

**THE EFFECT OF WORK LIFE BALANCE AND EMOTIONAL INTELLIGENCE ON
WORK SATISFACTION AT HOTEL SINTESA PENINSULA MANADO****PENGARUH KESEIMBANGAN KEHIDUPAN KERJA DAN KECERDASAN EMOSIONAL
TERHADAP KEPUASAN KERJA DI HOTEL SINTESA PENINSULA MANADO**

By:
Ricky Bukit¹
S.L.H.V.J. Lapian²
Maria V. J. Tielung³

¹²³International Business Administration, Management Department
Faculty of Economics and Business
Sam Ratulangi University, Manado

E-mail:

¹rickybukit04@gmail.com

²lapianjoyce@unsrat.ac.id

³mariatielung@unsrat.ac.id

Abstract: Job satisfaction is an affective or emotional response to various aspects or aspects of a person's job so that job satisfaction is not a single concept. A person can be relatively satisfied with one aspect of a job and dissatisfied with one or more other aspects. Job Satisfaction is a worker's (positive) attitude towards his job, which arises based on an assessment of the work situation. The assessment can be carried out on one of the jobs, the assessment is carried out as a sense of appreciation in achieving one of the important values in the job. Satisfied employees prefer their work situation rather than dislike them. The objectives of this study are to determine the effect of Work Life Balance and Emotional Intelligence have a significant effect on Work Satisfaction At Hotel Sintesa Peninsula Manado. The analytical method used is multiple linear regression. The results of the hypothesis test found that simultaneously Work Life Balance and Emotional Intelligence had a significant effect on Work Satisfaction at Hotel Sintesa Peninsula Manado, but partially Work Life Balance has no significant effect on Work Satisfaction at Hotel Sintesa Peninsula Manado. For Hotel Sintesa Peninsula Manado to maintain and improve the quality of Emotional Intelligence so that employees who work can be more satisfied and can help improve the quality of their performance later.

Keywords: Work life balance, emotional intelligence, work satisfaction

Abstrak: Kepuasan kerja merupakan respon afektif atau emosional terhadap berbagai aspek atau aspek pekerjaan seseorang sehingga kepuasan kerja bukanlah suatu konsep tunggal. Seseorang dapat relative puas dengan satu aspek pekerjaan dan tidak puas dengan satu atau lebih aspek lainnya. Kepuasan Kerja adalah sikap (positif) seorang pekerja terhadap pekerjaannya, yang timbul berdasarkan penilaian terhadap situasi kerja. Penilaian dapat dilakukan pada salah satu pekerjaan, penilaian dilakukan sebagai rasa penghargaan dalam mencapai salah satu nilai penting dalam pekerjaan. Karyawan yang puas lebih menyukai situasi kerja mereka dari pada tidak menyukainya. Tujuan dari penelitian ini adalah Untuk mengetahui pengaruh Work Life Balance dan Kecerdasan Emosional berpengaruh signifikan terhadap Kepuasan Kerja Pada Hotel Sintesa Peninsula Manado. Metode analisis yang digunakan adalah regresi linier berganda. Hasil uji hipotesis menemukan bahwa secara simultan Work Life Balance dan Kecerdasan Emosional berpengaruh signifikan terhadap Kepuasan Kerja di Hotel Sintesa Peninsula Manado, namun secara parsial Work Life Balance tidak berpengaruh signifikan terhadap Kepuasan Kerja di Hotel Sintesa Peninsula Manado. Bagi Hotel Sintesa Peninsula Manado untuk menjaga dan meningkatkan kualitas Kecerdasan Emosional agar karyawan yang bekerja dapat lebih puas dan dapat membantu meningkatkan kualitas kinerjanya nantinya

Kata Kunci: Work life balance, kecerdasan emosional, kepuasan kerja

INTRODUCTION

Every person who works expects to get satisfaction from his place of work. Basically, job satisfaction is an individual thing because each individual will have different levels of satisfaction according to the values that apply in each individual. The more aspects of work that are in accordance with the wishes of the individual, the higher the level of perceived satisfaction. Job satisfaction is an affective or emotional response to various aspects or aspects of a person's job so that job satisfaction is not a single concept. A person can be relatively satisfied with one aspect of a job and dissatisfied with one or more other aspects. Job Satisfaction is a worker's (positive) attitude towards his job, which arises based on an assessment of the work situation. The assessment can be carried out on one of the jobs, the assessment is carried out as a sense of appreciation in achieving one of the important values in the job. Satisfied employees prefer their work situation rather than dislike them

