

The effects of work-life balance and emotional intelligence on organizational commitment mediated by work engagement

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ABSTRACT

This study aims to examine the effect of work-life balance and emotional intelligence on organizational intelligence through work engagement. This quantitative research was conducted by distributing questionnaires to 118 employees of Kebumen Branch and Unit of BRI Bank using a purposive sampling method. The data analysis used was Structural Equation Modeling (SEM) using second order confirmatory with the help of SmartPLS 3.0 application. The results showed that; (1) work-life balance has a positive and significant effect on work engagement, (2) emotional intelligence has a positive and significant effect on work engagement, (3) work-life balance has a positive and significant effect on organizational commitment, (4) emotional intelligence has a positive and significant effect on organizational commitment, (5) work engagement has a positive and significant effect on organizational commitment, (6) work engagement plays a role in mediating the effect of work-life balance on organizational commitment (7) work engagement plays a role in mediating the effect of emotional intelligence on organizational commitment of employees of Kebumen Branch and Unit of PT Bank BRI.

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Introduction

The increasing competition between companies, both private and state-owned companies (BUMN), makes companies have to be able to adapt to the new environment and be able to compete with other companies. Several aspects, which can support the company in competing, are needed to strengthen the company's competitiveness. One of these aspects is human resources because human resources themselves will determine the direction and goals of the company. In order to have superior human resources, it is necessary to have a strong commitment to each individual to carry out their work. However, the work pressure given by employees will result in a lack of balance between work and employee personal lives and will have an impact on organizational commitment. Work-life balance is a person or individual's ability to fulfil tasks in their work and remain committed to their family and other responsibilities outside of work (Delecta, 2011).

The existence of emotional intelligence possessed by employees also affects organizational commitment. Emotional intelligence is a condition in which a person has an awareness of himself and can control his emotions (Moorhead & Griffin, 2013). Emotional intelligence in employees will be able to manage stress and negative emotions, feelings of frustration which will ultimately affect better relationships with superiors and co-workers and can further increase organizational commitment. In addition, work engagement can also play a role in realizing organizational commitment to employees. According to research (Walden et al., 2017), work engagement has a positive effect on organizational commitment. According to Robinson et al. (2004), job involvement is a positive attitude held by employees towards the organization and its values. Thus, when employees are involved in a job, their commitment to their organization will be stronger, and the possibility of employees leaving the organization will be reduced.

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In every company, specifically in banking companies, these variables are important to strengthen the company's adaptation and position in facing competition in the global era because one form of company with intense competition and high uncertainty is banking. One of them in the company is PT. Bank Rakyat Indonesia (Persero) Tbk. Kebumen Branch was established on July 26, 1993. BRI Kebumen Branch has 18 units in Kebumen Regency. Because of the existence of a target in the form of a target from the Budget Performance Plan (RKA) at the BRI Kebumen Branch and other tasks, employees have to spend time doing their work compared to time outside of work. It creates an imbalance between the employees' work life and life outside of work, which will impact employees' work engagement in achieving company goals. This lack of balance will also lead to low employee organizational commitment, marked by employees' resignations every year.

In addition, the emotional intelligence of each employee is good; this is proven by the resolution of conflicts such as the resolution of overtime schedules between employees, which clash with personal schedules. However, the workload felt by employees makes it difficult for employees to manage the emotions possessed by them; thus, it makes the working atmosphere uncomfortable, which will also have an impact on employee involvement in work. In addition, the existence of this workload makes employees experience an emotional imbalance that will impact the achievement of the employees' targets. If employees do not achieve certain targets, it will have an impact on the low organizational commitment of employees. As for work involvement, employees' work involvement within the company can have an impact on achieving better employees' organizational commitment, but problems in employees' organizational commitment are really possible to occur due to internal company problems that cause personal problems between each other employees.

Therefore, this research is expected to increase organizational commitment to every employee of the *Kebumen Branch and Unit of BRI Bank*. Also, this can be a support for success in creating better organizational commitment with work-life balance and emotional intelligence possessed by employees and supported by work involvement which is a participatory process that uses the full capacity of employees and is designed to encourage increased commitment to the success of an organization.

Literature Review

Theoretical and Conceptual Framework

Work-Life Balance

Work-life balance is an important thing that must be considered in an organization or company. If employees do not have a good balance, it will cause stress on employees. Moorhead & Griffin (2013) revealed that work-life balance is a person's ability to balance work demands with personal and family needs. According to Poulouse & Sudarsan (2014), there are factors that affect work-life balance, namely individual factors, organizational factors and environmental factors. According to Lazar et al. (2010), the benefits of work-life balance for a company are reducing absenteeism and tardiness, increasing productivity, employee commitment and loyalty, increasing customer retention, and reducing employee turnover.

Emotional Intelligence

Emotional intelligence refers to the ability to recognize the feelings of oneself and others, motivate oneself, and manage emotions well of oneself in relationships with others (Goleman, 2010). There are several factors that affect emotional intelligence (Goleman, 2004), namely brain factors, family factors, and non-family environment. According to Meyer (2008), there are several good emotional intelligences, including keeping someone calm, maintaining effective teamwork that can provide energy, increasing company profits by creating good relationships, reducing job politics and improving negotiating skills.

