelligence consists of two components, namely intrapersonal intelligence in dealing with oneself, and interpersonal intelligence related to other people, so that individuals can make a difference with other individuals, especially regarding the moods, motivations, temperaments, and intentions of others. Based on these two components of emotional intelligence, interpersonal intelligence is more needed as individuals socialize and cooperate in their environment. Interpersonal intelligence is vital for the generation Z, since that ability will be used when dealing with others. Interpersonal intelligence is very important for generation Z, because that ability will be used when dealing with other people. Lana & Indrawati (2021) explains that adolescence

is a transition from childhood to adulthood. All transitions to maturity in human life, is the most crucial period. Because at that time, Generation began to separate from the family ward in order to build relationships with good peer groups in the surrounding environment (Gentina et al., 2018). Zeman, Cassano, Perry-Parrish, & Stegall (2006) also state that Generation Z learned to maintain existing relationships create new ones, and enhance the ability to regulate emotions and adapt.

According to the opinion of Zeman et al. (2006) when it comes to creating and maintaining relationships, it is very useful when this generation enters the work force. Presents opportunities for employees to connect with managers, colleagues, and organizations more broadly, enabling them to create an environment where employees have motivations related to their work, enabling them to do a good job (Gatenby, Rees, Soane, & Truss, 2008). When a relationship has been created between employees and the organization, it makes it easier to get employees who participate in achieving organizational goals. Engaged employees show attention and mental absorption in their work (Iqbal, Shabbir, Zameer, Khan, & Sandhu, 2017) and indicate a deep emotional connection to their work (Gupta & Sharma, 2016).

Tsounis & Sarafis (2018) explained that job satisfaction is one of the variables that is an important predictor of environmental health. Rich, Lepine, & Crawford (2010)) in their research found that employee engagement was a better predictor of performance than job involvement, job satisfaction, and motivation. Huang (2019) explains that job satisfaction is a positive emotional state caused by feeling happy because the results of a job appraisal are considered to meet certain needs related to one's job.

Mas-machuca, Berbegal-mirabent, & Alegre (2016) explain that one of the factors related to work-life balance problems is job satisfaction and moving desire. According to Cheol-woo & Jae-hee, 2015; Choi et al. (2021) individuals who are satisfied with their work, then they can maintain good interpersonal relationships both outside and inside the organization. Some studies consider that the effect of work-life balance conflict on job satisfaction is a direct relationship (Mas-machuca et al., 2016). Relationships both internally and externally to the organization. Indicates that individuals with high job satisfaction tend to be able to balance themselves with life and work. Sirgy & Lee (2017) categorize work-life balance in two main dimensions, that is, role involvement in work-non-work life and minimize conflict between roles in the job and outside of work. When an individual has good control over life and work, the individual is able to feel the balance between both. Something that can make work-life balance an attachment in various roles involving time, involvement or commitment between life and work (Sirgy & Lee, 2017). Work-life balance can be said as a person's ability to make a balance between the demands and obligations in the workplace with a personal life outside of work (Hafid & Prasetio, 2017).

The research has aimed to prove and analyze emotional intelligence's influence on employee engagement and job satisfaction with work-life balance as a mediating variable in Generation Z employees in Surabaya.

2. Research Method

This research is an explanatory research group using quantitative methods. Explanatory research is intended to analyze theories or hypotheses that intended to strengthen or even reject previous theories or hypotheses. The dependent variable used in this research is emotional intelligence, with the independent variables being employee engagement and job satisfaction, and mediated by work-life balance. The source of data in this study is primary data, which is the online spread of angketts through google form with a likert scale 1 (strongly disagrees) to 4 (strongly agree). The population in this study includes all the employees of Generation Z in Surabaya with an age range of 18-26 years. The technique for taking samples used in this study was purposive sampling with the following criteria: age range 18-26 years old and working in Surabaya. Based on the method of Hair, Anderson, Tatham, & Black (1998), where the number of samples obtained by 20 indicators x 5 = 100, with 40 being male and 60 being female. This research method uses path analysis with the help of Smart PLS 3.3 software.

