



# The role of emotional intelligence in improving the quality of employee interaction and its impact on customer satisfaction with work-life balance as a moderation variable

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## ABSTRACT

This research endeavors to investigate the significance of emotional intelligence in enhancing the quality of employee interactions and its subsequent influence on customer satisfaction, while considering work-life balance as a moderating variable. Emotional intelligence is pivotal in fostering constructive interactions between employees and customers, which may ultimately facilitate an enhancement in customer satisfaction. Nevertheless, work-life balance may serve as a moderating factor in this association, wherein employees who experience a favorable work-life balance are generally more adept at regulating their emotions and delivering superior service quality. This study employs a quantitative methodology, utilizing data collected through the administration of questionnaires. The research sample comprised 200 respondents employed within the customer service sector. Data analysis was conducted utilizing moderation regression techniques to examine the interrelationships among the variables under investigation. The findings of the study indicated that emotional intelligence exerted a significant impact on the quality of employee interactions, yet did not demonstrate a direct influence on work-life balance. Furthermore, the quality of employee interaction significantly affected both work-life balance and customer satisfaction, thereby underscoring the critical importance of positive interactions for organizational success. Work-life balance was found to exert a beneficial influence on customer satisfaction, necessitating that corporations prioritize employee well-being. Management must formulate policies that endorse work-life balance and simultaneously enhance employee communication skills to elevate customer satisfaction.

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## 1. INTRODUCTION

In an increasingly competitive business environment, customer satisfaction is a major factor in maintaining the company's sustainability. The interaction between employees and customers significantly influences the customer experience, ultimately impacting their loyalty to the company (Zeithaml et al., 2017). Emotional Intelligence (EI) is a key factor that improves the quality of these interactions, allowing employees to be more effective in understanding, managing, and responding to customer emotions (Goleman, 2017). However, work-life balance (WLB) plays a factor that can

strengthen or weaken the influence of EI on the quality of employee interaction with customers. A supportive work environment can encourage the emergence of OCB (Afrizal et al., 2022).

This study aims to examine how EI affects the quality of employee interaction and how WLB can moderate these relationships, as well as its impact on customer satisfaction. This study will develop an understanding of how companies can optimize service quality by paying attention to the emotional aspects and work-life balance of employees. Emotional intelligence (EI) plays a crucial role in improving employee interaction, which in turn has a positive impact on customer satisfaction. The interaction between EI, work-life balance (WLB), and job satisfaction is critical, as EI promotes interpersonal relationships and better work engagement. This research synthesis highlights the importance of EI in the workplace and its broader implications for customer experience. Emotional intelligence (EI) plays a crucial role in improving employee interaction, which further affects customer satisfaction, especially when moderated by work-life balance (WLB). The integration of EI into workplace dynamics drives better communication, conflict resolution, and overall job satisfaction, leading to improved customer experience. Service-based industry sectors, such as hospitality, retail, healthcare, and banking, are more affected by the relationship between emotional intelligence, employee engagement, and customer satisfaction. These industries rely on intense direct interactions between employees and customers, so emotional intelligence and employee engagement play a significant role in building a positive customer experience. This study can accommodate differences between sectors by conducting a cross-industry comparative study, considering moderating factors such as work pressure and organizational culture, and using a longitudinal approach to observe the long-term impact of emotional intelligence on employee engagement and customer satisfaction across industry contexts.

High EI allows employees to empathize and connect with colleagues, improving teamwork and collaboration (Kargeti, 2023). Employees with high EI are better equipped to manage stress and adapt to change, contributing to a positive work environment (Kargeti, 2023). Studies show that EI significantly mediates the relationship between WLB and job satisfaction, suggesting that emotionally intelligent employees are more satisfied and engaged (Pradhan et al., 2016; Stefanny & Putri, 2024). Increased employee interaction driven by EI leads to better customer service, as satisfied employees are more likely to provide a positive experience (K. Gurumoorthi & Pougajendy, 2023). Organizations that prioritize EI training report higher levels of employee engagement, which correlates with increased customer satisfaction (Stefanny & Putri, 2024).

