

The Impact of Emotional Intelligence and Work–Life Balance on Organizational Commitment through the Mediation of Job Satisfaction among JNE Denpasar Couriers

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Abstract. This study explores the impact of emotional intelligence and work–life balance on organizational commitment, with job satisfaction serving as a mediating variable, in the context of couriers at JNE Denpasar. Utilizing a quantitative research design, the study applies Partial Least Square (PLS) Structural Equation Modeling (SEM) to analyze data collected from 56 participants through a census sampling method. The findings reveal that emotional intelligence has a direct and significant effect on organizational commitment, indicating that employees with higher emotional intelligence tend to demonstrate stronger loyalty and dedication to their organization. However, emotional intelligence does not show a significant influence on job satisfaction, suggesting that other factors may contribute to employees' overall contentment at work. Conversely, work–life balance significantly affects job satisfaction, highlighting the importance of maintaining a healthy equilibrium between professional and personal responsibilities. Despite this, work–life balance does not directly influence organizational commitment. Further analysis indicates that job satisfaction fully mediates the relationship between work–life balance and organizational commitment, demonstrating that employees who achieve a better work–life balance are more likely to be satisfied with their jobs, which in turn enhances their commitment to the organization. However, job satisfaction does not serve as a mediator between emotional intelligence and organizational commitment, implying a more direct pathway between these two variables. These results align with the Theory of Planned Behavior, emphasizing that positive attitudes, reflected through job satisfaction, play a critical role in fostering behaviors associated with organizational commitment. From a practical perspective, the study highlights the importance for companies, particularly in the logistics industry, to invest in initiatives that enhance emotional intelligence and promote effective work–life balance strategies. By doing so, organizations can cultivate stronger employee loyalty, improve engagement, and foster a more committed workforce, ultimately contributing to better organizational performance and stability.

Keywords : Emotional Intelligence; Job Satisfaction; Logistics Industry; Organizational Commitment; Work-Life Balance

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1. INTRODUCTION

The corporate world's paradigm has changed as a result of the advancement of electronic commerce and e-commerce technology. Package delivery is becoming a vital component of satisfying the increasing needs of consumers in this digital age. In order to link buyers and sellers with the highest levels of efficiency and dependability, courier and logistics firms are essential. The courier sector has advanced significantly as a result of technological innovation. Customers may keep an eye on their shipments and get the most recent arrival status information thanks to real-time package tracking technologies. Advanced logistics management software, which includes scheduling, route planning, and inventory management, aids courier businesses in streamlining the delivery process.

With two million deliveries daily, J&T dominates the courier sector, followed by JNE and SiCepat, according to statistics from (databoks.katadata.co.id, 2024). Due to the intense competition, businesses must succeed in both human resource management and service speed. Given the extreme strain that couriers endure as the operational front line, efficient management is essential to sustaining output. Poor work-life balance and low job

satisfaction, which are impacted by insufficient emotional control, are frequently the causes of low organizational commitment. Therefore, HR policies that put employee loyalty and well-being first must support increasing competitiveness in this industry.

One of the major issues JNE is now facing is low employee engagement, especially in courier roles. According to Y. Liu and Watson (2023), organizational commitment is a psychological tie that represents workers' identification with the organization's objectives, their readiness to work hard, and their want to stay with the company. According to Oyewobi et al. (2022), organizational commitment may inspire workers, boost output, and foster a positive work atmosphere, all of which improve the organization's performance as a whole.

In the logistics sector, organizational dedication is essential to maintaining consistency and quality of service, particularly in light of the increasing volume of shipments. The presence of highly devoted staff becomes crucial when operational demands increase. Strong organizational commitment increases the likelihood that workers will maintain customer happiness, enhance managerial impactiveness, and support operational stability even in the face of mounting workload demands.

However, as seen by the high courier resignation rate in 2024, JNE Denpasar faced a significant problem associated with this issue. This pattern raises serious concerns about staff retention in a position that directly affects customer experience in addition to being strategically important from an operational standpoint. As the first line of service delivery, courier turnover is significant, which is indicative of a larger issue with retaining both professional and emotional ties to the company.

This incident emphasizes how urgently a thorough assessment of the variables influencing organizational commitment is needed, especially in high-pressure positions like courier services. It also emphasizes how crucial it is to create HR policies that encourage operational staff members' sustained motivation, loyalty, and work happiness. Given the critical role couriers play in maintaining operational excellence and service continuity, addressing the underlying reasons for poor commitment is essential to maintaining performance and competitive advantage in a logistics market that is becoming more and more dynamic.