Work Engagement

Work engagement is the degree to which employees identify with their work, actively participate in their work, and perceive their performance at work as more important for their own good. (Robbins & Coulter, 2012). According to Luthans (2006), three psychological conditions increase the possibility of employee involvement in work: a feeling of meaning, a sense of security, and a feeling of availability. Baker et al. (2007) stated that there are three factors that influence job involvement, namely job resources, the salience of job resources, and personal resources.

Organizational Commitment

Organizational commitment is a condition in which an individual sided with the organization and its goals and desires to maintain membership in the organization (Robbins & Judge, 2015). According to Sopiah (2008), there are factors that influence organizational commitment, namely personal factors, organizational factors, and factors that are not from within the organization.

The effect of Work-Life Balance on Work Engagement

Work engagement towards its work will lead to satisfaction accompanied by high enthusiasm when working (Harter et al., 2002). Thus, in order to achieve good work engagement, companies must apply the concept of a good work-life balance. Work-life balance is something that is felt by individuals related to work roles and roles in the family (Greenhaus & Allen, 2011).

It is supported by research by Alvi et al. (2014), Puspita (2021), Juharuddin & Zainol (2019), which suggests that work-life balance has a significant effect on employee work engagement. Work-life balance can cause a 32.7% change in employee work engagement. In addition, in the study of Haar et al. (2017), Edulfilastri et al. (2021) stated that work-life balance has an influence on work engagement. However, Aliasah et al. (2020) research suggests that work-life balance has little effect on work engagement.

H1: Work-life balance has a positive effect on work engagement

The Effect of Emotional Intelligence on Work Engagement

Work engagement is a positive emotional feeling due to the fulfilment of personal well-being and a sense of pleasure in work accompanied by high involvement in activities (Schaufeli & Bakker, 2004). In addition, emotional intelligence is a person's ability to recognize one's own feelings and manage emotions well towards oneself and others. Employees who have a higher level of emotional intelligence will tend to show a high level of work involvement. It is in line with research by Zhu et al. (2015), Alotaibi et al. (2020), Liu & Cho (2018), which suggests that there is a significant relationship between emotional intelligence and work interactions.

Similarly, research conducted by Toyama & Mauno (2017), Tohemer (2020), Karimi & Karimi (2016) suggested that emotional intelligence is directly and positively related to work engagement. Employees who have good emotional intelligence, then employees' work involvement will increase. Based on this research, it can be concluded as follows:

H2: Emotional intelligence has a positive effect on work engagement

The effect of Work-Life Balance on Organizational Commitment

Organizational commitment describes how loyal an employee is to his / her organization. However, one of the things that can affect employees' commitment to the organization is the lack of harmonization between work life and employee's personal life. Moorhead & Griffin (2013) revealed that work-life balance is a person's ability to balance work demands with individual and family needs. Work-life balance has a contribution to increasing employees' organizational commitment. It is in line with research conducted by Akter et al. (2019), Hutugalung et al. (2020), Oyewobi et al. (2020), which states that work-life balance has a positive impact on organizational commitment.

In addition, Shabir & Gani (2019); Popola & Fagbola (2020) also argue that when employees feel happy in the family and work environment, they will tend to avoid conflict and will have an impact on the organizational commitment of employees. Similarly, research by Mamoni (2017) argues that the better the work-life balance of employees, the more employees' organizational commitment will increase. Based on this research, the following hypotheses can be formulated:

H3: Work-life balance has a positive effect on organizational commitment

The Effect of Emotional Intelligence on Organizational Commitment

Organizational commitment is the degree to which an employee sided with a particular organization and its goals and intends to maintain membership in that organization (Robbins & Judge, 2008). However, one of the factors that influence organizational commitment is employees' emotional intelligence. An employee who has high emotional intelligence will be able to understand and realize his own feelings and be able to control stress and negative emotions, feelings of frustration that will eventually have a better relationship with superiors and co-workers that will have an impact on increasing employees' organizational commitment.

It is in line with research conducted by Srivedi et al. (2021); Khalid et al. (2018), which states that there is a positive relationship between emotional intelligence and organizational commitment. If employees understand, control, and use their emotions effectively, it will create a positive work environment, and employees will feel comfortable at work. As for the research of Krishna & Swarnalatha (2016), Shafiq & Rana (2016), Waweru et al. (2020), Radha & Shree (2017) argue that if employees who have good emotional intelligence tend to have a high level of commitment as well.

H4: Emotional intelligence has a positive effect on organizational commitment

The effect of Work Engagement on Organizational Commitment

Organizational commitment is when an individual identifies and engages with his or her organization and is interested in remaining in the organization (Greenberg, 2011). Employees who are actively involved in their work will make a positive contribution to organizational commitment and are more interested in the company. Work engagement is the identification level to which an employee identifies with a job, actively participates in the job and considers performance more valuable for his own good (Robbins & Coulter, 2018).

