

THE EFFECT OF EMOTIONAL INTELLIGENCE AND WORK LIFE BALANCE ON JOB SATISFACTION AT PT. KUMALA MOTOR CEMERLANG MANADO

PENGARUH KECERDASAN EMOSIONAL DAN KESEIMBANGAN KEHIDUPAN KERJA TERHADAP KEPUASAN KERJA PADA PT. KUMALA MOTOR CEMERLANG MANADO

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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 Emotional Intelligence and Work Life Balance simultaneously or partially have a significant effect on Job Satisfaction at PT. Kumala Motor Cemerlang 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 Job Satisfaction at PT. Kumala Motor Cemerlang Manado., but partially Work Life Balance has no significant effect on Job Satisfaction at PT. Kumala Motor Cemerlang Manado. For PT. Kumala Motor Cemerlang 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: *emotional intelligence, work life balance, job 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 relatif 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 daripada tidak menyukainya. Tujuan penelitian ini adalah untuk mengetahui pengaruh Kecerdasan Emosional dan Work Life Balance secara simultan atau parsial berpengaruh signifikan terhadap Kepuasan Kerja Pada PT. Kumala Motor Cemerlang Manado. Metode analisis yang digunakan adalah regresi linier berganda. Hasil uji hipotesis ditemukan bahwa secara simultan Work Life Balance dan Kecerdasan Emosional berpengaruh signifikan terhadap Kepuasan Kerja pada PT. Kumala Motor Cemerlang Manado., namun secara parsial Work Life Balance tidak berpengaruh signifikan terhadap Kepuasan Kerja pada PT. Kumala Motor Cemerlang Manado. Untuk PT. Kumala Motor Cemerlang Manado untuk menjaga dan meningkatkan kualitas Kecerdasan Emosional agar karyawan yang bekerja dapat lebih puas dan dapat membantu meningkatkan kualitas kinerjanya nantinya

Kata Kunci: *kecerdasan emosional, keseimbangan kehidupan kerja, kepuasan kerja*

INTRODUCTION

Research Background

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. Job satisfaction is a pleasant or unpleasant emotional state with which employees view their work. Work goals focus on one's feelings towards work which can be reflected in feelings of pleasure or displeasure with work. Employees who are satisfied with their work if they feel happy with their work, on the contrary, employees who are not satisfied with their work tend to feel dissatisfied with their work.

Kumala Group was founded in 1983. Currently Kumala Group is growing and is one of the largest business companies in the central to eastern part of Indonesia. Kumala Group builds a competitive company by developing mutually beneficial partnerships between leading national and international brands in various fields. Carrying the tagline "Your Best Partner", Kumala Group is committed to never stop offering various solutions that answer the needs of customers from various circles. Kumala Group will continue to strive to maintain customer trust and move forward together in the future. To achieve this, of course, human resources are needed who can work well and are satisfied with doing their jobs.

The problems found related to job satisfaction at PT. The Kumala Group in Manado is related because of the covid-19 pandemic, the company implemented the WFH or Work From Home program, with the holding of Work From Home some employees had difficulties in adjusting existing work conditions and the division of labor, it triggered employees to be unable to balance the problems work and problems outside of work and cause a decrease in performance because it is influenced by the emotional condition of the employees of PT. Kumala Group in Manado. Based on this, the researcher wants to examine the factors that are thought to have an effect on job satisfaction. These factors include Emotional Intelligence and Work Life Balance

Emotional intelligence factors is an important factor for each employee. Intellectual Intelligence (IQ) is another intelligence that helps a person succeed, namely Emotional Intelligence (EQ). In fact, it is specifically said that emotional intelligence 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.

Then in this study also discussed 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. Whereas 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.

Research Objective

Based on the main problems that have been stated previously, the objectives of this study are as follows:

1. To analyze the effect of Emotional Intelligence and Work Life Balance simultaneously have a significant effect on Job Satisfaction At PT. Kumala Motor Cemerlang Manado
2. To analyze the effect of Emotional Intelligence partially significant effect on Job Satisfaction At PT. Kumala Motor Cemerlang Manado
3. To analyze the effect of Work Life Balance partially significant effect on Job Satisfaction At PT. Kumala Motor Cemerlang Manado

THEORICAL FRAMEWORK

Job 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 (2016:24), 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. According to Sculler and Jackson (2016:43), indicators that affect job satisfaction are: Financial satisfaction, Physical satisfaction, Social satisfaction, Psychological satisfaction.