Employees' psychological connection to their organization, which encompasses emotional, normative, and continuity characteristics, is known as organizational commitment. A pre-survey among couriers at JNE Denpasar was carried out to obtain a preliminary grasp of the problem, and the following findings were obtained:

Emotional intelligence is acknowledged as one of the critical determinants of organizational commitment. Younis et al. (2024) define emotional intelligence as the capability to regulate one's emotions, understand the emotions of others, and utilize emotional information to support rational decision-making. This competency plays a pivotal role in strengthening organizational commitment, fostering job satisfaction, and improving the quality of decision-making. Ottman et al. (2024) further note that individuals with higher emotional intelligence are generally more adept at managing workplace stress, nurturing healthy interpersonal relationships, and enhancing organizational service quality. Similarly, Doan et al. (2020) and Anvari et al. (2023) highlight that employees with strong emotional intelligence skills are more capable of sustaining positive work engagement while impactively managing relationships. Preliminary survey findings at JNE reveal that couriers demonstrate commendable abilities in recognizing and leveraging emotions constructively; however, many still face challenges in regulating negative emotions during work activities.

Moreover, work-life balance is also a vital element in fostering employee loyalty and organizational commitment. Imbalances between professional responsibilities and personal demands can lead to productivity weakness and a decline in employees' attachment to the organization. Zeidan (2020) categorizes work-life balance into four dimensions. The first is Work Interference with Personal Life, which occurs when work disrupts personal activities. The second is Personal Life Interference with Work, where personal matters hinder optimal work performance. The third is Personal Life Enhancement of Work, referring to situations in which personal life provides motivation

and focus for one's professional duties. The fourth is Work Enhancement of Personal Life, where employment positively correlates an individual's personal life. In the case of JNE couriers, heavy workloads and tight deadlines often hinder their ability to maintain a healthy balance between work and personal life. Preliminary survey findings indicate that only 50% of couriers feel they still have quality time with their families, although most acknowledge that their work has a positive impact on their personal lives.

Considering the unique working conditions of couriers in the logistics sector particularly at JNE Denpasar job satisfaction is likely to serve as a key link connecting emotional intelligence and work-life balance with organizational commitment. Low levels of job satisfaction can negatively affect employee well-being, diminish work performance, and reduce service quality. Conversely, high job satisfaction is closely associated with improved work efficiency and greater customer satisfaction, ultimately reinforcing the overall organizational framework (Wang et al., 2022). Job satisfaction also plays a vital role in gaining the relationship the psychological factors and employee behavior. Elevated satisfaction levels can decrease turnover intentions, enhance performance, and foster stronger emotional bonds between employees and their organization (Pradipto & Chairiyati, 2021; Wang et al., 2022). In this context, within the fast-paced logistics industry, job satisfaction can impactively mediate the correlate of emotional intelligence and work-life balance to organizational commitment.

Building on the aforementioned background, this study seeks to examine the impact of emotional intelligence and work-life balance to organizational commitment, with job satisfaction serving as a mediating variable, in the context of couriers at JNE Denpasar. The findings are anticipated to offer theoretical contributions to the advancement of models integrating psychological and organizational constructs, as well as practical guidance for formulating adaptive and sustainable human resource management strategies.

2. LITERATURE REVIEW

A. Theory of Planned Behavior (TPB)

As stated to the social psychology theory known as the Theory of Planned conduct (TPB), three primary elements correlate behavioral intention, which in turn shapes human conduct: perception of behavioural control, subjective norms, and attitude towards the behaviour (Ajzen, 1991). This idea is a development of the idea of Reasoned Action (TRA), which holds that people have complete control over their conduct and that purpose is the main factor influencing it. TPB adds the idea of perceived behavioral control, recognizing that outside factors like time, money, and skill can sometimes limit an individual's capacity to regulate their behavior.

This study adopts the Theory of Planned Behavior (TPB) as a strong conceptual framework for comprehending how a person's intention to commit to an organisation is correlated by subjective norms, attitudes, and perceived behavioural control. In the context of JNE couriers, factors such as heavy workloads, insufficient work-life balance, and emotional strain can shape their perceptions of their profession. Work-life balance is associated with subjective norms, reflecting the perceived importance of maintaining equilibrium to support productivity and well-being, while emotional intelligence helps to perceived behavioral control by improving the ability to manage work-related stress and regulate emotions impactively. By incorporating job satisfaction as a mediating variable, TPB helps explain how these interconnected factors collectively correlate couriers' intentions and overall commitment to the organization.