3. Results and Discussion

In this study, a total of 100 respondents were declared eligible and mefit. Respondents are Generation Z working in Surabaya. Based on the data provided by respondents, the majority of women are 60 people (60%), the highest average age is 21-23 years with 71 people (71%). Furthermore, most of the respondents with S1/equivalent education were 62 people (62%) and the majority worked as private employees as many as 66 people (66%).
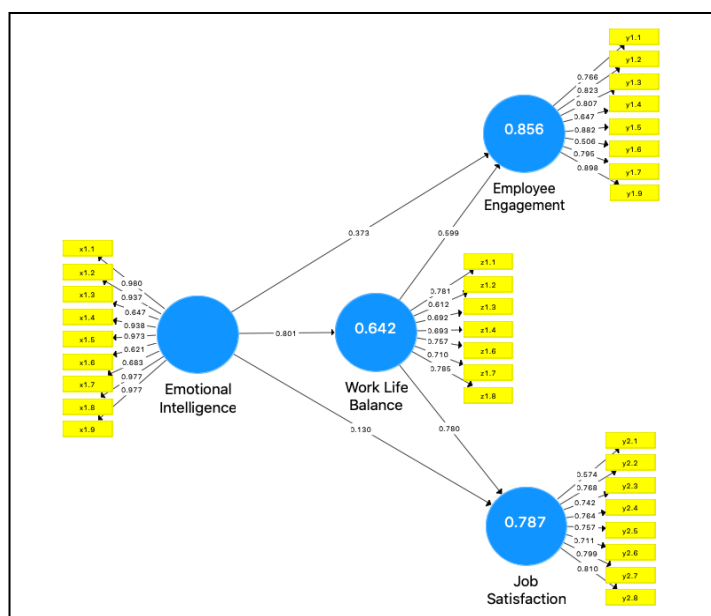
Source: SmartPLS 3.3 (processed, 2021)
Figure 2. STRUCTURAL MODEL (OUTER MODEL)

The validity test was carried out to see how well a research instrument could be used in measuring certain concepts. Viewed by the outer loading or convergent validity, according to Chin (1998) and Ghozali (2012) in Alfa, Rachmatin, & Agustina (2017) which states that a correlation can be declared to meet convergent validity if it has a value of 0.5. It is concluded that the indicators used in this study have met convergent validity.

Table 1 shows the value of Average Variance Extracted (AVE) per variable, including: Emotional Intelligence (0.76), Employee Engagement (0.6), Job Satisfaction (0.553), Work-Life Balance (0.52). The four variables have an AVE value of 0.5 so that all variables can meet the criteria of good discriminant validity. Thus, it can be stated that the items related to the statements in this research instrument are valid and can be used as measuring instrument in the research.

Table 2.
VALIDITY AND REABILITY TEST

No	Statement	Cronbach's Alpha	Composite Reliability	Average Variance Extracted (AVE)
Emotional Intelligence				
1	I can be aware of my emotional state			
2	I can understand someone through the expressions			
3	I can understand someone through the expressions			
4	I have a problem with my emotions			
5	I motivate myself by imagining good results			
6	I can maintain my positive emotions	0,76	0,956	0,965
7	I praise others feel better when they have done something well			
8	I help others feel better when they are down			
9	Positive mood makes it easier for me to solve problems			
10	A positive mood makes it easier for me to find ideas			
Employee Engagement				
1	I feel full energy at work			
2	I am enthusiastic about my work			
3	I am committed to the organization			
4	I am happy with the organization's vision and mission			
5	My job description is clearly defined	0,6	0,9	0,921
6	I have the necessary knowledge for my job			
7	I have the necessary skills for my job			
8	My work means a lot to me			
9	I always stay at work even when things don't go well			
Job Satisfaction				
1	I am paid a fairs amount for the work I do			
2	The copany provides fair opportunities for well-performing workers to be promoted			
3	My leader is competent enough to do his job			
4	When I do a good job, I receive the recognition I deserve	0,553	0,884	0,908
5	My efforts to do a good job are rarely hindered by bureaucracy			
6	I like the people I work with			
7	My job is fun			

8	Job assignments are clearly conveyed			
Work-Life Balance				
1	I can balancing my time between work and personal life			
2	I can balance myself with the demands of work without interfering with my personal life			
3	I have a satisfying personal life			
4	I do my job responsibilities well			
5	I feel happy when my personal and work life are balanced	0,52	0,846	0,883
6	I can have free time for personal life			
7	I can stay at work because I can balancing my life and work			
8	A good work-life balance helps me more effective at work			

The reliability of a variable can be seen from the results of the composite test and the value of Cronbach's alpha on all variables. Based on table 2, the variables of emotional intelligence, employee engagement, job satisfaction, and work-life balance have reliability test results greater than 0.70. A variable is declared reliable if the value of Cronbach's alpha 0.70 (Ghozali, 2018). Based on this statement, it can be concluded that all variables in this study are reliable.

