

# RELATIONSHIP BETWEEN EMOTIONAL INTELLIGENCE AND QUALITY OF WORK LIFE: AN INVESTIGATION INTO THE ROLE OF MAJOR JOB ATTITUDES

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## RELATIONSHIP BETWEEN EMOTIONAL INTELLIGENCE AND QUALITY OF WORK LIFE: AN INVESTIGATION INTO THE ROLE OF MAJOR JOB ATTITUDES

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**Abstract:** This study has purposed to measure the Major Job Attitudes (Job Satisfaction, Job Involvement, Employee Engagement, Organizational Commitment, Perceived Organizational Support) that mediate Emotional intelligence and Quality of Work-life. This study investigates many employees who work in various industries, various levels, and they spread around many regions in Indonesia. The usable questionnaire was 327(81 percent response rate). the questionnaire validity and reliability test, path analysis using SmartPLS 3.0. The study results were employee satisfaction, employee involvement, perceived organizational support mediated between emotional intelligence and quality of work-life and the employee engagement, and organizational commitment was not mediated between emotional intelligence and quality of work life.

**Keywords:** Emotional Intelligence, Major Job Attitudes, Quality of Work-life

### 1. Introduction

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The Quality of work-life plays important roles for every company. The urgency of the Quality of work-life emphasize company financial and non-financial growth (Dagger, 2015). Moreover, Quality of work-life can serve companies to accelerate technological change, rapidly shifting attitudes, lifestyles and social institutions (Newton, Leckie, & Pettman, 1979), and productivity (Hasemizad & Mohammadkhani, 2013). Quality of work-life feasible defined as the balance of Work and family among employees. Work and family balance circumstances are important for every employee. The employee's ability to deal effectively with the work demands and family demands (Md-Sidan & Sambasivan, 2010).

Many variables can be related as the predictor from the quality of work-life such as, the nature of work, pay and fringe benefits, the time dimension of work, the workplace condition, organizational structure, etc (Newton, Leckie, & Pettman, 1979) (later development are categorized as employee satisfaction). Thus, the close connection between Quality of work-life and employee satisfaction is categorized as one of the major job attitudes in the workplace (Robbins & Judge, 2013). So, it can be predicted that all major job attitudes have influenced to quality of work life.

The affiliation between the quality of work-life has an impact on major job attitudes which consist of employee satisfaction, job involvement, employee engagement, organizational commitment, and perceived

organizational support (Robbins & Judge, 2013) relate to the quality of work-life. Even though the relationships are not depicted by one model but it can be found in many research the relationship between each variable in the major job attitudes and quality of work life. The link between employee satisfaction and quality of work-life which contain work from home, work weekends, schedule flexibility, *etc.*, have related each other (Andrade & Westover, 2018). Quality of work life with employee satisfaction has been explained by Dhamija, Gupta, & Bag (2018) in many various Indian industries employees. Moreover, Andrade & Westover (2018) have shown the relationship between Quality of work life and job satisfaction in the many employees from 37 countries.

Quality of work-life also has a positive relationship with Job Involvement. Job involvement and Quality of Work-life has significant roles to mediate between the transglobal leadership and employee performance (Hermawati & Mas, Mediation effect of Quality of Worklife, Job Involvement, and Organizational Citizenship Behavior (Case Study in The Most Outstanding Cooperatives in East Java Province), 2017) even though the research does not interact each other but both variables have similar roles. Moreover, Quality of life has been influenced by Job Involvement is happened in the United States (Smeltzer, Sharts-Hopko, & Cantrell, 2017). Similar to previous research, the evidence relationship between quality of work-life consists from how the life involvement moderates work/personal life and intention to quit (Smith, Pearson, & Kline, 2009), quality of work-life and job involvement correlate with each other and both variables have influenced to employee outcomes. Job involvement is also correlated with quality of work-life, high-performance work system (HPWS) (Huang, Ahlstrom, Lee, Chen, & Hsieh, 2016). The next evidence tries to relate the quality of work-life and job involvement through parental involvement and family quality of work-life (Wang, Hu, & Han, 2020).

Quality of work-life has been influenced by Employee Engagement. The impact of job engagement on the quality of work-life is explained by Ahsan, Cheema, & Haneef (2014). Further, work engagement is the mediator between work-life balance and turnover intention, also, it has a reverse relationship between work engagement and quality of work-life in two Malaysian big cities (Jaharuddin & Zainol, 2019). In addition, employee engagement has a significant impact on the quality of work-life directly and indirectly (Iqbal *et al.*, 2017). Employee engagement and work-life balance through the explanation associate the opposite of employee engagement and the opposite is burnout through intention to quit indicator (Noor, 2011). Quality of work-life always relevant with lack of engagement, absenteeism, *etc.* (Garg & Rani, 2014).

Quality of work-life as the consequence of Organizational Commitment. Quality of work life as the main tool to improve an emotional inner agreement associates communal beliefs, values, trust, and bond among an employee and his/her employer (Yeo & Li, 2013) which the trust can be considered as commitment. Moreover, the quality of work-life also can be observed through lack of commitment (Garg & Rani, 2014). The relationship between quality of work-life and organizational commitment can be predicted as the antecedents and consequences (Aruldoss, Kowalski & Parayitam, 2020). Supporting Aruldoss *et al.*, (2020), the good quality of work-life creation at the workplace and organizational commitment can be explained through gender as the moderation (Badawy, Chinta, & Magdy, 2018), and quality of work-life could be as the source for employee commitment to organization and employee intention to stay (Agus & Elvaraj, 2019). Thus, the evidence shows the relationship among quality of work-life and organizational commitment is closest but it still unclear among lecturer professions in Malaysia (Farid, Izadi, Ismail, & Alipour, 2014).

The relation amid Perceived

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organizational support (POS) and Quality of work-life is expressed by much research. The relationship between perceived organizational support (POS) and quality of work-life can be through transformational leadership (Linda & Fitria, 2016). Moreover, the Quality of work-life which is revealed by work-life advantages and policies, work-family culture, etc has been influenced by perceived organizational support (Baral & Bhargava, 2020). Strengthened previous researches, perceived organizational support (POS) and quality of work-life togetherness have affected productivity in Fars province employees (Ghasemizad & Mohammadkhani, 2022). Thus, POS has influenced to quality of work-life through work-family facilitation and work-family conflict (Wattoo, Zhao, & Xi, 2017), and POS has influenced to quality of work-life implicitly (Jin & Tang, 2021).