It is in line with the research of Qodariah et al. (2019), Orgambidez et al. (2019), Khan et al. (2021), which suggests that employee's work involvement has an effect on organizational commitment. As for the research of Rana et al. (2019), John & Pant (2018), Jung et al. (2021), which argue that the better the employee's work engagement will affect organizational commitment. Based on this research, the following hypotheses can be formulated:

H5: Work Engagement has a positive effect on organizational commitment

Work Engagement Mediates the relationship between Work-Life Balance and Organizational Commitment

This study emphasizes examining work engagement in mediating the relationship between work-life balance and organizational commitment. Although researchers are currently studying the mediating role of work engagement, researchers are looking at other mediating variables that mediate the relationship between work-life balance and organizational commitment. As in previous research conducted by Nofiani et al. (2021); Sari & Seniati (2020); Pawoko et al. (2019); Hasan et al. (2021), which suggests that work-life balance has a positive and significant effect on organizational commitment mediated by work satisfaction.

The previous research has determined that psychological stability plays a mediating role in the relationship between work-life balance and organizational commitment. The study conducted by Choi & Lee (2020) suggests that psychological stability plays a mediating role in the relationship between work-life satisfaction and organizational commitment. In addition, research conducted by Kibizi & Micheal (2018) determined that transformational leadership style plays a mediating role in the relationship between work-life balance and organizational commitment. Leadership practice has the fact that leadership practice has the capacity to attract higher psychological needs of employees in the long term, which makes employees feel valued. Based on this research, so the following hypotheses can be formulated:

H6: Work Engagement Mediates the relationship between work-life balance and organizational commitment

Work Engagement Mediates the relationship between Emotional Intelligence and Organizational Commitment

This study examines work engagement in mediating the relationship between emotional intelligence and organizational commitment. Higher emotional intelligence will have a high commitment because of the level of employees' work engagement. It is in line with Nagalingam et al. (2019) research, which states that work engagement mediates the relationship between emotional intelligence and organizational commitment. Engagement is vital to increase the growth of emotional intelligence and organizational commitment of employees.

Previous research conducted by Dewi & Riana (2020), Adhiyasa & Satriya (2021), and Alsughayir (2021) have determined that work satisfaction plays a mediating role in the relationship between emotional intelligence and organizational commitment. They suggest that work satisfaction mediates the effect of emotional intelligence on organizational commitment. In addition, the research conducted by Johar & Shah (2014) found that the self-esteem variable plays a mediating role in the relationship between emotional intelligence and organizational commitment. They suggest that emotional intelligence among employees through self-esteem is one of the factors that become a catalyst detected in increasing employees' organizational commitment. The research conducted by Hussein & Yesiltas (2020) suggests that transformational leadership has a mediating role in the relationship between emotional intelligence and organizational commitment. Based on this research, the hypotheses can be concluded as follows:

H7: Work Engagement Mediates the relationship between Emotional Intelligence and Organizational Commitment.

Research and Methodology

The population in this study were all permanent employees at Kebumen Branch and Unit of BRI Bank as many as 139 employees. Meanwhile, for sampling, this study used a purposive sampling technique with the criteria of respondents who will be used as samples were employees who are already married. Thus, as many as 118 employees are married and would be used as samples. Data collection used a questionnaire collection technique which was distributed to respondents; after the data was obtained, the data would be analyzed.

This study used a Likert scale measurement to explain whether or not respondents agree with the statements in the questionnaire. The Likert Scale measurement consists of 5 points: 1, Strongly disagree; 2, Disagree; 3, Neutral; 4, Agree; 5, Strongly agree. Analysis used Structural Equation Model with analysis tool namely SmartPLS using Second Order Confirmatory approach.

The variables and indicators used in this study are:

Work-Life Balance

Work-life balance is felt by individuals related to work roles and roles in the family (Greenhaus & Allen, 2011). The indicators taken in this study are according to McDonald & Bradley (2005):

- a. Balance of Time
- b. Balance of Engagement
- c. Balance of Satisfaction

Emotional Intelligence

Emotional intelligence is a person's ability to detect and manage emotional clues and information (Robbins & Judge, 2015). The indicators taken in this study are according to Goleman (2002):

- a. Recognizing Self-Emotions
- b. Managing Emotions
- c. Self Motivation
- d. Recognizing Other People's Emotions
- e. Build Relationships

Work Engagement

Work engagement is the degree to which an employee identifies a work, actively participates in the work and considers performance more valuable for his own good (Robbins & Coulter, 2018). The indicators taken in this study are according to Schaufeli et al. (2002):

- a. Vigor
- b. Dedication
- c. Absorption

Organizational Commitment

Organizational commitment is an attitude that reflects the extent to which an individual knows and is bound to his/her organization (Moorhead & Griffin, 2013). The indicators taken in this study are according to Allen & Meyer (1990):

