
**THE EFFECT OF WORK FAMILY CONFLICT ON JOB PERFORMANCE:
EMOTIONAL INTELLIGENCE AND JOB SATISFACTION AS MEDIATING
VARIABLES**



Sheilla Syiam Rahmawati¹
Universitas Trisakti, Jakarta Barat, Indonesia
122012211086@std.trisakti.ac.id

Justine Tanuwijaya^{2*}
Universitas Trisakti, Jakarta Barat, Indonesia
justine@trisakti.ac.id

Norzanah Mat Nor³
Arshad Ayub Graduate Business School (AAGBS)
Universiti Teknologi MARA, Selangor MALAYSIA
norzanah@uitm.edu.my

Abstract

This study aims to analyse the effect of work-family conflict on job performance with emotional intelligence and job satisfaction as mediating variables in 3 and 4-star hotel employees in Jakarta. The research was conducted with a quantitative approach. The determination of the sample was carried out using nonprobability sampling with the purposive sampling method, and refers to the minimum sample size according to Hair et al. (2019). The sample in this study amounted to 265 employees of 3 and 4-star hotels in Jakarta. The data analysis technique used is the Structural Equation Model (SEM) method. The technique of data collection used is by distributing questionnaires through the Google Form application. The results of hypothesis testing show that the seven hypotheses proposed are supported by the statement that there is an effect of work-family conflict on job performance, with emotional intelligence and job satisfaction as mediating variables.

Keywords: Work Family Conflict, Job Performance, Emotional Intelligence, Job Satisfaction, 3 and 4 Star Hotel Employees

INTRODUCTION

The tourism industry has a great opportunity to grow and contribute to the state's income (BPS, 2021). Tourism is seen as an activity that involves a series of development processes, because the development of this sector involves various other sectors such as economic, cultural, social, and political (Dewi et al., 2024). Tourism in Indonesia has a significant impact on tourist visits, especially foreign tourists. BPS (2024) reported that in March 2024, there were 1.04 million foreign tourist arrivals. In particular, Ngurah Rai Airport-Bali experienced an increase of 31.49% and Soekarno Hatta Airport-Banten experienced an increase of 34.03%.

The data above shows that the number of foreign tourist visits to Indonesia in 2024 has increased from 2023 and is currently above the initial conditions of the COVID-19 pandemic. These positive developments have been anticipated by a number of tourism industry players, especially hotels. Anticipation of the increasing need for hospitality is encouraged, both by national and foreign hotel industry players (Colliers, 2023). Over the past year, since 2023, the Room Occupancy Rate of star-rated hotels in Jakarta has increased. In May 2024, the room occupancy rate was 52.79 per cent, up 2.04 percentage points from May 2023 (BPS, 2024). BPS (2024) also reported that four-star hotels recorded the largest increase in Room Occupancy Rate, at 8.62 percentage points. The next increase occurred in three-star hotels with an increase of 3.92 percentage points,

The Room Occupancy Rate in Jakarta, in the past year, especially in 3 and 4-star hotels, which experienced a significant increase higher than other star hotels, became one of the performance factors of the hospitality industry in Jakarta, which will enter new growth coupled with better economic conditions and great opportunities that can be opened. Conditions that continue to improve have an impact on the level of competition for facilities and services from each hotel in Jakarta, which continues to be built in order to meet consumer needs.

Ultimately, organisational and management resources must be prepared for the rapid growth of the hospitality industry. Such readiness is strongly influenced by the readiness of resources, including attitudes, behaviour, and leadership of hotel industry players. Basically, in carrying out activities to achieve the expected goals, companies need effective management, especially in terms of human resources, which are the main assets for planning, guiding, organising, and mobilising various elements within the company (Sajim et al., 2024).

The competitive environment of the hospitality industry can also be addressed with resources that can help understand and identify job skills and challenges. The challenges faced by employees include demands for intensive work, including long hours and consistent service. This statement is supported by the Badan Pusat Statistik (2024) in the publication of the state of workers in Indonesia, which states that working hours in the accommodation industry have the highest level in the last 3 periods, with a total average per week of 48 hours in February 2023, 47 hours in August 2023, and 48 hours in February 2024.

Competitiveness and the ability to face job challenges are reflected in employee performance, which is often referred to as job performance. The way employees manage the demands and tasks imposed by the company determines the high and low performance of employees (Yan et al., 2022). To reach the highest point of employee performance,

companies must highlight employee performance as a direct result of optimal conditions for employees (Obrenovic, 2020). In fact, a person's level of performance can be influenced by various individual internal factors (Yan et al., 2022).

As Abdelaal et al. (2022) explained that work work-family conflict affects employee performance in their study of 3-star hotel workers in the Sekondi-Takoradi Metropolis, Ghana. Working hours and the nature of work, such as the demand to serve guests at all times, are factors that have an impact on this phenomenon (Abdelaal et al., 2022). Working hours in the hospitality industry are mostly outside the usual working hours, when other individuals are off duty such as weekends or holidays. This is also compounded by the increase in hotel occupancy especially during these times (Abdelaal et al., 2022). With the nature of work that must prioritise consistent service at all times, it creates a conflict between the two roles, namely family and work.

