THE IMPACT OF EMOTIONAL INTELLIGENCE ON WORK-LIFE BALANCE AND JOB PERFORMANCE AMONG MALAYSIAN EMPLOYEES

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ABSTRACT

Objective: In today’s workplaces, emotional intelligence, and work-life balance have gained prominence for their substantial impact on job performance, leading to increased productivity and successful careers. This study explores the relationship between these factors among Malaysian employees. It also investigates the roles of job satisfaction and job involvement.

Method: We surveyed 150 employees from diverse Malaysian organizations and used Partial Least Squares Structural Equation Modeling (PLS-SEM) to analyze the data.

Result and conclusion: Our findings reveal that emotional intelligence, job involvement, job satisfaction, and work-life balance positively influence job performance. Emotional intelligence and work-life balance significantly affect job satisfaction. However, the connection between work-life balance and job performance is not statistically significant. Additionally, job satisfaction does not mediate the relationship between job involvement and job performance.

Research implications: This study emphasizes the importance of prioritizing employee engagement and well-being, offering organizations benefits such as improved productivity, enhanced performance, increased loyalty, reduced turnover, cost savings, and greater employee satisfaction.

Originality/value: Investing in employee well-being is a path to both individual and organizational resilience, success, and prosperity.

Keywords: emotional intelligence, work-life balance, job performance, job satisfaction, job involvement.

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O IMPACTO DA INTELIGÊNCIA EMOÇIONAL NO EQUILÍBRIO ENTRE A VIDA PROFISSIONAL E O DESEMPENHO NO TRABALHO ENTRE OS FUNCIONÁRIOS DA MALÁSIA

RESUMO

Objetivo: Nos locais de trabalho de hoje, a inteligência emocional e o equilíbrio entre vida profissional e pessoal ganham destaque por seu impacto substancial no desempenho do trabalho, levando a uma maior produtividade e carreiras bem-sucedidas. Este estudo explora a relação entre esses fatores entre os funcionários da Malásia. Também investiga os papéis da satisfação no trabalho e do envolvimento no trabalho.

Método: Pesquisamos 150 funcionários de diversas organizações malaisas e utilizamos a Modelagem de Equação Estrutural Parcial de Mínimos Quadrados (PLS-SEM) para analisar os dados.

Resultado e conclusão: Nossas descobertas revelam que a inteligência emocional, o envolvimento no trabalho, a satisfação no trabalho e o equilíbrio entre vida profissional e pessoal influenciam positivamente o desempenho no trabalho. A inteligência emocional e o equilíbrio entre vida profissional e pessoal afetam significativamente a satisfação no trabalho. No entanto, a relação entre o equilíbrio entre a vida profissional e a vida privada e o desempenho profissional não é estatisticamente significativa. Além disso, a satisfação no trabalho não medeia a relação entre o envolvimento no trabalho e o desempenho no trabalho.

Implicações da pesquisa: Este estudo enfatiza a importância de priorizar o envolvimento e o bem-estar dos funcionários, oferecendo às organizações benefícios como maior produtividade, melhor desempenho, maior fidelidade, menor rotatividade, economia de custos e maior satisfação dos funcionários.

Originalidade/valor: Investir no bem-estar dos funcionários é um caminho para a resiliência individual e organizacional, sucesso e prosperidade.

Palavras-chave: inteligência emocional, equilíbrio trabalho-vida, desempenho no trabalho, satisfação no trabalho, envolvimento no trabalho.

1 INTRODUCTION

In the business world, transformation is fundamental for driving growth and ensuring long-term viability, and Malaysia is aware of its significance. As the global economy rapidly evolves, businesses in Malaysia must remain agile, adapting their strategies to stay competitive and maintain their leading positions. Digital transformation is now a top concern, and Malaysia has achieved impressive progress in using technology for efficient operations, improved productivity, and stimulating innovation. In this era of business transformation, human resources (HR) plays a crucial role in driving and maintaining a competitive edge due to organizational change (Garavan et al., 2001; Luthans & Youssef, 2004). However, with the rapid changes in technologies, some employees may struggle to adapt to the new tools and systems, requiring additional
training and support. Thus, the increased expectations for productivity and performance amidst the transformation may create additional pressure and stress for employees.

In the realm of organizational transformation, embracing emotional intelligence (EI) and work-life balance (WLB) emerges as a pivotal aspect with multi-faceted benefits. By fostering EI, employees gain invaluable skills to navigate transformative challenges, adapting to change with resilience and improved interpersonal dynamics. Concurrently, cultivating a healthy WLB equips individuals to effectively manage responsibilities while nurturing personal well-being, fostering a sustainable approach to professional growth and transformation. As a result, this harmonious integration of EI and WLB engenders amplified job performance (JP), heightened job satisfaction (JS), and a profound sense of job involvement (JI) in their roles, ultimately bolstering organizational success and employee well-being alike.