- a. Affective Commitment
- b. Continuance Commitment
- c. Normative Commitment

Analysis and Findings

Analysis of respondents' characteristics

In this study, respondents based on male gender show more composition, namely 53.3%, while female employees were 46.7%. Characteristics based on the age of the majority aged between 29-36, namely 41.5% compared to ages between 20-28 as many as 24.6%, 37-44 as many as 23.7%, and 45-52 as many as 10.2%. Characteristics of respondents based on the last education S1 more that is 80.5% while S2 as much as 19.5%. The characteristics of respondents based on marital status show that married employees more dominate as many as 100% while employees who are not married and have been married (widows/widowers) are 0%. Respondents with the characteristics of the number of children show that the majority of employees have three children, namely 32.2%, while the number of employees who do not have children is 5.9%, employees who already have one child are 13.6%, employees who already have two children are 28 %, and 20.3% of employees who already have > 3 children.

Table 1: Descriptive Respondents

Characteristics	Description	Amount	Percentage
Gender	Male	63	53,3%
	Female	55	46,7%
Age	20-28 years old	29	24,6%
	29-36 years old	49	41,5%
	37-44 years old	28	23,7%
	45-52 years old	12	10,2%
The Latest Education	S1	95	80,5%
	S2	23	19,5%
Marital Status	Married	118	100%
	Unmarried	-	-
	Ever-Married (Widow/Widower)	-	-
The Number of Children	Do not have children yet	7	5,9%
	1 child	16	13,6%
	2 children	33	28%
	3 children	38	32,2%
	>3 children	24	20,3%
Total		118	100%

Table 2: Loading Factor

Latent Variable	Construct	Item Code	Loading Factor	Result
Work-Life Balance	Balance of Time	KW_1	0.863	Valid
		KW_2	0.861	Valid
	Balance of Engagement	KKet_1	0.842	Valid
		KKet_2	0.839	Valid
	Balance of Satisfaction	KKep_1	0.907	Valid
		KKep_2	0.841	Valid
Emotional Intelligence	Recognizing Self-Emotion	MED_1	0.843	Valid
		MED_2	0.896	Valid
	Managing Self-emotion	ME_1	0.919	Valid
		ME_2	0.900	Valid
	Self-motivation	MDS_1	0.892	Valid
		MDS_2	0.863	Valid
	Recognizing other people's emotion	MEOL_1	0.815	Valid
		MEOL_2	0.870	Valid
	Building Relationship	MH_1	0.989	Valid
		MH_2	0.989	Valid
Work Engagement	<i>Vigor</i>	V_1	0.824	Valid
		V_2	0.859	Valid
	<i>Dedication</i>	D_1	0.894	Valid
		D_2	0.842	Valid
	<i>Absorption</i>	A_1	0.878	Valid
		A_2	0.877	Valid
Organizational Commitment	Affective Commitment	KA_1	0.905	Valid
		KA_2	0.903	Valid
	Continuance Commitment	KB_1	0.788	Valid
		KB_2	0.882	Valid
		KB_3	0.824	Valid
	Normative Commitment	KN_1	0.907	Valid
		KN_2	0.856	Valid

Based on the results of the loading factor in table 2, the item values generated by the constructs of work-life balance, emotional intelligence, work engagement, and organizational commitment have met the standard value of convergent validity because the loading factor value is > 0.7 . Thus it can also be concluded that the whole construct can be said to be valid.

Table 3: Cross Loading

	Emotional Intelligence	Organizational Commitment	Work Engagement	Work-Life Balance
A_1	0.420	0.443	0.752	0.263
A_2	0.496	0.444	0.750	0.233
D_1	0.494	0.390	0.752	0.314
D_2	0.248	0.270	0.623	0.250
KA_1	0.423	0.760	0.574	0.368
KA_2	0.426	0.752	0.574	0.199
KB_1	0.263	0.730	0.338	0.284
KB_2	0.341	0.760	0.394	0.193
KB_3	0.193	0.698	0.195	0.136
KKep_1	0.155	0.260	0.338	0.651
KKep_2	0.055	0.178	0.196	0.506
KKet_1	0.041	0.131	0.133	0.729
KKet_2	0.273	0.388	0.375	0.723
KN_1	0.467	0.770	0.416	0.229
KN_2	0.353	0.629	0.365	0.267
KW_1	0.189	0.273	0.283	0.736
KW_2	0.036	0.107	0.113	0.731
MDS_1	0.792	0.479	0.536	0.292
MDS_2	0.709	0.395	0.461	0.125
MED_1	0.620	0.177	0.242	0.086
MED_2	0.750	0.331	0.481	0.057
MEOL_1	0.666	0.346	0.390	0.116
MEOL_2	0.784	0.419	0.627	0.090
ME_1	0.751	0.346	0.462	0.065
ME_2	0.680	0.289	0.424	0.303
MH_1	0.755	0.367	0.531	0.115
MH_2	0.733	0.362	0.533	0.128
V_1	0.625	0.484	0.678	0.244
V_2	0.502	0.405	0.752	0.224

Based on table 3, the value of cross loading on each item has the biggest value when associated with its construct compared to when related to other constructs, so it has good discriminant validity.