Another factor that can affect job performance is emotional intelligence. Windasari et al. (2020) stated that job performance can be influenced by emotional intelligence. In research conducted at 3 and 4-star hotels in Jember, it was stated that emotionally intelligent workers would be able to handle stress at work, be it from long working hours, difficult colleagues, or problems outside of work. This statement is in line with Siahaan (2018), which reveals that emotional intelligence can also be influenced by the level of work-family conflict, which in turn has an impact on job performance.

Another factor that can affect job performance is job satisfaction. Based on Sembiring and Setiawan (2024), job satisfaction is an important factor that affects employee performance. Research conducted on 380 employees of 4-star hotels in Batam stated that workplace situations, including co-workers, working hours (including shift distribution), job descriptions, and compensation, affect job satisfaction.

Based on the literature presented in the previous section, job performance can be influenced by several domains such as work-family conflict, emotional intelligence, and job satisfaction. The reasons presented in the literature include the nature of work that demands consistency (Abdelaal et al., 2022), working hours that are outside of usual working hours, such as weekends and holidays, which are associated with increased hotel occupancy (Abdelaal et al., 2022; Windasari et al., 2020), job demands and job pressures due to direct contact with consumers (Windasari et al., 2020), and job descriptions (Sembiring and Setiawan, 2024). As is known, hotel quality is highly correlated with the services provided to consumers. The higher the quality of the hotel, the better the services and facilities provided. Machado et al. (2019) state that the good service provided is strongly influenced by employee performance, so employees at hotels with high classifications have high service standards as well.

Based on this statement, this research will discuss phenomena related to the factors of work-family conflict, emotional intelligence, and job satisfaction that can affect job performance in the context of the hospitality industry in Jakarta, especially for employees of 3 and 4-star hotels.

REVIEW OF LITERATURE

Work Family Conflict

Work-family conflict is defined as a conflict that occurs between work and family roles, which is caused by the misalignment between the two roles in an individual's life (Hartman, 2016). This mismatch usually has an impact on individual performance, where the tasks and responsibilities that need to be carried out by individuals in a role are hampered by the performance of tasks and responsibilities of other roles. In addition, Ludiya (2016) explains that work-family conflict is defined as a conflict between roles where family and work demands overlap and are difficult to reconcile. Buonomo (2020) also said that work-family conflict occurs when the demands of work and family life often conflict with each other, thus creating inter-role conflict.

Emotional Intelligence

Emotional Intelligence is the capacity to recognise, harness, understand and manage emotions and emotional information (Singh et al., 2022). Emotional intelligence plays an important role in the work environment. According to Singh et al. (2022), emotional intelligence helps managers and employees understand emotions. Herawati & Sholiha et al. (2017) define emotional intelligence as a person's ability to manage emotions both within oneself and when dealing with others.

Job Satisfaction

Indrayani et al. (2024) state that job satisfaction is a positive feeling that a person has towards their job, which arises from an assessment of the characteristics of the job. It is influenced by individual, social, and main domain factors in the job, such as salary, supervision, work comfort, and opportunities for career development. Based on Indrayani et al. (2024), job satisfaction is an emotional condition that encourages a person's positive attitude in assessing problems and everything encountered in the work environment.

Job Performance

Job performance refers to the output that employees provide to the organisation through their actions and behaviours (Alkhoraif, 2024). Job performance can be described as a collection of characteristics, actions, and behaviours that are evaluated from employees (Alkhoraif, 2024). An employee's willingness to go beyond the limits of his responsibility to perform activities outside his regular job duties is an example of job performance (Al-Sabi et al., 2023). Job performance is explained as a collection of behaviours related to organisational goals (Ngo et al., 2021).

Work Family Conflict on Job Performance

Lalu and Lopian (2016) state that company management must consider work-family conflict because it has a negative influence on performance. Zainal (2020) also shows that performance is affected by work-family conflict. Based on the previous description, the following hypothesis can be proposed:

H1: There is a negative effect of work-family conflict on job performance.

Work Family Conflict on Emotional Intelligence

The emotional intelligence of medical personnel is negatively affected by work-family conflict (Zeb et al., 2021). This statement is corroborated by the findings of Chang et al. (2022), who stated that work-family conflict has a detrimental effect on emotional

intelligence. Emotional intelligence can be significantly affected by work-family conflict (Juniarly et al., 2019). Based on this description, the following hypothesis can be proposed:
H2: There is a negative effect of work-family conflict on emotional intelligence

Work Family Conflict on Job Satisfaction

Zahra and Fazlur Rahman (2023) confirmed that the level of job satisfaction is significantly and negatively affected by work-family conflict. Furthermore, Purwanto (2020) also confirmed that the level of job satisfaction is influenced by work-family conflict. Qiaolan et al. (2023) stated that work-family conflict has a negative predictive effect on job satisfaction. Based on the previous description, the following hypothesis can be formulated:
H3: There is a negative effect of work-family conflict on job satisfaction

Emotional Intelligence on Job Performance

Chong et al. (2020) explained that emotional intelligence is responsible for and can predict performance. Alonazi (2020) also explained that employees with high emotional intelligence will be able to build an empathic environment, resulting in significant benefits in the form of improved performance. Nurazaman and Amalia (2022) reinforce this statement that emotional intelligence has been shown to have a significant and positive influence on productivity in the workplace. Based on this description, the following hypothesis can be formulated:

H4: There is a positive effect of emotional intelligence on job performance

Job Satisfaction on Job Performance

Job satisfaction has an effect on job performance. This statement is in line with the research of Engenius et al. (2020), which states that the work environment shapes individual job satisfaction and becomes a reference for employees in an organisation, so that in their investigation at the Credit Union (CU), it was found that the level of employee job satisfaction significantly affects performance. The overall performance of individuals is significantly influenced by the level of job satisfaction (Jufrizen and Hutasuhut, 2022). Based on this description, the following hypothesis can be developed:

H5: There is a positive effect of job satisfaction on job performance

Work Family Conflict on Job Performance with Emotional Intelligence as Mediating

Amer et al. (2023) stated that performance is negatively affected by work-family conflict mediated by emotional intelligence. Although work-family conflict can increase from low to reasonable levels without any adverse impact on performance, this study shows that employee performance can be jeopardised when work-life conflict triggers a decrease in emotional intelligence. Siahaan (2018) stated that employee performance is influenced by work-family conflict, and emotional intelligence serves as a mediating variable in this influence. Based on this description, the following hypothesis can be developed:

H6: There is an effect of work-family conflict on job performance with emotional intelligence as a mediating variable.

Work Family Conflict on Job Performance with Job Satisfaction as Mediating

There is an effect of performance on work-family conflict, which is mediated by job satisfaction variables. This statement is supported by research conducted by An et al. (2020), which indicates that job satisfaction acts as a mediating variable in the effect of work-family conflict on employee performance. In addition, Fadhilah et al. (2024) confirmed that job satisfaction functions as a mediating variable in the effect of work family conflict on

employee performance. Based on the previous description, the following hypothesis can be formulated:

H7: There is an effect of work-family conflict on job performance with job satisfaction as a mediating variable.

Based on the explanation above, the conceptual framework can be described as follows.

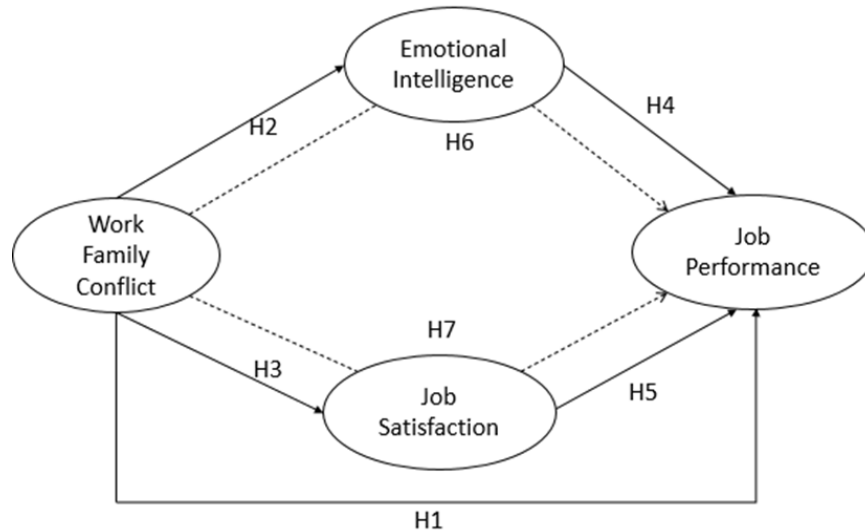


Figure 1
Conceptual Framework

RESEARCH METHOD

The approach in this study is a quantitative approach. Research data were collected through questionnaires. In measuring the questionnaire used, question items were measured through a 5-point Likert measurement scale. The sampling technique in this study used non-probability sampling and purposive sampling. Respondents in this study were employees of 3 and 4-star hotels in Jakarta. The minimum sample measurement refers to Hair et al. (2019), which suggests using a minimum sample of 5 - 10 observations of each estimation statement indicator. In this study, the number of statement indicators is 46, including 10 work-family conflict items, 10 emotional intelligence items, 16 job satisfaction items, and 10 job performance items. The total sample in this study was 265. Each variable in this research is tested for validity and reliability. The data analysis method used is the Structural Equation Model (SEM) and descriptive statistics, namely by calculating the average (mean) of respondents' answers.

RESULTS AND DISCUSSION

Respondent Characteristics

Table 1
Respondent Characteristics

Characteristics	Total	Percentage (%)
Hotel Type		
3 Star Hotel	127	47,9
4 Star Hotel	138	52,1
Total	265	100,0
Gender		
Male	85	32,1
Female	180	67,9
Total	265	100,0
Age		
< 20 years	9	3,4
20 - 30 years	223	84,2
> 30 - 40 years	27	10,2
> 40 - 50 years	6	2,3
Total	265	100,0
Last Education		
High School	94	35,5
Diploma	54	20,4
S1	111	41,9
S2	6	2,3
Total	265	100,0

Of the 265 respondents studied, it shows that the majority of respondents in this study work in 4-star hotels (52.1%), are female (67.95%), aged 20-20 years (84.2%), and with the last education S1 (41.9%).

