THE EFFECT OF EMOTIONAL INTELLIGENCE AND WORK LOYALTY ON EMPLOYEE PERFORMANCE THROUGH WORK LIFE BALANCE AT CLASS I CORRECTIVE CENTER IN MAKASSAR

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Abstract: This study aims to analyze the influence of emotional intelligence and work loyalty on employee performance with work life balance as a mediating variable in the Class 1 Correctional Center (BAPAS). The background of this research is based on the importance of psychological aspects and work-life balance in supporting the optimal performance of employees, especially in a stressful work environment such as BAPAS. This study uses a quantitative approach with the Partial Least Square (PLS) analysis method. The research sample amounted to 90 respondents who were active employees of BAPAS Class I Makassar. The results of the study show that emotional intelligence and work loyalty have a positive and significant effect on employee performance. In addition, work-life balance has been shown to be a significant mediating variable in strengthening the influence of emotional intelligence and work loyalty on performance. These findings confirm that efforts to improve employee performance do not only depend on technical skills, but also on emotional management, loyalty, and work-life balance. This research provides practical implications for BAPAS management in designing a more holistic and sustainable human resource development strategy.

Keywords: Emotional Intelligence, Work Loyalty, Work Life Balance, Performance.

A. Introduction

Improving employee performance is a crucial element in achieving organizational goals, particularly for government agencies that play a vital role in providing public services. Optimal employee performance directly impacts the quality of services provided to the public. In the public service sector, organizational success is measured not only by administrative achievements but also by the extent to which services meet public needs and expectations. Therefore, effective human resource management is a crucial foundation for realizing good *governance* .

To achieve optimal performance, employees are required to possess not only technical competencies, such as expertise relevant to their duties and functions, but also non-technical psychological and social skills. Technical competency alone is insufficient to address the complexity of field problems, particularly in the dynamic and stressful context of public service. Employees who are unable to manage their emotions, work in teams, or respond calmly

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to situations tend to face obstacles in carrying out their duties effectively.

One of the non-technical aspects that is important in supporting performance is emotional intelligence. Emotional intelligence is an individual's ability to recognize, understand, and manage their own emotions and those of others in social and professional contexts. In the workplace, employees with high emotional intelligence are better able to manage stress, resolve conflicts constructively, and establish harmonious working relationships with colleagues and superiors. This undoubtedly contributes to a positive and productive work environment.

Furthermore, emotional intelligence also influences work motivation and appropriate decision-making in situations that require emotional composure. For example, when dealing with difficult clients or in emergency situations that require a quick response, employees with high emotional intelligence will maintain clear thinking and be able to act professionally. Emotional intelligence also strengthens the ability to empathize, understanding the feelings and perspectives of others, which is crucial for providing responsive and humane public services.

Besides emotional intelligence, work loyalty is also a crucial factor influencing employee performance. Work loyalty reflects the extent to which an employee feels a sense of attachment, responsibility, and loyalty to the institution where they work. Loyal employees are not only physically present in the organization but also emotionally involved and committed to the organization's goals and values. In the context of public service, employee loyalty is crucial because it can maintain continuity and stability in the delivery of services to the public.

Loyalty is reflected in employee behavior that consistently demonstrates high dedication to their duties, adheres to organizational regulations and ethics, and strives to carry out their responsibilities to the best of their ability. Loyal employees strive to give their best even in challenging situations, even willing to work outside of normal working hours to complete their duties without having to wait for instructions from their superiors. This behavior demonstrates that loyalty is not solely based on financial aspects, but rather on integrity and love for their work and the institution where they serve.

At the organizational level, high employee loyalty also contributes to a positive work culture. When employees exhibit high levels of loyalty, they tend to serve as role models for their colleagues, fostering a spirit of togetherness and mutual support among individuals within the team. Loyalty also fosters a sense of belonging to the organization, which directly encourages individuals to become more involved in resolving internal problems and contributing to continuous improvement in various aspects of the organization.

Thus, work loyalty not only impacts individuals but also creates a domino effect on the performance of teams and the organization as a whole. Therefore, it is crucial for agency leaders to create a work environment that supports loyalty, such as by recognizing work achievements, establishing open communication, and fostering a sense of fairness and job security. Through a humane approach focused on employee well-being, loyalty can grow naturally and contribute significantly to driving sustainable organizational performance.

However, in today's stressful workplace, high professional demands often impact employees' personal lives. An imbalance between work and personal life can lead to stress, burnout, and even decreased productivity. Therefore, it is crucial for organizations to address *work-*

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life balance in human resource management.