Table 5: Composite Reliability

Construct	Cronbach's Alpha	rho_A	Composite Reliability
A	0.702	0.702	0.870
D	0.677	0.693	0.860
Emotional Intelligence (EI)	0.899	0.903	0.917
KA	0.775	0.775	0.899
KB2	0.776	0.779	0.871
Kkep	0.697	0.727	0.867
Kket	0.585	0.585	0.828
KN	0.717	0.736	0.875
KW	0.655	0.655	0.853
MDS	0.703	0.709	0.870
ME	0.791	0.796	0.905
MED	0.682	0.699	0.862
MEOL	0.596	0.606	0.831
MH	0.978	0.978	0.989
Organizational Commitment (OC)	0.853	0.857	0.888
V	0.590	0.594	0.829
Work Engagement (WE)	0.813	0.817	0.865
Work-Life Balance (WLB)	0.769	0.780	0.839

Based on table 5, the analysis results show that the composite reliability of each indicator shows a number above 0.7. Thus, it can be concluded that all variable indicators are declared reliable.

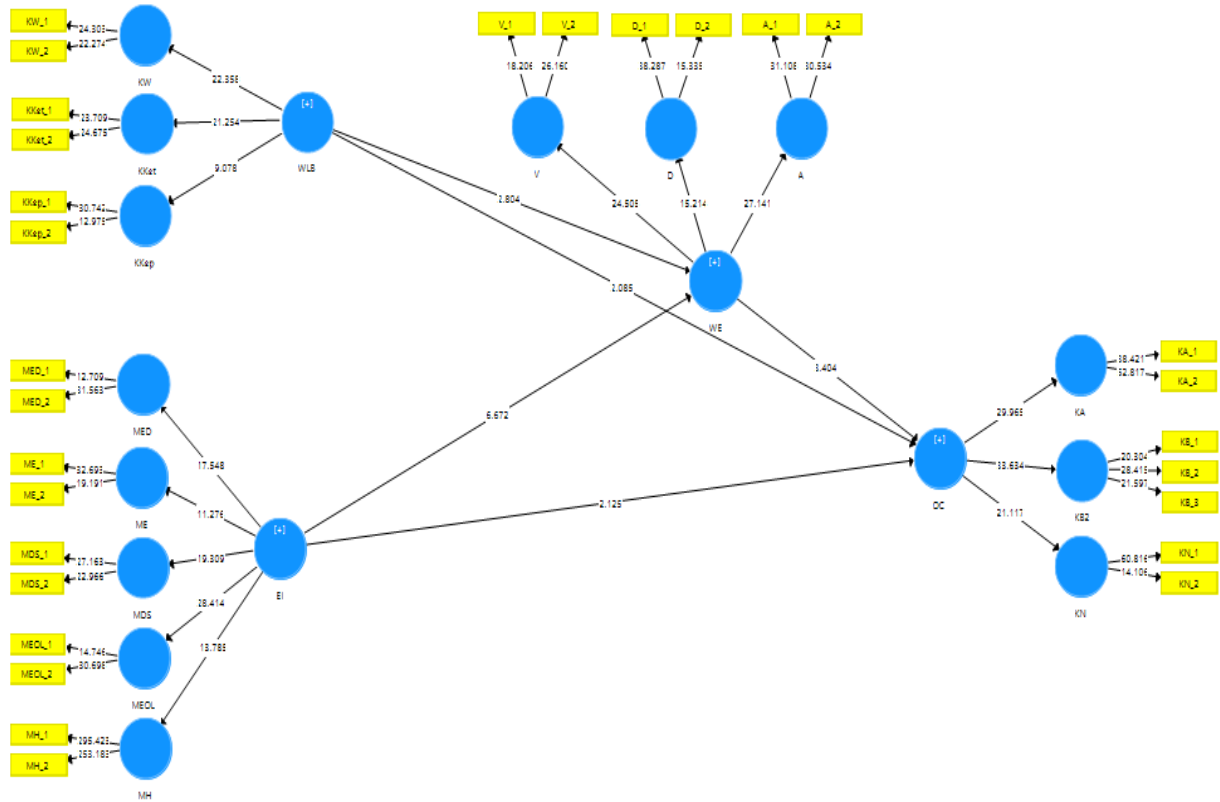


Figure 1: Second-Order CFA Path Coefficient Diagram

Evaluation of the structural model can be seen using the parameter p values by performing the bootstrapping procedure. The significance value used (two-tailed) t-value is 1.96 (significance level = 5%).