Validity Test

Table 2
Validity Test

Item	Factor Loading	Decision
Work Family Conflict		
WFC1	0.746	Valid
WFC2	0.740	Valid
WFC3	0.802	Valid
WFC4	0.829	Valid
WFC5	0.767	Valid
WFC6	0.845	Valid
WFC7	0.770	Valid
WFC8	0.816	Valid
WFC9	0.804	Valid
WFC10	0.821	Valid
Emotional Intelligence		
EI1	0.763	Valid
EI2	0.762	Valid
EI3	0.754	Valid

EI4	0.770	Valid
EI5	0.772	Valid
EI6	0.770	Valid
EI7	0.833	Valid
EI8	0.818	Valid
EI9	0.746	Valid
EI10	0.776	Valid
<i>Job Satisfaction</i>		
JS1	0.818	Valid
JS2	0.812	Valid
JS3	0.779	Valid
JS4	0.815	Valid
JS5	0.848	Valid
JS6	0.803	Valid
JS7	0.816	Valid
JS8	0.742	Valid
JS9	0.837	Valid
JS10	0.834	Valid
JS11	0.822	Valid
JS12	0.738	Valid
JS13	0.792	Valid
JS14	0.784	Valid
JS15	0.824	Valid
JS16	0.837	Valid
<i>Job Performance</i>		
JP1	0.817	Valid
JP2	0.836	Valid
JP3	0.804	Valid
JP4	0.848	Valid
JP5	0.844	Valid
JP6	0.818	Valid
JP7	0.783	Valid
JP8	0.793	Valid
JP9	0.779	Valid
JP10	0.811	Valid

Based on the validity test table for all instruments of the variable can be said to be valid based on the factor loading value > 0.35 (Hair et al., 2019). (2019) factor loading 265 respondents). In other words, there is internal consistency in these statements so that they can form the construct of each variable.

Reliability Test

The basis for making this reliability test decision is as follows:

If Cronbach's coefficient Alpha ≥ 0.60 , then the statements in the questionnaire are suitable for use (construct reliable).

If the Cronbach coefficient alpha ≤ 0.60 , the statements in the questionnaire are not suitable for use (construct is unreliable).

Table 3
Reliability Test

Variable	Cronbach Alpha	Decision
Work Family Conflict	0.934	Reliable
Emotional Intelligence	0.926	Reliable
Job Satisfaction	0.961	Reliable
Job Performance	0.942	Reliable

Based on the reliability test table, it can be said to be reliable based on the Cronbach's Alpha value > 0.60. In other words, there is internal consistency in these statements so that they can form constructs from each of these variables.

Goodness of Fit Test

Table 4
Goodness of Fit Test

Measurement Type	Criteria	Cut-off Value	Results	Decision
Absolute Fit Measure	Chi-square	Small chi-square	2411,270	POOR FIT
	<i>p-value</i>	$p\text{-value} \geq 0.05$	0,000	POOR FIT
	RMSEA	0,10	0,074	GOOD FIT
Incremental Fit Measure	RMR	0,10	0,077	GOOD FIT
	NFI	0.90 or close to 1	0,782	POOR FIT
	TLI	0.90 or close to 1	0,850	MARGINAL FIT
	CFI	0.90 or close to 1	0,857	MARGINAL FIT
Parsimonious Fit Measure	IFI	> 0.90 or close to 1	0,858	POOR FIT
	Normed Chi-square	Lower limit: 1.0; Upper limit: 2.0/3.0 or 5.0	2,450	GOOD FIT

Based on the results of testing the feasibility of the model above, it is found that the values of RMSEA, RMR, resulting in a good fit, and TLI, CFI, resulting in a marginal fit, indicate that the goodness-of-fit model is acceptable. Thus, theoretical hypothesis testing can proceed.

Data Analysis

Causality testing in this study uses the SEM analysis method with the help of AMOS 24 software. The following are the results of the SEM-AMOS *full model*.

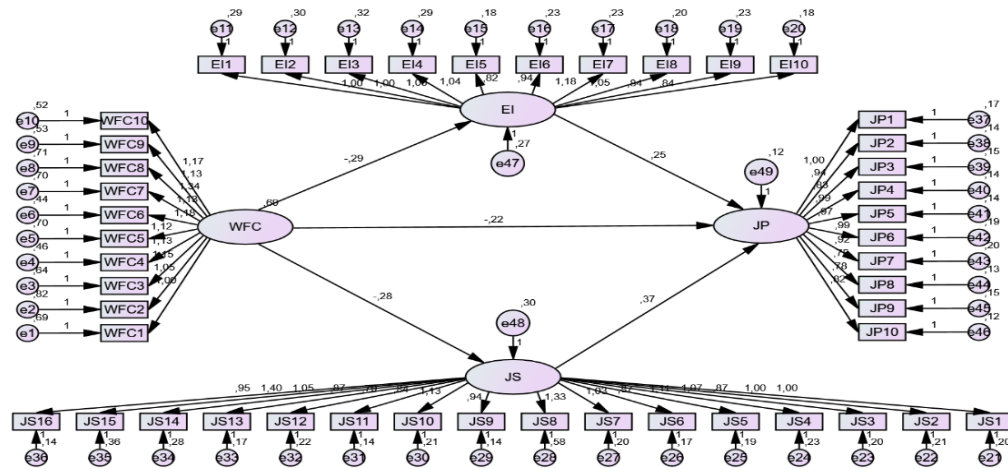


Figure 2
Structural Equation Model (SEM)

Hypothesis Test

In this study there are 7 hypotheses to be tested. Hypothesis testing is carried out to determine whether or not there is a significant effect of each variable.