WLB serves as an important moderator, improving the relationship between EI and job satisfaction, which in turn influences customer interactions (Nanda & Randhawa, 2020). A balanced work-life approach allows employees to maintain their emotional well-being, which further improves their interactions with customers (Pradhan et al., 2016). While a focus on EI and WLB is important for improving employee satisfaction and customer experience, some argue that organizational culture and external factors also significantly influence these dynamics, suggesting more complex interactions beyond EI alone. This study aims to analyze the role of emotional intelligence in improving the quality of employee interaction and its impact on customer satisfaction, with work-life balance as a moderation variable. The results of the research are expected to provide insight for companies in improving the quality of employee-customer interactions through the development of emotional intelligence and policies that support work-life balance. Thus, companies can create a better customer experience and increase customer loyalty.

The relationship between emotional intelligence (EI) and employee engagement is significantly moderated by work-life balance (WLB), as evidenced by various studies. Emotional intelligence increases employee engagement directly and indirectly, with work-life balance serving as an important mediating factor. These interactions show that employees with high EI are better equipped to manage their work-life balance, leading to increased engagement rates. Emotional intelligence positively influences employee engagement, as shown in research focusing on diverse populations, including Generation Z (Nurjanah & Indawati, 2021). High EI allows employees to effectively navigate workplace challenges, fostering a more engaged workforce (Kinnary et al., 2023). Work-life balance mediates the relationship between EI and employee engagement, suggesting that employees with a healthy balance are more likely to engage (Nanda & Randhawa, 2020). Research shows that WLB can explain most of the variance in employee performance,

highlighting its importance in the workplace (Matakena et al., 2023). While work experience and workload also affect employee engagement, the moderation effect of WLB seems to be more pronounced in increasing EI benefits (Dias & Rebecca, 2024). Work experience can provide context but does not directly mediate the EI-engagement relationship as effectively as WLB. Conversely, some studies suggest that while work-life balance is critical, factors such as workload and organizational culture can also significantly affect employee engagement, suggesting a multifaceted approach is needed to understand these dynamics (Matakena et al., 2023).

## 2. RESEARCH METHOD

This scientific research seeks to use a rigorous quantitative methodology that encompasses a variety of survey techniques to thoroughly investigate the complex interactions and dynamic relationships that exist between digital competence, organizational culture, and levels of work flexibility, all of which collectively influence employee productivity levels, while simultaneously considering job satisfaction as an important moderating variable that may influence these relationships. The population that is the subject of this comprehensive study consists of employees from various industries located in the Bangka Belitung region, all of which are currently undergoing a significant phase of digital transformation; these individuals have been purposively sampled to ensure the inclusion of participants who have at least one year of professional experience in organizations that explicitly prioritize the establishment of a structured organizational culture alongside the implementation of flexible work policies, culminating in a total of 200 respondents who participated in this investigation, the selection of respondents in the customer service sector was based on the high level of interaction with customers, the demanding nature of the job, and its impact on organizational performance. In addition, the accessibility of data in this sector also supports the research. The validity and reliability of the collected data were carefully assessed using Confirmatory Factor Analysis (CFA) along with Cronbach's Alpha, while the intricate relationships among the various variables considered, as well as the moderating effect of job satisfaction, were subjected to comprehensive analysis through the application of Moderated Regression Analysis (MRA), utilizing the advanced technique of Partial Least Squares-Structural Equation Modeling (PLS-SEM) to derive nuanced insights.

The study did not use control variables such as age, gender, and income that are often used to isolate their impact on customer satisfaction. For example, Allada & Dubey's (2014) research on online banking shows that demographic factors influence customer perception. Suriyana et al. (2020) highlight the importance of human relationships and organizational culture as control variables that have an impact on customer satisfaction and OCB. In addition, various statistical techniques such as regression and propensity score matching are often used to address confounding variables. This method improves the reliability of causal inference. However, this study did not apply such an approach.