B. Emotional Intelligence

Improving emotional intelligence is the capacity to comprehend identify, control, and impactively utilize one's own emotions, as well as those of others, to support rational decision-making and achieve organizational goals. This construct encompasses several core dimensions social skills, self-awareness, empathy and self-regulation which are essential in the workplace. As highlighted by Younis et al. (2024), Li et al. (2024), and

Goleman (2023), emotional intelligence involves not only assessing and managing personal emotions but also influencing and guiding the emotions of others in professional settings. It plays a pivotal role in improving interpersonal correlations, fostering organizational commitment, increasing job satisfaction, and managing stress impactively.

Emotional intelligence offers several advantages, including improving individual performance, fostering positive workplace relationships, and supporting organizational success (Doan et al., 2020; Othman et al., 2024). In the post-pandemic context, it has been shown to significantly increase emotional engagement, reduce burnout, and strengthen mutual trust between employees and their organizations (Anvari et al., 2023; Goleman, 2023). Zeidan (2020) outlines four primary dimensions of emotional intelligence. The first is Self-Emotion Appraisal, referring to the ability to recognize and understand one's own emotions. The second is Others' Emotion Appraisal, which involves the capacity to relate to and understand other people's emotional states. The third is Regulation of Emotion, describing the capability to control emotional reactions, particularly in high-pressure situations. The fourth is Use of Emotion, which refers to the skill of applying emotions constructively to solve problems and make decisions. These factors taken together establish emotional intelligence as a crucial skill for success in both the personal and professional spheres.

C. Work-Life Balance

The capacity to successfully manage and distinguish between the demands of one's personal and professional lives while maintaining contentment and harmony in both areas is commonly referred to as work-life balance (Yoon & Jang, 2022; Husniati et al., 2024). It entails balancing job obligations with family and personal obligations without causing undue strife. Time for hobbies, family, work, and personal development such as spiritual or recreational endeavors are all important components of a healthy existence. In addition to reflecting the division of duties but also their meaningful integration, this balance aids people in feeling engaged and satisfied in a variety of life roles (T. Liu et al., 2021; Hutagalung et al., 2020).

In order to enhance employee well-being, organizational commitment, work-life, and job happiness balance is essential. It fosters productivity and a good work atmosphere while lowering absenteeism, turnover intentions, and workplace stress (Popoola & Fagbola, 2021; Hutagalung et al., 2020). Workers are more likely to stay loyal and function well in both their personal and professional duties if they are able to maintain this balance. Important indicators of work-life balance include the following: (a) Work-related interference with personal life, which happens when job demands conflict with personal life; (b) Personal Life-related interference with work, which happens when personal issues interfere with work performance; (c) Personal Life Enhancement of Work, which happens when positive personal life experiences improve work performance; and (d) Work-related enhancement of personal life, which happens when professional experiences improve personal life. (Zeidan, 2020).

D. Job Satisfaction

Improved employee performance, service quality, workforce retention, and organizational commitment are all correlated by job satisfaction. A high degree of job satisfaction lowers turnover rates, promotes the sustainability of business operations, and improves customer satisfaction and work efficiency (Lin et al., 2020; Wang et al., 2022; Pradipto & Chairiyati, 2021). Career growth opportunities, positive connections with supervisors, a supportive work environment, and both monetary and non-monetary benefits are some of the elements that affect job satisfaction. A productive and healthy work environment is also greatly aided by support for work-life balance, such as flexible scheduling.

According to a conceptual definition, a positive emotional state finding from a individual's assesment of their job experience is known as job satisfaction.. Job features, practice environment, job incentives, interpersonal interactions, and institutional

management are important measures of job satisfaction (Wang et al., 2022). Employees find more purpose and engagement in jobs with demanding tasks and defined duties. Fair incentive structures and a positive work environment boost loyalty and drive. Fostering long-term job happiness requires open and encouraging organizational policies as well as harmonious relationships with coworkers and managers.

E. Organizational Commitment

The psychological bond between workers and their company, which includes a feeling of loyalty, belonging, and readiness to support organizational objectives, is referred to as organizational commitment. Continuation commitment (rational evaluation of the advantages and disadvantages of quitting), normative commitment (moral responsibility to stay), and Affective commitment (emotional connection) are its three main components. Promoting work happiness, employee engagement, and organizational stability all depend on this multifaceted commitment (Rahiman et al., 2020; Y. Liu & Watson, 2023; Othman et al., 2024).