The basis for making hypothesis test decisions according to Hair et al. (2019) is as follows:

- a. If the p-value ≤ 0.05 then H_0 is not supported and H_a is supported (supported).
- b. If the p-value > 0.05 then H_0 is supported and H_a is not supported (not supported).

Table 5
Hypothesis Test Results

Hypothesis	Estimate	p-value	Conclusion
H1: There is a negative effect of work-family conflict on job performance	-0,224	0.000	Ha1 is supported
H2 : There is a negative effect of work-family conflict on emotional intelligence	-0,294	0.000	Ha2 is supported
H3 : There is a negative effect of work-family conflict on job satisfaction	-0,279	0.000	Ha3 is supported
H4 : There is a positive effect of emotional intelligence on job performance	0,251	0.000	Ha4 is supported
Hypothesis	Estimate	p-value	Conclusion
H5 : There is a positive effect of job satisfaction on job performance	0,372	0.000	Ha5 is supported
H6 : There is an effect of work-family conflict on job performance with emotional intelligence as a mediating variable.	-0,074	0.000	Ha6 is supported

H7 : There is an effect of work-family conflict on job performance with job satisfaction as a mediating variable.	-0,104	0.000	Ha7 supported
---	--------	-------	---------------

The Effect of Work Family Conflict on Job Performance

Based on the results of statistical tests, it shows that the effect of work-family conflict on job performance has an estimated value of -0,224 with a p-value of 0.000. This indicates that there is a negative effect of work-family conflict on job performance. The results of this study are in line with research conducted by Zainal *et al.* (2020), which states that work-family conflict is negatively correlated with job performance. Work-family conflict occurs when there are conflicting demands between work and family demands. When someone is faced with this problem, it will have an impact on reducing concentration at work, thus affecting focus and productivity at work. The occurrence of this conflict also tends to increase stress and burnout, which will then reduce one's performance in completing their tasks.

The Effect of Work Family Conflict on Emotional Intelligence

Based on the results of statistical tests, it shows that the effect of work-family conflict on emotional intelligence has an estimated value of -0,294 with a p-value of 0.000. This indicates that there is a negative effect of work-family conflict on emotional intelligence. The results of this study are in line with research conducted by Zeb *et al.* (2021), which states that work-family conflict has a negative impact on emotional intelligence among medical personnel. Prolonged conflict between work and family will cause an increase in a person's stress level, so it will make it difficult for that person to manage emotions well. This will have an impact on emotional control when facing problems both at home and at work. When a person experiences pressure due to work and family conflicts, focus and mental clarity tend to be reduced, which results in the ability to understand and pay attention to other people's emotions (empathy) decreasing.

The Effect of Work Family Conflict on Job Satisfaction

Based on the results of statistical tests, it shows that the effect of work-family conflict on job satisfaction has an estimated value of -0,279 with a p-value of 0.000. This indicates that there is a negative effect of work-family conflict on job satisfaction. The results of this study are in line with research conducted by Zahra and Fazlurrahman (2023), which states that work-family conflict has a negative impact on job satisfaction. Furthermore, Purwanto (2020) also confirmed that the level of job satisfaction is influenced by work-family conflict. When there is a conflict between work and family that often conflicts, it will often cause a person to feel pressured in carrying out these two roles. Stress levels will increase and cause a person to feel that he cannot optimally perform each of his tasks, which causes individuals to be less satisfied with work because they cannot meet their expectations.

The Effect of Emotional Intelligence on Job Performance

Based on the results of statistical tests, it is shown that the effect of emotional intelligence on job performance has an estimated value of 0,251 with a p-value of 0.000. This indicates that there is a positive effect of emotional intelligence on job performance. The results of this study are in line with research conducted by Sahidur *et al.* (2020), which states that emotional intelligence and job performance have a positive effect. Emotional intelligence refers to a person's ability to understand, manage, recognise, and direct the emotions of others so that in the world of work, this ability is very important for performance

and productivity. Someone with emotional intelligence can understand other people's emotions so that it is easy to communicate and cooperate in a team, which will affect work effectiveness and can improve performance. A person with high emotional intelligence is also able to control emotions and has a fairly high resistance to work pressure.

The Effect of Job Satisfaction on Job Performance

Based on the results of statistical tests, it is shown that the effect of job satisfaction on job performance has an estimated value of 0,372 with a p-value of 0.000. This indicates that there is a positive effect of job satisfaction on job performance. The results of this study are in line with research conducted by Cao et al. (2024), which states that employee job satisfaction motivates them to achieve higher levels of performance. Job satisfaction refers to the satisfaction a person feels from the results of his work, including satisfaction with the work environment, relationships with colleagues and superiors, as well as the results of his performance. Satisfied employees tend to have higher motivation and enthusiasm in completing each task assigned. Job satisfaction encourages a person to be able to work more productively and be committed to meeting their expectations.