## 3. RESULTS AND DISCUSSIONS

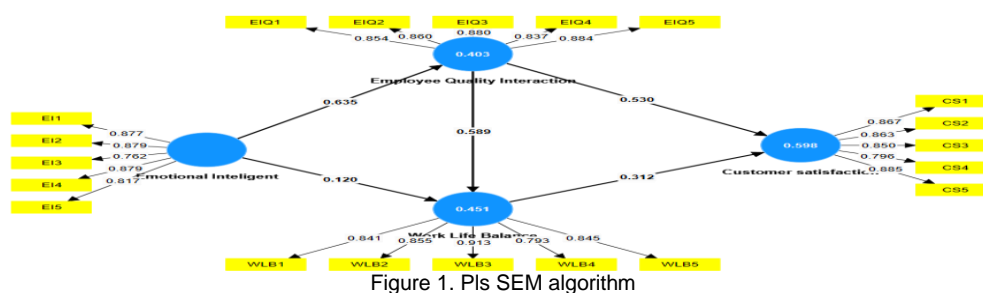


Table 1. R square

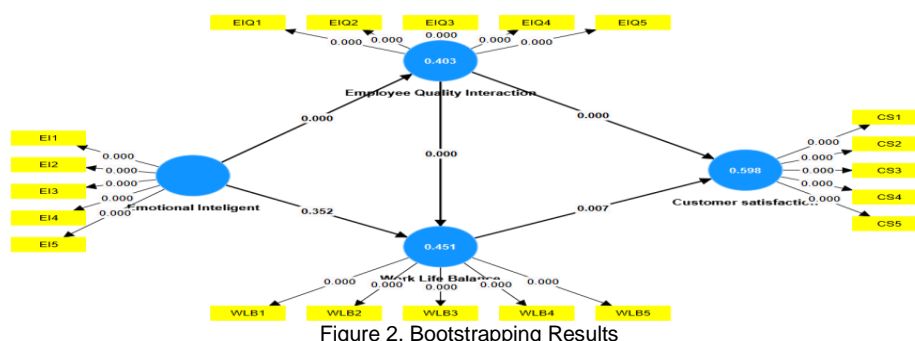
	R-square	R-square adjusted
Customer satisfaction	0.598	0.590
Employee Quality Interaction	0.403	0.397
Work-Life Balance	0.451	0.440

The table above shows the R-Square ( $R^2$ ) and R-Square Adjusted ( $R^2$  Adjusted) values for the three dependent variables in the research model. R-squared measures the extent to which independent variables can explain dependent variables. The higher the  $R^2$  value, the better the model is at explaining the dependent variable. R-Square Interpretation Criteria:  $R^2 > 0.67 \rightarrow$  Strong model,  $0.33 \leq R^2 \leq 0.67 \rightarrow$  moderate model,  $R^2 < 0.33 \rightarrow$  weak model. The model can explain the dependent variables quite well, but there are still external factors that have not been accommodated. Customer Satisfaction was significantly influenced by Employee Quality Interaction and Work-Life Balance ( $R^2 = 0.598$ ). Employee Quality Interaction is influenced by Emotional Intelligence, but there are still other factors that play a role ( $R^2 = 0.403$ ). Work-Life Balance is quite influenced by Emotional Intelligence and Employee Quality Interaction ( $R^2 = 0.451$ ). To improve customer satisfaction, organizations should focus more on improving employee interaction and work-life balance. Soft skills training and emotional intelligence should be improved to strengthen employee interactions. Work flexibility and employee welfare policies need to be considered to maintain work-life balance. External factors such as organizational culture, work policies, and employee job satisfaction can be included in the follow-up research. The value of  $R^2$  that has not reached the strong category indicates that there are still other factors influential. Subsequent studies can consider additional variables such as work motivation, workload, and employee job satisfaction.

Table 2. Model fit

	Saturated model	Estimated model
SRMR	0.071	0.089
d_ULS	1.058	1.654
d_G	0.862	0.912
Chi-square	447.887	466.843
NFI	0.758	0.748

Model fit is an indicator to assess the extent to which the tested structural model is supported by empirical data. The table above shows some of the fit model sizes, such as SRMR, d\_ULS, d\_G, Chi-Square, and NFI, which are used to evaluate the fit of the research model. The overall fit model is quite good, but there are still some drawbacks. SRMR (0.089) is close to the acceptance limit (0.08), so the model can be said to be quite fit, although it needs improvement. The NFI (0.748) has not yet reached the ideal number ( $\geq 0.90$ ), suggesting that the model can still be improved to be more accurate in reflecting the data. In practical terms, this model can still be used, but with the caveat that some deviations can cause the estimate to be suboptimal. This model adequately explains the relationships between variables, but it needs careful interpretation because it has not yet reached an excellent level of compatibility.