Organizational Commitment is impacted by a number of elements, such as supportive workplace regulations, job satisfaction, corporate culture, interpersonal connections, and transformational leadership. Employee commitment is often weakened by high levels of job stress and a lack of support, but it may be strengthened by leadership that promotes trust and emotional involvement. Affective commitment is improved by both official and informal assistance, such as family-friendly regulations and a good rapport with superiors. An employee's willingness to stick around and contribute to the success of the company is demonstrated by their emotional attachment to the organization's values (affective), sense of obligation to stay (normative), and rational reliance on the organization (continuance) (Husniati et al., 2024; Yang & Islam, 2021; Hutagalung et al., 2020).

F. Conceptual Framework

The relationships between the factors this study looked at—emotional intelligence, work-life balance, job satisfaction, and organisational commitment—are depicted in the conceptual framework below. It illustrates the indirect as well as direct impacts of emotional intelligence and work-life balance on organisational commitment, as well as the mediation function of job satisfaction. Figure 1 offers a graphic depiction of these connections.

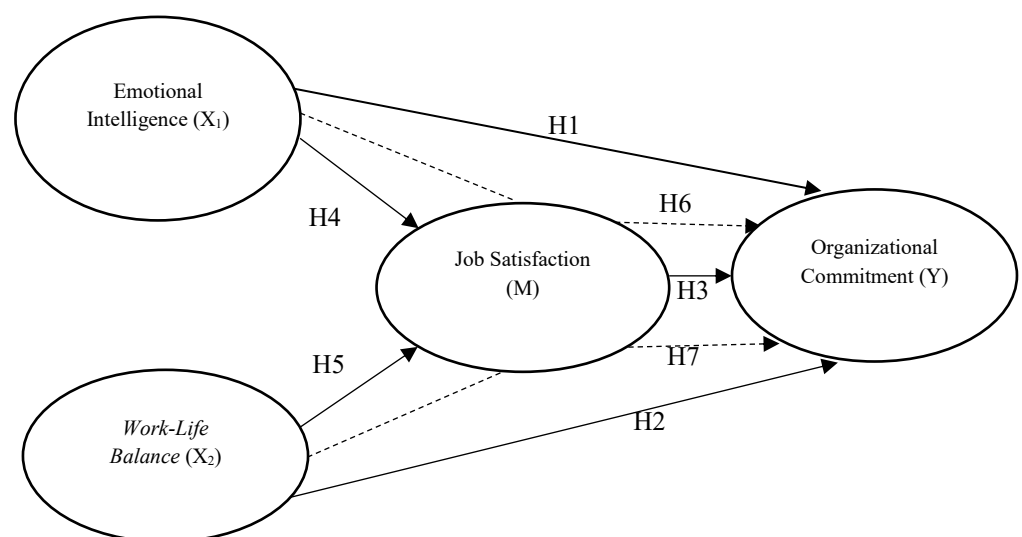


Figure 1. Conceptual Framework

Considering the conceptual framework above, seven hypotheses are formulated as follows:

- a. The Correlate of Emotional Intelligence on Organizational Commitment.
- b. The Correlate of Work-Life Balance on Organizational Commitment.
- c. The Correlate of Emotional Intelligence on Job Satisfaction.
- d. The Correlate of Work-Life Balance on Job Satisfaction.
- e. The Correlate of Job Satisfaction on Organizational Commitment.
- f. The Mediating Role of Job Satisfaction in the Relationship between Emotional Intelligence and Organizational Commitment.
- g. The Mediating Role of Job Satisfaction in the Relationship between Work-Life Balance and Organizational Commitment.

3. METHODS

This research adopts a quantitative, causal (cause–impact) research design to examine the relationships among the variables under investigation. This approach was selected because the observed phenomena are assumed to represent objective realities that can be statistically measured. All variables were assessed using quantitative data and analyzed through Structural Equation Modeling (SEM) with a variance-based technique, namely Partial Least Squares (PLS). The research was carried out at PT. Tiki Jalur Nugraha Ekakurir (JNE) Denpasar Branch, located at Jalan Teuku Umar No. 200, Denpasar, Bali, during the 2024–2025 period. The study targeted courier employees, who hold a vital role in sustaining service quality within the logistics industry. The population comprised all 56 couriers at JNE Denpasar. Due to the relatively small population size, a census sampling technique (total sampling) was employed, ensuring that every member of the population was included as a research subject. This method was chosen to provide comprehensive data coverage, improve the reliability of the findings, and facilitate replication in future research. Data analysis encompassed outer model assessment, inner model assessment, and hypothesis testing.