The Effect of Work Family Conflict on Job Performance with Emotional Intelligence as a Mediating Variable

Based on the results of statistical testing, it shows that the estimate of work family conflict mediated by emotional intelligence is -0,074, meaning that the higher the perception of work family conflict mediated by emotional intelligence, the lower the perception of job performance. This proves that emotional intelligence is a mediating variable. The role of emotional intelligence in mediating the effect of work-family conflict on job performance is a partial mediation. The results of this study are in line with research conducted by Afianto et al. (2024), which states that emotional intelligence acts as a mediator in the of work-family conflict on employee performance. When the conflict between work and family increases, it will have an impact on reducing work, but with good emotional intelligence, these negative effects can be minimised and corrected so that performance will be maintained. High emotional intelligence can help employees manage negative emotions arising from work-family conflict.

The Effect of Work Family Conflict on Job Performance with Job Satisfaction as a Mediating Variable

Based on the results of statistical testing, it shows that the estimate of work family conflict mediated by job satisfaction is -0,104, meaning that the higher the perception of work family conflict mediated by job satisfaction, the lower the perception of job performance. The results of this study are in line with research conducted by Mitra et al. (2023), which states that the performance of female nurses is associated with work-family conflict, and job satisfaction serves as a mediating variable between the two. The occurrence of conflict between work and family demands that are opposite to each other can reduce employee job satisfaction, which in turn has a negative impact on performance at work. Job satisfaction acts as an intermediary in the relationship between work-family conflict and job performance. When work-family conflict lowers job satisfaction, the effects will also continue to affect performance. In other words, the higher the work-family conflict a person experiences, the lower their job satisfaction will be, which in turn leads to a decrease in performance.

CONCLUSION

From the results of the study, it is concluded that 7 hypotheses in the study are supported. Work-family conflict has a negative effect on job performance, emotional intelligence, and job satisfaction. Then, emotional intelligence and job satisfaction have a positive effect on job performance. Emotional intelligence and job satisfaction act as mediating variables with a partial mediating role in this effect.

The results of this study are expected to be a source of information for companies to improve employee performance. The managerial implications in this study that can be applied by companies to reduce the negative impact of work family conflict are by conducting training to improve employee emotional intelligence, companies can also implement employee welfare programs that focus on the balance between work and family, companies can conduct periodic evaluations related to the workload of each employee, and companies can also implement employee appreciation programs in the form of promotions or bonuses.

The suggestions for further research are to expand the scope of the research sample not limited to 3 and 4-star hotel employees only. Then other variables can be added to develop a conceptual framework and see phenomena caused by other domains.

REFERENCES

- Abdul-Nabi Amer, A., Mohamed Adam, S., & Abdelrazek, F. (2023). How work-family conflict and emotional intelligence of staff nurses affect their job performance: A correlational study. *Egyptian Journal of Health Care*, 14(1), 817-832. [10.21608/ejhc.2023.288308](https://doi.org/10.21608/ejhc.2023.288308).
- Afianto, D. N., Budiati, Y., & Kusnilawati, N. (2024). Peningkatan Kinerja Pegawai Melalui Kecerdasan Emosional Sebagai Variabel Intervening (Studi Pada Pegawai KPP Madya Dua Semarang). *Management Studies and Entrepreneurship Journal (MSEJ)*, 5(1), 3308–3321. <https://doi.org/10.37385/msej.v5i2.4550>
- Alkhoraif, A. (2024). A Qualitative Analysis of Cross-cultural Adjustment and Job Performance in the Hotel Industry: The Case of Saudi Arabia. *Journal of Ecohumanism*, 3(4), 1473–1485. <https://doi.org/10.62754/joe.v3i4.3676>
- Alonazi WB. The Impact of Emotional Intelligence on Job Performance During COVID-19 Crisis: A Cross-Sectional Analysis. *Psychol Res Behav Manag.* 2020;13:749-757 <https://doi.org/10.2147/PRBM.S263656>
- Al-Sabi, S. M., Al-Ababneh, M. M., Masadeh, M. A., & Elshaer, I. A. (2023). Enhancing Innovation Performance in the Hotel Industry: The Role of Employee Empowerment and Quality Management Practices. *Administrative Sciences*, 13(3). <https://doi.org/10.3390/admsci13030066>
- An, J., Liu, Y., Sun, Y., & Liu, C. (2020). Impact of work–family conflict, job stress and job satisfaction on seafarer performance. *International journal of environmental research and public health*, 17(7), 2191. <https://doi.org/10.3390/ijerph17072191>
- Badan Pusat Statistik Indonesia. (2 Mei 2024). *Kunjungan wisatawan mancanegara pada April 2024 mencapai 1,07 juta kunjungan, naik 23,23 persen Year-on-Year (Y-on-Y)*. Diakses pada 22 September 2024, dari <https://www.bps.go.id/id/pressrelease/2024/05/02/2350/kunjungan-wisatawan->