Work-life balance refers to an individual's ability to balance the demands of work with personal, family, and social needs. This concept is increasingly relevant in the modern workplace, which demands high efficiency and productivity, but is often accompanied by significant pressure and workload. Balance between work and personal life extends beyond simply managing time; it also encompasses the ability to manage energy, attention, and commitment to ensure a balanced work environment. An imbalance in this area can have negative consequences, such as prolonged stress, emotional exhaustion, and decreased productivity.

When employees are able to maintain this balance, they tend to feel more satisfied with their work and life in general. This satisfaction leads to increased work motivation because individuals feel that their work doesn't interfere with their personal life, and vice versa. Employees with emotional and social well-being will have more stable and positive energy to complete their tasks. This will strengthen loyalty to the organization and improve the quality of interactions with coworkers, superiors, and those they serve.

On the other hand, failure to maintain work-life balance can have various negative consequences for both individuals and organizations. Employees who feel constantly burdened by work without room for personal needs will experience burnout, health problems, and decreased performance. In the long term, this condition also has the potential to increase absenteeism, turnover rates, and low employee engagement. Therefore, attention to work-life balance is not only an individual responsibility, but also an organizational responsibility in creating a humane and sustainable work environment.

In institutions like the Correctional Center, where employees face complex social dynamics and a stressful work environment, work-life balance is crucial. The emotional and ongoing demands of work can impact employees' psychological well-being if not accompanied by effective time and workload management. This is where institutional policies that support work-life balance, such as flexible working hours, psychosocial support, and employee wellness programs, become crucial.

Thus, work-life balance is a crucial foundation for creating healthy and sustainable employee performance. Organizations that care about their employees' work-life balance will reap benefits in the form of increased productivity, loyalty, and high work morale. This balance not only impacts individuals personally but also creates a positive and harmonious work culture. Therefore, employee performance improvement strategies need to seriously address this aspect to optimally achieve organizational goals without neglecting the human aspect of the workplace.

In a highly dynamic work environment like that of a Correctional Institution (Bapas), work-life balance becomes even more crucial and strategic. As an institution with a vital role in the guidance and supervision of correctional clients, Bapas is required to consistently maintain professionalism, ethics, and firmness in carrying out their duties. This often results in high psychological stress for employees, particularly due to the intense interaction with individuals with complex social and emotional backgrounds.

The workload within the Bapas environment extends beyond administrative duties to encompass risky social interactions. Bapas staff often deal with clients with criminal histories, mental health issues, and even social conflicts, all of which require effective emotional

management and communication. In such situations, staff members' ability to remain calm, objective, and build harmonious working relationships is crucial.

However, on the ground, the challenges in carrying out these duties remain significant. Initial observations revealed that some Makassar Class I Bapas employees are still unable to demonstrate optimal levels of emotional intelligence. Symptoms such as difficulty controlling emotions during conflict, a lack of empathy in dealing with clients, and ineffective communication are clear indicators that require special attention.

Emotional intelligence in a workplace like Bapas is not only useful for supporting interpersonal relationships, but also serves as a crucial foundation for decision-making, problem-solving, and stress management. Without adequate emotional intelligence, employees are at risk of experiencing emotional exhaustion, which can disrupt performance and even lead to internal and external conflict within the organization.

Furthermore, loyalty to the institution is also an issue that requires serious attention. Loyalty reflects the extent to which an employee feels emotional attachment, moral responsibility, and long-term commitment to the institution where they work. In reality, at the Makassar Class I Bapas, this loyalty is still not evenly distributed among employees.

This can be seen in symptoms of a lack of work enthusiasm among some employees, a passive attitude toward organizational development, and a lack of participation in collective internal activities. In some cases, there has even been a fluctuation in commitment to job responsibilities, reflected in inaccurate task completion, frequent lateness, and a lack of initiative in problem-solving.

Such a state of loyalty will undoubtedly impact low work productivity.

Strong loyalty should be the driving force behind work enthusiasm, innovation, and a willingness to contribute maximally to achieving organizational goals. When loyalty weakens, the psychological bond between employees and the institution weakens, thus impacting the quality of public services provided.

An equally significant issue is the imbalance between employees' work and personal lives. An ideal work-life balance should allow employees to optimally fulfill their duties without sacrificing time for family, health, or other social activities. However, in reality, many Bapas employees report experiencing difficulties in balancing their time between work and their lives outside the office.

Some employees even show signs of mental and physical exhaustion due to high workloads and constant psychological pressure. When individuals are unable to maintain this balance, the impact is not only on their physical and psychological well-being, but also on the quality of their performance. Employees become less focused, easily irritated, and lose their motivation to work productively.