According to Health Minister Khairy Jamaluddin, Malaysia’s suicide cases have increased tremendously in 2021. With the increase of 81% or 1,142 suicide cases in 2021 compared to 631 cases in 2020, says Health Minister Khairy Jamaluddin (The Star, 28 Sep 2022). This alarming issue is due to work concerning matters like stress at work. Poor WLB and failure to regulate EI could be a reason for these issues. Emotional intelligence is of utmost importance as it grants individuals the power to comprehend and handle their emotions adeptly, nurturing improved self-awareness and self-control. Moreover, this skill set augments empathy enriches social interactions, and enhances adaptability, culminating in better decision-making, conflict resolution, and adept leadership. Researchers have found that emotionally intelligent people tend to work better in teams, demonstrate leadership, and perform well, especially regarding decision-making tasks (Staw & Barsade, 1993). Ultimately, emotional intelligence assumes a pivotal role in personal growth, fostering meaningful relationships, and promoting overall well-being, thereby benefiting both individuals and organizations in equal measure. Employees who are inclined to build social fabric are employees with high levels of emotional intelligence, while, employees who cause problems and disturbance in the workplace due to behavior and attitude are an employee with lower levels of emotional intelligence (Sembiring et al., 2020).

In today's fast-paced and demanding work environments, maintaining a healthy work-life balance has become increasingly crucial for employees' overall well-being and fulfillment. According to Deloitte Southeast Asia Human Capital Consulting Director
from the press releases by Deloitte’s 2023 on 29 May 2023 regarding the Gen Z and Millennial Survey. This survey has addressed Malaysian employees' concerns about the work environment and likes to strive for a better work-life balance. Employees prefer employers likely to empower them to create a difference. Thus, this issue allows individuals to juggle their professional responsibilities while still having quality time for personal pursuits, family, and relaxation. When employees can skilfully manage their work responsibilities and still find time for their personal lives, it reduces their stress and burnout levels. Employees who can balance their work and personal lives are more likely to feel satisfied in their workplace, according to the idea of work-life balance (Leung & Zhang, 2017). This positive balance contributes to heightened job satisfaction and increased productivity in their roles. A supportive work culture that values work-life balance also fosters a sense of loyalty and commitment among employees, ultimately contributing to better job performance and retention. Encouraging employees to find this balance by offering flexible work arrangements, wellness programs, and time-off policies is a win-win situation for both employees and employers, leading to a more engaged, motivated, and productive workforce. Maintaining work-life balance employees are more motivated, productive, and less stressful (Cousins & Robey, 2015).

EI and WLB are significant factors that have an impact on JP, JS, and JI. Employees with high EI are good at managing their emotions, communicating effectively with others, and navigating workplace challenges, resulting in improved job performance. An emotionally intelligence employee tends to have better performance and high JS levels (Praveena, 2015). Besides that, by maintaining a healthy WLB, employees can avoid burnout and stress, which lead to higher levels of JS and overall well-being. The level of employee satisfaction in a job is related to the commitment organization handles work-life balance. When employees are content with this balance of family and work, they are more likely to invest their time and effort into the organization's growth and success. Individuals who carry a healthy and high work-life balance are likely to be more productive and perform well (French et al., 2020). Prioritizing these aspects in organizations developed a supportive and engaging work environment, fostering increased JI and productivity. Nurturing emotional intelligence and work-life balance contributes to a more fulfilling and successful workplace for both employees and the organization. Many theories developed for organizations on a healthy work environment to improve employee performance (Al-Ahmadi, 2009). On the other hand, this study has
found that job dissatisfaction led to employee complaints and absences (Shader et al., 2001).

The purpose of this study is to address the research gap in the relationship between EI, WLB, JS, Ji, and JP among Malaysian employees. Previous research has not been able to address this issue due to a lack of thorough investigations in Malaysia's distinct cultural and organizational environment. One of the main aims of this study is to investigate the mentioned variables and their impact on work performance in Malaysia. The second concerning aim is to identify how those variables in different industries lead to improvement. The objective of the study is to provide useful insights into both academic and practical management practices in Malaysia.

2 THEORETICAL FRAMEWORK

2.1 EMOTIONAL INTELLIGENCE AND JOB SATISFACTION

Organizations are confronted with a variety of obstacles to maintaining a productive and prosperous workforce in the current business environment. EI and JS are two fundamental elements that are essential for the success of an organization. EI has been accepted in most organization as a skill, employee who manages their emotion effectively are able to achieve targeted goals and have more JS (C. D. Fisher, 2000). A study on EI, JS, JP, and commitment found to have a strong relationship between EI, JS, and JP (Psilopanagioti et al., 2012). Similarly, highly EI employees are likely to be more sturdy because they grasp the reason for stress and create strategies and persistence to deal with negative results of stress (Cooper & Sawaf, 1997). EI may also have an impact on JS and burnout by influencing employees' emotional management (Lee, 2018; Rohman et al., 2022; Soelton et al., 2021). EI can help an organization create a more positive and encouraging work atmosphere, improve employee mental health, and enhance JS. Higher EI employees are prone to have high job satisfaction since they are good at managing their own and others’ feelings in the office (Sy et al., 2006). An individual with higher EI are able to utilize their abilities to create positive communication which helps increase their own and team morale, and this positively leads to job satisfaction for everyone (Shimazu et al., 2004). As a result, the following hypothesis is formulated:

H1 There is a positive significant relationship between emotional intelligence and job satisfaction
2.2 WORK-LIFE BALANCE AND JOB SATISFACTION

WLB is a concerning element in JS. WLB is a main concerning issue of human resource management in an organization (Abdirahman et al., 2020). Individuals who can balance their work and personal lives are likely to be more fulfilled, energized, and fulfilled in their roles. This in turn leads to higher productivity and lower employee turnover. The concept of a "work-family balance" is also referred to as a "WLB" (Hudson, 2005). WLB pertains to the concept of maintaining a healthy equilibrium between one's professional and personal life, ensuring that neither adversely affects the other. Social support, on the other hand, encompasses the emotional and practical aid offered by individuals to those facing challenges, stress, or difficulties. Employees with a strong support network is essential for sustaining their engagement, productivity, and sense of connection. Achieving this can involve participating in regular online gatherings, actively engaging in forums, and making a conscious effort to stay connected with friends and family (Vaidya et al., 2023). A number of studies conducted in different industries and different regions discovered that employees JS and JP are enhanced with well-managed WLB (Mendis & Weerakkody; Obrenovic et al., 2020; Preena, R., 2021, 2021; Rini et al., 2020; Victoria O. et al., 2019). Similarly, a study has found that WLB can influence employees’ JS (Putra et al., 2020). The feelings associated with JS can be derived from an individual’s self-assessment of their level of JS (Asbari et al., 2021). Employees who struggle to balance their work, and family tend to have less productivity, poor JP, and less JS (A. Cohen & Liani, 2009; Jackson & Fransman, 2018; Konrad & Mangel, 2000). An employee who is good at managing WLB plays a significant role in enhancing work satisfaction, dedication, and involvement (Cegarra-Leiva et al., 2012; Konrad & Mangel, 2000). Employees who can maintain WLB between their professional and personal lives are content both in and out of the workplace, resulting in a high level of JS and emotional health (Hasan et al., 2020). Based on the above research findings, the following hypotheses have been developed:

H2 There is a positive significant relationship between work-life balance and job satisfaction

2.3 JOB SATISFACTION AND JOB PERFORMANCE

JS holds an essential role in influencing an employee's JP. Happy and satisfied employees tend to show good engagement, excellent performance, and greater
productivity. Many organizations typically include JS as a measuring component for JP (Pang & Lu, 2018). Fulfilled employees are prone to be energetic in the workplace, with fewer absences, minor mistakes, greater productivity, and less turnover intention (Siengthai & Pila-Ngarm, 2016). Various factors that impact employees' performance can result in reduced job satisfaction. These factors include a sluggish work pace, diminished creativity, inadequate job assignments, suboptimal work discipline, underutilization of time for productive tasks, insufficient peer support, limited prospects for advancement, diminished team cohesion, and a significant portion of employees operating below their potential (Basir et al., 2023). In contrast, job dissatisfaction has been associated with complaints and absenteeism among employees, resulting in a decrease in productivity and a decrease in performance (Shader et al., 2001). Besides that, less satisfaction in work tends to lose a talented employee (Chen et al., 2012; Delobelle et al., 2011; Mobley et al., 1978). Satisfied employees tend to have excellent performance compared to employees with less satisfaction (Rachman, M. M., 2017). JS had a considerable impact on both employee morale and performance (Adigun et al., 2017). JS is a key determinant of JP, organizations that provide a positive work environment through a variety of strategies, such as fostering growth, recognition, a balanced work-life, and a conducive workplace, and greater JP may lead the organization to sustain success. Thus, this study proposes the following hypothesis:

H3 There is a positive significant relationship between job satisfaction and job performance

2.4 JOB INVOLVEMENT AS A MODERATOR BETWEEN JOB SATISFACTION AND JOB PERFORMANCE

An employee with high JI is someone who genuinely cares about their work and is fully committed to it. Highly JI employees are more motivated, satisfied, and excellent in work performance. The correlation between employee involvement and satisfaction at work tends to be negative (Maamari & Osta, 2021). A study found that JI can influence JS, to the level of an employee who shares the same aim as the organization (Valle et al., 2020). JS is usually used to evaluate employees' performance (Pang & Lu, 2018). Similarly, JI is used to evaluate the level of satisfaction of an employee at work (Porter, 1962; Schaffer, 1953). JI has an impact on JS and JP (Mikkelsen & Olsen, 2019). JI is often related to results that highly influence JP (Choi & Choi, 2021). Besides that, a study
found that employees who are given an opportunity to be involved in decision-making related to their jobs tend to have more JS (Pacheco & Webber, 2016). A positive attitude in working has the potential to boost JS and commitment to the organization, thus increasing the likelihood of improved organizational performance. JI can be associated with significant work results and has a significant influence on overall workplace efficiency. High JI in the workplace is often associated with higher JS and better JP. Based on the above research findings, the following hypotheses have been developed:

H4 There is a positive significant relationship between job involvement, job satisfaction, and job performance

2.5 EMOTIONAL INTELLIGENCE AND JOB PERFORMANCE

EI is an important factor in JP. An employee with high EI is good at handling their own and others’ emotions, good at stress management, excellent communication skills, and highly collaborative in the workplace. The ability to comprehend own feelings, identify and consider others' feelings, and control own feelings holds greater importance compared to cognitive ability (Goleman, 1998). EI is used as an important factor to connect feelings and intellect in strengthening social connections (Jordan & Lawrence, 2009). EI has a crucial impact on deciding individual mental and emotional health and optimizing the outcomes (Goleman, 1998; Liptak, 2005). EI positively correlated with work and innovative performance, and EI can be advantageous for JP among skilled employees (Stawicki et al., 2023). EI and JP are strongly related especially on the job relating to sales and counselling (Joseph & Newman, 2010). Emotionally intelligent employees are able to create a good mindset at work and enhance JP (Carmeli, 2003). EI skills are more important compared to technically related jobs or intellectually related jobs (Wong & Law, 2002). Greater EI positively influences excellent JP at work (Weisinger, H., 2006). Therefore, this study proposes the following hypothesis:

H5a There is a positive significant relationship between emotional intelligence, job satisfaction, and job performance

2.6 WORK-LIFE BALANCE AND JOB PERFORMANCE

JP and WLB are the most important factor that greatly impacts work culture and organizational goal. Several studies from various viewpoints have been conducted on JP and WLB (Ashforth et al., 2000; Frone, 2003; Johari et al., 2018). A boundary theory is
used to examine the connection between WLB and JP, and according to the result, a well-maintained WLB tends to have excellent JP in the workplace (Ashforth et al., 2000; Johari et al., 2018). WLB enhances employees' involvement and also develops excellent JP (Wood & De Menezes, 2008). Individuals who manage well their families and work are able to improve individual and organizational performance (Clarke, 2000). Neglecting WLB by any organization can lower production and work performance (Naithani, 2010). Organizations able to improve WLB by creating a good work setting and being helpful to the employee will lead to a greater impact on JP (Diener et al., 2003). Employees able to attain WLB are likely satisfied with the job and benefits offered by the organization, and this is able to enhance work engagement (Beauregard & Henry, 2009). The application of segmentation theory in examining the connection between WLB and JP found both are considered autonomous (Frone, 2003). WLB creates numerous advantages for an organization, thus employees are likely to be more enthusiastic and relaxed (Cousins & Robey, 2015). This discussion leads to the formulation of the following hypothesis:

H5b There is a positive significant relationship between work-life balance and job performance

![Figure 1: The conceptual model](source)

This study suggests a conceptual model to investigate the correlation between work-life balance, emotional intelligence, and job performance among Malaysian employees. This study concentrates on job involvement as the moderating variable of and job satisfaction as the mediating variable as shown in Figure 1. In today's ever-evolving and challenging work environment, a comprehensive understanding of how these elements interact will provide valuable insights into improving employee welfare and organizational efficiency, as well as job satisfaction in an ever-changing and dynamic
environment. The terms moderation and mediation are frequently used interchangeably, but they are distinct in terms of strategy, terms, and statistical techniques (Abu-Bader & Jones, 2021; Baron & Kenny, 1986). Moderation tends to be reinforced when the effects are high or low, while mediation disrupts the basic correlation between job satisfaction and job performance (Abu-Bader & Jones, 2021). We consider age, gender, education, number of children, and frequency control variables, probably to have an impact on the abovementioned constructs.

3 METHODOLOGY

3.1 RESEARCH DESIGN AND DATA COLLECTION

In this study, a qualitative approach is utilized, focusing on data gathered from Malaysian employees in various industries. Data collection was conducted using a measurement instrument by combining SPSS and Smart PLS for the structural equation model (SEM) (Awang et al., 2015; Leguina, 2015). SPSS 24.0 are used to analyze and determine the impact of moderating variable on the reliability and validity of constructs (Cohen, J., & Cohen, P., 1983). According to (Bentahar & Cameron, 2015), a quantitative approach pertaining to mathematics or based on scientific principle aspects is considered (Miles et al., 2014). Integrated circumstances are created to provide a moderation between tools, designs, and applications to examine.