Hotel Sintesa Peninsula Manado is a company engaged in the accommodation services business, located at JalanJendralSudirman, Wenang, Manado. This 5-star hotel was built in 2008. The building has 11 floors and 150 rooms. With the increasing number of hotels in Manado City, the competition in the hotel industry is also increasing. To be able to compete with competitors, hotels need human resources who have good performance in carrying out hotel operational activities. Hotels that want to exist and not be eliminated from the competition will not ignore the increase in their human resources, because human resources are one of the important assets that help a company achieve its stated goals. Therefore, the hotel management needs to increase the job satisfaction of employees. These factors include WLB or Work Life Balance and Emotional Intelligence.

Work-life balance is an important factor for each employee, so that employees have a balanced quality of life in dealing with their families and at work. Work-life balance is a state of balance in two demands where the work and life of an individual is the same. Where the work life balance in the view of employees is the choice of managing work and personal obligations or family responsibilities. Where as in the company's view, work-life balance is a challenge to create a supportive culture in the company where employees can focus on their work while at work. This study also discussed emotional intelligence factors. Emotional Intelligence (EQ) plays a more important role in success than intellectual intelligence. This claim does seem like it was raised even though there are several studies that show the truth in that direction. A study even states that IQ only plays a role of 4% -25% of success at work, the rest is determined by EQ or other factors outside of the IQ. EQ and IQ are very important in dealing with social life that has to think and interact with other people

Research Objective

To determine the effect of Work Life Balance and Emotional Intelligence have a significant effect on Work Satisfaction at Hotel Sintesa Peninsula Manado

THEORETICAL FRAMEWORK

Human Resource Management

Human resource management is the process of obtaining, training, assessing and compensating employees, paying attention to their work relationships, health, security and justice issues (Dessler, 2015). Human resource management is a process of utilizing human resources effectively and efficiently through planning, mobilizing and controlling a value that becomes human strength to achieve goals (Ardana, Muljati, and Mudiarta, 2015).

Work Life Balance

Work-life balance is an important factor for each employee, so that employees have a balanced quality of life in dealing with their families and at work. According to Hasibuan (2015), the work-life balance program includes resources on the care of parents and children, care, employee health and welfare, and relocation and others. Where many companies offer family-friendly benefits programs that employees need to balance work and life, which include flextime, job sharing, telecommunicating and others.

Emotional Intelligence

Intelligence according to Robbins (2015) is an old conception of power that can complement the human mind with universal abstract ideas, to be the single source of true knowledge. This power in Greek is called nuos,

while the use of this power is called noesis. The two terms are then known in Latin as intellectus and intelligentia. Furthermore, in English, each is translated as intellect and intelligence.

Work Satisfaction

Every human being has needs in his life. The desire to fulfill that need drives people to carry out various activities. The needs that humans have are very diverse. One person's satisfaction with one another will vary. So, that satisfaction is individual. According to Mahsun (2016), job satisfaction is a form of emotional attitude that is fun and loves the job he is doing. Job satisfaction at work is job satisfaction that can be enjoyed at work by getting results from the achievement of work goals, placement, treatment, and a good working environment. Employees who can enjoy job satisfaction in this job, will choose to prioritize their work rather than the remuneration / wages they get from the job. Employees will feel more satisfied if the remuneration is proportional to the work done.

Previous Research

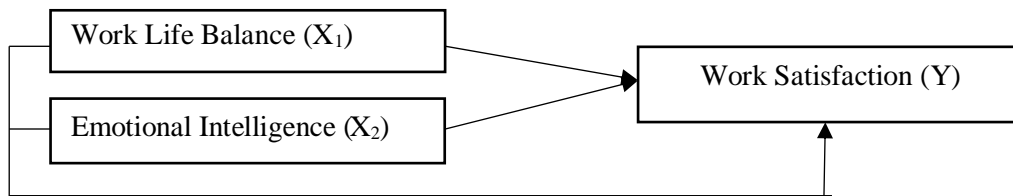
Haar et al. (2014) investigated the effects of work–life balance (WLB) on several individual outcomes across cultures. Using a sample of 1416 employees from seven distinct populations – Malaysian, Chinese, New Zealand Maori, New Zealand European, Spanish, French, and Italian. SEM analysis showed that WLB was positively related to job and life satisfaction and negatively related to anxiety and depression across the seven cultures. Individualism/collectivism and gender egalitarianism moderated these relationships. High levels of WLB were more positively associated with job and life satisfaction for individuals in individualistic cultures, compared with individuals in collectivistic cultures. High levels of WLB were more positively associated with job and life satisfaction and more negatively associated with anxiety for individuals in gender egalitarian cultures.

