

## **WORK-LIFE BALANCE, JOB SATISFACTION, JOB PERFORMANCE: THE MEDIATING ROLE OF EMOTIONAL INTELLIGENCE**

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### **Abstract**

This study examines the mediating role of emotional intelligence on the relationship among work-life balance and job satisfaction as independent variables and job performance as the dependent variable in the healthcare sector in Coimbatore, India. Primarily, emotional intelligence plays an important role in organizational performance. Therefore, this study was conducted to demonstrate, how emotional intelligence mediates the relationship among work-life balance, job satisfaction as independent variables and job performance as the dependent variable. For this study, data was collected through a structured questionnaire and 224 samples have been taken. The simple random sampling method is used to collect the data and Partial Least Square (PLS-SEM) method was used to analyze the data. In the study, work-life balance and job satisfaction were considered as antecedents, emotional intelligence is considered as a mediating variable and Job performance was considered as an outcome. It is identified that work-life balance and job satisfaction are significantly related to emotional intelligence. The study also revealed that work-life balance and job satisfaction are positively influencing job performance. Emotional intelligence was found to be mediating the relationship between work-life balance, Job satisfaction and job performance. Hence, this study proved that emotional intelligence plays a significant role in the organization. Therefore, organizations can concentrate more on emotional intelligence strategies through which work-life balance, job satisfaction and job performance shall be increased.

**Keywords:** Social intelligence theory, Spill over theory, Emotional intelligence, Work-life balance, Job satisfaction, Job performance.

### **Introduction**

Emotional Intelligence is a combination of interpersonal as well as intrapersonal intelligence. Interpersonal intelligence is meant for external intelligence and intra-personal intelligence is meant

for internal intelligence (**Wijekoon et al., 2017**). Some studies found that EI is influencing job performance (**Y. Singh & Sharma, 2012**) and job satisfaction (**I. Singh & Jha, 2012**). Based on the study, it is found that there is a significant relationship between an individual's emotional intelligence and organizational performance (**Rode et al., 2007**). In the workplace, employees who are having high emotional intelligence are having higher job satisfaction and organizational commitment (**Miao et al., 2017**). EI is not only predicting job commitment (**Velmurugan & Zafar, 2010**) but it is also playing a significant influence on job performance (**O'Boyle Jr et al., 2011**) and job satisfaction (**Kafetsios & Zampetakis, 2008a**). Job satisfaction is one of the important tools and it predicts many outcomes such as behavioural, attitudinal, OCB, commitment and turnover intentions (**Judge & Kammeyer-Mueller, 2012a**). Working environment, recognition & reward and involving employees in the decision-making process are vital factors for job satisfaction (**Waqas et al., 2014**). Job satisfaction supports employee effectiveness and increases the emotional and mental levels of employees (**Jalagat, 2016a**). There is a good relationship between job satisfaction and workplace empowerment and psychological empowerment (**Yarbrough et al., 2017**). For individuals who have high emotional intelligence, their job satisfaction level is high (**Wijekoon et al., 2017**). WLB influences organizational commitment, job satisfaction and well-being of employees (**Cegarra-Leiva et al., 2012**). At the workplace, work- life balance supports sick leaves, maternity or paternity leaves, vacation and flexible work time (**Wheatley, 2012**). At the workplace, work-life balance increases productivity, reduces absenteeism and improves professionalism (**Taşdelen-Karçkay & Bakalım, 2017**). Based on the social intelligence theory and spill-over theory, EI has a positive influence on work-life balance as well as job performance (**Lenaghan et al., 2007**).

Job performance is a multidimensional construct including declarative and procedural knowledge and skill & Motivation (**Campbell, 1990**). An Individual's job performance is determined based on three factors such as working environment, capability for the job and motivation (**Griffin, 2005**). When employer fulfils the employees' expectations, their performance would be increased. Moreover, there is a significant relationship between job satisfaction and job performance. Many studies have found that there is a significant relationship between EI and Job performance (**Lopes et al., 2004**) and Work-life balance and job performance (**Grzywacz & Carlson, 2007**). Therefore, the present study focuses on the relationship between work-life balance, job satisfaction and Job performance with the support of emotional intelligence. Many studies recommended that employee engagement leads to job performance. However, few studies had linked emotional intelligence is playing a mediation role to improve job performance. Therefore, this research addresses the effect of work-life balance, job satisfaction on job performance with help of emotional intelligence in the healthcare sector. Besides, the mediating effect of emotional intelligence on the relationship between work life balance, job satisfaction and job performance is examined.

## Review of Literature

### Emotional Intelligence, Work-life Balance, Job Satisfaction, Job Performance

#### Emotional Intelligence

Emotional intelligence is all about emotion-related feelings, understanding one's emotions as well as others, capacity to perceive and manage them (Mayer et al., 2000). In 1990, John Mayer formulated the concept of emotional intelligence. Subsequently, in 1995 Daniel Goldman recommended EI could be the alternative construct for IQ to predict job performance as well as job satisfaction (Goleman, 1995). Since then, many researchers the study and identified that EI influences job performance and job satisfaction (Beck, 2013a). Emotional intelligence is all about an "individual's ability, aptitude, recognition assignment, accurate appraisal, and management" as well as others (Bradberry & Greaves, 2009). People can understand their own behaviors and manage their own emotions as well as understand other people's emotions (Beck, 2013b). EI is playing positive correlation with social effectiveness. When EI level is high, there is a good social relationship among the employees at the workplace (Mayer et al., 2000). EI comprises of Intra personal and interpersonal intelligence. Social intelligence theory includes these multiple intelligences. It means social intelligence theory is the root of EI (Austin et al., 2007). According to the study, it is found that EI predicts organizational outcomes such as job performance, OCB, job satisfaction, deviant behavior and team effectiveness (Kluemper et al., 2013). Emotional intelligence focuses and supports to development of individual emotions by which the performance of the individual can be increased (Gooty et al., 2014). Emotionally intelligent people are maintaining a good communication among employees as well as superiors in the workplace (Lopes et al., 2004). EI improves the productivity of the employees, creates a positive relationship, increases team effort and enhances social relationships in the workplace (Unnikrishnan et al., 2019a). The study found that EI is the predicting factor for job satisfaction, job performance and job commitment (Syeda Shahida Batool et al., 2017). The study revealed that there is a significant relationship between emotional intelligence, job satisfaction and job performance. Moreover, emotional intelligence and job satisfaction are the predicting and influencing factors for job performance (Gunavathy & Ayswarya, 2011).