Emotional Intelligence

Intelligence, according to Robbins and Judge (2015:89), that there 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*. This language transition, in fact, brought about a striking change in meaning. Intelligence, which in Indonesian we call *intelligence* (*intelligensi*), originally meant the use of intellectual power real, but later interpreted as another force. In connection with the nature of emotions, Robbins and Judge (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 response to an event. There are 5 (five) indicators that will be used to measure emotional intelligence according to Goleman (2015:58), namely: Self-awareness, Self-regulation, Motivation, Empathy, and Social Skills.

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: 85) 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. According to Reksohadiprodjo (2015:23), the Work Life Balance indicators include, among others: Personality characteristics Family Characteristics, Job characteristics, Attitude

Previous Research

Lim (2017) examined the relationship between emotional intelligence (EI), job satisfaction, and customer orientation on hotel employees. Moreover, this study was designed to test the moderating effect of employees' value sharing to provide practical resources for a hotel. In this study, 4 hypotheses based on literature reviews were introduced. A sample of 300 hotel employees was surveyed and a total of 241 usable questionnaires were analyzed. Then the data was analyzed utilized multiple regression analysis through the use of the SPSS program. The results are as follows: First, EI had partial effects on job satisfaction. Second, EI was a significantly positive effect on employees' customer orientation. Third, employees' job satisfaction had a significantly positive effect on customer orientation. Lastly, employees' value sharing had partial moderating effects between EI and customer orientation.

Rahman and Haleem (2018) examined the impact of emotional intelligence on job satisfaction in the telecommunication sector of Pakistan. A sample size of 400 was selected using convenient sampling procedure. The data was collected from officers, customer relationship manager and assistant level of employees. Initially, 400 questionnaires were distributed among these employees out of whom 350 filled questionnaires were received forming a percentage of 87.5 %. Data was analyzed through descriptive statistics and regression analysis. The findings reveal a positive and significant influence of emotional intelligence on job satisfaction that has important implications for managers and practitioners.

Gopinath and Chitra (2020) investigated the influence of emotional intelligence on job satisfaction of employees of sago companies in Salem District. This study considers emotional intelligence as a multidimensional construct and compares the effects of these dimensions on job satisfaction. For this purpose researcher used descriptive research design, 217 samples were collected using stratified random sampling technique. The researcher found significant and positive relationship between Emotional Intelligence on Job Satisfaction.

RESEARCH METHOD

Research Approach

This type of research is associative research. Associative research is research that aims to determine the influence or relationship between two or more variables (Sugiyono, 2016). This study looks for the influence of the independent variable Emotional Intelligence and Work Life Balance (X), on the dependent variable Job Satisfaction (Y).

Population, Sample Size, and Sampling Technique

Sugiyono (2016:115) 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 PT. Kumalang Motor Cemerlang Manado, totaling 56 employees. The sample is part of the number and characteristics of the population. Limited funds, energy, and time, the researchers used samples taken from the population. For this reason, samples taken from the population must be truly representative (Sugiyono, 2016:81). Sample size are 56 respondents. The sampling technique used in this study is a saturated sample where the sample taken here is the total number of the population with the sampling criteria taken are only permanent employees and willing to fill out the research questionnaire, namely 56 respondents.

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 consumers of Xiaomi Manado. The data measurement used in this study is a Likert scale.

Data Analysis Method**Validity test**

Validity test is the degree of speed between data that actually occurs in the object of research and data that can be reported by researchers. Thus, valid data is data "that does not differ" between data reported by researchers and data that actually occurs in the object of research (Sugiyono, 2016).

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 measuring instruments (Mustafa, 2019).

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. An analysis is said to have no symptoms of multicollinearity if the value of VIF (Variance Inflation Factor) < 10 (Ghozali, 2019).