Fayyazi and Aslani (2015) investigated the impact of work-life balance (WLB) on employees' job satisfaction and turnover intention. Moreover, they studied the moderating role of continuance commitment on job satisfaction – turnover intention relationship. Regression analysis was used to analyze the data collected from 265 questionnaires completed by employees in an Iranian industrial company. The findings supported that WLB has a significant positive relationship with job satisfaction, and a significant negative relationship with turnover intention. Besides, job satisfaction fully mediates the WLB – turnover intention relationship.

Suleman et al. (2020) examined the relationship between emotional intelligence and job satisfaction among secondary schools heads in Khyber Pakhtunkhwa. For this investigation, a total of 402 out of 884 secondary school heads were taken as a sample using a multistage sampling technique. The study was correlative, descriptive, and quantitative in nature, and survey research designed was used for collecting information from the participants. Statistical tools, i.e. mean, standard deviation, Pearson's product-moment correlation, multiple linear regression, and analysis of variance, were applied. The findings showed that there was a moderate positive correlation between emotional intelligence and job satisfaction. Additionally, there was a moderate positive correlation between all the sub dimensions of emotional intelligence and job satisfaction except emotional stability, where the correlation was also positive and the effect size weak. Furthermore, five dimensions of emotional intelligence such as managing relations, emotional stability, self-development, integrity, and altruistic behavior were found significant predictors of job satisfaction.

Research Hypothesis

- H1. Work Life Balance and Emotional Intelligence have a significant effect simultaneously on Work Satisfaction
- H2. Work Life Balance has a partially significant effect on Work Satisfaction
- H3. Emotional Intelligence has a partially significant effect on Work Satisfaction

Conceptual Framework**Figure 1. Conceptual Framework***Source: Theoretical Review, 2021***RESEARCH METHOD****Research Approach**

This type of research is associative research. Associative research is research that aims to determine the effect or relationship between two or more variables (Sugiyono, 2012). This study looks for the influence of Work Life Balance and Emotional Intelligence on Job Satisfaction.

Population, Sample Size, and Sampling Technique

Sugiyono (2012) states that population is a generalization area consisting of objects / subjects that have certain qualities and characteristics that are determined by researchers to be studied and then draw conclusions. The population in this study were all employees at Sintesa Peninsula Manado Hotel, totaling 150 employees. The sampling technique used in this research is the *Slovin formula*, namely:

$$n = \frac{N}{N \cdot e^2 + 1} = \frac{150}{150 (0.1)^2 + 1} = 60$$

Description:

- n = Sample Size
- N = Population Size
- e = Margin Error (10%)

The number of samples is 60 respondents. So that the sample in this study amounted to 60 Respondent

Data Collection Technique

Collecting data used in this study using a questionnaire. The questionnaire is a data collection technique which is done by giving a set of questions or written statements to the respondent to answer them. The questionnaire is an efficient data collection technique if the researcher knows exactly what variables to measure and what can be expected from the respondent. In addition, a questionnaire is also suitable if the respondents are quite widely scattered. Questionnaires can be in the form of open or closed questions and can be given to respondents directly or indirectly. The questionnaire in this study will be distributed to the number of samples that the author has determined, namely the employees of the Sintesa Peninsula Manado Hotel. The data measurement used in this study is a Likert scale.

Data Analysis Method**Validity Test**

Test the validity of data in research, often only emphasized on the validity test. In quantitative research, the main criteria for research data are valid. The validity test is the degree of speed between the data that actually occurs on the object of research and the data that can be reported by the researcher. Thus, valid data is data that does not differ between the data reported by the researcher and the data that actually occurs on the object of research (Sugiyono, 2012).