#### Work-life Balance

WLB is all about balancing work and family commitments (Daipuria & Kakar, 2013). WLB is defined as equal satisfaction with official and personal commitments (Saikia, 2011). It influences organizational commitment, job satisfaction and well-being of employees (Cegarra-Leiva et al., 2012). Similarly, one study recommended that when the individual has a good work-life balance, work-life conflict could be reduced (Mohamed & Mohamad, 2012). WLB connects the positive traits of individuals with work-family conflict and their enrichment (Eby et al., 2010). The spill-over theory supports work and family relationships. This theory also recommends that there is a significant relationship between EI & WLB. However, the sign of a relationship either indicates

benefit or detriment rather than a direct relationship (Edwards & Rothbard, 2000a). The study identified that WLB influences job satisfaction and organizational commitment (Srinivas & Tan, 2005). Another study also figured out, there is a significant relationship between WLB and positive career outcomes (Lyness & Judiesch, 2008). WLB leads to absenteeism and employee turnover in the workplace (Kumari, 2012). Generally, WLB reduces stress and increases employees' well-being (Chiang et al., 2010). Based on the study, it is not only women who are facing WLB issues even men and youngsters are also facing them. Therefore, WLB is as equally important for women as men (Crompton & Lyonette, 2006). The factors are more hours spent at work, more workplace demand, unnecessary family expectations are negatively affecting WLB whereas good superior and subordinate relationships, autonomous jobs and proper recognition and rewards positively influence WLB (Fontinha et al., 2019). WLB impacts good talent hunt, retention and reduces employee turnover (Deery, 2008).

### **Job satisfaction**

Job satisfaction is all about, what extent to which employees like or dislike the job and it is also playing an integral between management and employees (Spector, 1997). In most organizations, the primary objective is employees' job satisfaction (Sarwar & Aburge, 2013). Job satisfaction comprises emotional, intellectual and behavioral variables. It influences an individual's potential, performance, absenteeism, withdrawal behavior and growth (Usop et al., 2013). Job satisfaction is not all about satisfaction with the job, it is about what is the expectation an employee holds beforehand (Anis et al., 2011). Job satisfaction is a cognitive factor, it is derived from the individual's learning, seeing, perceiving and feeling about the job (Judge & Kammeyer-Mueller, 2012b). Job satisfaction influences OCB, physical and mental well-being, productive work behavior and job performance (Schleicher et al., 2011a). There are many factors that influence job satisfaction such as work atmosphere, job security, recognition, organizational culture and promotions (Qasim & Syed, 2012). In the workplace, when the level of job satisfaction is high among employees it leads to a positive attitude toward the jobs (Sarwar & Abugre, 2013). Job satisfaction is one of the important tools and it predicts many outcomes such as behavioural, attitudinal, OCB, commitment and turnover intentions (Judge & Kammeyer-Mueller, 2012c). Besides, job satisfaction includes both an affective and cognitive base. The affective consists of emotional and cognitive consists of belief (Schleicher et al., 2011b). There is a significant relationship between job satisfaction and the performance of the organization. Moreover, it is an essential component of the workplace (Kaliski, 2007). Job satisfaction is the predictive tool of turnover as well as understanding the quality level of the organization (Ucho et al., 2012). More opportunities and advancement growth in the workplace, motivate employees to perform efficiently and successfully by which job satisfaction can be achieved (Nyange, 2013).

### **Job Performance**

Job performance is all about how well the employee performs the job and contributes to the objective and goals of the organization (Shooshtarian et al., 2013a). Job performance is how

effectively employees perform in the job by which they meet their personal as well as official goals **(Edwin, 1988)**. It is meant for an individual's ability to perform well and reach organizational standards **(Bohlander et al., 2001)**. An Individual's job performance leads to high self-confidence, increased self-motivation and takes proactive measures toward an organization. Job performance comprises two dimensions. Task and contextual performance. Task performance focuses on the completion of the given task. On the other hand, contextual performance focuses on interpersonal behavior activities which help bind a good relationship with others in the workplace **(Motowildo et al., 1997)**. Some researchers identified that emotional intelligence influences employees' job performance which means, when employees are having good EI, they are able to deliver high performance **(George & Brief, 1996)**. High emotional intelligence leads to organizational citizenship behavior by which job performance of an individual can be increased **(Wong & Law, 2002)**. In the nursing profession, job performance is considered an important factor **(Becton, 2012)**. Based on the study, it is found that there is a strong relationship between job autonomy and job performance which means higher job autonomy, job performance also is higher **(Saragih, 2015)**. There is a significant relationship between workplace environment and job performance **(Chandrasekar, 2011)**.