3.2 MEASURES AND PROCEDURES

These theoretical concepts and test items are created based on the prior studies in the literature. Each item was tested using a 5-point scale where 1 is for strongly agree, and 5 for strongly disagree (Awang et al., 2015). All the measurements have been adjusted from the before match the current measurements.

Emotional Intelligence (Law et al., 2004): A 7-item question is employed to evaluate the variables for questions mentioned in the following: “I am capable of knowing why I have certain feelings”, “I am aware of my emotions”, “I can control my emotions”, “I can usually calm down in a short time”, “I can usually set goals for myself and try to accomplish these goals as well as possible”, “I know the emotions of people around me” and, “I am a person who can motivate myself”

Work-life balance (R. Fisher, 2001): A 7-item question was adopted with questions focusing on: “I have difficulty getting my work done because I am preoccupied
with personal matters”, “Everything going on in my personal life is affecting my work performance”, “I often neglect my personal needs because of the demands of my work”, “My work causes me to miss out my activities”, “I don’t have enough time to take care of elderly dependents due to my work commitment”, “I don’t have enough time to take medical health check-ups due to my work commitment”, and “I can't maintain my work and family with a proper schedule due to my work commitment”.

Job satisfaction (Brayfield & Rothe, 1951; Judge & Ilies, 2004; Weiss et al., 1967): A 7-item question was adopted and applied as a mediating variable focusing on the question as follows: “I am satisfied with the pay I have received for my work”, “I am satisfied with the responsibility I have been given in my job”, “I am happy with the nature of my work and find it fulfilling”, “I get recognition for my work and contributions in my job”, “I enjoy my job and feel accomplished in my work” and “I get cooperation from other members of my workplace. It was evaluated based on a 5-point Likert scale from strongly agree to strongly disagree.

Job performance (Griffin et al., 2007; Rezvani et al., 2018): A 7-item question was used in this study to evaluate the variable considering the questions as follows: “I did a good job completing the main responsibility of my job”, “I have completed my work responsibility to high standards”, “I can guarantee the smooth completion of my work”, “I can adapt quickly when my job responsibility change”, “I will learn new skills to adapt to changes in my main job”, “I put a lot of effort into my work” and “I am willing to work hard for the goal of my work.

Job involvement (Lodahl & Kejnar, 1965; Saleh & Hosek, 1976): 7 items question was used to evaluate the moderating factor by considering questions as mentioned: “I will stay overtime to finish a job, even if I’m not paid for it”, “The major satisfaction in my life comes from my job”, “I usually show up for work a little early, to get things ready”, “The most important things that happen to me involve my work”, “I am a perfectionist in my work”, “I feel depressed when I fail at something connected with my job”, and “I am very much involved personally in my work.

This test is conducted with distribution-free methods, this method is considered when the sample size is larger, and the data can be close to a normal distribution (Hair et al., 2010). This study involves a sample size of 150 participants and no correlation was found. The participant was required to answer 33 33-item questionnaires. Table 1 shows the description of demographics, with male participants (54%) representing slightly
higher than female participants (46%). According to the data on age, participants from the age range 41-50 are higher with 49.3% compared to other age groups like 31-40 with 36.7%, 51-60 with 7.3%, and 21-30 with 6.7%. However, from the perspective of education, most participants have a bachelor’s degree and above. According to the number of children, 38.7% of participants have at least 2 kids, and only 1.3% of participants have more than 5 children.

Table 1: Descriptive sample of the demographics

<table>
<thead>
<tr>
<th>Control variables</th>
<th>Frequency</th>
<th>Percent (%)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Age</td>
<td></td>
<td></td>
</tr>
<tr>
<td>21-30</td>
<td>10</td>
<td>6.7</td>
</tr>
<tr>
<td>31-40</td>
<td>55</td>
<td>36.7</td>
</tr>
<tr>
<td>41-50</td>
<td>74</td>
<td>49.3</td>
</tr>
<tr>
<td>51-60</td>
<td>11</td>
<td>7.3</td>
</tr>
<tr>
<td>Gender</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Male</td>
<td>81</td>
<td>54</td>
</tr>
<tr>
<td>Female</td>
<td>69</td>
<td>46</td>
</tr>
<tr>
<td>Education</td>
<td></td>
<td></td>
</tr>
<tr>
<td>SPM</td>
<td>9</td>
<td>6</td>
</tr>
<tr>
<td>Diploma/ Sijil Kemahiran</td>
<td>29</td>
<td>19.3</td>
</tr>
<tr>
<td>Bachelor’s Degree</td>
<td>79</td>
<td>52.7</td>
</tr>
<tr>
<td>Master’s Degree</td>
<td>27</td>
<td>18</td>
</tr>
<tr>
<td>Doctorate Degree</td>
<td>5</td>
<td>3.3</td>
</tr>
<tr>
<td>Others</td>
<td>1</td>
<td>7</td>
</tr>
<tr>
<td>Number of children</td>
<td></td>
<td></td>
</tr>
<tr>
<td>1-2</td>
<td>58</td>
<td>38.7</td>
</tr>
<tr>
<td>3-5</td>
<td>51</td>
<td>34</td>
</tr>
<tr>
<td>More than 5</td>
<td>2</td>
<td>1.3</td>
</tr>
<tr>
<td>No Children’s</td>
<td>14</td>
<td>9.3</td>
</tr>
<tr>
<td>Not applicable (I am not married and do not have children)</td>
<td>25</td>
<td>16.7</td>
</tr>
</tbody>
</table>