- mancanegara-pada-april-2024-mencapai-1-07-juta-kunjungan--naik-23-23-persen-year-on-year--y-on-y-.html
- Badan Pusat Statistik Indonesia. (7 Juni 2024). *Keadaan Pekerja di Indonesia Februari 2024*. Diakses pada 22 September 2024, dari <https://www.bps.go.id/id/publication/2024/06/07/bd40ab2fa4fac6c726ab4ad4/keadaan-pekerja-di-indonesia-februari-2024.html>
- Badan Pusat Statistik Kabupaten Kepulauan Talaud. (8 September 2021). *Evaluasi Survei Industri Pariwisata dan Ekonomi Kreatif 2021*. Diakses pada 16 Oktober 2024, dari <https://talaudkab.bps.go.id/id/news/2021/09/08/50/evaluasi-survei-industri-pariwisata-dan-ekonomi-kreatif-2021.html>
- Badan Pusat Statistik Provinsi DKI Jakarta. (1 Juli 2024). *Perkembangan Pariwisata Provinsi DKI Jakarta Mei 2024*. Diakses pada 22 September 2024, dari <https://jakarta.bps.go.id/id/pressrelease/2024/07/01/1162/perkembangan-pariwisata-provinsi-dki-jakarta-mei-2024.html>
- Buonomo, Ilaria, Caterina Fiorilli, Luciano Romano, and Paula Benevene. 2020. "The Roles of work family conflict and Gender in the Relationship between Workplace Bullying and Personal Burnout. A Study on Italian School Principals. *International Journal of Environmental Research and Public Health* 17, no. 23: 8745. <https://doi.org/10.3390/ijerph17238745>
- Cao, T. H. V., Chai, D. S., Nguyen, L. P., Nguyen, H. T. H., Han, C. S. hyun, & Park, S. (2024). Learning organization and employee performance: the mediating role of job satisfaction in the Vietnamese context. *Learning Organization*. <https://doi.org/10.1108/TLO-09-2023-0177>
- Chang, H., Liu, R., Fang, X., & Li, X. (2022). Relationship between work-family conflict on work engagement in Chinese nurses: multiple mediating effects of anxiety and emotional intelligence. *Research Square*. <https://doi.org/10.21203/rs.3.rs-1408408/v1>
- Chang, X., Zhou, Y., Wang, C., & Heredero, C. de P. (2017). How do work-family balance practices affect work-family conflict? The differential roles of work stress. *Frontiers of Business Research in China*, 11(1), 1–22. <https://doi.org/10.1186/s11782-017-0008-4>
- Chong, S. C., Falahat, M., & Lee, Y. S. (2020). Emotional intelligence and job performance of academicians in Malaysia. *International Journal of Higher Education*, 19(1), 69–80. <https://doi.org/10.5430/ijhe.v9n1p69>
- Colliers. (2023). 2023 Year-End Hospitality Report. <https://www.colliers.com/en/research/richmond/2023-year-end-hospitality-report>
- Dewi, N. D. U., Widanti, N. P. T., Sumada, I. M., & Widnyani, I. A. P. S. (2024). Sinergi Pembangunan Wisata Bahari Berkelanjutan dalam Rangka Mewujudkan Visi Maritim 2024 di Pulau Nusa Penida, Klungkung, Bali. *Perspektif*, 13(2), 598–608. <https://doi.org/10.31289/perspektif.v13i2.11172>
- Egenius, S., Triatmanto, B., & Natsir, M. (2020). The effect of job satisfaction on employee performance through loyalty at Credit Union (CU) Corporation of East Kutai District, East Kalimantan. *International Journal of Multicultural and Multireligious Understanding*, 7(10), 480-489. DOI: [10.18415/ijmmu.v7i10.1891](https://doi.org/10.18415/ijmmu.v7i10.1891)

- Fadhilah, R., Lukito, H., & Games, D. (2024). Analysis of the effect of Work-family conflict, work stress, and job satisfaction on the performance of BPK-RI Auditors in West Sumatra. *In Indonesian Interdisciplinary Journal of Sharia Economics (IIJSE)* (Vol. 7, Issue 3).
- Hair, J.F., Risher, J.J., Sarstedt, M. and Ringle, C.M. (2019) When to Use and How to Report the Results of PLS-SEM. *European Business Review*, 31, 2-24. <https://doi.org/10.1108/EBR-11-2018-0203>
- Hartman, P. (2016). *Development and validation of a work-life conflict scale: Identifying energy and emotion* (Master's thesis, Auburn University).
- Herawati, A. A., Dharmanaya, I. W., & Sholihah, A. (2017). Emotional Intelligence and Aggressive Behavior of Vocational Student. *Triadik*, 16(1). <https://doi.org/10.33369/triadik.v16i1.8827>
- Indrayani, I., Nurhatisyah, N., Damsar, D., & Wibisono, C. (2024). How does millennial employee job satisfaction affect performance? Higher Education, *Skills and Work-Based Learning*, 14(1), 22–40. <https://doi.org/10.1108/HESWBL-01-2023-0004>
- Jufrizen, J., & Hutasuhut, M. R. (2022). The Role of Mediation Behavior Organizational Citizenship on the Effect of Work Motivation and Job Satisfaction on Employee Performance. *Journal of International Conference Proceedings*, 5(2), 162–183. <https://doi.org/10.32535/jicp.v5i2.1682>
- Juniarly, A., Purnamasari, A., Angraini, D., & Andini, H. (2019). Emotional Intelligence, Subjective Wellbeing, and Work-Family Conflict Among University Lecturers. *ANIMA Indonesian Psychological Journal*, 33(4). <https://doi.org/10.24123/aipj.v33i4.1798>
- Lalu, S. E. L., & Lopian, S. L. (2016). Analyzing The Effect of Work Life Conflict and Job Stress on Employee Performance (Study at the Main Office of PT. Bank SulutGo). *Jurnal EMBA: Jurnal Riset Ekonomi, Manajemen, Bisnis dan Akuntansi*, 4(1). DOI: <https://doi.org/10.35794/emba.4.1.2016.11872>
- Ludiya, H. (2018). Pengaruh *Work Life Policies*, *Work Life Conflict*, *Job Stress*, dan *Loneliness* terhadap *Turnover Intentions* pada sebuah Universitas Swasta di Kota Batam. *Jurnal Manajemen Dan Pemasaran Jasa*, 9(2), 299–322. <https://doi.org/10.25105/jmpj.v9i2.2233>
- Mitra, D. S., Herri, H., & Games, D. (2023). The relationship between work-family conflict, workload, and employee performance of female nurses: The moderating role of job satisfaction. *Journal of Enterprise and Development (JED)*, 5(Special-Issue-1), 276–296. Retrieved from <https://journal.uinmataram.ac.id/index.php/jed/article/view/7915>
- Ngo, T. T. (2021). Impact of Psychological Capital on Job Performance and Job Satisfaction: A Case Study in Vietnam. *The Journal of Asian Finance, Economics and Business*, 8(5), 495–503. <https://doi.org/10.13106/JAFEB.2021.VOL8.NO5.0495>
- Nurzaman, L., & Amalia, L. (2022). The effect of emotional intelligence and spiritual Intelligence on lecturer work performance. *Eligible: Journal of Social Sciences*, 1(1), 50-71. DOI: [10.53276/eligible.v1i1.11](https://doi.org/10.53276/eligible.v1i1.11)
- Rahman, Sahidur Md & Ferdausy, Shameema & Uddin, Md. (2012). Examining the relationships between emotional intelligence and the components of transformational leadership. *ABAC Journal*. 32. 45-59. DOI: [10.21608/jaauth.2015.67442](https://doi.org/10.21608/jaauth.2015.67442)