These major job attitudes as a result of how the employee manage their emotions. Managing emotions relates to emotional intelligence. The association between emotional intelligence and the major job attitudes is explained by Robbins & Judge Affective Event Theory. Emotional reactions both positive and negative will lead to job satisfaction and job performance (Robbins & Judge, 2013).

The major job attitude is the consequence of emotional intelligence. Firstly, emotional intelligence has a significant influence on employee engagement. How the expressed additional Emotional, energetic, or affective is categorized as engagement (Macey & Schneider, 2008), a noticeable and exclusive form subsist of cognitive, emotional, and behavioral factors also categorized as engagement (Shuck & Wollard, 2010). Moreover, autonomy and self-efficacy as the emotional intelligence dimensions are considered as the engagement (Merino-Tejedor, Hontangas, & Petrides, 2018). Furthermore, emotional intelligence has correlated to job satisfaction and burnout (Lee, 2017) (Barreiro & Treglown, 2020) which is the opposite term from employee

engagement. Thus, Engaged employees consider themselves emotionally, physically, and cognitively (Grant, 2019), positive emotional experiences and feelings of well-being (Robertson & Cooper, 2010), emotional exhaustion, vigor, cynicism, dedication (Sun & Bunchapattanasakda, 2019). Engagement is the consequence of emotional connectivity between leaders and subordinates (Osborne & Hammoud, 2017).

Second, emotional intelligence correlates with job satisfaction. Emotional intelligence relates to Life satisfaction (including job satisfaction) through social connectedness (Olasupo, Idemudia, & Kareem, 2021). Then, trait emotional intelligence could be interconnected to life satisfaction by affecting balance, depressiveness (Moroń, 2019). Moreover, emotional intelligence has correlated with life satisfaction in the general community in the local newspaper (Palmer, Donaldson, & Stough, 2002), employee intelligence correlates to life satisfaction (including job satisfaction) (Ain, Munir, & Suneel, 2021). Wen, Huang, & Hou (2019) mention how emotional intelligence influences job satisfaction through surface acting and deep acting. Also, emotional intelligence could influence job satisfaction and burnout through how the employee regulate their emotion (Lee, 2017).

Third, emotional intelligence has impacted organizational commitment. The relation between emotional intelligence and organizational commitment is tested by many researchers in the Malaysian sector (Masrek, Osman, Ibrahim, & Mansor, 2015). Emotional intelligence has influenced organizational commitment through four dimensions acting as, self-awareness, self-management, motivation, empathy, relationship management (Alavi, Mojtahedzadeh, Amin, & Savoji, 2013). Meanwhile, another research proves how emotional intelligence, transactional leadership, transformational leadership, and organizational commitment have correlated along each other (Noor, 2011) (Nordin,

2012). Then, Emotional intelligence has a significant influence to project performance through commitment (Zhu, Wang, Wang, & Yu, 2021). Thus, strengthened previous research, the organizational commitment influence to trust could be moderated by emotional intelligence in various employees in Jakarta and Bandung, Indonesia (Utami, Bangun, & Lantu, 2014). Another research mention how emotional intelligence gives an impact on organizational commitment through occupation stress and job satisfaction as the mediation variable (Aghdasi, Kiamanesh, & Ebrahim, 2011).

Fourth, emotional intelligence correlates to job involvement. The connection between emotional intelligence and job involvement is not mentioned explicitly. Nevertheless, the relationship can be approached through other perspectives besides job context, for example, the affiliation among emotional intelligence and involvement in adolescent athletes (Cece *et al.*, 2019). Besides the sport context, Emotional well-being (as the one part of emotional intelligence) is necessary for the Involvement of engagement in the academic context (Martín, *et al.*, 2021). Also, emotional intelligence can be related to performance especially about high performance in education through parental involvement (Vahedi & Nikdel, 2011). Although, some researchers prove that Emotional intelligence and Parenting involvement is not significant impact on academic achievement in High school students (Khajehpour, 2011).

Fifth, emotional intelligence correlate with POS. The connection between emotional intelligence and job satisfaction is reflected by perceived organizational support (POS) (Wen, Huang, & Hou, 2019). Perceived organizational support depends on how the organization treats their employee well. Then, employees feel (emotion) their job is meaningful (Eisenberger, Huntington, Hutchison, & Sowa, 1986). Moreover,

emotional labor which leads to job satisfaction and job performance is moderated by perceived organizational support (Duke, Goodman, Treadway, & Breland, 2009). Different from previous research, emotional intelligence could be the mediating variable among perceived organizational support and job satisfaction (Poon, Salleh, & Zizah Che Senik, 2006). Strengthened Poon, *et al.*, (2007), the relationship between individual differences and psychological contract what is reflected by affective disposition and the affective disposition relates to experience from the employee about the positive contrast negative emotional states (Suazo & Turnley, 2010). Another research explains how emotional intelligence and job satisfaction influence entrepreneurial behavior (Zampetakis, Beldekos, & Moustakis, 2009).

Even though the relationship is proven based on the many research, but it is not distinct clearly what is the consequences and the impact variables in this relationship. Moreover, the variables are still unclear or have many possibilities. So, it is essential to examine the connection among variables.

These study purpose are (1) To investigate the mediation effect from Employee satisfaction to Emotional intelligence and Quality of Worklife (2) To investigate the mediation effect from Job involvement to Emotional intelligence and Quality of Worklife (3) To investigate the mediation effect from Employee Engagement to emotional intelligence and quality of work-life (4) To investigate the mediation effect from job involvement to emotional intelligence and quality of work-life (5) To investigate the mediation effect from Organizational Commitment between emotional intelligence and quality of work-life (6) To investigate the mediation effect from Perceived Organizational Support (POS) to emotional intelligence and quality of work-life.