## Hypotheses

### Work-life balance – Emotional Intelligence

Work-life balance is an important variable to understand the impact of EI on job performance **(Grzywacz & Carlson, 2007)**. According to the study, it is found that there is a significant relationship between work-life balance and EI **(Weinzimmer et al., 2017a)**. Researchers have identified that individuals who are having high EI are having a good work-life balance **(Koubova & Buchko, 2013)**. Higher EI is coping with stressful situations as well as controlling negative emotions through which work-life balance can be improved **(Extremiera & Fernández-Berrocá, 2006)**. Based on the social intelligence theory, it is found that there is a significant relationship between EI & work-life balance **(Edwards & Rothbard, 2000b)**. Similarly, it is found that there is a significant relationship between work-life balance and EI **(Mahanta, 2015)**. Another study also found that there is a significant relationship exists among healthcare professionals in work-life balance, job satisfaction, and EI **(Malik et al., 2019a)**. From the study, it is proved that there was a significant relationship between work-life balance and EI. Moreover, EI is a predictor variable for work-life balance **(Karim & Weisz, 2011)**. Based on the previous literature, it is found that there is a positive relationship between work-life balance and EI **(Sánchez-Vidal et al., 2012)**. From the study, it is found that there is a significant relationship between EI and work-life balance among faculty members in educational institutions **(Vasumathi et al., 2019)**. At the workplace, work-life balance can't be achieved alone, it needs a strong supportive tool which is EI. Therefore, we understood that EI is an influencing factor to reach a work-life balance **(Shylaja & Prasad, 2017)**. From the study, it is found that Emotional intelligence influences the work-life balance among bank employees in the banking sector **(Thorat & Dharwadkar, 2016)**. Moreover, another study also identified that there is a good relationship between EI and WLB **(Sharma, 2014)**.

## **H1: Work-life Balance has a significant relationship with Emotional Intelligence**

### **Job satisfaction - Emotional Intelligence**

According to the study, it is found that there is a significant relationship between emotional intelligence and job satisfaction (Vratskikh et al., 2016a). Based on the study, it is found that emotional intelligence influences the job satisfaction of employees as well as improves positive feelings (Miao et al., 2017). The study found that there is a positive relationship between EI and job satisfaction (O'Boyle Jr et al., 2011b). According to the study, EI is positively related to job satisfaction and organizational commitment (Mitchell & Lee, 2001). Individuals who are having high emotional intelligence are satisfied with their job (Martins et al., 2010) and maintain a good positive relationship with others, which leads to a high level of job satisfaction (Kafetsios & Zampetakis, 2008b). The study found, police officers who have high emotional intelligence were having high job satisfaction than those who were having low EI (Afolabi et al., 2010). Another study also identified that EI and physiological stress positively correlated with job satisfaction (Ismail et al., 2019). The study identified that high emotional intelligence leads to job satisfaction (Habib et al., 2012). Similarly, another study also proved that there is a moderately significant relationship between EI and Job satisfaction (Suleman Q et al., 2020). Many research studies have confirmed that there is a significant relationship between emotional intelligence and job satisfaction (Rahman & Haleem, 2018). Based on the study, it is found that there is a significant relationship between EI and Job satisfaction among managers and employees in food service restaurants (Sy et al., 2006). Studies have shown that there is a significant relationship between EI and Job satisfaction (Ouyang et al., 2015).

## **H2: Job satisfaction has a significant relationship with Emotional intelligence**

### **Work-life balance – Job Performance**

According to the study, it is found that there is a positive relationship between WLB and job performance which means individuals who are having good WLB, their performance good in the workplace (Weinzimmer et al., 2017b). Moreover, WLB is an essential factor for productivity, good performance, good family life and employee welfare (Bhende et al., 2020). Better work-life improves individual job performance, reduces work-life conflict, instills confidence among employees and job satisfaction (Eberman et al., 2019). Based on the literature, it is found that there is a significant relationship between WLB and an individual's job performance (Perera et al., 2019). When WLB is there in the workplace, employees are motivated, less stressed, highly productive, less turnover and eventually it leads to high job performance (Byrne, 2005). Employees who are having good WLB their performance level in the organization is high (Rego, 2009). Based on past studies, WLB is a significant predictor of job performance (Shuck & Wollard, 2010). Another study also identified that there is a significant relationship between WLB and job performance (Johanim & Yean, 2018). A recent study identified that WLB influences high creativity and job performance (Kruse, 2017). Similarly, it is found that WLB influences job satisfaction by which employees' job performance can be increased (Dousin et al., 2019). The

study found that the workplace environment improves WLB, individual performance as well as organizational productivity (Haar, 2013).

### **H3: Work-life Balance has a significant relationship with Job performance**

#### **Job satisfaction – Job Performance**

Based on the study it is found that there is a significant relationship between job satisfaction and job performance (Edwin, 1988). The study found that there is a positive relationship between job satisfaction and job performance in the nursing sector (Hanan, 2009) and it is spread worldwide (Nabirye et al., 2011). Another study also identified that there is a positive relationship between job satisfaction and job performance (Munyon et al., 2010). According to the study, it is found job satisfaction, motivation and commitment of employees influence job performance (Li & Hung, 2010). Similarly, another study also identified that there is a significant relationship between job satisfaction and job performance which means satisfied employees are performing well in the workplace (Gu & Chi Sen Siu, 2009). Satisfied and engaged employees are performing more in the organization (Lockwood, 2006). The study revealed that satisfied employees are high-performing employees in the workplace. On the other hand, employees who are not satisfied, don't contribute much to the organization's growth (Bin & Shmailan, 2015). Some studies revealed that there is a significant relationship between job satisfaction and job performance. Conversely, it is not necessary that all satisfied employees are performing well in the workplace. Therefore, we can't say that job satisfaction is influencing job performance (Jalagat, 2016b). Another study also revealed that there is a strong relationship between job satisfaction and job performance (Belias et al., 2013).