Reliability Test

Reliability / reliability (degree of consistency) is a measure that shows how high an instrument can be trusted or reliable, meaning that reliability concerns the accuracy (in a consistent sense) of the measuring instrument (Mustafa, 2009). Another understanding is that if a set of the same object is measured many times with the same measuring instrument, the same results will be obtained.

Classical Assumption Tests

Multicollinearity Test

Multicollinearity test aims to test whether the regression model found a correlation between independent variables. A good regression model should not have a correlation between the independent variables (Ghozali, 2009). An analysis says there is no multicollinearity symptom if the VIF (Variance Inflation Factor) value <10 (Ghozali, 2009).

Heteroscedasticity Test

The heteroscedasticity test aims to test whether in the regression model there is an inequality of variance from the residuals of one observation to another. If the residual variance from one observation to another observation remains, it is called homoscedasticity and if it is different it is called heteroscedasticity. A good regression model is homoscedasticity or heteroscedasticity does not occur (Ghozali, 2009).

Normality test

This test aims to test whether in the regression model, confounding variables have a normal distribution (Ghozali, 2009). The easiest way to view normality is graph analysis. Graph analysis is used to see the normality of the data by looking at the histogram graph and the normal probability plot curve.

Multiple Linear Regression

Multiple linear regression analysis is needed to determine the regression coefficients and significant so that they can be used to answer the hypothesis.

Hypothesis Testing

T Test

The t test basically shows how much influence one independent variable individually has in explaining the dependent variable (Ghozali, 2009). Tests were carried out using a significance level of 0.05 ($\alpha = 5\%$). If the significant value > 0.05 then the null hypothesis is accepted (the regression coefficient is not significant). This means that partially the independent variable does not have a significant effect on the dependent variable. If the significant value < 0.05 then the null hypothesis is rejected (significant regression coefficient). This means that partially the independent variable has a significant effect on the dependent variable. If t count $< t$ table then H_0 is accepted and H_a is rejected if t count $> t$ table then H_0 is rejected, H_a is accepted. This test is carried out at a significant level of 5% (sig 0.05).

RESULT AND DISCUSSION

Result

Table 1. Validity Test Results

Variables	Statements	Pearson Correlation	r table	Sig	Alpha	Status
Work Life	X _{1.1}	0.757	0.254	0,000	0,05	Valid
	X _{1.2}	0.804	0.254	0,000	0,05	Valid
Balance (X ₁)	X _{1.3}	0.844	0.254	0,000	0,05	Valid
	X _{1.4}	0.707	0.254	0,000	0,05	Valid
Emotional Intelligence (X ₂)	X _{2.1}	0.706	0.254	0,000	0,05	Valid
	X _{2.2}	0.709	0.254	0,000	0,05	Valid
Work Satisfaction (Y)	X _{2.3}	0.638	0.254	0,000	0,05	Valid
	X _{2.4}	0.434	0.254	0,000	0,05	Valid
	X _{2.5}	0.698	0.254	0,000	0,05	Valid
	Y ₁	0.811	0.254	0,000	0,05	Valid
	Y ₂	0.693	0.254	0,000	0,05	Valid
	Y ₃	0.598	0.254	0,000	0,05	Valid
	Y ₄	0.669	0.254	0,000	0,05	Valid

Source: Processed Data SPSS Version 25 (2021)

The calculation results based on Table 1 provide a detailed explanation of whether or not research questionnaire is valid.

Table 2. Reliability Test Results

Variable	Cronbach's Alpha	Description
Work Life Balance (X1)	0.778	Reliable
Emotional Intelligence (X2)	0.633	Reliable
Work Satisfaction (Y)	0.644	Reliable

Source: Processed Data SPSS Version 25 (2021)

The results of calculations with the help of SPSS 25, it can be seen that the variables used by researchers are reliable, this can be seen in Table 2 showing that the Cronbach's Alpha value of each independent variable has a reliable average value that is above 0.60.

Table 3. Multicollinearity Test Results

Variable	VIF	Tolerance	Information
Brand Experience (X1)	1.645	0.608	Non multikolinieritas
Brand Trust (X2)	1.645	0.608	Non multikolinieritas

Source: Processed Data SPSS Version 25 (2021)

The results of the calculations are shown in Table 3, resulting in the VIF value for all X variables less than 10 (<10) and the Tolerance value for all X variables being more than 0.1. So it can be concluded that there is no symptom of multicollinearity in this research model.