4. RESULTS

A. Evaluation of Outer Model

In this study, the four latent variables Emotional Intelligence (X1), Work–Life Balance (X2), Job Satisfaction (M), and Organizational Commitment (Y) are modeled as reflective measurement constructs. Accordingly, the assesment of the measurement model was conducted by assessing the convergent validity and discriminant validity of the indicators, as well as the composite reliability of each indicator block. The results of the outer model assessment, which, include analyses of convergent validity, discriminant validity, and composite reliability, are presented as follows.

Convergent validity is used to evaluate the extent to which indicators accurately represent their respective constructs, as reflected by the outer loading values generated in the SmartPLS output. Indicators are deemed valid when their outer loading values exceed 0.70.

Table 1. *Outer Loading* Evaluation Results

Variable	Indicator	Outer Loading
Emotional Intelligence	Self-Emotion Appraisal	0,926
	Others' Emotion Appraisal	0,901
	Regulation of Emotion	0,954
	Use of Emotion	0,950
Work-Life Balance	Interference of Work with Personal Life	0,971
	Interference of Personal Life with Work	0,976
	Personal Life Enhancement of Work	0,980
	Work Enhancement of Personal Life	0,949
Job Satisfaction	Job Characteristics	0,980
	Practicing Environment	0,988

	Job Rewards	0,975
	Interpersonal Relationships	0,974
	Institutional Management	0,969
Affective Commitment	A sense of emotional attachment to the organization.	0,950
	adherence to the organization's principles and intentions	0,951
Normative Commitment	Feeling of obligation to remain in the organization.	0,969
	Perception of staying in the organization.	0,977
Continuance Commitment	Benefits of leaving the organization.	0,966
	Sense of dependence on the organization	0,967

The results of the outer loading assessment indicate that all indicators for each variable have values exceeding 0.70. This confirms that all indicators have satisfied the criteria for convergent validity and are appropriate for inclusion in the measurement model.

The evaluation of discriminant validity in this study was conducted using the Fornell–Larcker Criterion approach. A construct is considered to have good discriminant validity when the $\sqrt{\text{AVE}}$ is bigger than its correlation with any other construct.

Table 2. Discriminant Validity

Variable	AVE	$\sqrt{\text{AVE}}$	Emotional Intelligence	Job Satisfaction	Organizational Commitment	Work-Life Balance
Emotional Intelligence	0,870	0,933	0,933			
Job Satisfaction	0,955	0,977	0,747	0,977		
Organizational Commitment	0,928	0,963	0,875	0,905	0,963	
Work-Life Balance	0,939	0,969	0,785	0,809	0,878	0,969

The Fornell–Larcker Criterion, which evaluates each latent variable's correlations to other latent variables in the model by taking the square root of the Average Variance Extracted ($\sqrt{\text{AVE}}$), was used in this work to evaluate discriminant validity. As shown in Table 2, all variables demonstrated $\sqrt{\text{AVE}}$ values that were higher than their correlations with any other variables.

Cronbach's alpha and composite reliability were employed to assess the internal consistency of the study model's indicator blocks. When Cronbach's alpha and composite reliability both surpass the cutoff point of 0.70, a construct is deemed reliable.

Table 3. Composite Reliability Results

Variable	Cronbach's Alpha	Composite Reliability
Emotional Intelligence	0,950	0,964
Job Satisfaction	0,988	0,991
Organizational Commitment	0,985	0,987
Work-Life Balance	0,978	0,984

As presented in Table 3, all latent variables in the research model demonstrate high values for both Cronbach's alpha and Composite Reliability, indicating strong internal consistency across the constructs.

B. Structural Model Evaluation (Inner Model)

The model of structure was assessed using the predictive relevance (Q^2) approach to evaluate the model's capability in predicting the dependent variables. The Q^2 value is derived from the coefficient of determination (R^2) of all endogenous variables within the model. The Q^2 value ranges between 0 and 1, with values closer to 1 indicating stronger predictive power of the model.