### **H4: Job Satisfaction has a significant relationship with Job performance**

#### **Emotional Intelligence – Job performance**

The study found that there is a significant relationship between emotional intelligence and job performance (Vratskikh et al., 2016b). Based on the study, it is found that there is a positive relationship between emotional intelligence and job performance which means employees who are having good EI, their job performance would be very high (Miao et al., 2017b). Employees who are having high emotional intelligence are having positive emotions, on account of that their job performance would be very high (Judge & Kammeyer-Mueller, 2012d). Similarly, another study found that there is a positive relationship between EI and job performance (O'Boyle Jr et al., 2011). Based on one meta-analysis study, it is found that EI is a predicting factor of job performance (Van Rooy & Viswesvaran, 2004). Another meta-analysis confirmed that EI influences job performance and beyond job performance as well (Andrei et al., 2016). The study revealed that there is a positive relationship between EI and job performance in the workplace. As a result, EI improves job performance and competitiveness. Therefore, companies have to focus on EI (Unnikrishnan et al., 2019b). High-level emotional intelligence leads to high performance, conversely, low-level emotional intelligence leads to low-level performance (Lyons & Schneider, 2005). Based on one study, it is found that police officers who have high emotional intelligence

are performing better than those who were having low EI (Afolabi et al., 2010b). Other researchers from China found that EI is a significant predictor of job performance (Law et al., 2007). When employees' emotional intelligence increases, their performance and productivity also increase (Gardner, 2011). According to the study, it is found that there is a significant relationship between EI and Job performance (Khanzada et al., 2018). From the meta-analysis, it is found that there is a significant relationship between EI on Job performance (Joseph & Newman, 2010).

#### **H5: Emotional Intelligence has a significant relationship with Job performance**

##### **Emotional Intelligence – Mediating Role**

In research, EI plays a significant mediating role in predicting work-related goals. Therefore, in academic research, EI is being used as a mediating construct (Vratskikh et al., 2016c). Based on the study, it is found that EI mediates the significant relationship between work climate, work motivation, work satisfaction and compensation with the job performance of the employees (Hendrawijaya et al., 2018). According to the study, it is found that EI mediates the relationship between the academic environment and adulthood which means academic skills can be enhanced when they have a strong EI (Noor & Hanafi, 2017). According to the studies, it has been found that emotional intelligence is playing a significant mediating role between job satisfaction and work performance (Kafetsios & Zampetakis, 2008c). It is found from the study that EI is significantly influencing job satisfaction of employees and job performance (Goleman et al., 2002). The study revealed that job satisfaction is moderately mediating EI and Job performance which means, there are significant associations among all these variables (Khanzada et al., 2018b). A study found that EI plays a mediating role between occupational stress and job performance (Ismail et al., 2019c). According to the study, EI was playing a mediating role between job insecurity and psychological strain. It means, EI supports individuals to reduce the strain of job insecurity (Mauno et al., 2005b). Leaders who are having a high EI are developing subordinates' knowledge and skills by offering training and (Mauno et al., 2005) development opportunities (Daus et al., 2012). EI leaders are creating a culture wherein followers are emotionally strong (Daus et al., 2012). The study found that the mediating role of leaders' EI influences subordinates' EI (Miao et al., 2016). Individuals who are having high EI are less stressed, their commitment level is high (Singh & Woods, 2008) and their job performance is also high (Huang et al., 2010).

**H6: Emotional Intelligence mediates the relationship between Work life balance and Job performance.**

**H7: Emotional Intelligence mediates the relationship between Job satisfaction and Job performance.**

##### **Methodology**

The research methodology part is a comprehensive plan on how to execute the research. It is a "blueprint" for the research aimed at answering research questions. Moreover, it supports how to proceed the research in a structured way. In this study, the research methodology part focuses on the different parts such as Research design, Questionnaire design and data collection process,

Descriptive statistics, Variables of the study, Measures and Framework of analysis. Every part has been explained with the required details and is described below for clear understanding.

### Research Design

The research design of the study is descriptive and explanatory. Generally, descriptive is appropriate to describe a population or phenomenon and explanatory is appropriate for how or why a particular phenomenon is occurring. The study adopted a quantitative research approach and examines the mediating role of emotional intelligence on the relationship between work-life balance, job satisfaction as independent variables and job performance as the dependent variable. The study was undertaken in the healthcare sector in Coimbatore, India. For this study, the sample size was 224 which was determined based on G Power analysis. A simple random sampling technique was adopted. The PLS-SEM was used to analyze the data. PLS is the variance-based technique and it supports the reflective and formative indicators. Moreover, it is more flexible and robust in sample size requirements and it is a widely accepted method in social science research (Hair et al., 2019). This method has been adopted in many studies (Chin et al., 2022).

### Questionnaire design & Collection of data

A structured questionnaire was prepared and given to respondents to collect the data. The data were collected in 20 hospitals across coimbatore through the interview schedule. Based on the data collection, the descriptive statistics was calculated and presented in the table format below (Table 1).

**Table 1. Demographic profile n = 224**

| Variables       | Subgroups | Frequency | Percent |
|-----------------|-----------|-----------|---------|
| Gender          | Male      | 59        | 26%     |
|                 | Female    | 165       | 74%     |
| Age             | <30       | 84        | 37%     |
|                 | 30 – 35   | 58        | 26%     |
|                 | 36 – 40   | 46        | 21%     |
|                 | >40       | 36        | 16%     |
| Work Experience | <2 years  | 62        | 28%     |
|                 | 2-4 Years | 34        | 15%     |
|                 | 4-6 Years | 42        | 19%     |
|                 | >6 Years  | 86        | 38%     |
| Marital Status  | Single    | 70        | 31%     |
|                 | Married   | 154       | 69%     |

### Variables of the study

In the study, Work-life Balance and Job satisfaction were considered as antecedents, emotional Intelligence was considered as a mediating variable and Job performance as an outcome.

## Measures

The study included four constructs: Job satisfaction, Work-life Balance, Emotional Intelligence and Job Performance. Based on the existing literature, measurement scales were taken for this study. Participants were asked to fill their responses on a five-point Likert scale with the anchors of (1) strongly disagree to (5) strongly agree. To measure Job satisfaction, **(Cammann et al., 1979)** scale was used which includes three items. A sample item is "All in all, I am satisfied with my job". To measure Work-life balance, **(Carlson et al., 2009)** scale was used which consists of six items. A sample item is "I am able to negotiate and accomplish what is expected of me at work and in my family". To measure emotional intelligence, **(Williams, L. J., & Anderson, S. E. (1991))** scale was used which includes nineteen items. A sample item is "By looking at people's facial expressions, I recognize the emotions they are experiencing". To measure Job performance, **(Brackett, M. A., et al., 2006)** scale was used which includes twenty-one items. A sample item is "Adequately Completes Assigned duties".

