

The Role of Work-life Balance in Mediating The Influence of Organizational Culture and Emotional Intelligence on Employee Engagement among Manufacturing Employees in Kecamatan Tapos

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ABSTRACT

This study aims to analyze the role of work-life balance in mediating the influence of organizational culture and emotional intelligence on employee engagement among manufacturing employees in Kecamatan Tapos, Depok. The research is motivated by low employee engagement levels in the manufacturing sector, high job pressure, and an imbalance between work and personal life. A quantitative approach was employed through a survey of 200 employees from three manufacturing companies. Data were analyzed using Structural Equation Modeling (SEM) with SmartPLS 4.0.

The findings reveal that organizational culture and emotional intelligence have significant positive influence on employee engagement. Moreover, work-life balance was found to partially mediate the relationships between organizational culture and employee engagement, as well as between emotional intelligence and employee engagement. These results indicate that an adaptive organizational culture and strengthened emotional intelligence can enhance employee engagement, especially when supported by policies promoting work-life balance.

This practical implications suggest that companies should foster a positive organizational culture, provide emotional intelligence development training, and implement work policies that support work-life balance to enhance employee engagement and overall performance

Keywords: *Work-life Balance, Organizational Culture, Emotional Intelligence, Employee Engagement.*

**Peran *Work-life Balance* dalam Memediasi Pengaruh
Organizational Culture dan *Emotional Intelligence* Terhadap
Employee Engagement Pada Karyawan Pabrik se-Kecamatan
Tapos**

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ABSTRAK

Penelitian ini bertujuan untuk menganalisis peran *work-life balance* dalam memediasi pengaruh *organizational culture* dan *emotional intelligence* terhadap *employee engagement* pada karyawan pabrik se-Kecamatan Tapos, Kota Depok. Fenomena rendahnya keterlibatan karyawan di sektor manufaktur, tekanan kerja tinggi, serta ketidakseimbangan antara kehidupan kerja dan pribadi mendorong perlunya penguatan strategi manajemen sumber daya manusia. Penelitian ini menggunakan pendekatan kuantitatif dengan metode survei terhadap 200 responden dari tiga perusahaan manufaktur. Teknik analisi data yang digunakan adalah *Structural Equation Modeling* (SEM) berbasis SmartPLS 4.0.

Hasil penelitian menunjukkan bahwa *organizational culture* dan *emotional intelligence* berpengaruh positif signifikan terhadap *employee engagement*. Selain itu, *work-life balance* terbukti memediasi sebagian hubungan antara *organizational culture* dan *employee engagement*, serta antara *emotional intelligence* dan *employee engagement*. Temuan ini mengindikasikan bahwa *organizational culture* yang adaptif dan penguatan *emotional intelligence* dapat meningkatkan *employee engagement*, terutama jika didukung oleh kebijakan yang mendorong keseimbangan kehidupan kerja.

Implikasi praktis dari penelitian ini untuk mendorong perusahaan memperkuat budaya organisasi yang positif, menyediakan pelatihan pengembangan *emotional intelligence*, serta merancang kebijakan kerja yang mendukung *work-life balance* demi meningkatkan keterlibatan dan kinerja karyawan.

Kata Kunci: *Work-life Balance, Organizational Culture, Emotional Intelligence, Employee Engagement.*