Based on the image shown, the results of structural model analysis are shown in the Partial Least Squares Structural Equation Modeling (PLS-SEM) method. Based on the numbers displayed, the model displays a p-value, which is used to determine the significance of the relationship between variables. The p-value in SEM is used to test the significance of the relationship path between variables. If  $p\text{-value} < 0.05$ , then the relationship is significant, while if the p-value is  $> 0.05$ , the relationship is considered insignificant.

Table 3. Path coefficients

	Original sample (O)	Sample mean (M)	Standard deviation (STDEV)	T statistics ( O/STDEV )	P values
Emotional Intelligence -> Employee Quality Interaction	0.635	0.638	0.065	9.809	0.000
Emotional Intelligence -> Work Life Balance	0.120	0.120	0.129	0.931	0.352
Employee Quality Interaction -> Customer satisfaction	0.530	0.534	0.094	5.610	0.000
Employee Quality Interaction -> Work Life Balance	0.589	0.588	0.099	5.970	0.000
Work-Life Balance -> Customer satisfaction	0.312	0.309	0.115	2.708	0.007

Table 3 shows the results of structural model analysis with Partial Least Squares Structural Equation Modeling (PLS-SEM). This table lists path coefficients, statistical T-values, and p-values, which are used to assess the significance of relationships between variables. Path coefficients indicate how strong the relationships between latent variables in the model are. Here is the interpretation of each relationship path based on the path coefficient (O), T-statistic, and p-value values. Based on the results of the study showing that emotional intelligence has a significant effect on the quality of employee interaction ( $\beta = 0.635$ ; p-value = 0.000), this analysis is in line with the findings of several previous studies. These results show that emotional intelligence has a significant influence on the quality of employee interaction. This means that the higher the level of emotional intelligence of employees, the better their interactions with customers. Emotional intelligence (EI) is an individual's ability to recognize, understand, and manage one's own emotions and others, which is essential in improving interpersonal interaction in the work environment.

Emotional Intelligence (EI) significantly affects the quality of employee interactions in the workplace by improving communication, collaboration, and overall team dynamics. High EI fosters a positive organizational environment, which leads to improved morale and job satisfaction. This influence manifests through various dimensions. Employees with high EI are better at recognizing and managing their emotions, which facilitates clearer communication. Effective communication reduces misunderstandings and fosters a collaborative atmosphere, essential for team success (Midlage, 2025). Saputro's research (2008) revealed that EI, along with job satisfaction and motivation, has a significant effect on employee productivity. This confirms that employees with high EI tend to be more effective at communicating and interacting, which ultimately improves the quality of service to customers. In addition, a study by Eka (2021) found that EI, self-efficacy, and the work environment together affect employee performance. Employees with high EI can manage stress and negative emotions, so they can maintain a good quality of interaction with colleagues and customers. Research shows a strong correlation between EI and work engagement, with emotionally intelligent employees demonstrating higher job performance and willingness to help colleagues (Saleem, 2024), (Shah & Sah, 2024). High EI equips employees to manage stress effectively, improving their ability to navigate challenges in the workplace (Shah & Sah, 2024). The benefits of EI in fostering positive interactions are clear, as technical skills and competencies are equally important for success in the workplace. Balancing EI with these skills is essential for a well-rounded approach to employee development.

Emotional intelligence training can improve communication skills and empathy in customer service. Management can strengthen employees' soft skills to support more effective interactions in the workplace. This training can include managing emotions, interpersonal communication, and improving empathy in customer service. This is consistent with the theory that emotional intelligence plays an important role in interpersonal communication, empathy, and emotional management in the work environment.

The relationship between emotional intelligence and work-life balance (p-value = 0.352, insignificant). The relationship between emotional intelligence and work-life balance was not significant because the p-value > 0.05. In other words, emotional intelligence has no direct effect on employees' work-life balance. Emotional intelligence does not necessarily improve an employee's work-life balance. Other factors such as workload, company policies, and work environment may be more influential in determining work-life balance. Organizations should focus on policies that support work-life balance, not just improve employee emotional intelligence.