Table 4. Results of the Evaluation of the Structural Model

Structural Model	Variable	R Square
1	Job Satisfaction (M)	0,687
2	Organizational Commitment (Y)	0,923
Calculation: $Q^2 = 1 - [1 - R_1^2] (1 - R_2^2)$		
$Q^2 = (1 - [1 - 0,687] (1 - 0,923))$		
$Q^2 = 1 - (0,313 \times 0,077)$		
$Q^2 = 1 - 0,0241 = 0,9759$		

As shown on Table 4, the Q^2 value obtained is 0.9759, which is very close to the maximum value of 1. This indicates that the structural model employed in this study possesses an excellent goodness-of-fit and exceptionally high predictive capability. In other words, the model is able to explain 97.59% of the variance in the data, while the remaining 2.41% is attributable to errors or other factors not incorporated into the research model.

C. Hypothesis Testing Results

Hypothesis testing was conducted using T-statistics, with analyses organized in order to evaluate both direct and indirect impacts, the latter involving the examination of mediating variables. The subsequent section presents the results of direct impact testing followed by the evaluation of mediation impacts.

The summary of path coefficient results for each direct relationship, as shown in Table 5, offers the basis for hypothesis test and is outlined as follows:

Table 5. Direct Impact Hypothesis Testing Finding

Variable	Original Sample (O)	T Statistics (O /STDEV)	P Values	Description
Emotional Intelligence -> Job Satisfaction	0,293	1,575	0,116	Rejected
Emotional Intelligence -> Organizational Commitment	0,353	2,261	0,024	Accepted
Job Satisfaction -> Organizational Commitment	0,448	3,493	0,001	Accepted
Work-Life Balance -> Job Satisfaction	0,578	3,423	0,001	Accepted
Work-Life Balance -> Organizational Commitment	0,238	1,628	0,104	Rejected

The results of hypothesis testing reveal that not all relationships between variables are statistically important. The impact of emotional intelligence to job satisfaction is not significant ($T = 1.575$; $P = 0.116$), leading to the rejection of this hypothesis. However, emotional intelligence is found to have a positive and significant correlate on organizational commitment ($T = 2.261$; $P = 0.024$), indicating that higher levels of emotional intelligence are associated with greater employee commitment. Job satisfaction also exerts a significant impact on organizational commitment ($T = 3.493$; $P = 0.001$), suggesting that employees who are contented with their work tend to demonstrate stronger commitment. Furthermore, work-life balance significantly affects job satisfaction ($T = 3.423$; $P = 0.001$), implying that achieving balance between personal and professional life can enhance job satisfaction. In contrast, the direct impact of work-life balance to organizational commitment is not significant ($T = 1.628$; $P = 0.104$), resulting in the rejection of this hypothesis, although an indirect impact through job satisfaction as a mediating variable may exist.

According to Hair et al. (2019), mediation impacts can be classified into full mediation, partial mediation, and no mediation. Mediation is considered significant when the T-statistic exceeds 1.96 and the P-value is less than 0.05.

Table 6. Hypothesis Testing Results of Indirect Correlate

Variable	Original Sample (O)	T Statistics (O/STDEV)	P Values	Description
Work-Life Balance -> Job Satisfaction -> Organizational Commitment	0,259	2,496	0,013	Full mediation
Emotional Intelligence -> Job Satisfaction -> Organizational Commitment	0,131	1,204	0,299	No Mediation

The hypothesis testing results indicate that job satisfaction does not serve as a mediating variable in the relationship between emotional intelligence and organizational commitment (H6), as evidenced by a T-statistic of 1.204 and a P-value of 0.299 (> 0.05). This implies that the correlations of emotional intelligence to organizational commitment occurs directly, without being channeled through job satisfaction. In contrast, job satisfaction is found to fully mediate the relationship between work–life balance and organizational commitment (H7), with a T-statistic of 2.496 and a P-value of 0.013 (< 0.05), while the direct impact of work–life balance on organizational commitment is not significant. These findings suggest that work–life balance correlation organizational commitment indirectly with the mediating role of job satisfaction.

5. DISCUSSION

A. The Correlations of Emotional Intelligence on Organizational Commitment.

The result of this investigations reveal that emotional intelligence exerts a positive and significant correlate on organizational commitment, indicating that the greater an employee's capability to recognize, understand, and regulate emotions both their own and those of others the stronger their attachment to the organization. This suggests that emotional intelligence not only contributes to individual well-being but also plays a pivotal role in fostering loyalty, responsibility, and the willingness to actively support organizational objectives. Within the framework of the Theory of Planned Behavior (TPB), organizational commitment can be viewed as a form of behavior shaped by attitudes, perceived behavioral control, and subjective norms. Employees with high emotional intelligence are more likely to possess a positive work attitude, respond constructively to workplace social expectations, and feel confident in addressing organizational challenges, thereby strengthening both their intentions and behaviors related to commitment.

