



Emotional Intelligence, Work Fatigue, and Work Life Balance as Drivers of Employee Performance: An Islamic Human Resource Management Perspective (Evidence from the Community Empowerment Agency of Bandar Lampung City)

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Abstract: This study examines the influence of emotional intelligence, job fatigue, and work-life balance on employee performance from the perspective of Human Resource Management (MSDI). The research was conducted on employees of the Community Empowerment Office in Bandar Lampung using a quantitative approach with questionnaires as the primary data collection tool. Data were analyzed using multiple regression to determine the partial and simultaneous effects of the independent variables. The results show that emotional intelligence has a positive and significant effect on performance, as employees with strong emotional regulation and interpersonal skills tend to be more effective in their tasks. Job fatigue negatively affects performance by reducing motivation and work quality, while work-life balance has a positive contribution by helping employees maintain harmony between professional and personal life. From the MSDI perspective, these findings emphasize that employee performance improvement requires not only technical competence but also emotional stability, workload management, and balance in life aspects. Organizations need to pay attention to these factors to enhance effectiveness and the quality of public services.

Keywords: Emotional Intelligence, Work Fatigue, Work Life Balance, Employee Performance

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A. Introduction

In today's contemporary work environment, various challenges frequently arise and influence individual levels of productivity and performance. One of the most significant challenges is the ability to manage emotions, cope with pressure arising from work-related fatigue, and maintain a balance between personal and professional life. These three factors exert a substantial influence on the quality of individual performance, both at the personal level and within organizational contexts. Therefore, emotional intelligence, levels of work fatigue, and the balance between work and personal life constitute crucial aspects that must be taken into account by both individuals and institutions in order to create a supportive and productive work environment (Safitri et al., 2025).

One of the problems that frequently emerges in relation to human resources is the decline in employee performance, which may be caused by various factors originating from both the internal organizational environment and external conditions. A decrease in employee performance inevitably has implications for reduced output and the quality of services delivered by an institution (Lukmiati et al., 2020).

Performance represents the tangible manifestation of an individual's efforts in carrying out assigned duties and responsibilities and serves as one of the primary indicators of success in the workplace. Optimal performance not only reflects an individual's ability to achieve targets but also demonstrates a significant contribution to the attainment of organizational objectives. However, achieving maximum performance requires a supportive work environment, both physically and emotionally. Declining employee performance may be caused by various factors, including leadership style, work fatigue, poorly regulated emotional intelligence, low work motivation, inadequate time management skills, and job dissatisfaction. If these factors are not managed properly, they may negatively affect employee morale and effectiveness in carrying out their tasks (Shaleh & Firman, 2018).

Within the context of human resource management, employee performance constitutes a fundamental aspect that reflects not only individual capability in completing tasks but also the overall effectiveness of the organization (Rahayu & Ismail, 2024). Consequently, managing factors that influence performance—such as emotional intelligence, work fatigue, and work life balance—becomes a strategic necessity. Emotional intelligence, for instance, enables employees to exercise greater self-control, engage in healthy interactions with colleagues, and respond constructively to workplace pressure. In contrast, excessive work fatigue hinders productivity and diminishes the quality of services provided. Meanwhile, work life balance plays an essential role in maintaining employee morale, motivation, and mental health, thereby enabling employees to perform more optimally (Willem & Bangun, n.d.).

Furthermore, government institutions as providers of public services are required to maintain high levels of employee performance in order to meet societal needs in a professional manner. Employees who possess high emotional intelligence, well-managed levels of work fatigue, and adequate life balance are more competitive in coping with increasingly complex work dynamics (Zahara et al., 2024). This condition aligns with the principles of Islamic Human Resource Management (*Manajemen Sumber Daya Insani/MSDI*), which emphasize the importance of employee development not only in terms of technical competence but also emotional and social dimensions. Accordingly, effective management of these factors not only enhances individual performance but also

strengthens the achievement of organizational goals as a whole (Syafri et al., 2025). Nevertheless, in practice, government performance in Bandar Lampung City continues to face various challenges, particularly in relation to public service delivery and the effectiveness of regional government employees. This situation indicates that there remains considerable room for improvement to enhance service quality. In this context, the Community Empowerment Agency of Bandar Lampung City plays a strategic role in realizing good governance, particularly in providing services at the sub-district level. Therefore, comprehensive evaluations of employee performance, work culture, competence levels, and the utilization of technology are essential in order to promote improvements in service quality that are more transparent, professional, and oriented toward public satisfaction.