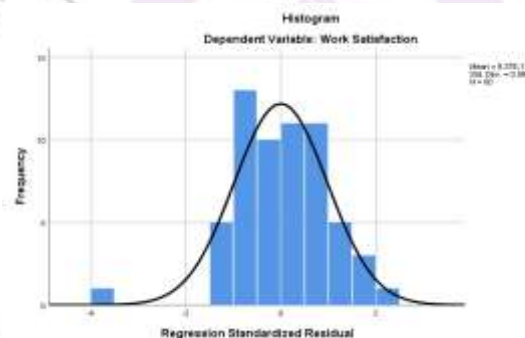


Figure 2. Histogram Regression

Source: Processed Data SPSS Version 25 (2021)

Normal curve in the histogram above, it can be said that the model is normally distributed, because it forms a bell. Another way is to look at the Normal P-Plot Regression Standardized diagram, to see whether the model is normally distributed or not.

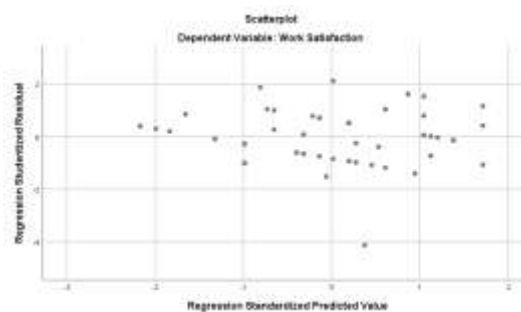


Figure 3. Scatterplot

Source: Processed Data SPSS Version 25 (2021)

Figure 3 states that the scatterplot graph displayed for the heteroscedasticity test shows points that spread randomly and no clear pattern is formed and in the spread of the points spread below and above the number 0 on the Y axis. This indicates that there is no heteroscedasticity in the regression model, so that the regression model is feasible to use to predict the variable Work Satisfaction (Y).

Table 4. Multiple Linear Test Result

Model		Coefficients ^a				Collinearity Statistics		
		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Tolerance	VIF
		B	Std. Error	Beta				
1	(Constant)	8.113	2.153		3.769	.000		
	Work Life Balance	.196	.141	.207	1.396	.168	.608	1.645
	Emotional Intelligence	.256	.115	.331	2.233	.029	.608	1.645

a. Dependent Variable: Work Satisfaction

Source: Processed Data SPSS Version 25 (2021)

The form of the regression equation can be written as follows:

$$Y = 8.113 + 0,196X_1 + 0,256X_2$$

The results of the simple regression equation above provide the understanding that:

1. The constant value of 8.113 gives the understanding that if the Work Life Balance and Emotional Intelligence (X) factor is not performed or equal to zero (0) then the amount of Work Satisfaction is 8.113%.
2. For Work Life Balance(X) the regression coefficient is positive, this means that if Work Life Balance(X) increases by 1%, then Work Satisfaction(Y) will increase by 0.196%.
3. For Emotional Intelligence(X) the regression coefficient is positive, this means that if Emotional Intelligence(X) increases by 1%, then Work Satisfaction(Y) will increase by 0.256%

Table 5. F Test Result

Model		ANOVA ^a				F	Sig.
		Sum of Squares	df	Mean Square			
1	Regression	34.529	2	17.265	8.913	.000 ^b	
	Residual	110.404	57	1.937			
	Total	144.933	59				

a. Dependent Variable: Work Satisfaction

b. Predictors: (Constant), Emotional Intelligence, Work Life Balance

Source: Processed Data SPSS Version 25 (2021)

Based on Table 5, the F test was used to determine the significance of the regression model used. The commonly used method is to compare Fcount with Ftable at the 0.05 level of significance. The results of the F (sig. F) significance test simultaneously from the variables X1, X2 to Y, namely Work Satisfaction of 0.001. This means that the coefficient of the variable X1 or Work Life Balance, the variable X2 or Emotional Intelligence has a joint effect on Y or Work Satisfaction, where the significant value is less than 5% (<0.05). This means that hypothesis 1 (H1) which states that the Work Life Balance and Emotional Intelligence(X) variable, on the dependent variable Work Satisfaction(Y) simultaneously, can be accepted or proven.