Emotional intelligence includes self-awareness, self-management, empathy, and social skills, which can help in stress management and conflict resolution in the workplace (Katinić

Gudelj, 2017). Although EI is beneficial for personal growth and job satisfaction, its direct impact on WLB remains inconclusive (Mulay, 2017). Several factors that affect work-life balance, such as workload, company policies, and work environment, significantly affect WLB, often masking the effects of EI (Mohamad & Zainal Abiddin, 2024). A further factor is that flexible policies, health support, and family-friendly initiatives are essential to promote WLB, suggesting that organizational strategies may be more effective than simply focusing on improving EI (Vasumathi et al., 2015). Several studies have shown that EI can indirectly affect WLB by fostering a supportive work environment and increasing employee engagement, which can lead to improved WLB outcomes (Ravikumar, 2014).

Higher levels of EI allow individuals to manage their emotions effectively, leading to improved integration of personal and professional life. This relationship is particularly evident in educational, manufacturing, and healthcare settings, where emotional competence improves job satisfaction and overall well-being. Studies show that higher EI correlates with better WLB, especially in educational faculties, where self-awareness and social awareness are essential (Yousuf & Mir, 2024). In manufacturing, employee behavior mediates the relationship between EI and WLB, suggesting that increased EI can lead to improved employee actions and, consequently, better WLB (Dias & Rebecca, 2024).

In healthcare, EI directly affects job satisfaction, with WLB acting as a mediator. This highlights the importance of EI in managing stress in the workplace and improving job satisfaction among nurses (Hemade et al., 2025).

As such, organizations should prioritize EI training to foster a supportive work environment that promotes WLB, ultimately leading to higher productivity and employee engagement (Stefanny & Wijaya Putri, 2024). Implementing flexible scheduling and mental health resources can help maintain a balance between professional obligations and personal life, especially in high-stress environments such as healthcare (Hemade et al., 2025).

The quality of employee interactions significantly affects customer satisfaction, as evidenced by a strong positive correlation ( $\beta = 0.530$ ,  $p = 0.000$ ). The better the interaction employees have in serving customers, the higher the customer satisfaction rate. Employees who have good communication skills and can interact with customers positively will improve the customer experience, thereby increasing their satisfaction. These results are in line with the concept that good service quality will increase customer loyalty and satisfaction. Effective communication and interpersonal skills among employees improve the customer experience, leading to increased satisfaction and loyalty. This relationship underscores the importance of training programs aimed at improving employee interaction.

Employees with strong communication skills can better understand and meet customer needs, which is especially important in a service-oriented industry (Tagah et al., 2024). Implementing training such as role-playing and communication workshops can significantly improve the quality of employee interaction (Tagah et al., 2024). A positive work environment fosters employee satisfaction, which in turn improves the quality of their interactions with customers (Kaap et al., 2024). Competent employees contribute to better service quality, indirectly affecting customer satisfaction (Mulyawan et al., 2024). Regular evaluation of the quality of employee interactions is essential to ensure continuous improvement in customer satisfaction (Tagah et al., 2024). Conversely, while improving employee interaction is essential, organizations must also consider the broader context of service quality and employee satisfaction, as these factors collectively affect customer experience and perception.

Organizations need to provide customer service training and interpersonal communication to improve employee interaction. Programs such as communication training, role-playing in dealing with customers, as well as periodic service evaluations can help improve the quality of interactions. In addition, monitoring and evaluating the quality of employee interaction in services needs to be carried out periodically to ensure increased customer satisfaction.

The quality of employee interaction significantly affects work-life balance, as evidenced by a strong positive correlation ( $\beta = 0.589$ ,  $p = 0.000$ ). Employees who have better interactions tend to have a better work-life balance. Enhanced interaction encourages a supportive work environment, which is critical for employee well-being and productivity. Organizations can take advantage of this

by implementing strategies that promote effective communication and a positive workplace culture. QWL is essential for employee motivation and job satisfaction, leading to improved organizational performance (Grari & Bessouh, 2025). Positive QWL encourages employees to balance their professional and personal lives, increasing overall satisfaction (Syahbana et al., 2024).