Heteroscedasticity Test

Heteroscedasticity test aims to test whether in the regression model there is an inequality of variance from the residual of one observation to another observation. 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 one with homoscedasticity or no heteroscedasticity (Ghozali, 2019).

Normality Test

This test aims to test whether in the regression model, the confounding variable has a normal distribution (Ghozali, 2019). The easiest way to see normality is graph analysis. Graphic 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..

T Test

The t-test basically shows how much influence one independent variable has individually in explaining

the dependent variable (Ghozali, 2019). The criteria used are: (Ghozali, 2019).

a. $H_0 : b_1 = 0$

That is, there is no partially significant effect on each independent variable.

b. $H_a : b_1 > 0$

That is, there is a partially significant effect on each independent variable.

While the test criteria are as follows:

Significant Level ($\alpha = 0.01$), t distribution with degrees of freedom (n)

- If t count > t table then H_0 is rejected and H_a is accepted.
- If t count < t table then H_0 is accepted and H_a is rejected.

F Test

The F test aims to show whether all the independent variables that are included in the model simultaneously or together have an influence on the dependent variable (Ghozali, 2019).

Make a hypothesis for the F-test test case above, namely:

a. $H_0 : b_1, b_2 = 0$

That is, there is no significant effect of the independent variable on the dependent

b. $H_a : b_1, b_2 > 0$

That is, there is a significant effect of the independent variable on the dependent

Determining F table and calculated F with a confidence level of 95% or a significance level of 5% ($\alpha = 0.1$), then:

- If F count > F table, then H_0 is rejected and H_a is accepted, meaning that each independent variable together has a significant effect on the dependent variable.
- If F count < F table, then H_0 is accepted and H_a is rejected, meaning that each independent variable together has no significant effect on the dependent variable.

RESULT AND DISCUSSION

Result

Validity and Reliability Test

The instrument used in this research is a questionnaire. Therefore, the research instrument must be tested first using validity and reliability tests. Validity test using Pearson correlation coefficient. If the correlation value is above 0.3, it indicates that the instrument used is valid. Reliability test using Cronbach's alpha coefficient. If the alpha value is above 0.6, it indicates that the instrument used is reliable. The results from Table 1 show that each of the variables studied is valid. This is shown by the Pearson Correlation value which is more than the r table value.

Table 1. Validity Test Results

Variables	Statements	Pearson Correlation	r table	Sig	Alpha	Status
Emotional Intelligence (X ₁)	X _{1.1}	0.709	0.254	0,000	0,05	Valid
	X _{1.2}	0.701	0.254	0,000	0,05	Valid
	X _{1.3}	0.627	0.254	0,000	0,05	Valid
	X _{1.4}	0.703	0.254	0,000	0,05	Valid
	X _{1.5}	0.442	0.254	0,000	0,05	Valid
Work Life Balance (X ₂)	X _{2.1}	0.751	0.254	0,000	0,05	Valid
	X _{2.2}	0.792	0.254	0,000	0,05	Valid
	X _{2.3}	0.841	0.254	0,000	0,05	Valid
	X _{2.4}	0.717	0.254	0,000	0,05	Valid
Job Satisfaction (Y)	Y ₁	0.820	0.254	0,000	0,05	Valid
	Y ₂	0.696	0.254	0,000	0,05	Valid
	Y ₃	0.583	0.254	0,000	0,05	Valid
	Y ₄	0.666	0.254	0,000	0,05	Valid

Source: Processed results of SPSS 25 data, 2022

Table 2. Reliability Test Results

Variable	Cronbach's Alpha	Description
Emotional Intelligence (X1)	0.631	Reliable
Work Life Balance (X2)	0.774	Reliable
Work Satisfaction (Y)	0.643	Reliable

Source: Processed results of SPSS 25 data, 2022

Table 2 shows that the variables studied are reliable, this is shown by the Cronbach Alpha value of each variable that is more than 0.60