Table 6. T Test Result

Model		Coefficients ^a				Collinearity Statistics		
		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Tolerance	VIF
		B	Std. Error	Beta				
1	(Constant)	8.113	2.153		3.769	.000		
	Work Life Balance	.196	.141	.207	1.396	.168	.608	1.645
	Emotional Intelligence	.256	.115	.331	2.233	.029	.608	1.645

a. Dependent Variable: Work Satisfaction

Source: Processed Data SPSS Version 25 (2021)

Based on the results of the calculation in table 6 are:

1. The value of significant level of Work Life Balance (X1) variable is $0.168 > 0.05$, so H_0 is accepted, meaning that Work Life Balance (X1) has no significant effect on Work Satisfaction (Y), thus H_a is rejected
2. The value of significant level of Emotional Intelligence (X2) variable is $0.029 < 0.05$, so H_0 is rejected, meaning that Emotional Intelligence (X2) has a significant effect on Work Satisfaction (Y), thus H_a is accepted

Discussion

Effect of Work Life Balance and Emotional Intelligence on Work Satisfaction

Based on the results of hypothesis testing and the results of multiple linear regression analysis in this study, it shows that the Work Life Balance and Emotional Intelligence variables simultaneously or simultaneously affect Work Satisfaction. The results of the F (sig. F) significance test simultaneously from the variables X1, X2 to Y, namely Work Satisfaction of 0.001. This means that the coefficient of the variable X1 or Work Life Balance, the variable X2 or Emotional Intelligence has a joint effect on Y or Work Satisfaction, where the significant value is less than 5% (< 0.05). This means that hypothesis 1 (H1) which states that the Work Life Balance and Emotional Intelligence (X) variable, on the dependent variable Work Satisfaction (Y) simultaneously, can be accepted or proven. In addition to using probability values or Sig values, another method that can be used is to use calculated F values compared to table F values. The assessment criteria using this method are, if the calculated F value is greater than the table F value; $F_{\text{count}} > F_{\text{table}}$ then the research hypothesis is accepted, and vice versa. In the case above, F arithmetic has a value of 8.913 while F table has a value of 3.15, this means $F_{\text{arithmetic}} > F_{\text{table}}$, so the research hypothesis can be accepted. The implication of this research is that this research model can be used as a variable that influences or considers decision-making tools from the Work Satisfaction variable, especially in Hotel Peninsula which focuses on its Work Satisfaction. This is because this research has been proven to have a strong level of relationship between the independent variables and the dependent variable, also this research has been tested to play a role with a high percentage in influencing Work Satisfaction, so that the policies taken by Hotel Peninsula by considering the Work Life Balance and Emotional Intelligence factors can increase Work Satisfaction significantly. If Work Satisfaction increases, it will certainly be good for Hotel Peninsula.

The Effect of Work Life Balance on Work Satisfaction

Based on the results of the research described previously, it was found that the Work Life Balance variable in this study did not have a significant effect on Work Satisfaction at Hotel Peninsula. From the research results, it can be seen that the research hypothesis which states "Work Life Balance has a significant influence on Work Satisfaction" is rejected. Based on the results of the calculation in table 4.9 the value of significant level of Work Life Balance (X1) variable is $0.168 > 0.05$, so H_0 is accepted, meaning that Work Life Balance (X1) has no significant effect on Work Satisfaction (Y), thus H_a is rejected. Work-life balance is an important factor for each employee, so that employees have a balanced quality of life in dealing with their families and at work. According to Hasibuan (2015), the work-life balance program includes resources on the care of parents and children, care, employee health and welfare, and relocation and others. Where many companies offer family-friendly benefits programs that employees need to balance work and life, which include flextime, job sharing, telecommunicating and others. However, this factor is not a driving factor so that more attention needs to be paid to the work life balance factor. This study has different result with Haar et al. (2014) that WLB was positively related to job and life satisfaction.