Table 6: Path Coefficient of Significance Measurement (T-Statistics) of Second Order

Construct	Relationship	T Statistics (O/STDEV)	P Values	Information
<i>Emotional Intelligence</i>	EI -> MDS	19.309	0.000	Significant
	EI -> ME	11.276	0.000	Significant
	EI -> MED	17.548	0.000	Significant
	EI -> MEOL	28.414	0.000	Significant
	EI -> MH	13.785	0.000	Significant
<i>Organizational Commitment</i>	OC -> KA	29.965	0.000	Significant
	OC -> KB	33.634	0.000	Significant
	OC -> KN	21.117	0.000	Significant
<i>Work Engagement</i>	WE -> A	27.141	0.000	Significant
	WE -> D	15.214	0.000	Significant
	WE -> V	24.505	0.000	Significant
<i>Work Life Balance</i>	WLB -> KKep	9.078	0.000	Significant
	WLB -> KKet	21.254	0.000	Significant
	WLB -> KW	22.358	0.000	Significant

Table 7: R-Square (R²)

	R Square	R Square Adjusted
<i>Organizational Commitment (OC)</i>	0.370	0.354
<i>Work Engagement</i>	0.482	0.473

From the results of the R-Square analysis, it showed that the values obtained are 0.370 and 0.482. The score is above the score of 0.33, which indicates that the model is included in the moderate criteria.

Table 8: Q² Predictive Relevance

	SSO	SSE	Q²
<i>Emotional Intelligence (EI)</i>	1180,0	1180,0	
<i>Organizational Commitment (OC)</i>	826,0	672,9	0.185
<i>Work Engagement (WE)</i>	708,0	542,5	0.234
<i>Work-Life Balance (WLB)</i>	708,0	708,0	

Based on the table above, it can be concluded that exogenous variables worth Q² > 0 are able to predict endogenous variables well, and exogenous variables are quite good as predictor variables.

Table 9: Goodness of Fit

Variables	R²	Communality
<i>Organizational Commitment</i>	0,370	0,373
<i>Work-Life Balance</i>	-	0,251
<i>Emotional Intelligence</i>	-	0,423
<i>Work Engagement</i>	0,482	0,319
Mean	0,426	0,341
GoF		0,381

The GoF value is calculated by the square root of the average communality index and average R-squares values (Ghozali & Latan, 2015).

$$\text{GoF} = \sqrt{\text{Com} \times R^2}$$

$$= \sqrt{0,341 \times 0,426}$$

$$= 0,381$$

Hypothesis

Based on table 9 and the calculation of the formula above shows that the GoF value is 0.381. Thus, the model is included in the Large criteria. The results of the hypothesis test can be seen on Table 10.

Table 10: Bootstrapping Results of Variable Effect Test

	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T ((O/STDEV))	Statistics	P Values	Infomati on
WLB -> WE	0.257	0.262	0.083	3.078		0.002	H ₁ is accepted
EI -> WE	0.622	0.624	0.083	7.522		0.000	H ₂ is accepted
WLB-> OC	0.182	0.194	0.069	2.639		0.009	H ₃ is accepted
EI -> OC	0.204	0.208	0.097	2.098		0.036	H ₄ is accepted
WE -> OC	0.392	0.390	0.103	3.794		0.000	H ₅ is accepted

Effect of Work-Life Balance on Work Engagement

It can be seen from Table 10 that Work-Life Balance has a positive and significant effect on Work Engagement. The significant effect can be seen from the results of the Path Coefficient with T-Statistics of $3.078 \geq 1.96$ and a p-value of $0.002 \leq 0.05$. Based on

these statistical calculations, it can be concluded that hypothesis H1 shows that Work-Life Balance has a positive and significant effect on supported Work Engagement.

Effect of Emotional Intelligence on Work Engagement

It can be seen from Table 10 that Emotional Intelligence has a positive and significant effect on Work Engagement. The significant effect can be seen from the results of the Path Coefficient with T-Statistics of $7.522 \geq 1.96$ and a p-value of $0.000 \leq 0.05$. Based on these statistical calculations, it can be concluded that hypothesis H2 indicates that Emotional Intelligence has a positive and significant effect on supported Work Engagement.

Effect of Work-Life Balance on Organizational Commitment

It can be seen from Table 10 that Work-Life Balance has a positive and significant effect on Work Engagement. The significant effect can be seen from the results of the Path Coefficient with T-Statistics of $2.639 \geq 1.96$ and a p-value of $0.009 \leq 0.05$. Based on these statistical calculations, it can be concluded that the H3 hypothesis shows that Work-Life Balance has a positive and significant effect on supported Organizational Commitment.

Effect of Emotional Intelligence on Organizational Commitment

It can be seen from Table 10 that Work-Life Balance has a positive and significant effect on Organizational Commitment. The significant effect can be seen from the results of the Path Coefficient with T-Statistics of $2.098 \geq 1.96$ and a p-value of $0.036 \leq 0.05$. Based on these statistical calculations, it can be concluded that hypothesis H4 indicates that Work-Life Balance has a positive and significant effect on supported Organizational Commitment.

Effect of Work Engagement on Organizational Commitment

It can be seen from Table 10 that Work Engagement has a positive and significant effect on Organizational Commitment. The significant effect can be seen from the results of the Path Coefficient with T-Statistics of $3.794 \geq 1.96$ and a p-value of $0.000 \leq 0.05$. Based on these statistical calculations, it can be concluded that hypothesis H5 shows that Work Engagement has a positive and significant effect on supported Organizational Commitment.