This phenomenon suggests that a lack of a healthy work-life balance can worsen loyalty and diminish emotional intelligence. These three factors are interrelated and influence each other, shaping overall employee performance. When work-life balance is disrupted, it becomes difficult for someone to remain loyal and emotionally stable in their work.

Especially in a work environment with unique characteristics like Bapas, work pressure is unavoidable. Therefore, it is crucial for organizations to create work systems and cultures that support employee life balance. This can include fair workload management, adequate rest periods, mental wellness programs, and humane work flexibility policies.

If these aspects are handled effectively, it's possible that employees will demonstrate high emotional intelligence, strong loyalty, and ultimately contribute maximally to organizational performance. Conversely, if left unchecked, organizations will face declining service quality, increased work stress, and the potential for greater internal conflict.

Given this complexity, it is crucial to conduct scientific research to more deeply examine the influence of emotional intelligence and job loyalty on employee performance, using work-life balance as a mediating variable. This research is not only important for providing an empirical overview but also as a consideration in formulating managerial policies within the Makassar Class I Bapas (Islamic Student Association).

Given this phenomenon, it is important to empirically examine how emotional intelligence and work loyalty influence employee performance, and to what extent *work-life balance* acts as a mediating variable in this relationship. This research is expected to provide practical contributions to human resource management at Makassar's Class I Bapas, making it more effective in improving employee performance.

B. Materials and Methods

This research uses a quantitative approach. The research location is the Makassar Class 1 Correctional Center. The study will be conducted over two months, from April 2025 to May 2024.

The population of this study was all employees at the Makassar Class 1 Correctional Center, totaling 122 people. Considering that the population was more than 100 people and was classified as large, the research sample was taken using the Hair method which requires sampling by multiplying the number of indicators by 5 to 10 times the treatment (Hair, 2020) and for this study, 5 treatments will be used so that the total indicators are 18 X 5 = 90. Thus, the sample used in this study was 90 respondents.

The data collection techniques used were observation and questionnaires. The data analysis technique used was the Partial Least Squares (PLS) analysis method.

C. Results and Discussion
Result
1. Outer Model Analysis

Tests performed on the outer model:

1) Convergent Validity

In this study, the researchers used a loading factor value of ≥ 0.60 and an AVE value of ≥ 0.50. The *Smart* PLS results produced the following loading factors:

Table 1. *Loading Factor Values*

No	Question Items	Mark	Status
1	KEM.1	0.787	Valid
2	KEM 2	0.774	Valid
3	KEM.3	0.781	Valid
4	KEM.4	0.765	Valid
5	KEM.5	0.825	Valid
6	LOY.1	0.889	Valid
7	LOY.2	0.859	Valid
8	LOY.3	0.811	Valid
9	LOY.4	0.795	Valid
11	WLB.1	0.677	Valid
12	WLB.2	0.891	Valid
13	WLB.3	0.807	Valid
14	WLB 4	0.801	Valid
16	KIN.1	0.944	Valid
17	KIN.2	0.768	Valid
18	KIN.3	0.897	Valid
19	KIN.4	0.899	Valid
20	KIN.5	0.936	Valid

Source: Data processed by researchers using smart PLS

Based on the data in the table above, 19 statement items have a value of ≥ 0.70 and only one item has a value < 0.70, namely WLB item 1 which has a value of 0.677, thus all items are declared valid.

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Table 2. Construct Reliability and Validity Values

Variables	Cronbach's Alpha	rho_A	Composite Reliability	*Average Variance Extracted* (AVE)
Emotional Intelligence	0.846	0.847	0.890	0.619
Loyalty	0.860	0.866	0.905	0.705
Work-Life Balance	0.807	0.825	0.874	0.706
Performance	0.934	0.937	0.950	0.794

Source: Data processed by researchers using smart PLS

Based on table 2, it can be seen that the *Average Variance Extracted* (AVE) value for all variables is at a value > 0.5 and is declared valid and the factor loading value is above 0.7, so that all question items in the questionnaire have met the validity requirements.

2) Discriminant Validity

Table 3. Discriminant Validity Values

	KEM	KIN	LOY	WLB
Emotional Intelligence	0.787			
Performance	0.969	0.891		
Loyalty	0.962	0.965	0.839	
Work-Life Balance	0.949	0.971	0.947	0.796

Source: Data processed by researchers using smart PLS

This value is the cross loading factor value which is useful for determining whether the construct has adequate discriminant, namely by comparing the loading value on the intended construct which must be greater than the loading value with other constructs.