Table 3.
R-SQUARE VALUE

Variable	Number of Indicators	AVE	R Square	Global GoF
Emotional Intelligence	9	0,76	-	
Employee Engagement	8	0,6	0,787	
Job Satisfaction	8	0,553	0,642	
Work Life Balance	7	0,52	0,856	
Average	8	0,608	0,762	0,681

The feasibility test of the model can be seen through the GoF value and the R-Square value obtained from the test results in the SmartPLS 3.3 program (Ghozali & Latan, 2015). According to Wetzels, -Schröder, & Oppen (2009) there are three benchmarks in : GoF_{small} (0,1), GoF_{medium} (0,25), GoF_{large} (0,36). The GoF value is obtained from the following calculations:

$$GoF = \sqrt{AVE \times R^2}$$
$$= \sqrt{0,608 \times 0,762}$$
$$= 0,681$$

Based on calculations the formula, the GoF value is 0.681, which means that the measurement model and structural model in this study are included in the large GoF criteria. Thus proving that 68.1% of the variation in the model can be explained by the sample data in this study.

Table 4.
HYPOTHETICAL TEST

Hubungan Antar Variabel	Hipotesis	Original Sample	Std. Dev	t-statistics	p-values	Keterangan
Emotional Intelligence -> Employee Engagement	H1	0,259	0.076	4,89	0,000	Positif, Signifikan
Emotional Intelligence -> Job Satisfaction	H2	0,090	0.089	1,455	0,101	Non signifikan
Emotional Intelligence -> Work Life Balance	H3	0,556	0.035	23,097	0,000	Positif, Signifikan
Work Life Balance -> Employee Engagement	H4	0,416	0.072	8,343	0,000	Positif, Signifikan
Work Life Balance -> Job Satisfaction	H5	0,542	0.077	10,144	0,000	Positif, Signifikan

Effect of Emotional Intelligence on Employee Engagement
Data processing showed that hypothesis 1 (H1) was accepted based on the P-value (0.000) 0.05 and t-statistics (4.89) 1.96. These results explained a significant positive influence on emotional intelligence with employee engagement. This analysis contradicts Razali (2016) study which suggests that emotional intelligence has no effect on work engagement or diplomacy. However, this is in line with Barreiro & Treglown (2020), which revealed that emotional intelligence has an effect on employee engagement.

Effect of Emotional Intelligence on Job Satisfaction
Emotional intelligence is known to have no effect on job satisfaction, which indicates the rejection of Hypothesis 2 (H2). The results of data processing show the P-value (0.101) 0.05 and t-statistics (1.455) 1.96. The results of this test are in line with the results of research conducted by Clarke & Mahadi (2017) which discusses the importance of mutual recognition respect in mediating the relationship between emotional intelligence, affective commitment, and job satisfaction stating that emotional intelligence does not have a significant influence in the research model. Jay & Ok (2012) suggested that high emotional intelligence can have sympathy. This result is contrary to previous research statements which state that emotional

intelligence has an effect on job satisfaction (Brunetto et al., 2012) and (Lee, 2017). The results, which state that there is no influence between the two variables, can be due to the influence of the object of research, namely generation Z. Asriandi (2020) explains that generation Z is a generation that wants to immediately get results from what they do. When individuals are in a hurry to do their work, the desired results will not be optimal and unsatisfactory.

Effect of Emotional Intelligence on Work-Life Balance

Hypothesis 3 (H3) is accepted. This can be proven through the P-value (0.000) 0.05 and t-statistics (23.097) 1.96. This means that the emotional intelligence variable on work-life balance shows a positive and significant relationship. The results of this study contradict Applewhite (2017) which shows that the level of significance of the relationship between emotional intelligence and work-life balance tends to have a small effect. However, this is in line with Shylaja & Prasad (2017) and (Chauhan, Maheswari, & Goswami, 2020) who stated that emotional intelligence on work-life balance is significantly positive.

Effect of Work-Life Balance on Employee Engagement

Data processing shows that work-life balance has an influence on employee engagement. P-value (0.000) 0.05 and t-statistics (8.343) 1.96 indicates that Hypothesis 4 (H4) is accepted. In line with the research of Cain et al. (2017) which states that there is a significant effect between work-life balance and employee engagement. Likewise with the results of Dinh (2020) which also states that there is an influence between the two variables. Research by Fazlurrahman et al. (2020) found that work-life balance has a positive effect on employee engagement. Contrary to other research, the results of Sahni (2019) research suggest that there is a weak relationship between quality of work life and employee engagement.

Effect of Work-Life Balance on Job Satisfaction

The results of data processing showed that hypothesis 5 (H5) was accepted based on the P-value (0.000) 0.05 and t-statistics (10.144) 1.96. These results explain that there is a significant positive effect between work-life balance and job satisfaction. The results of this study are in line with Malik et al. (2010) and Saeed & Farooqi (2014), which revealed that work-life balance has a positive effect on job satisfaction. Malik, Gomez, Ahmad, & Saif (2010) conducted research related to the relationship between work-life balance, job satisfaction, and turnover intention in Pakistan.