Creating a flexible work environment, including remote work options, helps employees manage their commitments (Sethumadhavan, 2025). Regular check-ins and open dialogue between management and employees foster a culture of support and recognition (Sethumadhavan, 2025). A positive organizational climate, characterized by inclusivity and support, significantly contributes to work-life balance (Syahbana et al., 2024). Implementing a hybrid work system has been shown to positively affect work-life balance, allowing employees to adjust their work environment (Sidik et al., 2024).

While a focus on improving employee interaction is essential, it's also important to recognize that not all organizations can prioritize this strategy equally. Some may face challenges in implementing such changes due to existing company culture or resource constraints. Organizations can reduce work-life conflicts by building a positive work environment and encouraging effective communication between employees. Management must ensure that work demands do not sacrifice employees' balance, so that they can remain productive and happy.

The relationship between work-life balance and customer satisfaction was significant, as evidenced by a coefficient of 0.312 ( $p = 0.007$ ). This means that the better the work-life balance of employees, the more satisfied customers will be with the services provided. Employees with a healthy work-life balance tend to provide higher-quality services, which leads to increased customer satisfaction. This relationship underscores the importance of employee well-being in improving service quality. Employees who have enough rest time and do not experience excessive pressure tend to be friendlier, more responsive, and better able to provide high-quality service to customers.

Employees with a better work-life balance show a decrease in stress and burnout, which results in increased friendliness and responsibility (Fadiyah & Munawaroh, 2025). Increased job satisfaction, which is positively correlated with customer satisfaction (Islamiah & Faruq, 2025). Companies should implement flexible work policies to support work-life balance, which can lead to higher employee satisfaction and loyalty (Jia-hong, 2024). Reduce turnover intentions, because satisfied employees are less likely to leave (Pulungan & Tiarapuspa, 2024).

Therefore, companies should pay attention to the welfare aspect of employees to ensure that they do not experience burnout or burnout which can negatively impact customer satisfaction. Companies need to implement better work flexibility policies to improve employees' work-life balance. By improving employee welfare, companies can indirectly improve customer satisfaction through improved service quality.

Table 4. The specific indirect effect

	Original sample (O)	Sample mean (M)	Standard deviation (STDEV)	T statistics (O/STDEV)	P values
Emotional Intelligence -> Employee Quality Interaction -> Customer satisfaction	0.336	0.343	0.080	4.220	0.000
Emotional Intelligence -> Employee Quality Interaction -> Work Life Balance -> Customer satisfaction	0.117	0.113	0.042	2.752	0.006
Employee Quality Interaction -> Work Life Balance -> Customer satisfaction	0.184	0.177	0.065	2.823	0.005
Emotional Intelligence -> Work Life Balance -> Customer satisfaction	0.038	0.045	0.050	0.753	0.451
Employee Quality Interaction -> Work Life Balance -> Customer satisfaction	0.184	0.177	0.065	2.823	0.005

The relationship between emotional intelligence (EI) and customer satisfaction was significantly mediated by the quality of employee interaction with a path coefficient (O) = 0.336,  $p = 0.000$ . Employees with high EI are better prepared to engage with customers, leading to increased satisfaction rates. Employees with high emotional intelligence have better interactions with

customers, thereby increasing customer satisfaction. This is supported by a wide range of studies that emphasize the importance of EI in the context of services, highlighting the need for organisations to invest in training programmes that enhance employees' emotional competence.

High EI allows employees to manage their emotions and respond effectively to customer needs, encouraging positive interactions (Saleem et al., 2025). Training soft skills such as empathy and communication is essential to improve these interactions, which are directly correlated with customer satisfaction (Hamdani et al., 2024). Research shows that emotional competence in employees leads to greater customer attachment and emotional satisfaction, especially during service recovery situations (Saleem et al., 2025). The systematic review highlights the consensus on the positive relationship between service provider EI and customer satisfaction across various industries, including tourism (Bado-Zúñiga et al., 2024). Organizations should prioritize EI development through comprehensive training programs to improve employee performance and customer satisfaction (Franky et al., 2024). Effective interpersonal communication, characterized by openness and empathy, is also important for meeting customer expectations and increasing satisfaction levels (Chamid, 2024).