## 2. Literature Review

The affiliation among Employee emotional intelligence and major job attitudes explained in this section,

### 2.1. Emotional Intelligence (EI) and Employee Satisfaction

Emotional intelligence has impacted job satisfaction through social connectedness (Olasupo, Idemudia, & Kareem, 2021). Social connectedness and age have mediated significantly emotional intelligence and life satisfaction (including job satisfaction) in the countryside association of southwest Nigeria. The Morón (2019) research has shown the affiliation amid emotional intelligence and life satisfaction (work and family life) through how the employee balances the affective and how the employees manage the depressiveness in two hundred eleven Polish university students. Affect balance and depressiveness as the mediator from the meta-analyses results with demonstrated a stronger association between trait emotional intelligence, mental health, dan life satisfaction (Morón, 2019). Moreover, the relationship between emotional intelligence and job satisfaction has been explained by Ain, Munir, & Suneel, (2021). The Ain, Munir, & Suneel (2021) research is conducted on 350 undergraduate private university students, Lahore, Pakistan. The research findings are grit, life satisfaction, and emotional intelligence exhibited a weak but positive correlation. Furthermore, emotional intelligence, emotional labor, job satisfaction, and perceived organizational support might be considered interrelated others. This conceptual model is held by Wen, Huang, & Hou, (2019) in seven five-star and four-star hotels in Guangzhou and Shenzhen with 279 respondents. The research findings that are relevant to this research are emotional intelligence has a significant impact on job satisfaction/POS, emotional intelligence through deep acting has influenced job satisfaction/POS (Wen, Huang, & Hou, 2019). The Lee (2017)

research discovered is emotional self-awareness is positive significant to job satisfaction, emotional regulation of emotion is positive but insignificant to job satisfaction, emotional other awareness is positive but insignificant to job satisfaction in 169 public service organizations staff in a large metropolitan area in the US. Guiding the previous research, Palmer, Donaldson, & Stough, (2002) argue through the research findings that have shown emotional intelligence positive and significant to job satisfaction but not all the dimensions from emotional intelligence correlate with life/job satisfaction in 107 newspaper employees.

### 2.2. Emotional Intelligence (EI) and Employee Engagement

Another approach to predict the communication amid emotional intelligence and employee engagement through the anti-thesis from employee engagement and the anti-thesis from employee engagement is burnout (Maslach, Schaufeli, & Leiter, 2001) (Sun & Bunchapattanasakda, 2019). Based on Lee (2017) research results are emotional self-awareness has a significant altered on the regulation of emotion and job satisfaction, emotional self-awareness has positive and influenced emotional other awareness, and job satisfaction, regulation of emotion has not impact to job satisfaction but it is influenced to burnout. Moreover, employee engagement has been stated as the three dimensions trait engagement, stated engagement (feelings or emotion of energy, absorption), and behavioral engagement (Macey & Schneider, 2008). Macey (2008) explains engagement as positive affectivity (PA) that positive affectivity involved emotional dimensions. So, employee needs to deploy positive emotion or emotional intelligence to achieve better engagement based on the definition of engagement from Shuck & Wollard (2010). Leadership is supported by managing good emotion will lead to employee engagement (Grant, 2019). Supporting with Grant (2019), Sun & Bunchapattanasakda (2019) illustrate how the employee managing opportunity as the impression of carrying the physical,

emotional, and psychological capability essential besides safety, meaningfulness, job demands, job resource. Inspired by employee engagement at the workplace, Merino-Tejedor, Hontangas, & Petrides (2018) is analyzing the relationship between career adaptability as the moderator variable, trait emotional intelligence as the independent variable to academic engagement only in indirect in 590 Spanish university students. Strengthened previous research, Barreiro & Treglown (2020) has revealed self-motivation has a positive and straightforward reception on engagement, emotion regulation has a meaningful but negative consequence on engagement in 306 all various employees in the United Kingdom. Furthermore, how the emotional intelligence and employee engagement is not regularly recognition directly. Also, Robertson & Cooper (2010) research demonstrates the first key factor from psychological well-being is the beneficial impact of positive emotional experiences and indicators from engagement. Besides psychological well-being, in purpose to achieve effective engagement, the organization could be conceived by self-determination theory through common or innate propensity to behave in healthy and effective ways (Osborne & Hammoud, 2017).

### 2.3. Emotional Intelligence (EI) and Employee Involvement

The tie amid emotional intelligence and employee involvement is explained in various research. Based on the major attitudes that it is caused by emotional intelligence, involvement is one of the major attitudes (Robbins & Judge, 2013). Besides the workplace, one of the perspectives to explain how the involvement works is through parental perspectives. Khajehpour (2011) study result is emotional intelligence and parental engagement simultaneously have influenced academic performance in 300 students in 10 secondary school in Iran (Khajehpour, 2011). Similar to Khajehpour (2011), Vahedi & Nikdel (2011) has explored the affiliation amidst emotional intelligence, parental engagement, and academic

accomplishment through much literature.

### 2.4. Emotional Intelligence (EI) and Organizational Commitment

The affiliation among emotional intelligence and organizational commitment could be analyzed by various research. Emotional intelligence which is being expressed by self-awareness, self-management, motivation, empathy, relationship management has significantly influenced organizational commitment in 100 employees in Ramin thermal Power plant (Alavi *et al.*, 2013). Emotional intelligence also can be functioned as a moderation variable, for example how emotional intelligence balanced the perception of organizational politics and organizational commitment (Utami, Bangun, & Lantu, 2014). The other researchers believe that emotional intelligence which is representing an emotional quotient has influenced organizational commitment. The emotional intelligence that serves as self-management and self-awareness is predicting organizational commitment (Masrek, Osman, Ibrahim, & Mansor, 2015). Moreover, emotional intelligence together with transaction leadership and transformational leadership has influenced to organizational commitment 169 university academics in Malaysia (Nordin, 2012) (Nordin, 2011). A distinct approach to affiliate between emotional intelligence and organizational commitment come from Zhu, Wang, Wang, & Yu (2021) and they have explored the roles of project commitment (similar meaning with organizational commitment) in purpose to mediate emotional intelligence and project performance. Then, different results with previous research, Aghdasi, Kianoush, & Ebrahim, (2011) has explained the emotional intelligence does not impact, occupation stress, job satisfaction, and organizational commitment in 234 Iran ministry of science, research and technology employees.

### 4.5. Emotional Intelligence (EI) and Perceived Organizational Support (POS)

The affiliation between emotional intelligence and POS is displayed by many analyses. The Wen, Huang, & Hou (2019)

research results demonstrate emotional intelligence has influenced job satisfaction, surface acting (POS) has influenced job satisfaction, deep acting (POS) has affected job satisfaction, emotional intelligence has positively connected to surface acting, emotional intelligence has influenced to deep acting, surface acting has failed to connect amidst emotional intelligence and job satisfaction, and deep acting has successfully mediated emotional intelligence and job satisfaction. Thus POS could be the moderator among emotional labor and job satisfaction and job performance in 338 various industries employees (Duke, Goodman, Treadway, & Breland, 2009). Poon, Salleh, & Zizah Che Senik (2007) research results are a tendency to trust as the indicator of emotional intelligence moderated the affiliation among POS and job satisfaction. Strengthened Poon, et al., (2007), Suazo & Turnley (2010) research has explained the positive and negative affectivity, reciprocation wariness, fairness awareness as the indicator of emotional labor has been mediated by perceived organizational support in 429 employees.