This study focuses on employees of the Community Empowerment and Village Administration Office (PMK) of Bandar Lampung City. The PMK Office is an autonomous regional implementing agency accountable to the Mayor through the Regional Secretary, with its primary responsibility being the execution of governmental affairs in the fields of community empowerment and village administration. The strategic role of this agency extends beyond policy formulation to include the implementation of development programs aimed at enhancing community capacity at the village level.

In practice, PMK employees are involved in a wide range of activities, including data collection, policy analysis, preparation of planning documents, and the direct implementation of programs within the community. One program that has received particular attention is public speaking training for community members across all villages in Bandar Lampung City. This program is designed to improve participants' communication skills, enabling them to interact more effectively with residents while simultaneously strengthening community participation in village development.

Given these diverse duties and responsibilities, the performance of PMK employees plays a critical role in determining the success of community empowerment programs. Optimal performance not only ensures the achievement of organizational targets but also produces tangible impacts on community development. Therefore, examining the factors that influence employee performance—such as emotional intelligence, work fatigue, and work–life balance—is highly relevant to supporting the realization of more effective governance and public service–oriented administration.

Based on the results of a preliminary survey conducted through interviews with several employees of the PMK Office of Bandar Lampung City, indications of declining performance were identified. This decline is presumed to be influenced by several factors, including work fatigue, limited ability to regulate emotions, and difficulties in maintaining balance between work and personal life. These findings were obtained through direct interviews with employees, and to strengthen these results, the researcher plans to utilize attendance data as an objective indicator for measuring employee discipline and attendance levels.

To complement the interview findings, attendance records were used as one of the indicators in assessing employee performance. Attendance is considered important because it is directly related to discipline, responsibility, and the achievement of work targets. High levels of absenteeism often signal declining productivity, delays in task completion, and reduced contributions to organizational objectives. By linking attendance data with

information obtained from interviews, the researcher expects to obtain a clearer picture of the factors influencing employee performance at the PMK Office of Bandar Lampung City. Consistency in attendance also reflects employees' commitment to their assigned duties. From the perspective of Islamic values, working with discipline is regarded as an act of worship when performed with sincere intention and earnest effort. Therefore, attendance records are not merely administrative in nature but may also be understood as reflections of work ethic, responsibility, and employee integrity. The following section presents monthly attendance data to illustrate employee attendance levels and their relationship with performance and discipline.

Employee attendance records indicate that absenteeism remains one of the challenges in maintaining consistent performance. This data is important to present because it demonstrates the extent of employee discipline in carrying out daily tasks, which ultimately affects work effectiveness and the achievement of organizational targets.

Table 1. Percentage of Employee Absenteeism at the PMK Office

Month	Number of Employees	Absenteeism Percentage
September	39	12%
October	39	10%
November	39	15%
December	39	8%

Source: Monthly Attendance Records of the Community Empowerment Agency (2024)

Based on the attendance table 1, a notable increase in employee absenteeism was recorded in November, reaching 15% of the total 39 employees. This percentage represents the highest level of absenteeism compared to other months and indicates that nearly one out of six employees was absent during that period. Such a condition inevitably affects the effectiveness of public service delivery and simultaneously serves as an important signal for the organization to reassess workload distribution, employees' psychological conditions, and time management practices.

This phenomenon becomes even more apparent when associated with conditions at the Community Empowerment Agency of Bandar Lampung City. High absenteeism rates may reflect underlying issues related to emotional intelligence, work fatigue, and imbalances in work-life balance. These factors make employees more vulnerable to declines in motivation and productivity, which ultimately affect service quality and the institutional image in the eyes of the public.

From an Islamic perspective, this condition underscores the importance of instilling the values of trustworthiness (*amanah*), responsibility (*mas'uliyah*), and balance (*tawazun*) in the performance of employees' duties. High levels of absenteeism may indicate insufficient self-control in balancing worldly obligations with spiritual responsibilities. As civil servants, employees are not only accountable to the state but also to Allah SWT for every task they perform. Therefore, performance improvement should not be viewed solely from an administrative standpoint but must also be understood as a form of worship and trust that must be upheld.