This result aligns with previous research demonstrating a strong association between emotional intelligence and organizational commitment. Studies by Othman et al. (2024), Anvari et al. (2023), and Younis et al. (2024) show that individuals with high emotional intelligence are better equipped to maintain stable work relationships, display deeper emotional engagement, and exhibit stronger loyalty toward their organizations. Similarly, Zeidan (2020) and Wahyuningrat et al. (2022) emphasize the role of emotional intelligence as a key determinant in enhancing organizational commitment across different industries and cultural settings. These findings highlight that fostering emotional intelligence can be an impactful organizational strategy to strengthen employee loyalty and ensure long-term workforce sustainability.

B. The Correlations of Work-Life Balance on Organizational Commitment.

The result of this invetsigation show that work–life balance does not have a statistically significant impact on organizational commitment among couriers at JNE Denpasar, although the relationship is positive in direction. This suggests that the perceived balance between work and personal life is insufficient to cultivate a strong emotional attachment to the organization, potentially due to the demanding workload and limited flexibility inherent in courier jobs. From the perspective of the Theory of Planned Behavior (TPB), while work–life balance may contribute to forming a positive attitude, commitment may not be fully developed without the reinforcement of subjective norms and perceived

behavioral control. These findings are in line with the findings of Aisyah et al. (2021) and Sabuero (2023) but diverge from studies such as Oyewobi et al. (2022), Yoon and Jang (2022), and Husniati et al. (2024), which report a positive relationship between work–life balance and commitment. This discrepancy underscores the importance of contextual factors such as industry type, job characteristics, and work demands in determining the strength of the association between work–life balance and organizational commitment.

C. The Correlations of Emotional Intelligence on Job Satisfaction.

The findings of this study reveal that emotional intelligence does not have a statistically significant impact on job satisfaction among couriers at JNE Denpasar, although the relationship is positive in direction. This suggests that the ability to control and understand emotions does not necessarily translate into higher job satisfaction, particularly in high-pressure operational roles such as courier services. Within the Theory of Planned Behavior (TPB) framework, emotional intelligence may contribute to developing positive attitudes toward work; however, without sufficient reinforcement from subjective norms and perceived behavioral control, it may not be adequate to generate job satisfaction. This result contrasts with the majority of prior studies, including those by Younis et al. (2024), Othman et al. (2024), and Doan et al. (2020), which reported a significant positive association between emotional intelligence and job satisfaction. Such inconsistency may be attributed to the distinctive work environment of courier services, where structural factors such as workload, incentive systems, and time constraints are likely to exert a stronger correlate on job satisfaction than emotional competencies alone.

D. The Correlate of Work-Life Balance on Job Satisfaction.

The findings of this investigation indicate that work–life balance has a significant positive impact on job satisfaction among couriers at JNE Denpasar. Employees who perceive a greater balance between their work and personal lives tend to report higher levels of job satisfaction. Within the framework of the Theory of Planned Behavior (TPB), the ability to manage multiple roles impactively enhances positive attitudes, perceived behavioral control, and supportive subjective norms, all of which contribute to increased satisfaction. When employees feel that their overall well-being is supported, they are more motivated and content in carrying out their responsibilities. These findings align with previous studies by Oyewobi et al. (2022), Yoon and Jang (2022), Popoola and Fagbola (2021), and Hutagalung et al. (2020), which emphasize the importance of work–life balance in boosting job satisfaction and alleviating work-related stress. Similarly, George and Sreedharan (2023) note that work–life balance is a critical strategy for maintaining a satisfied and productive workforce, particularly in high-demand industries such as logistics.