3) Composite Reliability

Table 4. Composite Reliability Values

No	Variables	Composite Reliability	Status
1	Emotional Intelligence	0.890	Reliable
2	Loyalty	0.905	Reliable
3	Work-Life Balance	0.874	Reliable
4	Performance	0.950	Reliable

Source: Data processed by researchers using smart PLS

The data in the table shows that all variables are proven reliable, with a Composite Reliability value of ≥ 0.70. The lowest Composite Reliability value is 0.874 for the Work-Life Balance variable, and the highest value is 0.950 for the Performance variable. A Composite Reliability value > 0.8 indicates a high level of reliability.

4) Average Variance Extracted (AVE)

AVE can be used to measure the reliability of a questionnaire with a limit for reliability if *the Average Variance Extracted value* (AVE) > 0.5. In this study, *the Average Variance Extracted* (AVE) data was obtained as shown in the following table:

Table 5. *Average Variance Extracted* (AVE) Value

No	Variables	*Average Variance Extracted* (AVE)	Status
1	Emotional Intelligence	0.619	Valid
2	Loyalty	0.705	Valid
3	Work-life balance	0.706	Valid
4	Performance	0.794	Valid

Source: Data processed by researchers using smart PLS

Table 5 shows that all variables have an AVE value above 0.50, indicating that all variables and their indicators are valid and reliable. The values obtained from the PLS data processing table above show the lowest AVE value of 0.619 for the emotional intelligence variable and the highest AVE value of 0.794 for the performance variable.

5) Cronbach's Alpha

Table 6. Cronbach's Alpha value

No	Variables	Cronbach's Alpha	Status
1	Emotional Intelligence	0.846	Reliable
2	Loyalty	0.860	Reliable
3	Work-Life Balance	0.807	Reliable

| 4 | Performance | 0.934 | Reliable |

Source: Data processed by researchers using smart PLS

Based on the data in Table 6, the results of the smart PLS calculation show that the Cronbach's alpha value for all variable items is >0.6, indicating that the questionnaire used is reliable. The lowest Cronbach's alpha value is 0.807 for the work-life balance variable, while the highest Cronbach's alpha value is 0.934 for the performance variable.

To determine whether a formative indicator experiences multicollinearity, the VIF value can be determined. A VIF value between 5 and 10 indicates that the indicator does not experience multicollinearity. In this study, the VIF value used as a measure is a VIF value <10.

Table 7. Collinearity Statistic (VIF) Value

No	Question Items	VIF value	Status
1	KEM.1	1,827	Valid
2	KEM.2	2,848	Valid
3	KEM.3	2,585	Valid
4	KEM.4	2,587	Valid
5	KEM.5	2,750	Valid
6	LOY.1	2,508	Valid
7	LOY.2	2,187	Valid
8	LOY.3	1,983	Valid
9	LOY.4	1,799	Valid
11	WLB.1	1,400	Valid
12	WLB.2	2,451	Valid
13	WLB.3	1,857	Valid
14	WLB.4	1,825	Valid
16	KIN.1	55,936	Invalid
17	KIN.2	2,540	Valid
18	KIN.3	4,311	Valid
19	KIN.4	3,839	Valid
20	KIN.5	49,073	Invalid

Source: Data processed by researchers using smart PLS

Based on the data in Table 7, it can be seen that the collinearity (VIF) value obtained from smart PLS shows that 18 statement items have values below 10. Where the VIF value <10 is declared free from multicollinearity. However, there are 2 items that have values above 10 that have collinearity problems, however, by paying attention to the good validity and reliability values, these two collinearity problems can be ignored and continued in the next analysis.

2. Inner Model Analysis

1) R.Square and Q Square (Model Feasibility Test)

R2 value is the coefficient of determination for an endogenous construct. According to Chin (1998), the R2 value is 0.67 (strong), 0.33 (moderate), and 0.19 (weak). The following are the R2 values used to measure the level of variance change:

Table 8. R- *Square Value*

	R-square	R-square adjusted
Performance	0.969	0.968
Work-Life Balance	0.915	0.914

Source: Data processed by researchers using smart PLS

2) Q-Square (Model Feasibility Test)

Goodness of fit can also be assessed through the Q-square value. The Q-square value has the same meaning as the coefficient of determination (R-square) in regression analysis. The higher the Q-square value, the better the model fits the data.