## Framework of Analysis

The Partial Least Square – Structural Equation Modelling (PLS-SEM) was used to analyze the data. PLS is the variance-based technique and it supports the reflective and formative indicators. PLS-SEM is an appropriate tool for exploratory research **(Chin, 2000)**. PLS-SEM has a two-step process. Step one is to examine the reliability and validity of constructs and step two is a proposed model which is assessed to support the hypotheses. Hence, this study was to identify the interconnection between employee engagement and organizational commitment. Moreover, this study has a small sample size of 224 which is also one of the reasons for PLS being used. Generally, PLS handles a small set of data sizes **(Bari et al., 2016)**. Generally, when the objective of the research is theory development and prediction, then the recommended method is PLS-SEM. When the objective of the research is theory-testing and conformation, then the appropriate method is CB-SEM. As this study aimed at theory development and prediction, the PLS-SEM was used. Moreover, the objective of the PLS-SEM is to explain variance in the dependent variables as well as to measure the data quality on measurement models **(Hair Jr et al., 2017a)**.

## Analysis & Results

### Measurement Model

This study used a reliability test (Cronbach's alpha) to measure the internal consistency among the measured variables. If Cronbach's alpha score is higher than .7 is considered an acceptable accuracy for a good construct **(Nunnally, 1975)**. The factor loadings are to be calculated to measure the convergent validity, composite reliability and average variance extracted (AVE) **(Hair et al., 2010a)**. Factor loading supports the impact between each item and the respective construct. A higher level of factor outer loading recommends a higher level of indicator reliability. When the factor loading is  $>.70$  that item must be retained **(Hair et al., 2010b)**. Even factor loading is  $>.40$  and less than  $<.70$  can be retained provided it does not create any impact on AVE and CR **(F. Hair Jr et al., 2014a)**. On account of that, one item for which factor loading is  $<.5$  was removed from the Job involvement scale.

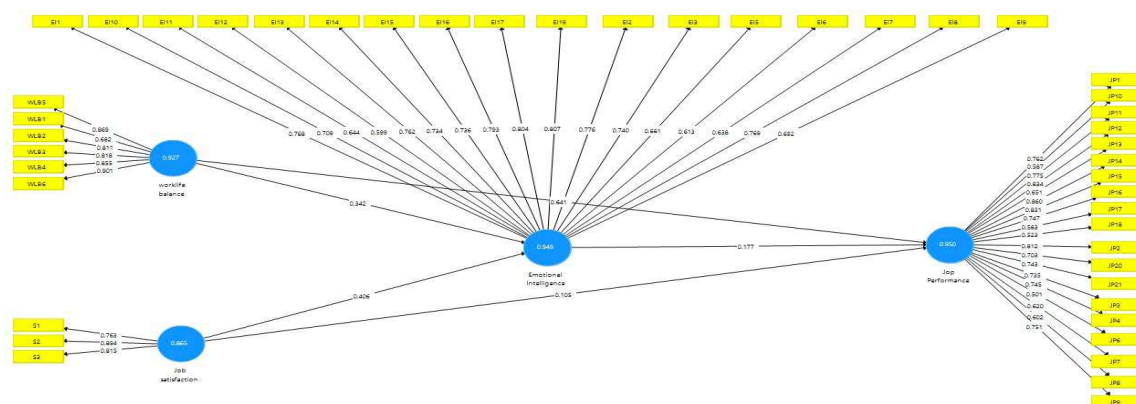
The average variance extracted (AVE) is the level of variance identified by a construct. The recommended AVE value must be greater than 0.5 (Hair et al., 2006). In this study, for all the constructs, the AVE value is higher than 0.5 which means, it supports the construct measures in terms of construct validity. Composite reliability (CR) supports the construct indicators that contribute to the latent variable. The suggested value must be greater than 0.7 (F. Hair Jr et al., 2014b). Table 1 shows the recommended values of AVE, factor loadings, CR and Cronbach alpha. Based on that, convergent validity is established.

**Table 2: Measurement Model**

| Construct              | Items | Loadings | Cronbach alpha | CR    | AVE   | R <sup>2</sup> |
|------------------------|-------|----------|----------------|-------|-------|----------------|
| Work-life Balance      | WLB1  | 0.682    | 0.906          | 0.927 | 0.682 | -              |
|                        | WLB2  | 0.811    |                |       |       |                |
|                        | WLB3  | 0.818    |                |       |       |                |
|                        | WLB4  | 0.855    |                |       |       |                |
|                        | WLB5  | 0.869    |                |       |       |                |
|                        | WLB6  | 0.901    |                | 0.865 |       |                |
| Job Satisfaction       | S1    | 0.763    | 0.776          |       | 0.682 | -              |
|                        | S2    | 0.894    |                |       |       |                |
|                        | S3    | 0.815    |                | 0.949 |       |                |
| Emotional Intelligence | EI1   | 0.768    | 0.942          |       | 0.523 | 0.381          |
|                        | EI2   | 0.776    |                |       |       |                |
|                        | EI3   | 0.740    |                |       |       |                |
|                        | EI5   | 0.661    |                |       |       |                |
|                        | EI6   | 0.613    |                |       |       |                |
|                        | EI7   | 0.638    |                |       |       |                |
|                        | EI8   | 0.769    |                |       |       |                |
|                        | EI9   | 0.692    |                |       |       |                |
|                        | EI10  | 0.709    |                |       |       |                |
|                        | EI11  | 0.644    |                |       |       |                |
|                        | EI12  | 0.599    |                |       |       |                |
|                        | EI13  | 0.762    |                |       |       |                |
|                        | EI14  | 0.734    |                |       |       |                |
|                        | EI15  | 0.736    |                |       |       |                |
|                        | EI16  | 0.793    |                |       |       |                |