#### 2.6. Employee Engagement and Quality of Work-life (QWL) 35

The work-life balance (QWL) is defined as satisfaction and good managing at work and at home, the extent to individual effectiveness and satisfaction in work and home has been recognized as the consequences of engagement (Garg & Rani, 2014). The work-life balance (QWL) has been significantly influenced to job satisfaction through intention to leave in 1078 employees in three public higher education institutions of Malaysia (Noor, 2011), and intention to leave as one of the indicators from burnout. Similar to Noor (2011) results, Jaharuddin & Zainol (2019) explored job engagement mediating completely work-life balance to intention to quit in the Malaysian employees. Moreover, employee engagement could be correlated to work-life balance (QWL) by employee distrust and employee engagement has influenced work-life balance and employee

cynicism moderated the relationship in employees in Faisalabat Pakistan (Iqbal, Zia-ud-Din, Arif, Raza, & ishtiaq, 2017). Thus, Alvi, Cheema, & Haneef, (2014) research early assumption shows employee engagement as the predictor of work performance, employee turnover intentions, financial capabilities, and customer satisfaction has “missing link” and the “missing life” is predicted by work-life balance and the deduction is proven in 423 employees Bank in Malaysia (Alvi, Cheema, & Haneef, 2014).

#### 2.7. Employee Satisfaction and Quality of Worklife

The interaction between employee satisfaction and QWL could be described as a direct relationship or moderation relationship. Andrade & Westover (2018) make an explanation that work-life balance as the representation from the quality of work-life is not stand alone but it has another variable that influences the relationship and the other variables influences are intrinsic rewards, extrinsic rewards, and work relations. Furthermore, another research finds out that the social and demography variables divided into gender, age, job experience, position at the workplace, salary influences directly job satisfaction which consists of salary, career opportunities, natural at the workplace, communication through the QWL. Thus, the QWL splits to job consciousness and commitment, perceived job motivators, harmful workplace climate, perceived organizational culture, employee satisfaction, and endurance (Dhamija, Gupta, & Bag, 2018).

#### 2.8. Employee Involvement and Quality of Worklife (QWL)

The affiliation between employee involvement and QWL could be approached through direct and indirect effects. Well-being as the presentative or the effective proxy of the QWL has mediated between HWPS (high-performance work systems) and has influenced job satisfaction directly in 451 HR professionals or employees in Taiwan Large-sized companies (Huang, *et al.*, 2016).



The effect of involvement especially faculty involvement is necessary to increase significant faculty member performance in research and work-life balance in 448 faculty academic staff (Smeltzer, Sharts-Hopko, & Cantrell, 2017). Furthermore, Hermawati, *et al.*, (2019) study outcomes depict that transglobal leadership has a significant impact on employee performance directly and indirectly through QWL and involvement, also, transglobal leadership influences involvement and QWL directly in Malang city. Meanwhile, transglobal leadership, QWL, and involvement relationship has different results in Malang, Batu city, and Pasuruan City. This research is conducted on 846 people in Malang city, Pasuruan city, Batu city, Indonesia. In another research Hermawati & Mas (2017) initiate the relationship between transglobal leadership, QWL, job involvement, employee achievement, and organizational citizenship behavior (Hermawati & Mas, 2019). The similar function between job involvement and QWL supports our study argumentation and Robbins & Judge (2013) major job attitudes to relate job involvement and QWL. Although, another QWL definition is the workplace interfere with personal life (WIP) and personal life and interferes with work (PIW). Thus, WIP and job involvement could predict intention to quit completely but PIW does not affect the intention to quit. Besides that, job involvement has correlated with PIW but it has not correlated with WIP (Hsieh, Pearson, & Kline, 2009).

## 2.9. Organizational Commitment and Quality of Worklife (QWL)

Organizational commitment has a positive relationship and has a significant influence on the quality of work life. QWL could impact work-life balance through job stress, job satisfaction, job commitment (Aruldoss, *et al.*, 2020). Another research explores how employee commitment arbitrate between the QWL to intention to stay. In addition, QWL itself divides into work life/home life, work construct, work context, work world. Then, the employee commitment consists of

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organizational commitment, career commitment. Meanwhile, intention to stay subsist, stay in this profession, hang on to this job, will continue working here (Agus & Selvaraj, 2019). Moreover, another research finds out how gender has moderated between perceived QWL to organizational commitment but the gender itself has not mediated perceived QWL to organizational commitment (Badawy, Chinta, & Magdy, 2018). The close connection between QWL and organizational commitment has been exposed through certain levels. The entire score of QWL consists of, equal compensation, work and social condition and relevance, abilities development, change of improvement and insurance, constitutionalism, work and total space of life, and organizational commitment have a high correlation. Then, eight elements from the QWL have a high moderate correlation to affective and normative commitment, except continuance commitment has a moderate correlation (Farid, Izadi, Ismail, & Alipour, 2014). The affiliation between organizational commitment and QWL can be described through other variables which are not specifically mentioned about organizational commitment such as, learning orientation and strategies. QWL influences learning orientation and strategies and it is affected by sensemaking (Yeo & Li, 2013). Learning orientation and strategies is contained a high learning engagement, receptive to grasp learning, and a distributed view to study collectively which has the nearest meaning with affective commitment in the organizational commitment.

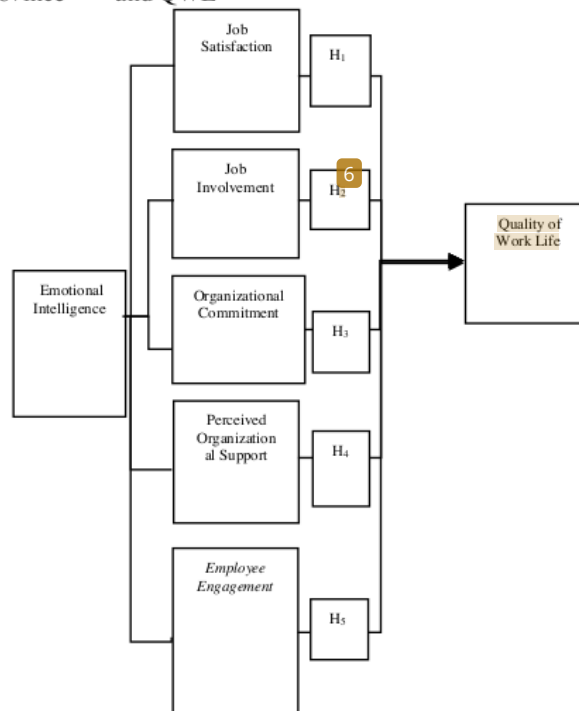
## 2.10. Perceived Organizational Support and Quality of Work Life (QWL)