Indirect Effect Test

The indirect effect test are viewed through t-statistics 1.96 and P-values 0.05 (Ghozali & Latan, 2015). The mediator variable can mediate perfectly (perfect mediation) or partially (partial mediation). Perfect mediation occurs when the independent variable does not affect the dependent when controlling the mediator (Baron & Kenny, 1986). Statistically, if the coefficient is significant and can mediate, it can be said as partial mediation (MacKinnon, Fairchild, & Fritz, 2007).

INDIRECT EFFECT

Hubungan Antar Variabel	Hipotesis	Original Sample	Std. Dev	t-statistics	p-values	Keterangan
Emotional Intelligence -> Work Life Balance -> Employee Engagement	H6	0,3333333	0.061	7.920	0.000	Positive, Significant
Emotional Intelligence -> Work Life Balance -> Job Satisfaction	H7	0,4340278	0.060	10.501	0.000	Positive, Significant

Effect of Emotional Intelligence on Employee Engagement through Work-Life Balance

The results of the indirect effect test for emotional intelligence on employee engagement if mediated by work-life balance, resulted in t-statistics (7.920) and P-values (0.000). These results have a t-statistics value of 1.96 and a P-value smaller than 0.05. These results explain that work-life balance has a significant positive effect when mediating the effect of emotional intelligence on employee engagement. . The results of this test are the latest findings and do not have the basis of previous research.

Effect of Emotional Intelligence on Job Satisfaction through Work-Life Balance

The results of data processing show that work-life balance is proven to fully mediate (perfect mediation) on the influence of emotional intelligence with job satisfaction. The results of this study are in line with previous research conducted by Qasim, Khaskhely, & Pitafi (2020) that there is a partial mediation effect by work-life balance on the relationship between emotional intelligence and job satisfaction. It can be proven based on the test results, the t-statistics value is (10.501) which means it is greater than 1.96 and the P-values (0.000) 0.05. Work-life balance can mediate perfectly (perfect mediation) because the test results of the effect of emotional intelligence on job satisfaction show that there is no significant effect between the two variables. Therefore, with the help of variable z, namely work-life balance, it is able to create a significant influence between emotional intelligence and job satisfaction.

4. Conclusion

The results of this study are related to hypothesis testing proving that emotional intelligence has a significant effect on employee engagement. These results are strengthened because they have the same results as the Barreiro & Treglown (2020) study with the results of emotional intelligence being positively correlated with employee engagement. When an individual has high emotional intelligence control, it will have an impact on the individual's employee engagement. Organizations need individuals who have a sense of employee involvement, because with these individuals, with a high level of interest in the company, individuals are able to perform beyond the main tasks stated in the employment contract. Contrary to the results of the previous hypothesis, emotional intelligence has no effect on job

satisfaction. Not in line with the statement of B. J. Ali & Anwar (2021) which states that good job satisfaction can create better performance and will affect company results. However, when individuals have control over work-life balance, emotional intelligence can affect job satisfaction. This statement is based on the results of the hypothesis between emotional intelligence and job satisfaction which is fully mediated (perfect mediation) by work-life balance. Emotional intelligence is not only directly related to job satisfaction, but also has positive and negative indirect effects negatif (Kafetsios & Zampetakis, 2008). Jung & Yoon (2016) in their research results state that emotional intelligence has a significant positive effect on job satisfaction.

This study also succeeded in proving that work-life balance has an effect on employee engagement and also has an effect on job satisfaction. . Research Jaharuddin & Zainol (2019) revealed the results of a direct relationship between work-life balance and job engagement, with a high level of work engagement, employee engagement is also high. Sahni (2019) suggests that the quality of work life with employee engagement has a weak relationship, where the quality of work-life balance has an important role in relation to work-life balance. A good work-life balance will be able to make individuals feel happy because they can balance themselves between work obligations and their personal lives. The significant influence between work-life balance and job satisfaction is also influenced by a good individual's ability to balance his work and personal environment. The indirect effect test results show that there is an indirect effect between emotional intelligence and employee engagement through work life balance. In line with the research of Saeed & Farooqi (2014) targeting 171 University of Gujrat lecturers, Hafiz Hayat, found that work-life balance has a significant positive effect on job satisfaction. Agha, Azmi, & Irfan (2017) also suggest that work and personal life are positively related to work-life balance. Work-life balance helps Generation Z employees to feel satisfied with their work so they feel the need to involve themselves with the organization.

This research is only limited to the Surabaya area, so it is likely to produce different findings if it expands the coverage area. In this study, the job characteristics of Generation Z were not determined, only two job choices were given, namely private employees and civil servants. This study only focuses on the emotional intelligence of generation Z. Further research can be varied by adding other variables that are closely related to generation Z, such as turnover intention, employee well-being, and occupational stress, so that the abilities of generation Z can be known and even developed for the future. Companies and organizations are also able to determine steps to respond to Generation Z who are starting to enter the world of work today.

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