| Construct       | Items | Loadings | Cronbach alpha | CR    | AVE   | R <sup>2</sup> |
|-----------------|-------|----------|----------------|-------|-------|----------------|
| Job Performance | EI17  | 0.804    | 0.944          | 0.950 | 0.506 | 0.631          |
|                 | EI19  | 0.807    |                |       |       |                |
|                 | JP1   | 0.762    |                |       |       |                |
|                 | JP2   | 0.812    |                |       |       |                |
|                 | JP3   | 0.735    |                |       |       |                |
|                 | JP4   | 0.745    |                |       |       |                |
|                 | JP6   | 0.501    |                |       |       |                |
|                 | JP7   | 0.620    |                |       |       |                |
|                 | JP8   | 0.602    |                |       |       |                |
|                 | JP9   | 0.751    |                |       |       |                |
|                 | JP10  | 0.587    |                |       |       |                |
|                 | JP11  | 0.775    |                |       |       |                |
|                 | JP12  | 0.834    |                |       |       |                |
|                 | JP13  | 0.651    |                |       |       |                |
|                 | JP14  | 0.860    |                |       |       |                |
|                 | JP15  | 0.831    |                |       |       |                |
|                 | JP16  | 0.747    |                |       |       |                |
|                 | JP17  | 0.583    |                |       |       |                |
|                 | JP18  | 0.523    |                |       |       |                |
|                 | JP20  | 0.703    |                |       |       |                |
|                 | JP21  | 0.743    |                |       |       |                |

## Measurement Model



### Discriminant Validity

For this study, the discriminant validity was tested by two methods. The first method is the Fornell-Larcker, recommended by (Hair et al., 2013a) and the second one was the HTMT test developed by (Henseler et al., 2016a). The discriminant validity was measured based on the Fornell-Larcker method. Significantly, the square root of AVE is higher than the correlations between the constructs with items (Henseler et al., 2016b). The HTMT method was used as a strong criterion to measure the discriminant validity than the traditional approach (Fornell-Larcker method). In heterotrait–monotrait (HTMT) method, the measured value is lesser than .85 as per the recommendations by (Hair Jr et al., 2017b). The results are mentioned below.

**Table 3 - Discriminant Validity**

| <b>Fornell-Larcker criterion</b>                            |           |           |           |            |
|-------------------------------------------------------------|-----------|-----------|-----------|------------|
| <b>Construct</b>                                            | <b>EI</b> | <b>JS</b> | <b>JP</b> | <b>WLB</b> |
| EI                                                          | 0.723     |           |           |            |
| JS                                                          | 0.529     | 0.826     |           |            |
| JP                                                          | 0.544     | 0.427     | 0.711     |            |
| WLB                                                         | 0.487     | 0.358     | 0.764     | 0.826      |
| Note: the diagonal represents the square root value of AVE. |           |           |           |            |
| <b>HTMT criterion</b>                                       |           |           |           |            |
| <b>Construct</b>                                            | <b>EI</b> | <b>JS</b> | <b>JP</b> | <b>WLB</b> |
| EI                                                          |           |           |           |            |
| JS                                                          | 0.575     |           |           |            |
| JP                                                          | 0.540     | 0.461     |           |            |
| WLB                                                         | 0.500     | 0.376     | 0.808     |            |

### Structural Model & Model fit

This study used five-step approach to measure the structural model. The first step is to measure the coefficient of determination ( $R^2$  value), the second step is to check the Structural model path coefficients, the third step is to measure whether a model has predictive relevance  $Q^2$  or not, the fourth step is to predict the model accuracy by using Cohen's Indicator ( $f^2$ ), and the last step is to measure how well the model quality fit using Goodness of fit.

### R square

The  $R^2$  statistical measure is useful to check how the data is fitted on the regression line. In other terms,  $R^2$  is the square of the correlations between the response values and predicted response values. Generally, the  $R^2$  value is between 0 and 1. If the measured value is high (means closer to 1) that indicates that the predictive accuracy level is also high. The recommended values of  $R^2$  are 0.75, 0.50 & 0.25 (Hair et al., 2013b) which denote substantial, moderate and weak respectively.

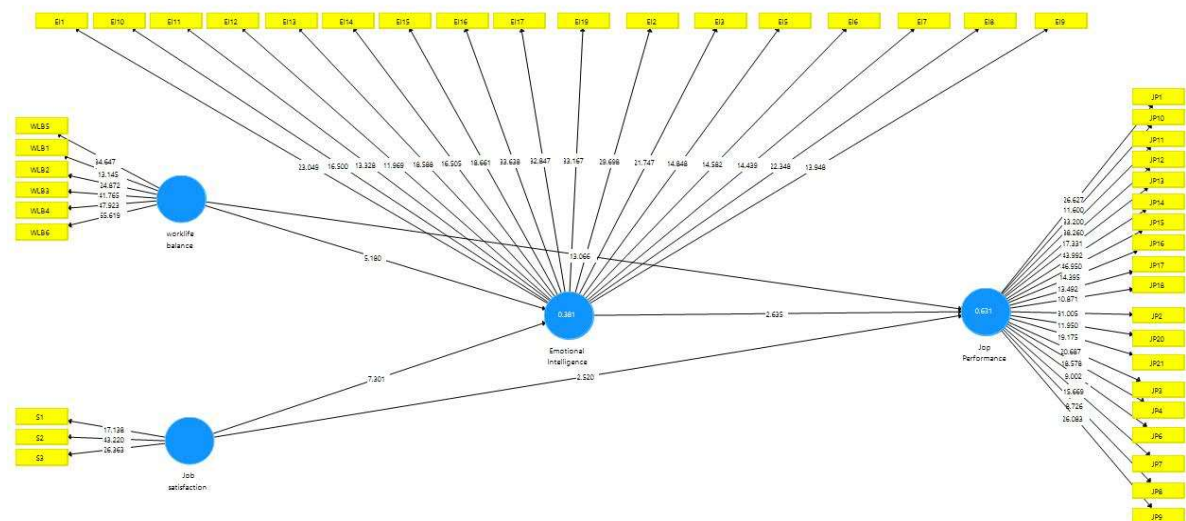
In this study, it is inferred that the  $R^2$  value of emotional intelligence and Job performance are .381 and .631 respectively. Therefore, the model has good strength (Kumar & Punitha, 2022a).