Emotional intelligence (EI) significantly affects customer satisfaction by improving employee interaction and work-life balance. With a path coefficient of  $(O) = 0.117$ ,  $p = 0.006$ . Employees with better interactions tend to have a better work-life balance, which in turn has a positive impact on customer satisfaction. Employees with high EI are better equipped to manage their emotions and interactions, leading to improved work-life balance and, consequently, higher customer satisfaction. This relationship is supported by evidence showing that EI directly affects employee work-life balance and behavior, which in turn affects customer satisfaction. Organizations can improve these outcomes by implementing flexible work policies and creating a supportive work environment.

Emotional intelligence is positively correlated with work-life balance, as seen in a study of manufacturing employees and higher education faculty (Dias & Rebecca, 2024) (Yousuf & Mir, 2024). Key components of EI, such as self-awareness and social awareness, are essential in managing professional and personal life balance (Yousuf & Mir, 2024). Emotional intelligence contributes significantly to customer satisfaction by improving the quality of employee interactions (Franky et al., 2024). Work professionalism and knowledge sharing, influenced by EI, are directly related to consumer satisfaction (Franky et al., 2024). Organizations should focus on improving EI through development programs and a supportive work environment to improve employee experience and customer satisfaction (Kimonyo, 2024). Flexible work policies and participatory decision-making environments can better support work-life balance and employee engagement (Franky et al., 2024) (Kimonyo, 2024).

The quality of employee interaction significantly affects customer satisfaction through the lens of work-life balance (WLB), with a path coefficient value  $(O) = 0.184$ ,  $p = 0.005$ . Employees who engage in positive interactions tend to experience better WLB, which in turn increases their motivation to provide superior customer service. Employees who can build good interactions tend to have a better work-life balance, thus providing better customer service. Companies need to build a healthy communication culture to improve the quality of interaction and work-life balance of employees. Employees with a good work-life balance will be more motivated to provide service to customers. This relationship underscores the importance of fostering a healthy communication culture within the organization.

Positive employee interactions contribute to a supportive work environment, which is critical to achieving a good WLB (Parayitam et al., 2025). Employees with better WLB report higher job satisfaction, which mediates the relationship between quality of work life (QWL) and life satisfaction (Parayitam et al., 2025) (Syahbana et al., 2024). Organizations that prioritize QWL and a positive climate can significantly improve WLB, leading to improved employee performance and customer satisfaction (Syahbana et al., 2024). Building effective communication channels can improve employee interaction, thereby improving WLB (Haritha & Murthy, 2024). Implementing a customized work-life balance program can meet the individual needs of employees, fostering a culture of integration rather than separation (Haritha & Murthy, 2024).

The relationship between emotional intelligence (EI), work-life balance (WLB), and customer satisfaction is complex, with recent findings suggesting that EI does not significantly affect customer satisfaction through WLB. Specifically, the path coefficient of 0.038 and the p-value of 0.451 indicate that EI has no indirect effect on customer satisfaction through WLB. This implies that other factors, such as workload and company policies, can play a more important role in shaping WLB and, consequently, customer satisfaction.

Emotional intelligence has been shown to directly contribute to customer satisfaction in a variety of contexts, especially in educational organizations where factors such as work professionalism and knowledge sharing are significant (Franky et al., 2024). In healthcare settings, higher EI correlates with increased job satisfaction, which can indirectly affect customer satisfaction through improved employee performance (Hemade et al., 2025).

Work-life balance is increasingly recognized as an important factor in employee satisfaction and performance, with emotional intelligence playing a role in managing stress in the workplace (Money & Peter, 2014) (Hemade et al., 2025). Factors such as workload and organizational policies are crucial in determining work-life balance, often masking the influence of emotional intelligence (Dias & Rebecca, 2024). Companies can't just rely on improved emotional intelligence to improve work-life balance. Organizational policies that support work-life balance play a greater role in improving customer satisfaction.

The relationship between employee quality interactions and customer satisfaction was significantly mediated by work-life balance (WLB), with a path coefficient value of  $(O) = 0.184$ ,  $p = 0.005$ . Just like the previous track, it shows that work-life balance mediates the relationship between employee interaction and customer satisfaction. Research shows that WLB positively increases employee productivity and service quality, which in turn improves customer satisfaction. Companies should prioritize WLB initiatives to encourage better employee interactions with customers, which ultimately leads to increased satisfaction rates.