The Effect of Emotional Intelligence on Work Satisfaction

Based on the results of the research described previously, it was found that the Emotional Intelligence variable in this study had a positive and significant influence on Work Satisfaction at Hotel Peninsula. From the results of the study, it can be seen that the research hypothesis which states "Emotional Intelligence has a significant influence on Work Satisfaction" is accepted. So it can be concluded that Emotional Intelligence has a positive and significant effect on Work Satisfaction. Based on the results of the calculation, the value of significant level of Emotional Intelligence (X2) variable is $0.029 < 0.05$, so H_0 is rejected, meaning that Emotional Intelligence (X2) has a significant effect on Work Satisfaction (Y), thus H_a is accepted. Then in relation to the nature of emotion, Robbins (2015) explains that Emotion is the perception of bodily changes that occur in response to an event. Emotion is the perception of physical changes that occur in responding to an event. This definition intends to explain that emotional experiences are perceptions of reactions to situations. After knowing what intelligence (intelligence) is and what emotion is, then we will discuss Emotional Intelligence (EI) or usually known as emotional intelligence (EQ). Emotional intelligence is an ability such as the ability to motivate oneself

and survive in the face of frustration, controlling impulses and not exaggerating pleasure, regulating moods and keeping stress from crippling the ability to think, empathize and pray. So based on this it can make an employee more satisfied at work. This result is supported by the research of Suleman et al. (2020) that there was a moderate positive correlation between emotional intelligence and job satisfaction.

CONCLUSION AND RECOMMENDATION

Conclusion

This study aims to find real evidence about the effect of work life balance and emotional intelligence on work satisfaction at Hotel Sintesa Peninsula Manado. The conclusions are:

1. The results of the hypothesis test found that simultaneously Work Life Balance and Emotional Intelligence had a significant effect on Work Satisfaction at Hotel Sintesa Peninsula Manado.
2. Hypothesis test results found that partially Work Life Balance has no significant effect on Work Satisfaction at Hotel Sintesa Peninsula Manado.
3. The results of the hypothesis test found that partially Emotional Intelligence has a significant effect on Work Satisfaction at Hotel Sintesa Peninsula Manado.

Recommendation

Based on the result of discussion in this study, the authors provide suggestions as input:

1. For Hotel Sintesa Peninsula Manado to maintain and improve quality the of Emotional Intelligence so that employees who work can be more satisfied and can help improve the quality of their performance later.
2. Future research will be carried out in order to expand the research by adding other factors that may affect Work Satisfaction that have not been studied in this study so that the research result can better describe the actual conditions over the long term.

REFERENCES

- Ardana, I. K., Muljati, N. W., & Mudiarta, I. W. (2012). *Manajemen Sumber Daya Manusia*. Yogyakarta: Graha Ilmu
- Dessler, G. (2015). *Manajemen Sumber Daya Manusia*. Jakarta: Salemba Empat
- Fayyazi, M., & Aslani, F. (2015). The Impact of Work-Life Balance on Employees' Job Satisfaction and Turnover Intention; the Moderating Role of Continuance Commitment. *International Letters of Social and Humanistic Sciences*, Vol. 51, 33-41. Available at: <https://www.scipress.com/ILSHS.51.33.pdf>. Retrieved on: October 23, 2021
- Ghozali, I. (2009). *Aplikasi Analisis Multivariate dengan Program SPSS*. Semarang: Badan Penerbit Universitas Diponegoro
- Haar, J. M., Russo, M., Suñe, A., & Ollier-Malaterre, A. (2014). Outcomes of Work-Life Balance on Job Satisfaction, Life Satisfaction and Mental Health: A Study Across Seven Cultures. *Journal of Vocational Behavior*, 85 (3), 361-373. Available at: <https://www.sciencedirect.com/science/article/abs/pii/S0001879114001110>. Retrieved on: December 13, 2021
- Hasibuan. M. S. P. (2015). *Dasar-Dasar Manajemen*. Edisi Revisi. Jakarta: PT. Bumi Aksara
- Mahsun, M. (2016). *Kinerja Manajemen Karyawan*. Edisi Kedua. Bandung: Alfabeta
- Mustafa, Z. E. (2009). *Mengurai Variabel Hingga Instrumentasi*. Yogyakarta: Graha Ilmu
- Robbins, S. P. (2015). *Perilaku Organisasi*. Jakarta Selatan: Salemba Empat

Suleman, Q., Syed, M. A., Mahmood, Z., & Hussain, I. (2020). Correlating Emotional Intelligence With Job Satisfaction: Evidence From a Cross-Sectional Study Among Secondary School Heads in Khyber Pakhtunkhwa, Pakistan. *Frontiers in Psychology*, Vol. 11. Available at: <https://www.frontiersin.org/articles/10.3389/fpsyg.2020.00240/full>. Retrieved on: January 3, 2022