Source: Prepared by the authors

4 RESULTS AND DISCUSSION

4.1 DATA ANALYSIS AND RESULTS

The conceptual framework as Fig. 1 was tested in this study through the partial least squares (PLS) statistical method of distribution-free tests analysis. The PLS statistical approach is a broadly utilized statistical tool for trial and validation (Hair et al., 2013). Statistical tests are conducted based on significance criterion, reliability, and effect size (J. Cohen, 2013). This approach focuses on examining the internal consistency coefficient, reliability coefficient, factor loadings, extracted variance, and average extracted variance as shown in Table 2. However, for additional examination on discriminant validity, and Heterotrait-Monotrait Ratio (HTMT) is measured (Henseler et
al., 2015a). This study adopts an exploratory approach and is carried out in the context of technological innovation, Smart PLS 3 (Henseler et al., 2015b; Sarstedt et al., 2017) was employed to examine the data and conceptual framework.

4.2 MEASUREMENT MODEL

To determine the reliability and validity of the measurement used in this study, the measuring items were tested. Table 2 illustrates the zero correlation and confirmatory factor analysis. The reliability of every item is determined based on the loading factor to find another related variable. In Table 2, we can observe that Cronbach's alpha values range from 0.766 to 0.907, while the composite reliability varies between 0.835 and 0.927. The study explains ES (effect size) based on the nonzero population specification, and it is categorized as small (r = 0.1), medium (r = 0.3), and large/high (r = 0.5), specific to each index (J. Cohen, 2013). The heterotrait-monotrait ratio (HTMT) and discriminative validity are evaluated for every variable that demonstrates higher variability among its measurements compared to the rest of the variables in the conceptual framework (Ab Hamid et al., 2017; Voorhees et al., 2016).

In order to assess the convergent validity, it is important to verify the loading factor of each item (Ab Hamid et al., 2017), ensure the composite reliability is more than 0.7 (Kumar et al., 2021), and consider the average variance extracted (AVE) (Hair, 2017). The findings from the CFA are based on the exploratory factor analysis, some factor loadings found greater than 0.70 are retained and some were below the threshold (e.g.,
0.068) which were removed from the model. Items JI1 (0.262), JI2 (0.642), EI4 (0.616), and EI5 (0.675) are removed because the loading is below the threshold. Moreover, All five constructs meet the required threshold values for Composite Reliability (CR) and Average Variance Extracted (AVE). After removing some items through the process of item deletion, all CR values are greater than 0.70, and all AVE values are greater than 0.5 (Hair, 2017). Based on these results, it can be concluded that the constructs satisfy the criteria for both reliability and convergent validity at this stage of the analysis.