Multicollinearity Test

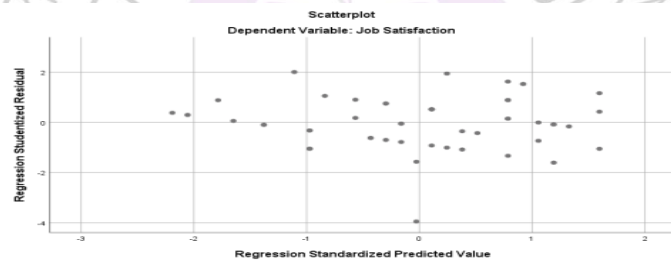
Table 3. Multicollinearity Test Results

Variable	VIF	Tolerance	Information
Emotional Intelligence (X1)	1.813	0.552	Non Multicollinearity
Work Life Balance (X2)	1.813	0.552	Non Multicollinearity

Source: Processed results of SPSS 25 data, 2022

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

Heteroscedasticity Test

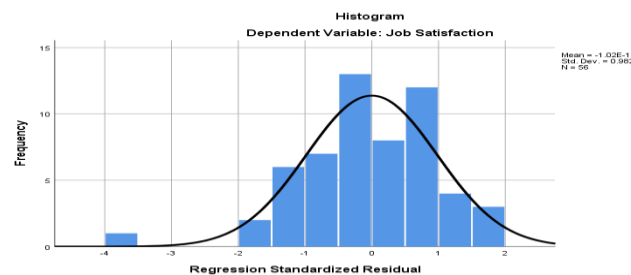
**Figure 1 Heteroscedasticity Test Results**

Source: Processed results of SPSS 25 data, 2022

Figure 1 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 Job Satisfaction (Y)

Normality Test

The normality test carried out through a graphical approach (histogram and P-Plot) the results are as follows:

**Figure 2 Normality Test Results**

Source: Processed results of SPSS 25 data, 2022

Figure 2 shows that the normal curve in the histogram above, it can be said that the model is normally distributed, because it forms a bell.

Multiple Linear Regression Analysis

Table 4. Multiple Linear Regression Test Results

Model	Unstandardized Coefficients		Standardized Coefficients		t	Sig.	Collinearity Statistics	
	B	Std. Error	Beta				Tolerance	VIF
1 (Constant)	8.519	2.197			3.877	.000		
Emotional Intelligence	.313	.124	.409		2.534	.014	.552	1.813
Work Life Balance	.104	.153	.110		.680	.499	.552	1.813

Source: Processed results of SPSS 25 data, 2022

The test results in Table 4 can be written in the form of a regression equation in the form of Standardized Coefficients, the following equation is obtained:

$$Y = 8.519 + 0.313X_1 + 0.104X_2$$

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

1. The constant value of 8.519 gives the understanding that if the Emotional Intelligence and Work Life Balance (X) factor is not performed or equal to zero (0) then the amount of Job Satisfaction is 8.519%.
2. For Emotional Intelligence (X) the regression coefficient is positive, this means that if Emotional Intelligence (X) increases by 1%, then Job Satisfaction (Y) will increase by 0.313%.
3. For Work Life Balance (X) the regression coefficient is positive, this means that if Work Life Balance (X) increases by 1%, then Job Satisfaction (Y) will increase by 0.104%.

Simultaneous Test (F Test)

The F test is used to determine whether there is a simultaneous effect of independent variables on the dependent variable. Based on Table 5, the results of the F (sig. F) significance test simultaneously from the variables X1, X2 to Y, namely Job Satisfaction of 0.001. This means that the coefficient of the variable X1 or Emotional Intelligence, the variable X2 or Work Life Balance has a joint effect on Y or Job Satisfaction, where the significant value is less than 5% (<0.05). This means that Hypothesis 1 (H1) which states that the Emotional Intelligence and Work Life Balance (X) variable, on the dependent variable JobSatisfaction (Y) simultaneously, can be accepted or proven

Table 5. Simultaneous Test (F Test)

ANOVA ^a					
Model	Sum of Squares	df	Mean Square	F	Sig.
1 Regression	32.735	2	16.368	8.333	.001 ^b
Residual	104.104	53	1.964		
Total	136.839	55			

Source: Processed results of SPSS 25 data, 2022

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 count > F table then the research hypothesis is accepted, and vice versa. In the case above, F arithmetic has a value of 8.333 while F table has a value of 3.15, this means F arithmetic > F table, so the research hypothesis can be accepted.