The contact between perceived organizational support and QWL is not only proved in Robbins & Judge (2013) model as the major job attitudes. For example, how the perceived organizational support and resilience affect to stressful and competitiveness in pharmaceutical work at China hospitals (Jin & Tang, 2021). Even though the research is not mention anything about the QWL but the

research conclusion depicts the necessity of perceived organizational support to maintain pharmacists' welfare, health, and work-life balance (this matters advance to quality of work-life). Another evidence shows up that QWL as a single independent variable influences employee productivity. Then, QWL and organizational support has significantly influenced productivity simultaneously among 262 primary school teachers and administrators in Fars province (Ghasemizad & Mohammadkhani, 2013). The similar roles among perceived organizational support and QWL as the moderator variable and they have correlated each other is proving the adjacency between perceived organizational support and QWL. Additionally, the association among perceived organizational support and quality of work could be illustrated by transformation leadership as the moderator variables (Linda & Fitria, 2016). Baral & Bhargava (2010) said that work-family enrichment also could mediate between organizational interruption and work-life balance. Farter, Baral & Bhargava (2010) explain that organizational interventions exist as supervisor support which is one of the dimensions from perceived organizational support. Meanwhile, the affiliation among Perceived organizational support depends on conflict between work and family and facilitation among work and family (Wattoo, Zhao, & Xi, 2017). Thus, the quality of work-life definition is a broad formula that introduces to an employee's job-related well-being and the degree to which work experiences are rewarding, fulfilling, and vacant of stress and another unfavorable personal issues (Md-Sidin & Sambasivan, 2010). It can be concluded that Work-family clash and work-family facility have the closest connection or related each other.

**Hypothesis**

In summaries, this study hypothesis was:  
 H<sub>1</sub>. Job satisfaction has mediated EI and QWL  
 H<sub>2</sub>. Job Involvement has mediated EI and QWL  
 H<sub>3</sub>. Organizational Commitment has mediated EI and QWL  
 H<sub>4</sub>. Perceived organizational support has mediated EI and QWL  
 H<sub>5</sub>. Employee engagement has mediated EI and QWL



**Figure 1.** Theoretical Model

**3. Research Method**

This study was spread the questionnaire to the four cities in Indonesia, Madiun, Banjarmasin, Pare pare, and Malang city. The 400 questionnaires were been spread from May to July 2021 and August to September 2021 and as many as 327 questionnaires were usable or an 81 percent response rate. In purpose measuring each variable, this

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study was used international questionnaire standards such as, to measure **Employee engagement** used UWES (Utrecht Work Engagement Scale) 17 item predictor with 5 Level Likert Scale, to assess **Job Satisfaction** used Job Satisfaction Survey (JSS) Spector 1994 had 36 item predictor with 5 levels Likert Scale, to measure **Job Involvement** was inspired by Job Involvement Questionnaire Greenwood Publishing had 13 item predictor (it was modified from real questionnaire) with 5 levels Likert Scale, to measure **Organizational Commitment** was inspired by Meyer and Allen (1991) which had 9-item questionnaire with 5 Likert Scale, to measure **Perceived organizational support** used 36-item Survey from University of Delaware, 1985 with 5 Likert scales, to measure **Quality of work-life** used 32-item Survey from Walton, 1975 with 5 Likert scales, and to measure **Emotional intelligence** used 33-item The Schutte Self report Emotional Intelligence (SSEIT) with 5 Likert scales.

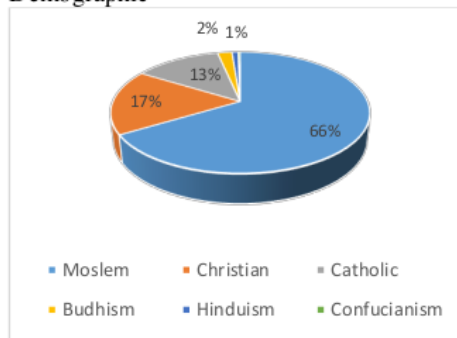
The distribution of respondents are the most respondent religion is moslem as many as 66 percent, the formal educational background majority is undergraduate level as many as 54 percent, the most respondents age is between 18 until 40 years old as many as 69 percent, the majority respondents industries field is various industries as many as 59 percent, and the most respondents experiences is between 2 years until 5 years as many as 68 percent.

**Table 1.** Respondent demographics

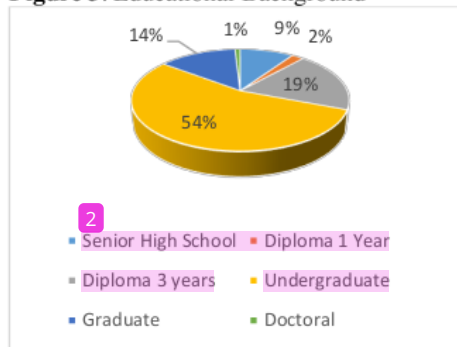
Religion	Quantity	Percent
Moslem	217	66%
Christian	57	17%
Catholic	42	13%
Hinduism	3	1%
Confucianism	1	0.3%
<b>Educational Background</b>		
Senior High School	31	9%
Diploma (1 year)	7	2%
Diploma (3 years)	63	19%
Undergraduate	178	54%
Graduate	45	14%
Doctoral	3	1%
<b>Ages</b>	<b>Quantity</b>	<b>Percent</b>

Less than 18 years	9	3%
Between 18 years until 40 years	225	69%
40 years until 50 years	39	12%
More than 50 year	7	2%
<b>Industries</b>	<b>Quantity</b>	<b>Percent</b>
Bank	49	15%
Financial Institutions	55	17%
Manufacture	31	9%
Others	192	59%
<b>Working experiences</b>	<b>Quantity</b>	<b>Percent</b>
2 until 5 years	222	68%
6 until 9 years	36	11%
10 until 13 years	24	7%
More than 13 years	45	14%