- Sajim, N., Sabuhari, R., Studi Manajemen, P., Ekonomi Dan Bisnis, F., & Khairun Ternate, U. (2024). The Effect of Work Family Conflict on Employee Performance with Job Satisfaction as a Mediating Variable at Rs Prima, Ternate City. *Jurnal Ilmu Sosial Dan Pendidikan (JISIP)*, 8(1), 2598–9944. <https://doi.org/10.58258/jisip.v7i1.5837/http>
- Sembiring, Diamend & Setyawan, Agustinus. (2024). The Effect of Job Satisfaction and Compensation on Employee Performance with Work Motivation as Mediation in 4-Star Hotels Batam City. *Journal of Economic, Business and Accounting (COSTING)*. 7. 3933-3941. 10.31539/costing.v7i3.8703 .
- Siahaan, E. (2018). Evaluating the effect of work-family conflict and emotional intelligence in workplace: Review to increase employees' performance. *IOP Conference Series: Earth and Environmental Science*, 126(1). <https://doi.org/10.1088/1755-1315/126/1/012100>
- Singh, A., Prabhakar, R., & Kiran, J. S. (2022). Emotional Intelligence: A Literature Review Of Its Concept, Models, And Measures. *In Journal of Positive School Psychology* (Vol. 2022, Issue 10). <http://journalppw.com>
- Toha, Mohamad & Habibah, N.J. (2023). MSME Empowerment and Development Program to Increase Consumer Satisfaction. *Sahwahita: Community Engagement Journal*, 1(1), 26-39. <https://e-journal.bustanul-ulum.id/index.php/Sahwahita/article/view/24>
- Windasari, N. Q., & Setyowati, T. (2020). The role of emotional intelligence, spiritual intelligence and work motivation in improving the performance of hotel employees. *Int. J. Econ. Manag. Stud*, 7(6), 112-118. DOI:[10.14445/23939125/IJEMS-V7I6P116](https://doi.org/10.14445/23939125/IJEMS-V7I6P116)
- Yan, Z., Bai, N., Mansor, Z. D., & Choo, W. C. (2022). Effects of Psychological Capital and Person-Job Fit on Hospitality Employees' Work-Family Conflict, Family-Work Conflict and Job Performance: The Moderating Role of Marital Status. *Frontiers in Psychology*, 13. <https://doi.org/10.3389/fpsyg.2022.868971>
- Zahra, F., & Fazlurrahman, H. (2023). The Impact of Work Environment and Work Family Conflict on Job Satisfaction With Work Life Balance as Intervening Variable. *International Journal of Economics, Management, Business, and Social Science (IJEMBIS)*, 3(3), 713–728. <https://doi.org/10.59889/ijembis.v3i3.159>
- Zainal, N., Zawawi, D., Aziz, Y. A., & Ali, M. H. (2020). Work-family conflict and job performance: Moderating effect of social support among employees in malaysian service sector. *International Journal of Business and Society*, 21(1), 79-95. DOI:[10.33736/ijbs.3224.2020](https://doi.org/10.33736/ijbs.3224.2020)
- Zeb, S., Akbar, A., Gul, A., Haider, S. A., Poulouva, P., & Yasmin, F. (2021). Work-Family Conflict, Emotional Intelligence, and General Self-Efficacy Among Medical Practitioners During the COVID-19 Pandemic. *Psychology research and behavior management*, 14, 1867–1876. <https://doi.org/10.2147/PRBM.S333070> (Retraction published Psychol Res Behav Manag. 2023 Oct 20;16:4293-4294. doi: 10.2147/PRBM.S445547)