Table 11: A Test of Mediation

	Original Sample (O)	Sample Mean (M)	Standard (STDEV)	Deviation	T (O/STDEV)	Statistics	P Values	Informat ion
WLB -> WE -> OC	0.101	0.104	0.046		2.178		0.030	H ₆ is accepted
EI -> WE -> OC	0.244	0.242	0.071		3.431		0.001	H ₇ is accepted

Work Engagement mediates the relationship between Work-Life Balance and Organizational Commitment

It can be seen from Table 11 that Work Engagement can significantly mediate the relationship between Work-Life Balance and Organizational Commitment. The significant effect can be seen from the results of the Path Coefficient with T-Statistics of $2.178 \geq 1.96$ and a p-value of $0.030 \leq 0.05$. Based on these statistical calculations, it can be concluded that hypothesis H6 in this study is supported.

Work Engagement mediates the relationship between Emotional Intelligence and Organizational Commitment

It can be seen from Table 11 that Work Engagement can significantly mediate the relationship between Emotional Intelligence and Organizational Commitment. The significant effect can be seen from the results of the Path Coefficient with T-Statistics of $3.431 \geq 1.96$ and a p-value of $0.001 \leq 0.05$. Based on these statistical calculations, it can be concluded that hypothesis H7 in this study is supported.

Discussion

Work-Life Balance towards Work Engagement

The work-life balance of each employee has a positive and significant impact on the work engagement of the employees of Kebumen Branch and Unit of BRI Bank. It means that the better HR management manages the work-life balance owned by each employee, the higher the employee's work engagement. This study results support previous researches on the relationship between work-life balance and work engagement which were conducted by Puspita (2021), Alisah et al. (2020), Alvi et al. (2014), Jaharuddin & Zainol (2019), Haar et al. (2017), and Idulfilastri, et al. (2021). These previous researches concluded that work-life balance has a positive and significant effect on work engagement.

In order to create good work engagement for employees, companies must apply the concept of a good work-life balance because work-life balance is an essential aspect of the lives of individual employees. When employees have trained to be able to balance their personal and work lives, they will contribute more to the workplace while living a happy life. However, if the employee cannot balance his roles, demands, and responsibilities, he will not be involved with his work. Therefore, it is crucial for Kebumen Branch and Unit of BRI Bank to prioritize facilities or strategies that can assist employees in meeting the demands of personal life and work demands so that employees can still be involved in work.

Emotional Intelligence towards Work Engagement

Emotional intelligence possessed by each employee has a positive and significant effect on the work engagement of employees of Kebumen Branch and Unit of BRI Bank. That is, the higher the emotional intelligence possessed by employees, the higher the employee's work engagement. This study results support previous researches on the relationship of emotional intelligence towards work engagement conducted by Alotaibi et al. (2020), Liu & Cho (2018), Zhu et al. (2015), Tohemer (2020), Toyama & Mauno (2017), and Karimi & Karimi (2016). These previous researches concluded that emotional intelligence has a positive and significant effect on work engagement.

Every employee needs to have good emotional intelligence so that employees can succeed in their lives because they are able to master habits in thinking that encourage productivity and share emotional intelligence that can affect employee's work engagement. Employees engage in their work not only because of their rational motives, but their emotions also play an essential role in getting themselves involved in the work. Thus, emotional intelligence has an important role in work engagement. In addition, emotional intelligence is also very important in fostering cooperative relationships with others, so it creates a good work environment that will make employees always participate in work. Therefore, it is important for the Kebumen Branch and Unit of BRI Bank to pay more attention to employees' emotional intelligence in recognizing their own emotions, managing emotions, motivating themselves to do or achieve something, recognizing other people's emotions and the ability to build positive social relationships that can create a work environment which will have an impact on employee work engagement.

Work-Life Balance towards Organizational Commitment

The work-life balance of each employee has a positive and significant impact on the organizational commitment of the employees of Kebumen Branch and Unit of BRI Bank. That is, the better the management of work-life balance, the higher the employee's organizational commitment will be. This study results support previous researches on the relationship of emotional intelligence towards work engagement conducted by Shabir & Gani (2019), Popola & Fagbola (2020), Hutagalung et al. (2020), Oyewobi et al. (2020), Akter et al. (2019), and Mamoni (2017). These previous researches concluded that work-life balance has a positive and significant effect on organizational commitment.

One of the things that can affect employee commitment to the organization is the absence of harmonization between work life and employee personal life. Even though there is workload pressure given to employees, companies must still pay attention to work-life balance in order to maintain organizational commitment owned by employees because if the company ignores employees' work-life balance, employees will choose to look for other jobs that have good time flexibility for work and personal affairs. When employees feel happy in their family and work environment, they will tend to avoid conflict and impact organizational commitment. Therefore, it is important for Kebumen Branch and Unit of BRI Bank to pay more attention to and maintain a balance of employees' work life so that employees can divide the responsibilities between work, family and other responsibilities so that there is no conflict between family life and career which will have an impact on employees' organizational commitment.