**Figure 2.** Religion Respondent Demographic



**Figure 3.** Educational Background



**Figure 4.** Respondent Age

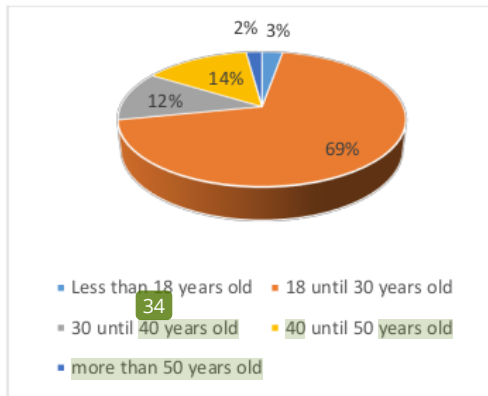


Figure 5. Type of Company Industries

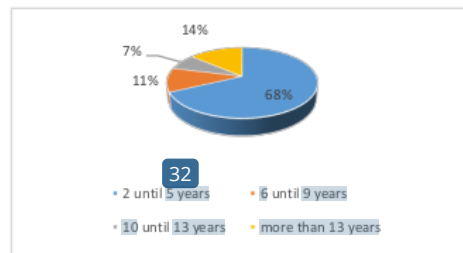
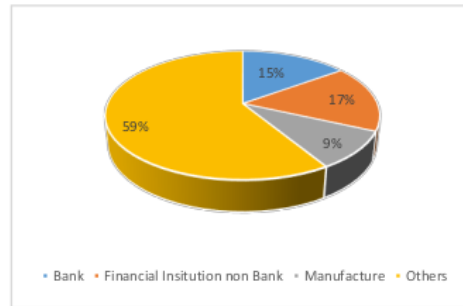


Figure 6. Working experiences

#### 4. Results

##### 4.1 Validity and Reliability test result

If the AVE score is more than 0.50. It has meant that the variable is valid. If the Cronbach's alpha score is more than 0.70. It has meant that the variable is reliable (Ghozali & Latan, 2015).

Table 2 shows that emotional intelligence, employee engagement, employee satisfaction, employee involvement, organizational commitment, perceived organizational support, and QWL scores are 0.507, 0.526, 0.512, 0.522, 0.514, 0.502, and 0.509 or more than 0.5. It has meant that every variable in this study is valid.

Table 2 depicts each variable which consists of emotional intelligence, employee engagement, employee satisfaction, employee involvement, organizational commitment, perceived organizational support, and QWL Cronbach's alpha scores are 0.757, 0.849, 0.863, 0.769, 0.763, 0.834, and 0.903. It can be concluded that every

variable Cronbach's Alpha score is more than 0.70 or reliable (Ghozali & Latan, 2015)). Moreover, emotional intelligence, employee engagement, employee satisfaction, employee involvement, organizational commitment, perceived organizational support, and QWL composite reliability scores are 0.837, 0.886, 0.893, 0.844, 0.841, 0.876, 0.919, or more than 0.7. So, every variable is reliable (Ghozali & Latan, 2015).

Table 2. Validity and Reliability results

	Cronbach's Alpha	rho_A	Composite Reliability	Average Variance Extracted (AVE)
EMOTIONAL INTELLIGENCE	0.757	0.764	0.837	0.507
EMPLOYEE ENGAGEMENT	0.849	0.855	0.886	0.526
EMPLOYEE SATISFACTION	0.863	0.870	0.893	0.512
EMPLOYEE INVOLVEMENT	0.769	0.779	0.844	0.522

ORGANIZATIONAL COMMITMENT_	0.763	0.764	0.841	0.514
POS_	0.834	0.836	0.876	0.502
QUALITY OF WORKLIFE_	0.903	0.904	0.919	0.509

4.2 Inferential Statistics

Table 3. Outer Loadings

	Original Sample (O)	T Statistics ( O/STDEV )	P Values
COMT1 <- ORGANIZATIONAL COMMITMENT_	0.685	15.636	0.000
COMT2 <- ORGANIZATIONAL COMMITMENT_	0.685	16.005	0.000
COMT3 <- ORGANIZATIONAL COMMITMENT_	0.730	21.642	0.000
COMT8 <- ORGANIZATIONAL COMMITMENT_	0.746	21.122	0.000
COMT9 <- ORGANIZATIONAL COMMITMENT_	0.735	16.793	0.000
EE1 <- EMPLOYEE ENGAGEMENT_	0.774	28.676	0.000
EE2 <- EMPLOYEE ENGAGEMENT_	0.798	35.313	0.000
EE3 <- EMPLOYEE ENGAGEMENT_	0.670	17.092	0.000
EE5 <- EMPLOYEE ENGAGEMENT_	0.666	18.008	0.000
EE7 <- EMPLOYEE ENGAGEMENT_	0.714	20.091	0.000
EE8 <- EMPLOYEE ENGAGEMENT_	0.762	24.492	0.000
EE9 <- EMPLOYEE ENGAGEMENT_	0.682	20.431	0.000
EI17 <- EMOTIONAL INTELLIGENCE_	0.695	18.706	0.000

EI20 <- EMOTIONAL INTELLIGENCE_	0.721	17.318	0.000
EI23 <- EMOTIONAL INTELLIGENCE_	0.775	29.393	0.000
EI24 <- EMOTIONAL INTELLIGENCE_	0.673	16.883	0.000
EI3 <- EMOTIONAL INTELLIGENCE_	0.690	17.436	0.000
INVOLV1 <- EMPLOYEE INVOLVEMENT_	0.728	18.768	0.000
INVOLV2 <- EMPLOYEE INVOLVEMENT_	0.790	34.344	0.000
INVOLV3 <- EMPLOYEE INVOLVEMENT_	0.759	24.037	0.000
INVOLV5 <- EMPLOYEE INVOLVEMENT_	0.619	11.304	0.000
INVOLV7 <- EMPLOYEE INVOLVEMENT_	0.704	18.572	0.000
POS10 <- POS_	0.696	16.532	0.000
POS21 <- POS_	0.747	25.088	0.000
POS25 <- POS_	0.707	20.654	0.000
POS27 <- POS_	0.697	17.102	0.000
POS33 <- POS_	0.737	23.543	0.000
POS35 <- POS_	0.698	18.938	0.000
POS36 <- POS_	0.671	16.541	0.000
QWL10 <- QUALITY OF WORKLIFE_	0.680	19.776	0.000
QWL11 <- QUALITY OF WORKLIFE_	0.724	22.111	0.000
QWL13 <- QUALITY OF WORKLIFE_	0.706	21.649	0.000
QWL20 <- QUALITY OF WORKLIFE_	0.723	24.405	0.000
QWL22 <- QUALITY OF WORKLIFE_	0.720	19.079	0.000
QWL23 <- QUALITY OF	0.740	26.303	0.000

WORKLIFE_			
QWL24 <- QUALITY OF WORKLIFE_	0.698	19.670	0.000
QWL25 <- QUALITY OF WORKLIFE_	0.743	24.713	0.000
QWL26 <- QUALITY OF WORKLIFE_	0.682	18.044	0.000
QWL27 <- QUALITY OF WORKLIFE_	0.736	24.483	0.000
QWL28 <- QUALITY OF WORKLIFE_	0.689	18.937	0.000
SATIS11 <- EMPLOYEE SATISFACTION	0.151	11.931	0.000
SATIS14 <- EMPLOYEE SATISFACTION	0.180	15.018	0.000
SATIS16 <- EMPLOYEE SATISFACTION	0.165	12.398	0.000
SATIS2 <- EMPLOYEE SATISFACTION	0.136	9.458	0.000
SATIS25 <- EMPLOYEE SATISFACTION	0.205	14.978	0.000
SATIS26 <- EMPLOYEE SATISFACTION	0.170	15.432	0.000
SATIS31 <- EMPLOYEE SATISFACTION	0.182	15.802	0.000
SATIS33 <- EMPLOYEE SATISFACTION	0.203	14.411	0.000

Table 3 illustrates all variable significant are valid with T Statistics results are more than 1.96 or the P-values is less than 0.05 (Ghozali & Latan, 2015).