Determining the Q- *Square* value can be solved using the following equation:

$$Q\text{-Square} = 1 - [(1 - R^2 1)(1 - R^2 2)] \quad \ldots\ldots\ldots (1)$$

Where: $R^2 1$ = R-Square Value of Performance

$R^2 2$ = R-Square Value of Work-life balance

So the calculation results are as follows:

$$Q\text{-Square} = 1 - [(1 - R^2 1) \times (1 - R^2 2)]$$
$$= 1 - [(1 - 0.969) \times (1 - 0.915)]$$
$$= 1 - (0.031 \times 0.085)$$
$$= 1 - 0.002635$$
$$= 0.99$$

Based on the calculation results from the equation above, the Q- *Square value was obtained* as 0.882. This indicates that 99% of the diversity in the research data can be explained by the research model. The remaining 1% is explained by other

factors outside the research model. Therefore, based on these results, this research model can be declared to have good *goodness of fit.*

to test the strength of the influence between variables and explain the clarity of the relationship between the direction of the variables can be seen in the table below:

3. Hypothesis Testing
1) *Direct* Effect

Path Coefficient Results

VARIABLES	Original sample (O)	Sample mean (M)	Standard deviation (STDEV)	T statistics (O/STDE)	P values
KEM -> KIN	0.317	0.318	0.072	4,389	0.000
LOY -> KIN	0.245	0.245	0.086	2,853	0.004
KEM -> WLB	0.508	0.499	0.139	3,647	0.000
LOY -> WLB	0.458	0.468	0.137	3,350	0.001
WLB -> KIN	0.438	0.436	0.076	5,757	0.000

Source: Data processed by researchers using smart PLS

The P Value of the research can be seen in Table 9 which explains the estimated path coefficient which includes the P Value, so the hypothesis can be explained as follows:

(1) Hypothesis Test 1 (Direct Effect of X1 on Y)

Hypothesis 1 of this study assumes that emotional intelligence has a positive and significant effect on employee performance at the Makassar Class 1 Correctional Center. This hypothesis was tested with the following conditions:

H0 = Emotional Intelligence does not influence the performance of employees at the Makassar Class 1 Correctional Center and

Ha = Emotional Intelligence influences the performance of Makassar Class 1 Correctional Center employees.

With the requirements if the value of:
P values ≥ 0.05 then Ho is accepted and Ha is rejected, and if
P values < 0.05 then Ho is rejected and Ha is accepted .

Test Results:
The test results obtained based on *the path coefficient table* provide a P

Value of 0.000 so that the P Value <0.05 is classified as a significant category with a t statistic value of 4.389> t table of 1.6, with an influence of 0.317 in other words Ho is rejected and Ha is accepted. This means that emotional intelligence has a positive influence on the performance of Class 1 Makassar correctional center employees.

(2) Hypothesis Test 2 (Effect of X2 on Y)

Hypothesis 2 of this study assumes that loyalty has a positive and significant effect on the performance of Makassar Class 1 Correctional Center employees. This hypothesis was tested with the following conditions:

H0 = Loyalty does not affect the performance of Makassar Class 1 Correctional Center employees and,

Ha = Loyalty influences the performance of Makassar Class 1 Correctional Center employees.

With the requirements if the value of:
P values ≥ 0.05 then Ho is accepted and Ha is rejected, and if,
P values < 0.05 then Ho is rejected and Ha is accepted .

Test Results:

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The test results obtained based on the path coefficient table provide a P Value of 0.004 so that the P Value <0.05 is classified as a significant influence category with a t statistic value of 2.853> t table of 1.6, with an influence of 0.245 with this result then Ho is accepted and Ha is rejected. This gives the meaning that Loyalty has an influence on the performance of Class 1 Makassar Religious Center Employees

(3) Hypothesis Test 3 (Effect of X1 on Z)

Hypothesis 3 of this study assumes that emotional intelligence has a positive and significant effect on the work-life balance of employees at the Makassar Class 1 Correctional Center. This hypothesis was tested under the following conditions:

H0 = Emotional Intelligence does not affect the Worklife Balance of Class 1 Makassar Correctional Center Employees and,

Ha = Emotional Intelligence influences the Worklife Balance of Class 1 Makassar Correctional Center Employees.

With the requirements if the value of:

P values ≥ 0.05 then Ho is accepted and Ha is rejected, and if,

P values < 0.05 then Ho is rejected and Ha is accepted .

Test Results:

results obtained based on *the path coefficient table* provide a P *Value* of 0.000 so that the P Value <0.05 is classified as a significant influence category with a t statistic value of 3.647> t table of 1.6, with an influence of 0.508 with this result then Ho is accepted and Ha is rejected. This gives the meaning that emotional intelligence has an influence on the Worklife Balance of employees at the Makassar

Class 1 Correctional Center.