Table 2: Results of CFA

<table>
<thead>
<tr>
<th>ITEMS</th>
<th>FL</th>
<th>VIF</th>
<th>CA</th>
<th>CR</th>
<th>AVE</th>
</tr>
</thead>
<tbody>
<tr>
<td>E1 I am capable of knowing why I have certain feelings.</td>
<td>0.778</td>
<td>1.682</td>
<td>0.785</td>
<td>0.849</td>
<td>0.532</td>
</tr>
<tr>
<td>E2 I am aware of my emotions.</td>
<td>0.811</td>
<td>1.961</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>E3 I can control my emotions.</td>
<td>0.603</td>
<td>1.429</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>E6 I know the emotions of people around me.</td>
<td>0.699</td>
<td>1.447</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>E7 I am a person who can motivate myself.</td>
<td>0.738</td>
<td>1.408</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>JI0 I usually show up for work a little early, to get things ready.</td>
<td>0.613</td>
<td>1.387</td>
<td>0.766</td>
<td>0.835</td>
<td>0.508</td>
</tr>
<tr>
<td>JI4 The most important things that happen to me involve my work.</td>
<td>0.63</td>
<td>1.398</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>JS1 I am really a perfectionist about my work.</td>
<td>0.869</td>
<td>1.867</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>JS6 I feel depressed when I fail at something connected with my job.</td>
<td>0.68</td>
<td>1.61</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>JS7 I am very much involved personally in my work.</td>
<td>0.741</td>
<td>1.67</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>JP1 I did a good job completing the main responsibility of my job.</td>
<td>0.802</td>
<td>2.147</td>
<td>0.886</td>
<td>0.913</td>
<td>0.639</td>
</tr>
<tr>
<td>JP2 I have completed my work responsibility to high standards.</td>
<td>0.868</td>
<td>3.598</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>JP4 I am able to adapt quickly when my job responsibility change.</td>
<td>0.738</td>
<td>3.147</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>JP5 I will learn new skills to adapt to changes in my main job.</td>
<td>0.724</td>
<td>2.985</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>JP6 I put a lot of effort into my work.</td>
<td>0.77</td>
<td>1.836</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>JS1 I am satisfied with the pay I have received for my work.</td>
<td>0.685</td>
<td>1.907</td>
<td>0.907</td>
<td>0.927</td>
<td>0.68</td>
</tr>
<tr>
<td>JS2 I am satisfied with the responsibility I have been given in my job.</td>
<td>0.844</td>
<td>2.801</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>JS3 I am happy with the nature of my work and find it fulfilling.</td>
<td>0.872</td>
<td>3.092</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>JS4 I get recognition for my work and contributions in my job.</td>
<td>0.803</td>
<td>2.454</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>JS5 I enjoy my job and feel accomplished in my work.</td>
<td>0.894</td>
<td>3.72</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>JB6 I get co-operation from other members at my work place.</td>
<td>0.829</td>
<td>2.089</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>WLB1 I have difficulty getting my work done because I am preoccupied with personal matters.</td>
<td>0.722</td>
<td>2.427</td>
<td>0.894</td>
<td>0.915</td>
<td>0.605</td>
</tr>
<tr>
<td>WLB2 Everything going on in my personal life is affecting my work performance.</td>
<td>0.704</td>
<td>2.26</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>WLB3 I often neglect my personal needs because of the demands of my work.</td>
<td>0.774</td>
<td>2.712</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>WLB4 My work causes me to miss out on my personal activities.</td>
<td>0.791</td>
<td>2.76</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>WLB5 I don’t have enough time to take care of elderly dependents due to my work commitment.</td>
<td>0.825</td>
<td>2.319</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>WLB6 I don’t have enough time to take medical health check-ups due to my work commitment.</td>
<td>0.773</td>
<td>1.998</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>WLB7 I can’t maintain my work and family with a proper schedule due to my work commitment.</td>
<td>0.848</td>
<td>2.403</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>


Source: Prepared by the authors

The HTMT method, (Henseler et al., 2015b) been utilized in Table 3, ensuring the values satisfy the HTMT criteria of 0.90 (Gold et al., 2001) and 0.85 (Kline, 2011). The results validate the discriminant validity. Additionally, the HTMT implication indicates the interval estimates do not contain a value of 1 for any variable (Henseler et al., 2015b),
further supporting the discriminant validity. HTMT values below 0.85 for each item suggest the absence of significant multicollinearity.

Table 3 Discriminant validity using HTMT ratio assessment

<table>
<thead>
<tr>
<th></th>
<th>EI</th>
<th>JI</th>
<th>JP</th>
<th>JS</th>
<th>WLB</th>
</tr>
</thead>
<tbody>
<tr>
<td>EI</td>
<td></td>
<td>0.189</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>JI</td>
<td>0.326</td>
<td>0.529</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>JP</td>
<td>0.23</td>
<td>0.298</td>
<td>0.177</td>
<td></td>
<td></td>
</tr>
<tr>
<td>JS</td>
<td>0.322</td>
<td>0.366</td>
<td>0.117</td>
<td>0.281</td>
<td></td>
</tr>
</tbody>
</table>

Source: Prepared by the authors

Table 4 indicates discriminant validity is evaluated by ensuring that items demonstrate stronger loadings on their corresponding constructs in comparison to other constructs within the model. Additionally, The average variance shared among the indicators of each construct should be greater than the variance shared between that construct and other constructs within the model. (Fornell & Larcker, 1981). Table 4 indicates that all constructs exhibit sufficient or satisfactory discriminant validity (Fornell & Larcker, 1981).

Table 4: Fornell-Larcker criterion

<table>
<thead>
<tr>
<th></th>
<th>EI</th>
<th>JI</th>
<th>JP</th>
<th>JS</th>
<th>WLB</th>
</tr>
</thead>
<tbody>
<tr>
<td>EI</td>
<td>0.688</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>JI</td>
<td>0.117</td>
<td>0.651</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>JP</td>
<td>0.328</td>
<td>0.5</td>
<td>0.8</td>
<td></td>
<td></td>
</tr>
<tr>
<td>JS</td>
<td>0.256</td>
<td>-0.189</td>
<td>0.131</td>
<td>0.825</td>
<td></td>
</tr>
<tr>
<td>WLB</td>
<td>-0.269</td>
<td>0.272</td>
<td>-0.023</td>
<td>-0.29</td>
<td>0.778</td>
</tr>
</tbody>
</table>