**Table 4: Structural Model Path Coefficients**

| Structural path | Path coefficient | T values | P-Values (0.05%) | Conclusion |
|-----------------|------------------|----------|------------------|------------|
| H1: WLB - EI    | 0.342            | 5.180    | 0.000            | Supported  |
| H2: JS - EI     | 0.406            | 7.301    | 0.000            | Supported  |
| H3: WLB - JP    | 0.641            | 13.066   | 0.000            | Supported  |
| H4: JS - JP     | 0.105            | 2.520    | 0.010            | Supported  |
| H5: EI - JP     | 0.177            | 2.635    | 0.006            | Supported  |

Note: WLB: Work-life balance, JS: Job Satisfaction, EI: Emotional Intelligence, JP: Job Performance

### Structural Model



### Q square

The Stone- Geisser Indicator (Q2) method was used in this study which measures the prediction quality or accuracy of the model. The  $Q^2$  outcome is stable when the value is higher than zero (F. Hair Jr et al., 2014c). The values of  $q^2$  of emotional intelligence and job performance are .191 and .296 respectively. It denotes that the model has predictive relevance. As  $R^2$  and  $q^2$  results are positive, the structural model is strong with good quality).

### F Square

Cohen's indicator  $F^2$  is another indicator to predict the model's accuracy. It is obtained by adding and deleting model constructs one by one. The recommended values are 0.02, 0.15 and 0.35 which

denote small, medium, and large respectively (F. Hair Jr et al., 2014d). Also, the  $f^2$  is evaluated by the ratio between the part explained and the part not-explained ( $f^2 = R^2/(1 - R^2)$ ). The result can be obtained by reading the commonalities through blindfolding. Based on the blindfolding result, (below Table) the accuracy level of the model is fit.

**Table 5**

| Variables | F <sup>2</sup> | Accuracy Level |
|-----------|----------------|----------------|
| WLB – EI  | 0.165          | Medium         |
| JS – EI   | 0.232          | Medium         |
| WLB – JP  | 0.831          | Large          |
| JS – JP   | 0.021          | Small          |
| EI – JP   | 0.052          | Small          |

### Goodness of Fit

The general adjustment indicator of the model should be evaluated, for which, Goodness of Fit (GoF) needs to be measured. The recommended value of 0.36 is adequate for the areas of the social and behavioral sciences (Wetzels et al., 2009). Based on the calculation, the result is 0.45 (EI) and 0.57(JP) which means that the model is fit.

### Testing of Hypotheses

Based on the hypothesis (H1), Work life balance is significantly supporting emotional intelligence with the value of ( $\beta=.342$ ,  $t\text{-value}=5.180$ ,  $P\text{-value}=0.000$ ). As the  $p\text{-value}$  is less than 0.05 (Table 4), the hypothesis is accepted. Based on the hypothesis (H2), job satisfaction is significantly supporting emotional intelligence with the value of ( $\beta=0.406$ ,  $t\text{-value}=7.301$ ,  $p\text{-value}=0.002$ ). As the  $p\text{-value}$  is less than 0.05 (Table 4), the hypothesis is accepted. Based on the hypothesis (H3), Work life balance is significantly supporting job performance with a value of ( $\beta=0.641$ ,  $t\text{-value}=13.066$ ,  $p\text{-value}=0.000$ ). As the  $p\text{-value}$  is less than 0.05 (Table 4), the hypothesis is accepted. According to the hypothesis (H4), job satisfaction is significantly supporting job performance with a value of ( $\beta=0.105$ ,  $t\text{-value}=2.520$ ,  $p\text{-value}=0.000$ ). As the  $p\text{-value}$  is less than 0.05 (Table 4), the hypothesis is accepted. Based on the hypothesis (H5), emotional intelligence is significantly supporting job performance with a value of ( $\beta=0.177$ ,  $t\text{-value}=2.635$ ,  $p\text{-value}=0.000$ ). When the  $p\text{-value}$  is less than 0.05 (Table 4), which led to accepting the hypothesis.

### Tests for Mediation

The mediating effect of emotional intelligence in the relationship between Work-life balance, job satisfaction and job performance is analyzed by bootstrapping technique recommended by (preacher & hayes, 2008a). The indirect effect of WLB on JP is significant (IE=0.060 and  $t\text{-value}=2.056$ ) at  $p<0.05$  (Table 4). Also, the interval confidence was different from zero (0.016, 0.131). Similarly, the indirect effect of JS on JP is significant (IE=0.072 and  $t\text{-value}=2.573$ ) at  $p<0.05$ . The interval confidence was different from zero (0.020, 0.137). Thus, we can conclude that the mediation effects are statistically significant (preacher & hayes, 2008b). The results of the mediation analysis are presented in Table 7.

Table 7

|          | Standard | Standard | T-value | P-value | Confidence Interval |       | Supported |
|----------|----------|----------|---------|---------|---------------------|-------|-----------|
|          | Beta     | Error.   |         |         | LL                  | UL    |           |
| WLB – JP | 0.060    | 0.029    | 2.056   | 0.016   | 0.016               | 0.131 | Yes       |
| JS – JP  | 0.072    | 0.028    | 2.573   | 0.028   | 0.020               | 0.137 | Yes       |

## Discussion

**Hypothesis 1:** Work-life Balance is significantly and positively related to emotional intelligence ( $\beta=0.342$ ,  $t\text{-value}=5.180$ ,  $P\text{-value}=0.000$ ) which indicates that hypothesis (H1) is supported. The result of the study is related to (Malik et al., 2019b) that individuals who have good work-life balance have high emotional intelligence in the workplace. This finding is also related to another study (Mulyani et al., 2021) that when work-life balance influences the emotional intelligence of employees.