(4) Hypothesis Test 4 (Effect of X2 on Z)

Hypothesis 4 of this study assumes that loyalty has a positive and significant effect on the work-life balance of employees at the Makassar Class 1 Correctional Center. This hypothesis was tested under the following conditions:

H0 = Emotional Intelligence does not affect the Worklife Balance of Class 1 Makassar Correctional Center Employees and,

Ha = Loyalty has an effect on the Worklife Balance of Employees at the Makassar Class 1 Correctional Center.

With the requirements if the value of:

P values ≥ 0.05 then Ho is accepted and Ha is rejected, and if,

P values < 0.05 then Ho is rejected and Ha is accepted .

Test Results:

The test results obtained based on *the path coefficient table* provide a P *Value* of 0.001 so that the P Value <0.05 is classified as a significant category with a t statistic value of 3,350> t table of 1.6, with an influence of 0.458 with these results then Ho is rejected and Ha is accepted. This gives the meaning that loyalty has a positive effect on the Worklife Balance of Employees at the Makassar Class 1 Correctional Center

(5) Hypothesis Test 5 (Effect of Z on Y)

Hypothesis 5 of this study assumes that work-life balance has a positive and significant effect on employee performance at the Makassar Class 1 Correctional Center. This hypothesis was tested under the following conditions:

H0 = Worklife Balance does not affect employee performance at Makassar Class 1 Correctional

Center and,

Ha   = Worklife Balance has an impact on employee performance at the Makassar Class 1 Correctional Center.

With the requirements if the value of:

P values ≥ 0.05 then Ho is accepted and Ha is rejected, and if,

P values < 0.05 then Ho is rejected and Ha is accepted .

Test Results:

The test results obtained based on *the path coefficient table* provide a P *Value* of 0.000 so that the P Value <0.05 is classified as a significant category with a t statistic value of 5.757> t table of 1.6, with an influence of 0.438 with these results then Ho is rejected and Ha is accepted. This gives the meaning that Worklife Balance has a positive effect on employee performance at the Makassar Class 1 Correctional Center

2) Indirect Effect

The following presents data for the specific *indirect effect value* which is used as a reference basis to see the influence of the mediation effect of the research construct built in this study:

10. Indirect *Effect*

VARIABLES	Original sample (O)	Sample mean (M)	Standard deviation (STDEV)	T statistics (|O/STDEV|)	P values
KEM -> WLB -> KIN	0.222	0.217	0.069	3,204	0.001
LOY -> WLB -> KIN	0.201	0.204	0.073	2,756	0.006

Source: Data processed by researchers using smart PLS

From the data in Table 10, the following hypothesis testing can be carried out for indirect effects:

(1) Hypothesis Test 6 (X1 Against Y through Z)

The 6th hypothesis in this study is to suspect that emotional intelligence influences employee performance at the Makassar Class 1 Correctional Center through Worklife Balance.

The basis for making the decision to prove this hypothesis is:

H0 = Emotional Intelligence influences employee performance at Makassar Class 1 Correctional Center through Worklife Balance.

Ha = Emotional Intelligence influences employee performance at Makassar Class 1 Correctional Center through Worklife Balance.

With the basis for decision making as follows:

P *value* ≥ 0.05 then Ho is accepted and Ha is rejected, and if,

P *value* < 0.05 then Ho is rejected and Ha is accepted.

Test Results:

The test results obtained based on *the path coefficient table* provide a P *Value* of 0.001 so that the P Value <0.05 is categorized as having an influence between emotional intelligence and performance through Worklife Balance. With a t statistic value of 3.204> t table of 1.6, with an influence of 0.222 with these results, Ho is accepted and Ha is rejected. This means that Worklife Balance can mediate emotional intelligence to improve employee performance at the Makassar Class 1 Correctional Center.

(2) Hypothesis Test 7 (X2 Against Y through Z)

Hypothesis 7 in this study is to suspect that Loyalty influences employee performance at the Makassar Class 1 Correctional Center through Worklife Balance. The basis for making

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decisions to prove this hypothesis is:

H0 = Loyalty does not affect employee performance at the Makassar Class 1 Correctional Center through Worklife Balance

Ha = Loyalty influences employee performance at Makassar Class 1 Correctional Center through Worklife Balance

With the basis for decision making as follows:

P *value* ≥ 0.05 then Ho is accepted and Ha is rejected, and

P *value* < 0.05 then Ho is rejected and Ha is accepted.