NOTE: EI=Emotional Intelligence, JP=Job Performance, JI=Job Involvement, JS=Job satisfaction, WLB= Work-Life Balance
Source: Prepared by the authors
4.3 STRUCTURAL MODEL

In Fig. 3 of the findings, the conceptual model results are displayed, obtained directly from Smart PLS. In the study, job performance was considered a second-order construct, encompassing all other variables, such as emotional intelligence, work-life balance, job satisfaction, and job involvement. Based on the Path coefficient Table 5, we observe significant relationships between emotional intelligence and job performance (β = 0.176, t = 2.177, p < .005), as well as emotional intelligence and job satisfaction (β = 0.154, t = 1.684, p < .005). Similarly, the data support the connections between job involvement and job performance (β = 0.522, t = 8.357, p < .005), and job satisfaction and job performance (β = 0.224, t = 2.505, p < .005). Additionally, the evidence also confirms the relationship between work-life balance and job satisfaction (β = -0.252, t = 2.979, p < .005). However, the results do not support a significant relationship between work-life balance and job performance (β = -0.054, t = 0.624, p < 0.533). Similarly, the moderator role in the relationship between job involvement, job satisfaction, and job performance (β = -0.063, t = 0.959, p < 0.338) is not found to be significant.

Table 5: Path coefficient

<table>
<thead>
<tr>
<th>Source: Prepared by the authors</th>
</tr>
</thead>
</table>

| Source: Prepared by the authors |
4.4 DISCUSSIONS

In this research study, we sought to broaden the empirical evidence on job performance, focusing on employees across diverse industries in Malaysia. Numerous previous studies have explored the potential of emotional intelligence, work-life balance, job satisfaction, and job involvement in cultivating a positive and supportive work environment. Based on Table 5, based on the findings, we can conclude that emotional intelligence, job involvement, and job satisfaction have positive relationships with job performance. Individuals with higher emotional intelligence, job satisfaction, and job involvement tend to exhibit better job performance. Employees who can accurately assess others’ emotions and effectively manage their own emotions tend to excel in their roles and even go above and beyond their assigned responsibilities (Asiamah, 2017). On the other hand, work-life balance does not exhibit a significant impact on job performance. Although numerous studies have highlighted the advantages of a healthy work-life balance for both employees and organizations, it appears that improved job performance can help mitigate costs related to high employee turnover, low retention rates, and decreased employee loyalty (Johari et al., 2018). However, in this study, the relationship between work-life balance and job performance is not upheld. Work-life balance initiatives can undoubtedly contribute positively to employee well-being and job satisfaction, fostering a more productive and content workforce. Besides that, the absence of a correlation between work-life balance and job performance suggests that while it plays a vital role in employee satisfaction, it may not directly influence job performance.
4.5 IMPLICATIONS AND LIMITATIONS OF THE STUDY

Emotional intelligence, job involvement, and job satisfaction show positive associations with job performance, indicating that higher levels of these attributes correspond to better job performance and enhanced organizational citizenship behavior. Nevertheless, the impact of work-life balance on job performance is not evident, which calls for further investigation and consideration of potential confounding factors. Despite its lack of direct influence on job performance, work-life balance remains a crucial factor in promoting employee well-being and contributing to organizational success. However, it's worth noting that the study's sample size might limit its generalizability, as it focuses on only a few industries or companies. To gain a more comprehensive understanding, future research should extend across multiple industries and organizational contexts. Furthermore, examining potential moderators or mediators not included in the current study could uncover additional nuances in the relationships identified. By addressing these limitations and delving into the intricate connections between emotional intelligence, job involvement, job satisfaction, work-life balance, and job performance, valuable insights can inform personalized interventions and strategies to enhance both employee well-being and organizational success. Overall, while the current findings shed light on the complex dynamics behind improved job performance and employee health, more research is necessary to fully comprehend these factors and develop effective approaches to boost performance and well-being across various professional contexts.

5 CONCLUSION

As a result of this study, it becomes evident that there are strong interlinkages between emotional intelligence, job involvement, job satisfaction, work-life balance, and job performance. The robust connection between emotional intelligence, job performance, and job satisfaction underscores the significance of nurturing emotional intelligence in employees to enhance their overall performance and job satisfaction. Furthermore, the study highlights the importance of prioritizing employee engagement and satisfaction to drive positive organizational outcomes. Organizations that focus on employee engagement and well-being tend to reap various benefits, including improved productivity, enhanced overall performance, increased employee loyalty, reduced turnover and recruitment costs, and higher levels of employee satisfaction. Investing in
the health and well-being of employees not only benefits individuals but also contributes to an organization's resilience, success, and prosperity.
REFERENCES


Delobelle, P., Rawlinson, J. L., Ntuli, S., Malatsi, I., Decock, R., & Depoorter, A. M. (2011). Job satisfaction and turnover intent of primary healthcare nurses in rural South