**Hypothesis 2:** Job satisfaction is significantly related to emotional intelligence ( $\beta=0.406$ ,  $t\text{-value}=7.301$ ,  $P\text{-value}=0.000$ ) which confirms that hypothesis (H2) is supported. The result of the study is related to (Malik et al., 2019c) that job satisfaction is significantly influencing emotional intelligence by which productivity of the organization can be increased. The finding of this study is also related to another study (Navas & Vijayakumar, 2018) that the employees who are satisfied, their emotional intelligence level is also high.

**Hypothesis 3:** Work-life balance is significantly and positively related to Job Performance ( $\beta=0.641$ ,  $t\text{-value}=13.066$ ,  $P\text{-value}=0.000$ ) which results in supporting the hypothesis (H3). The result of the study is matched with the study (Johari et al., 2018) that individuals who have work-life balance are delivering more performance. The finding of this study is also related to another study (Haider et al., 2018) that when employees are having a work-life balance, their performance level is really good.

**Hypothesis 4:** Job satisfaction is significantly related to Job performance ( $\beta=0.105$ ,  $t\text{-value}=2.520$ ,  $P\text{-value}=0.010$ ) therefore hypothesis (H4) is supported. The result of this study is related to a study (Davidescu et al., 2020) that job satisfaction and job performance is positively related. This finding is also related to another study (Omar et al., 2020) that job satisfaction is influencing job performance in a positive manner.

**Hypothesis 5:** Employee engagement significantly and positively supported organizational commitment ( $\beta=0.177$ ,  $t\text{-value}=2.635$ ,  $P\text{-value}=0.006$ ) therefore, hypothesis (H5) is supported. The result of the study is related to a study (Gong et al., 2019) that emotional intelligence is significantly related to job performance. This finding is also related to another study (Aqqad et

al., 2019) that there is a positive and significant relationship between emotional intelligence and job performance.

**Hypothesis 6, 7:** Based on bootstrapping, the mediating construct of emotional intelligence is showing the mediation between Work-life balance, Job Satisfaction and Job performance which confirms that hypothesis (H6), (H7) is supported.

The outcome of the study is associated with social intelligence theory. Eventually, the study proved that emotional intelligence is playing a mediation role between independent and dependent variables. Certainly, it improves organizational outcomes with the help of work-life balance and job satisfaction.

## Conclusion

The study examined the work-life balance, job satisfaction and job performance of the employees by testing the mediating role of emotional intelligence, among employees in the health care sector in Coimbatore, Tamilnadu, India.

- It is proved that emotional intelligence is playing a vital role in the workplace and it supports employees to improve their work-life balance, job satisfaction and Job performance.
- In this study, it is identified that Work-life balance and job satisfaction are significantly related to emotional Intelligence. Work-life balance and job satisfaction are significantly related to Job performance. Emotional Intelligence and Job performance are also significantly related to each other.
- With respect to mediation analysis, Emotional intelligence is mediating between work-life balance, Job satisfaction and Job Performance.
- Hence, the study concluded that emotional Intelligence is driving factor for Work-life balance, job satisfaction and Job performance in the workplace.

## Managerial Implication

This study has recommended that emotional intelligence is playing the mediating role for independent and dependent variables of this study.

Based on the first hypothesis, Work-life balance is the personal resource and antecedent for emotional intelligence. According to the study, work-life balance and emotional intelligence are significantly related to one another which means when employees have a high level of work-life balance, their emotional intelligence level is high. Hence, the organization has to focus on the employees' work-life balance activities by which the emotional intelligence level of employees can be increased.

As the second hypothesis indicated that there is a positive and significant relationship between job satisfaction and emotional intelligence. Therefore, when employees have a high level of job satisfaction, their emotional intelligence level is also high. Hence, organizations have to satisfy their employees, through which emotional intelligence can be increased.

According to the third hypothesis, Work-life balance and Job performance are significantly related to each other which means, the higher the work-life balance, the better will be the Job performance.

So, organizations have to take initiatives regarding work-life balance to increase the Job performance level of the employees.

As the fourth hypothesis suggested that job satisfaction and Job performance are positively and significantly related this indicates that satisfied employees in the organization are delivering a high level of performance at the workplace. Hence, organizations have to concentrate on satisfying employees in the working environment, through which the performance of the employees' commitment can be increased.

Based on the fifth hypothesis, there is a positive and significant association between emotional intelligence and job performance which comprehends that emotional intelligence is playing a vital role in Job performance. So, organizations have to improve the emotional intelligence level of employees in the working environment by which job performance levels can be increased.

As per the sixth and seventh hypothesis, emotional intelligence is mediating work-life balance, job satisfaction and job performance which means that work-life balance, job satisfaction plays an antecedent role in emotional intelligence through which the outcome of the organization can be achieved. Therefore, organizations have to focus on work-life balance, job satisfaction activities so that the performance level of employees can be increased at the workplace.

Eventually, this study recommended that in the organization, HR managers have to focus on employees' work-life balance, job satisfaction and emotional intelligence activities. Certainly, these variables support improving job performance at the workplace.

### **Limitations and future research**

Based on the study, some limitations are realized for future research. Firstly, the study focused only on one demographical area, not the entire state or country, Therefore, a future researcher can concentrate on a wide perspective. Secondly, the study focused only on the healthcare sector. Whatever results identified in this study, perhaps, do not apply to other industries. Hence, a future study can focus on other sectors. Moreover, results are identified, based on the Indian context not on the global perspective and they can't be generalized. Therefore, future studies can concentrate on other countries' perspectives.

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