Emotional Intelligence towards Organizational Commitment

The emotional intelligence of each employee has a positive and significant influence on the organizational commitment of employees of the Kebumen Branch and Unit of BRI Bank. That is, the better the emotional intelligence possessed by employees, the higher the organizational commitment. This study results support previous researches on the relationship of emotional intelligence towards organizational commitment conducted by Khalid et al. (2018), Shafiq & Rana (2016), Waweru et al. (2020), Srivedi et al. (2021), Radha & Shree (2017), and Krishna & Swarnalatha (2016). These previous researches concluded that emotional intelligence has a positive and significant effect on organizational commitment.

An employee who has high emotional intelligence will be able to understand and realize his own feelings and be able to control stress and negative emotions, feelings of frustration that will eventually have a better relationship with superiors and co-workers that will have an impact on increasing employees' organizational commitment. In addition, the existence of a positive emotional bond from employees to the company will cause employees to feel part of the company and feel responsible for achieving company goals. Therefore, it is important for Kebumen Branch and Unit of BRI Bank to choose a good strategy for employees to be able to manage emotional intelligence well by providing several training programs that can improve employees' emotional intelligence.

Work Engagement towards Organizational Commitment

Work engagement of each employee has a positive and significant impact on the organizational commitment of employees of Kebumen Branch and Unit of BRI Bank. That is, the more employees are engaged in their work, the higher the organizational commitment will be. This study results support previous research on the relationship of work engagement towards organizational

commitment conducted by Orgambidez et al. (2019); Khan et al. (2021); Rana et al. (2019); John & Pant (2018); Jung et al. (2021); Qodariah et al. (2019), which concludes that work engagement has a positive and significant effect on organizational commitment.

Employees who have high work engagement will work more than just kind words. They work with a commitment to goals, use intelligence to make choices about the best way to complete tasks, monitor their behaviour to ensure what they do is correct and appropriate to the goals they want to achieve. Thus, high work involvement causes employees to be more committed to their organization. Therefore, it is crucial for Kebumen Branch and Unit of BRI Bank to maintain that increasing employees' work involvement by supporting employees' performance by paying attention to and providing adequate resources to be able to complete their duties effectively and provide direction in achieving goals, appreciate employees' achievements by providing rewards or promotion of appropriate positions and provide training to measure and provide new abilities for employees where the training is related to individual development.

Work Engagement Mediates the relationship between Work-Life Balance and Organizational Commitment

Work engagement is able to significantly mediate between work-life balance and organizational commitment of employees of Kebumen Branch and Unit of BRI Bank. That is, a high work-life balance can increase organizational commitment due to an increased level of employees' work engagement.

When employees can balance their personal life and work life, employees will feel happy in carrying out both roles and actively participating in their work and consider their performance at work more important for their own good. It can help the organization in achieving its goals and can increase employees' organizational commitment. Therefore, it is vital for Kebumen Branch and Unit of BRI Bank to ensure that employees can balance work-life and engage in their work to increase the degree of employees' organizational commitment.

Work Engagement Mediates the relationship between Emotional Intelligence and Organizational Commitment

Work engagement can significantly mediate between emotional intelligence and organizational commitment of employees of Kebumen Branch and Unit of BRI Bank. That is, high emotional intelligence can increase organizational commitment due to increased levels of employees' work engagement. This study results support previous research on work engagement mediating the relationship of emotional intelligence to organizational commitment, conducted by Nagalingam et al. 2019. This previous research concluded that work engagement was able to mediate between emotional intelligence and organizational commitment significantly.

Work engagement is essential to promote the growth of emotional intelligence and organizational commitment of employees. Employees who can recognize, organize, and manage their emotions in a healthy manner tend to show positive work behaviours such as enthusiasm, patience, and conscience. This constructive behaviour increases their sense of connectedness with their organization and reduces their intention to leave the organization. Therefore, it is crucial for Kebumen Branch and Unit of BRI Bank to ensure that employees are equipped with emotional intelligence abilities and are also involved in their work to increase the level of employees' organizational commitment.

Conclusion

This study found that Work-Life Balance was proven to have a positive and significant effect on Work Engagement, Emotional Intelligence was proven to have a positive and significant effect on Work Engagement, Work-Life Balance was proven to have a positive and significant effect on Organizational Commitment, Emotional Intelligence was proven to have a positive and significant effect on Organizational Commitment, Work Engagement is proven to have a positive and significant effect on Organizational Commitment, Work Engagement is proven to be able to mediate between Work-Life Balance and Organizational Commitment significantly, and Work Engagement is proven to be able to mediate substantially between Emotional Intelligence and Organizational Commitment.

Although the pressure of workload given to employees, work-life balance, emotional intelligence and employees' work involvement is good, so it is very important for *Kebumen Branch and Unit of BRI Bank* to maintain and further improve work-life balance, emotional intelligence and employees' work involvement so that employees can be more committed to the organization by providing facilities or strategies that can assist employees in fulfilling the demands of personal life and work demands, providing training programs that can improve employees' emotional intelligence and better support employees' performance.

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