WLB significantly affects employee performance and customer service quality, as employees with a good balance are more engaged and productive (Lubis et al., 2024). Studies show that WLB mediates the relationship between emotional intelligence and job satisfaction, suggesting that emotionally intelligent employees can better manage their work-life dynamics, improving customer interactions (Hemade et al., 2025). Emotional intelligence training is essential for improving communication skills among employees, which can lead to better customer interactions (Hemade et al., 2025). However, emotional intelligence alone does not directly affect customer satisfaction through WLB, suggesting that other factors also play a role (Syahbana et al., 2024). Companies should implement flexible work policies, communication training, and employee well-being programs to support WLB (Nishmitha & Murthy, 2024) (Parayitam et al., 2025). A positive organizational climate and quality of work life are essential to promote WLB and, consequently, customer satisfaction (Syahbana et al., 2024).

Emotional intelligence increases customer satisfaction indirectly through the quality of employee interaction. Emotional intelligence training is essential for improving employees' communication skills. Work-life balance acts as a mediator in the relationship between the quality of employee interaction and customer satisfaction. Employees who have a good work-life balance tend to be more productive and provide better customer service. Emotional intelligence has no significant effect on customer satisfaction through work-life balance. Other factors such as work policies, flexibility of working hours, and work environment determine work-life balance. Companies need to improve employee-customer interactions as well as create a work environment that supports work-life balance. This can be done through communication training, work flexibility policies, and employee well-being programs.

Based on the results of the analysis above, several managerial recommendations can be applied such as improving Emotional Intelligence to Improve the Quality of Employee Interaction, soft skills training programs and emotional intelligence need to be strengthened. Coaching and mentoring can be applied to help employees manage emotions when interacting with customers. Focus on Other Factors Affecting Work-Life Balance, Flexible working hours policies, reduction of excess workload, and psychological support need to be considered. Emotional Intelligence is not enough to improve Work-Life Balance, so broader organizational policies are needed. Improving

Employee Quality Interaction to Support Work-Life Balance and Customer Satisfaction. Communication training and employee interaction should be strengthened to improve customer satisfaction. Work-Life Balance can be improved by building a more supportive communication culture in the workplace. Work-Life Balance Impacts Customer Satisfaction. The Company must ensure the work-life balance of employees to improve service quality. Work stress and fatigue can reduce customer satisfaction, so they need to be managed properly.

#### 4. CONCLUSION

Based on the test results, it can be concluded that emotional intelligence has a significant effect on the quality of employee interactions, but does not directly affect work-life balance. The quality of employee interactions has a significant effect on work-life balance and customer satisfaction, so good interactions are very important for organizations. Work-life balance has a positive impact on customer satisfaction, so companies must pay more attention to employee welfare. Management needs to develop policies that support work-life balance while improving employee communication skills to improve customer satisfaction.

Companies should conduct interventions that can optimize the impact of emotional intelligence (EI) on work-life balance including stress management training, mindfulness, and effective communication skills. EI coaching programs can help employees manage emotions under work pressure, thereby reducing the negative impact on life balance. Conflict management and empathy workshops can also improve the quality of interaction and well-being. In addition, the company's work flexibility and social support policies can strengthen EI's relationship with work-life balance. This approach ensures employees stay productive without sacrificing the brand's well-being. Companies can improve customer satisfaction while supporting employee welfare with policies that strengthen work-life balance and communication skills. High-quality interactions contribute to customer satisfaction and employee well-being, so management needs to reduce work stress and increase social support. Further studies are recommended to explore mediating factors, moderation, and the long-term impact of emotional intelligence. Integration of technology and digitalization can improve interactions without sacrificing well-being. This approach ensures a balance between business interests and employee needs in the long term. Further research can explore the role of mediating and moderating variables, such as work stress or social support, to better understand the mechanism of the relationship between emotional intelligence and work-life balance. In addition, a longitudinal approach can also be used to observe how changes in employee emotional intelligence in the long term impact the quality of interactions, work-life balance, and customer satisfaction. Furthermore, research on the effectiveness of company policies in supporting work-life balance is important to determine whether the steps taken by management improve employee well-being and customer satisfaction. In addition, research across industry sectors and analysis of demographic factors, such as age, gender, and level of work experience, can provide greater insight into the relevance of these findings across employment contexts.

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