**Table 4.** Outer Weights

	Original Sample (O)	T Statistics ( O/STDEV )	P Values
COMT1 <- ORGANIZATIO NAL COMMITMENT_	0.241	7.292	0.000
COMT2 <- ORGANIZATIO NAL COMMITMENT_	0.311	8.498	0.000

COMT3 <- ORGANIZATIO NAL COMMITMENT_	0.289	10.133	0.000
COMT8 <- ORGANIZATIO NAL COMMITMENT_	0.277	9.918	0.000
COMT9 <- ORGANIZATIO NAL COMMITMENT_	0.277	9.139	0.000
EE1 <- EMPLOYEE ENGAGEMENT_	0.194	15.072	0.000
EE2 <- EMPLOYEE ENGAGEMENT_	0.232	17.453	0.000
EE3 <- EMPLOYEE ENGAGEMENT_	0.154	9.321	0.000
EE5 <- EMPLOYEE ENGAGEMENT_	0.200	12.219	0.000
EE7 <- EMPLOYEE ENGAGEMENT_	0.208	13.543	0.000
EE8 <- EMPLOYEE ENGAGEMENT_	0.207	12.896	0.000
EE9 <- EMPLOYEE ENGAGEMENT_	0.179	12.103	0.000
EI17 <- EMOTIONAL INTELLIGENCE _	0.289	11.726	0.000
EI20 <- EMOTIONAL INTELLIGENCE _	0.270	12.694	0.000
EI23 <- EMOTIONAL INTELLIGENCE _	0.334	15.384	0.000
EI24 <- EMOTIONAL INTELLIGENCE _	0.225	12.225	0.000
EI3 <- EMOTIONAL INTELLIGENCE _	0.282	11.976	0.000
INVOLV1 <- EMPLOYEE INVOLVEMENT _	0.293	13.638	0.000
INVOLV2 <- EMPLOYEE INVOLVEMENT _	0.323	15.667	0.000

INVOLV3 <- IEMPLOYEE INVOLVEMENT	0.265	14.592	0.000
INVOLV5 <- IEMPLOYEE INVOLVEMENT	0.233	8.215	0.000
INVOLV7 <- IEMPLOYEE INVOLVEMENT	0.266	12.309	0.000
POS10 <- POS_	0.188	13.469	0.000
POS21 <- POS_	0.222	16.398	0.000
POS25 <- POS_	0.194	16.072	0.000
POS27 <- POS_	0.182	14.204	0.000
POS33 <- POS_	0.205	14.178	0.000
POS35 <- POS_	0.201	14.818	0.000
POS36 <- POS_	0.220	14.517	0.000
QWL10 <- QUALITY OF WORKLIFE_	0.125	17.329	0.000
QWL11 <- QUALITY OF WORKLIFE_	0.132	18.551	0.000
QWL13 <- QUALITY OF WORKLIFE_	0.127	17.308	0.000
QWL20 <- QUALITY OF WORKLIFE_	0.133	17.597	0.000
QWL22 <- QUALITY OF WORKLIFE_	0.125	17.054	0.000
QWL23 <- QUALITY OF WORKLIFE_	0.139	17.456	0.000
QWL24 <- QUALITY OF WORKLIFE_	0.122	14.942	0.000
QWL25 <- QUALITY OF WORKLIFE_	0.133	19.430	0.000
QWL26 <- QUALITY OF WORKLIFE_	0.114	12.809	0.000
QWL27 <- QUALITY OF WORKLIFE_	0.129	18.877	0.000
QWL28 <- QUALITY OF WORKLIFE_	0.121	17.965	0.000
SATIS11 <- EMPLOYEE SATISFACTION	0.151	11.931	0.000
SATIS14 <- EMPLOYEE SATISFACTION	0.180	15.018	0.000
SATIS16 <- EMPLOYEE	0.165	12.398	0.000

SATISFACTION			
SATIS2 <- EMPLOYEE SATISFACTION	0.136	9.458	0.000
SATIS25 <- EMPLOYEE SATISFACTION	0.205	14.978	0.000
SATIS26 <- EMPLOYEE SATISFACTION	0.170	15.432	0.000
SATIS31 <- EMPLOYEE SATISFACTION	0.182	15.802	0.000
SATIS33 <- EMPLOYEE SATISFACTION	0.203	14.411	0.000

Table 4 expresses the results of the outer weight from T statistics that have resulted under 1.96 or the P-values is less than 0.05 then it can be concluded there are no construct indicators will be dropped (Ghozali & Latan, 2015).

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Table 5. R Square

	R Square	R Square Adjusted
EMPLOYEE ENGAGEMENT_	0.360	0.359
EMPLOYEE SATISFACTION	0.246	0.244
IEMPLOYEE INVOLVEMENT_	0.289	0.287
ORGANIZATIONAL COMMITMENT_	0.175	0.172
POS_	0.340	0.338
QUALITY OF WORKLIFE_	0.711	0.707

Table 5 shows the type of category of relationship, R Square scores criterion are 0.67, 0.363, 0.19 indicate the model are Strong, Moderate, and Weak (Ghozali & Latan, 2015). Based on each variable R square, it can be concluded that employee engagement, employee satisfaction, employee involvement, perceived organizational support have scores 0.360, 0.246, 0.289, 0.340 and it categorized Moderate. Organizational commitment score is 0.175 and it is categorized as Weak, and Quality of Worklife score is 0.711 and it is categorized Strong.