Test Results:

The test results obtained based on *the path coefficient table* provide a P *Value* of 0.006 so that the P Value <0.05 is classified as a category that there is an influence between Loyalty on performance through Worklife Balance. With a t statistic value of 2.756> t table of 1.6, with an influence of 0.201 with this result, Ha is accepted and Ho is rejected. This means that Worklife Balance is able to mediate Loyalty to improve employee performance at the Makassar Class 1 Correctional Center.

Discussion

The Influence of Emotional Intelligence on Employee Performance

In recent years, emotional intelligence (EI) has again become a major focus in organizational studies due to its potential to influence various aspects of work behavior, including employee performance. EI refers to an individual's capacity to understand and effectively manage their own emotions and those of others. This study demonstrates that emotional intelligence has a significant positive impact on individual performance in the workplace. These findings support the view that EI is not merely a psychological factor but also a significant predictor of performance in the professional world (Zeidner et al., 2020).

According to (Oktaviani, 2019), employees with high emotional intelligence tend to be more adaptive, possess good self-control, and are able to build positive social relationships in the workplace. They demonstrate a greater tendency to behave proactively and take responsibility for their assigned tasks. A study by (Malik & Shahid, 2021) corroborates these findings, showing that employees with high EI tend to have good interpersonal skills, manage stress more effectively, and are able to resolve conflicts constructively, ultimately resulting in improved work performance.

Based on these empirical findings, it can be concluded that emotional intelligence is a crucial factor in improving work performance at various organizational levels. Therefore, developing emotional intelligence needs to be part of a human resource management strategy, for example through soft skills-based training, psychological assessments, and coaching programs. Investing in EI development will have a long-term impact on the organization's overall effectiveness.

The Influence of Loyalty on Employee Performance

Employee loyalty to an organization is a key factor influencing long-term performance. Loyalty reflects the extent to which employees feel emotional commitment, attachment, and a desire to remain part of the organization. This research demonstrates that loyalty has a positive and significant impact on employee performance. Loyal employees tend to demonstrate greater responsibility, discipline in carrying out their duties, and are actively involved in achieving organizational goals (Sulaiman et al., 2020).

High levels of loyalty encourage

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employees to contribute optimally, even beyond their formal duties. In practice, loyalty increases a sense of ownership in the work and organization , thus encouraging employees to maintain their reputation and deliver quality work. A study by (Khan et al., 2020) confirmed that employee loyalty not only increases productivity but also reduces absenteeism and turnover intentions.

This finding aligns with research by (Novitasari et al., 2023), which showed that organizational loyalty plays a significant role in improving affective and contextual performance, particularly among millennials.

Overall, these research findings demonstrate that loyalty is not merely an emotional attachment to an organization, but also a key driver of improved individual and organizational performance. Therefore, organizations need to design policies and work programs that foster employee loyalty, such as creating a supportive work climate, career development, achievement recognition, and inspiring leadership. High levels of loyalty contribute to more stable, adaptive, and competitive organizational performance.

The Influence of Emotional Intelligence on Work-Life Balance

Emotional intelligence (EI) has become a crucial psychological aspect in managing modern work life. EI plays a crucial role in helping individuals cope with various emotional demands in both work and personal life. This research demonstrates that emotional intelligence has a positive influence on achieving work-life balance, namely the balance between work and personal life demands. Individuals with high EI tend to be able to regulate their emotions, respond wisely to stress, and maintain healthy interpersonal relationships in both domains (Aboramadan et al., 2020).

The results of this study align with a study by Çelik et al. (2021), which stated that emotional intelligence improves employees' ability to manage work stress and adapt to the dual roles they must fulfill. Furthermore, research by (Pishghadam et al., 2022) showed that EI dimensions, such as emotion regulation and empathy, significantly correlate with life satisfaction and success in managing time between work and family.

Overall, these research findings demonstrate that emotional intelligence plays a central role in achieving work-life balance. With the increasing complexity of today's workplace, including remote work, digital workloads, and multiple roles, developing EI has become a strategic necessity. Therefore, organizations need to integrate emotional intelligence development programs into employee training as a preventative measure to maintain a sustainable work-life balance.

The Influence of Loyalty on Work-Life Balance

Employee loyalty to an organization is a form of affective commitment and a strong emotional attachment to the workplace. This research demonstrates that loyalty has a significant influence on work-life balance (WLB), which is an individual's ability to balance roles and responsibilities between professional and personal life. Loyal employees tend to have a more positive relationship with their organization, allowing them to feel supported in managing their work time without sacrificing their personal life (Chitra & Mahalakshmi, 2020).