E. The Correlate of Job Satisfaction on Organizational Commitment.

The findings of this investigation show that job satisfaction has a significant positive impact on organizational commitment among couriers at JNE Denpasar. Higher levels of job satisfaction are connected to with stronger emotional attachment and loyalty to the organization. Within the Theory of Planned Behavior (TPB) framework, job satisfaction represents a positive attitude that reinforces the intention and actual behavior of commitment by enhancing perceived behavioral control and fostering supportive subjective norms. This finding is in line with the findings of Lin et al. (2020), Pradipto and Chairiyati (2021), and Wang et al. (2022), who report that job satisfaction enhances motivation, loyalty, and organizational stability. Moreover, George and Sreedharan (2023) as well as Widodo and Damayanti (2020) highlight the role of job satisfaction as a key mediating variable linking various psychological and workplace factors to organizational commitment, underscoring its importance in building long-term employee–organization relationships.

F. Job Satisfaction's Mediating Function in the Association between Organisational Commitment and Emotional Intelligence.

The result of this investigations found that job satisfaction does not significantly mediate the correlation between emotional intelligence and organizational commitment. Although emotional intelligence exerts a significant direct impact on organizational commitment, its indirect impact via job satisfaction is not statistically significant. This suggests that the correlate of emotional intelligence on organizational commitment operates more strongly through a direct pathway rather than through the mechanism of job satisfaction. In other words, while employees with high emotional intelligence may experience greater job satisfaction, that satisfaction does not play a significant role in linking emotional intelligence to organizational commitment. Within the Theory of Planned Behavior (TPB) framework, this implies that a positive work attitude as reflected in job satisfaction is not the sole determinant of commitment. In this case, perceived behavioral control, expressed through emotional intelligence, appears to have a more direct role in shaping intentions and commitment-related behaviors. These findings are consistent with prior studies by Othman et al. (2024) and Anvari et al. (2023), which emphasize that emotional competence directly fosters affective attachment and loyalty to the organization. This supports the view that in dynamic and high-pressure work environments, such as logistics courier services, emotional stability is more crucial in cultivating organizational commitment than job satisfaction alone.

G. The Mediating Function of Job Satisfaction in the Association between Organisational Commitment and Work-Life Balance.

The results of this research found that work-life balance significantly correlations organizational commitment through the mediating role of job satisfaction. While the direct impact of work-life balance on organizational commitment is not significant, the indirect impact via job satisfaction is statistically significant, demonstrating that job satisfaction functions as a critical intermediary in fostering employees' attachment to the organization. In the high-pressure work environment of couriers at JNE Denpasar, maintaining a healthy work-life balance contributes to higher job satisfaction, which subsequently enhances organizational commitment. Within the Theory of Planned Behavior (TPB) framework, job satisfaction represents a positive attitude that reinforces the intention to remain committed, supported by perceived behavioral control and subjective norms. These result are consistent with the results of Hutagalung et al. (2020), Popoola and Fagbola (2021), and George and Sreedharan (2023), underscoring the importance of recognizing the mediating role of job satisfaction in the relationship between work-life balance and organizational commitment.

6. CONCLUSION

This investigations examined the impacts of emotional intelligence and work-life balance on organizational commitment, with job satisfaction serving as a mediating variable, among couriers at JNE Denpasar. The findings demonstrate that emotional intelligence has a direct and significant impact on organizational commitment, underscoring the importance of emotional regulation in strengthening employee loyalty. In contrast, emotional intelligence did not significantly affect job satisfaction, indicating that emotional competencies alone may not ensure favorable job perceptions, particularly in high-pressure work settings.

The finding also show that work-life balance significantly improves job satisfaction but has no direct impact on organizational commitment. Nonetheless, job satisfaction fully mediates the relationship between work-life balance and organizational commitment, emphasizing the critical role of employee well-being in sustaining long-term engagement. These findings lend support to the Theory of Planned Behavior (TPB), particularly the correlate of attitudes and perceived behavioral control, and highlight the strategic value of fostering both emotional intelligence and work-life balance to enhance workforce sustainability and commitment within the logistics industry.

7. LIMITATION

Although this research offers valuable understanding, it is subject to several limitations. First, the sample was restricted to couriers from a single logistics company in Denpasar, It can restrict how broadly the results can be applied to other areas or sectors with different operational contexts. Second, the cross-sectional research design captures data at a single point in time, thereby limiting the ability to infer causal relationships or observe long-term impacts. Third, all variables were measured through self-reported questionnaires, which may introduce response bias stemming from social desirability or subjective interpretation.

Furthermore, the model did not account for unobserved factors such as leadership style, organizational culture, and financial incentives, which could potentially correlate both job satisfaction and organizational commitment. Future research would benefit from adopting longitudinal designs, expanding the sample to include multiple companies, and incorporating additional organizational and psychological constructs to further validate and enrich the present findings.

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