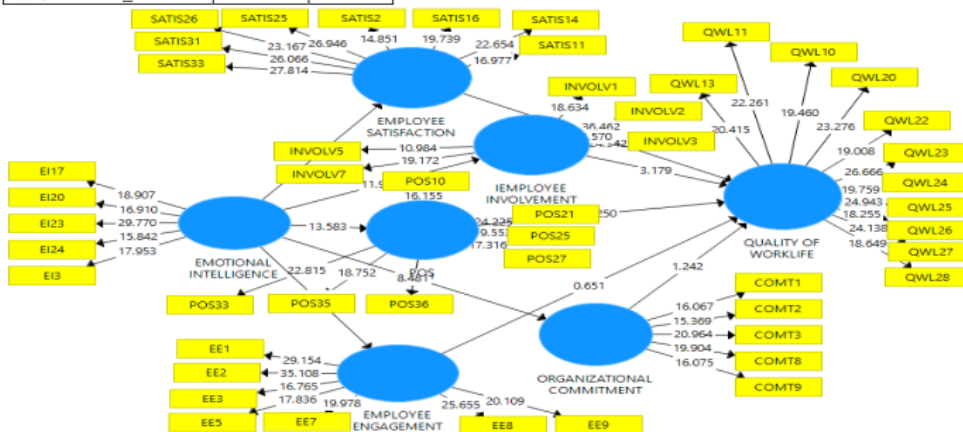
**Table 6.** Path Coefficient

	Original Sample (O)	P Values
EMOTIONAL INTELLIGENCE_ -> EMPLOYEE ENGAGEMENT_	0.600	0.000
EMOTIONAL INTELLIGENCE_ -> EMPLOYEE SATISFACTION	0.496	0.000
EMOTIONAL INTELLIGENCE_ -> EMPLOYEE INVOLVEMENT_	0.538	0.000
EMOTIONAL INTELLIGENCE_ -> ORGANIZATIONAL COMMITMENT_	0.418	0.000
EMOTIONAL INTELLIGENCE_ -> POS_	0.583	0.000
EMPLOYEE ENGAGEMENT_ -> QUALITY OF WORKLIFE_	0.038	0.255
EMPLOYEE SATISFACTION -> QUALITY OF WORKLIFE_	0.242	0.000
EMPLOYEE INVOLVEMENT_ -> QUALITY OF WORKLIFE_	0.154	0.001
ORGANIZATIONAL COMMITMENT_ -> QUALITY OF WORKLIFE_	0.055	0.112

POS_ -> QUALITY OF WORKLIFE_	0.475	0.000
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Based on table 6, it can be summarized emotional intelligence has positive and significance to all major job attitudes (employee engagement, employee satisfaction, employee involvement, organizational commitment, perceived organizational support which have score 0.600(sig. 0.000), 0.496 (sig.0.000), 0.538 (sig.0.000), 0.418 (sig. 0.000), 0.583 (sig. 0.000)). Meanwhile, the positive mediation variables in a row from major job attitudes are employee satisfaction (0.242 with sig. 0.000), employee involvement (0.154 sig. 0.001), perceived organizational support (0.475, sig.0.000) and the major job attitudes that do not mediate are employee engagement (0.038 with sig.0.255) and organizational commitment (0.055 with sig.0.112).

**Figure 6.** Path Coefficient from Emotional intelligence to Quality of Work life through Major Job attitudes



**Hypothesis Results**

H<sub>1</sub>: Employee engagement has mediated emotional intelligence and QWL status is



**Rejected**

H<sub>2</sub>: Employee satisfaction has mediated emotional intelligence and QWL status is **Accepted**

**Accepted**

H<sub>3</sub>: Employee involvement has mediated emotional intelligence and QWL status is **Accepted**

**Accepted**

H<sub>4</sub>: Organizational commitment has mediated emotional intelligence and QWL status is **Rejected**

**Rejected**

H<sub>5</sub>: Perceived organizational support has mediated emotional intelligence and QWL status is **Accepted**

**5. Discussion and Recommendation**

This study depicted employee satisfaction in this study had positive and significant to the QWL. Employee satisfaction mediated between emotional intelligence and QWL which is supported by Robbins & Judge (2013), Andrade & Westover (2018), Olasupo, Idemudia, & Kareem (2021), Morofi (2019), Palmer, Donaldson, & Stough (2002).

The employee involvement was positively significant. The employee involvement mediated between emotional intelligence and QWL is backed up by Cece, *et al.*, (2019), Martín, *et al.*, (2021), Vahedi & Nikdel (2011), and opposite against Khajehpour (2011) research results.

The Perceived organizational support mediated between emotional intelligence and QWL is fully supported by Wen, Huang, & Hou (2019), Eisenberger, Huntington, Hutchison, & Sowa (1986) Suazo & Turnley (2010), Linda & Fitria, (2016), Wattoo, Zhao, & Xi (2017), Md-Sidin & Sambasivan (2010) and partially supported by Duke, Goodman, Treadway, & Breland (2009), Zampetakis, Beldekos, & Moustakis, (2009), Jin & Tang (2021), Ghasemizad & Mohammadkhani (2013), Baral & Bhargava, (2010).

The Organizational commitment that did not mediate between emotional intelligence and QWL is promoted by Aghdasi, Kiamanesh, & Ebrahim (2011). The significant relationship is backed by Alavi, Mojtahedzadeh, Amin, & Savoji (2013), Utami, Bangun, & Lantu (2014), Masrek, Osman, Ibrahim, & Mansor (2015), Nordin (2012), Zhu, Wang, Wang, & Yu (2021).

The employee engagement did not mediate among emotional intelligence and QWL is contrary to Alvi, Cheema, & Haneef (2014), Jaharuddin & Zainol (2019), Iqbal, *et al.*, (2017), Noor (2011), Garg & Rani (2014), Merino-Tejedor, Hontangas, & Petrides (2018), Grant (2019), Robertson & Cooper (2010), Sun & Bunchapattanasakda (2019).

This research result was only employee satisfaction, employee involvement, and perceived organizational support mediated the relationship among emotional intelligence and QWL. Even, the employee involvement mediated the relationship between emotional intelligence and quality of work-life but the interesting findings were the relationship was taken from other social theory approaches. Meanwhile, the organizational commitment was not mediated amidst emotional intelligence and quality of work-life. This relationship result is suitable with many researcher results that mention organizational commitment partially supported. But, further research related to this model is necessary.

Moreover, even this research-proven almost all major job attitudes were mediated, at least three variables mediated, amid emotional intelligence and QWL. But, many items in each variable were deducted even this study using international standard questionnaires. So, it is necessary for further research to investigate deeply.

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# RELATIONSHIP BETWEEN EMOTIONAL INTELLIGENCE AND QUALITY OF WORK LIFE: AN INVESTIGATION INTO THE ROLE OF MAJOR JOB ATTITUDES

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