These results are supported by research by (Devi & Reddy, 2021) who found that employee loyalty that grows from organizational appreciation and trust contributes to increased psychological well-being, which ultimately impacts the achievement of work-life balance.

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Overall, these findings demonstrate that loyalty is a crucial supporting factor in achieving work-life balance. Therefore, organizations need to establish work systems that reward loyalty through flexible policies, work recognition, and open two-way communication. This strategy not only retains talent but also creates a healthy and balanced work environment.

The Influence of Work-Life Balance on Employee Performance

Work-life balance (WLB) is a condition in which an individual is able to harmoniously balance the demands of work and personal life. In the context of modern organizations, WLB is a crucial issue because an imbalance between these two domains has been shown to impact decreased productivity, job stress, and absenteeism. This study shows that WLB has a positive and significant impact on employee performance. Employees with a work-life balance tend to be more focused, more satisfied with their jobs, and exhibit high work motivation (Soomro et al., 2023).

Research by (Malek et al., 2020) supports these findings by confirming that employees who successfully maintain WLB demonstrate better work performance because they do not experience excessive emotional stress that disrupts focus and creativity.

Overall, these findings strengthen the evidence that work-life balance is a strategic factor in improving employee performance. Organizations that are able to create a work environment that supports WLB, for example through flexible working hours, hybrid work systems, and mental health support programs, will have more productive, loyal, and motivated employees. Thus, investing in WLB not only benefits individual employees but also positively impacts organizational performance and sustainability.

The Influence of Emotional Intelligence on Employee Performance Through Work-Life Balance

Emotional intelligence (EI) is an individual's ability to understand, manage, and express emotions appropriately in various contexts, including the workplace. In today's dynamic and complex work environment, EI has been shown to play a crucial role in improving employee performance, both directly and indirectly. This study shows that EI influences employee performance through the mediation of work-life balance (WLB). This means that EI helps employees achieve a better work-life balance, which in turn improves their performance (Aboramadan et al., 2020).

Individuals with high levels of emotional intelligence have the ability to manage stress, build healthy work relationships, and manage time effectively. This contributes to achieving work-life balance, which is the ideal state in which employees are able to balance work and personal life demands. A study by (Pishghadam et al., 2022) demonstrated that emotional regulation and self-awareness, components of EI, are crucial for maintaining work-life balance. Achieving work-life balance positively impacts work motivation, energy, and task effectiveness.

Thus, it can be concluded that emotional intelligence is not only a psychological asset that improves the quality of work relationships and an individual's adjustment to the work environment, but also a foundation for achieving work-life balance. A good work-life balance strengthens the positive effects of EI on work performance. Therefore, organizations need to develop EI development programs and create work policies that support work-life balance as part of a strategy to increase employee productivity.

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The Influence of Loyalty on Employee Performance through Work-Life Balance

Employee loyalty reflects the level of emotional attachment, commitment, and willingness of employees to remain employed and contribute their best to the organization. Recent research shows that loyalty not only directly impacts performance but also indirectly through improved work-life balance (WLB). Loyal employees tend to experience emotional satisfaction and peace, enabling them to balance their personal and work lives, ultimately improving work performance (Khan et al., 2020).

Loyal employees generally receive emotional and psychological support from their organization, including trust and flexibility in managing their workload. Research by (Devi & Reddy, 2021) found that employee loyalty is positively correlated with psychological well-being, and this well-being is fundamental to creating work-life balance.

Furthermore, loyalty can strengthen employees' perceptions of the importance of their dual roles in work and personal life. Research by (Chaudhary & Biswal, 2023) found that loyal employees are more likely to set healthy work time boundaries and consciously fulfill personal responsibilities, which is then reflected in more stable and sustainable work performance.

Overall, this empirical evidence confirms that loyalty is a crucial psychological factor that not only impacts organizational retention intentions but also serves as the foundation for a healthy work-life balance. Work-life balance then serves as a mediating pathway that strengthens the influence of loyalty on work performance. Therefore, organizations need to build work systems and cultures that support loyalty and facilitate employee work-life balance to drive optimal productivity on a sustainable basis.

D. Conclusion

Based on the research results and discussions presented previously, the following conclusions can be drawn:

1. Emotional intelligence has been proven to have a positive and significant influence on employee performance.
2. Employee loyalty has a significant impact on improving performance.
3. Emotional intelligence has a significant influence on achieving work-life balance.
4. Loyalty has a positive relationship with work-life balance.
5. Work-life balance has a direct and significant impact on employee performance.
6. Emotional intelligence influences employee performance indirectly through the mediation of work-life balance.
7. Loyalty influences employee performance through work-life balance as a mediating variable.

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