Partial Test (T Test)

The t test is used to determine whether there is a partial effect of the independent variable on the dependent variable. as the calculated t value to be compared with the t table value. The results of the regression analysis in table 4 Based on the results of the calculation in table 4 are:

1. The value of significant level of Emotional Intelligence (X1) variable is $0.014 < 0.05$, so H_0 is rejected, meaning that Emotional Intelligence (X1) has a significant effect on Job Satisfaction (Y), thus H_a is accepted
2. The value of significant level of Work Life Balance (X2) variable is $0.499 > 0.05$, so H_0 is accepted, meaning that Work Life Balance (X2) has no significant effect on Job Satisfaction (Y), thus H_a is rejected

Discussion

Effect of Emotional Intelligence and Work Life Balance on Job Satisfaction

Based on the results of hypothesis testing and the results of multiple linear regression analysis in this study, it shows that the Emotional Intelligence and Work Life Balance variables simultaneously or simultaneously affect Job Satisfaction. The results of the F (sig. F) significance test simultaneously from the variables X1, X2 to Y, namely Job Satisfaction of 0.001. This means that the coefficient of the variable X1 or Emotional Intelligence, the variable X2 or Work Life Balance has a joint effect on Y or Job Satisfaction, where the significant value is less than 5% (<0.05). This means that Hypothesis 1 (H_1) which states that the Emotional Intelligence and Work Life Balance (X) variable, on the dependent variable Job 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 8.333 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 Job Satisfaction variable, especially in PT. Kumala Motor Cemerlang Manado which focuses on its Job 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 Job Satisfaction, so that the policies taken by PT. Kumala Motor Cemerlang Manado by considering the Emotional Intelligence and Work Life Balance factors can increase Job Satisfaction significantly. If Job Satisfaction increases, it will certainly be good for PT. Kumala Motor Cemerlang Manado.

The Effect of Emotional Intelligence on Job 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 Job Satisfaction at PT. Kumala Motor Cemerlang Manado. From the results of the study, it can be seen that the research hypothesis which states "Emotional Intelligence has a significant influence on Job Satisfaction" is accepted. So it can be concluded that Emotional Intelligence has a positive and significant effect on Job Satisfaction. The value of significant level of Emotional Intelligence (X1) variable is $0.014 < 0.05$, meaning that Emotional Intelligence (X1) has a significant effect on Job Satisfaction (Y). 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 is also supported by previous research conducted by Lim (2017) that EI had partial effects on job satisfaction.

The Effect of Work Life Balance on Job 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 Job Satisfaction at PT. Kumala Motor Cemerlang Manado. From the research results, it can be seen that the research hypothesis which states "Work Life Balance has a significant influence on Job Satisfaction" is rejected. The value of significant level of Work Life Balance (X2) variable is $0.499 > 0.05$, meaning that Work Life Balance (X2) has no significant effect on Job Satisfaction (Y). 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: 85) 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 is also supported by previous research conducted by Solehtiana (2020) that Work Life Balance has no significant effect on Job Satisfaction.

CONCLUSION AND RECOMMENDATION

Conclusion

Based on the results of the analysis and discussion using multiple linear regression and classical assumption test, it is concluded that the results of hypothesis testing are:

1. The results of the hypothesis test found that simultaneously Work Life Balance and Emotional Intelligence had a significant effect on Job Satisfaction at PT. Kumala Motor Cemerlang Manado.
2. The results of the hypothesis test found that partially Emotional Intelligence has a significant effect on Job Satisfaction at PT. Kumala Motor Cemerlang Manado.
3. The results of the hypothesis test found that partially Work Life Balance has no significant effect on Job Satisfaction at PT. Kumala Motor Cemerlang Manado

Recommendation

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

1. For PT. Kumala Motor Cemerlang 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
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 results can better describe the actual conditions over the long term.

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