Employee performance itself is influenced by numerous factors, particularly psychological conditions in the workplace. Emotional intelligence, levels of fatigue, and balance between work and personal life (work life balance) are crucial aspects in

determining optimal work outcomes. Employees with strong emotional intelligence are better able to regulate themselves, maintain healthy working relationships, and cope with pressure wisely. Conversely, when these factors are weak, the risks of stress, fatigue, and absenteeism increase. Thus, maintaining psychological balance and a strong work ethic not only affects professionalism but also shapes the understanding of work as an act of worship from an Islamic perspective.

In Islam, excessive work fatigue should be avoided as it can become a detrimental habit for workers or employees. This principle is reflected in the word of Allah in the Qur'an, Surah At-Taubah verse 51: "Say (O Prophet Muhammad), 'Nothing will ever befall us except what Allah has decreed for us. He is our Protector, and upon Allah let the believers rely'".

The verse emphasizes that nothing befalls human beings except what has been decreed by Allah SWT. This understanding implies that in performing work, employees should not allow themselves to be excessively burdened to the extent that fatigue adversely affects performance. Rather, Muslims are taught to place their trust (*tawakkul*) in Allah while continuing to strive earnestly and uphold the trust entrusted to them.

Given the wide range of duties and responsibilities borne by employees of the PMK Office of Bandar Lampung City, employee performance becomes a critical aspect that warrants serious attention. Optimal performance not only ensures that community empowerment programs are implemented according to targets but also generates positive impacts on the progress of sub-districts and the community as a whole. Therefore, factors influencing performance—such as emotional intelligence, work fatigue, and work life balance—need to be examined in depth within the context of duties and the working environment at the PMK Office.

From the perspective of Islamic Human Resource Management, employee performance management does not focus solely on administrative aspects but also encompasses psychological factors that influence productivity and individual well-being. Emotional intelligence, levels of work fatigue, and balance between work and personal life constitute key elements that determine the success of employee management. By understanding these factors, organizations can create a more conducive, disciplined, and goal-oriented work environment.

This study aims to analyze the influence of emotional intelligence, work fatigue, and work-life balance on employee performance at the PMK Office of Bandar Lampung City from the perspective of Islamic Human Resource Management. This research is expected to provide practical contributions to the development of more holistic human resource management strategies by integrating psychological, administrative, and Islamic value-based approaches, thereby enhancing employee performance both professionally and spiritually.

B. Literature Review

The grand theory employed in this study is Human Resource Management (HRM) Theory, which emphasizes that human beings constitute the most valuable assets within an organization. Unlike other factors of production, human resources possess potential, emotions, and motivation that directly influence organizational performance (Syafri et al., 2025). HRM Theory posits that the success of an institution is determined not only by policies or technology but also by the extent to which the organization is able to manage its

employees effectively and sustainably. In the context of the Community Empowerment Agency of Bandar Lampung City, this theory is particularly relevant because the quality of public services is highly dependent on the optimal performance of its employees.

HRM Theory underscores the importance of developing employee potential through appropriate management practices, including coaching, competency development, and the arrangement of balanced workloads. Employees are not merely regarded as labor inputs but as individuals with emotional and social needs. Therefore, organizations must understand psychological aspects such as emotional intelligence, work fatigue, and work-life balance, all of which are directly related to employee performance (Susita et al., 2025).

In relation to emotional intelligence, HRM Theory emphasizes that employees' ability to recognize, understand, and regulate emotions will have a positive impact on working relationships, communication, and task completion. HRM does not only demand technical competence but also soft skills that support teamwork and collaboration. In this study, emotional intelligence can be viewed as psychological capital that is managed by the organization to enhance employee performance (Rahmadiyahanti & Kuswinarno, 2024).

Meanwhile, work fatigue from an HRM perspective is considered a serious threat to productivity. High workloads, time pressure, and monotonous routines can reduce employee motivation and commitment. HRM Theory highlights the necessity for organizations to design management strategies aimed at preventing burnout, such as job rotation, managerial support, and the provision of health facilities. In this study, work fatigue is treated as a critical variable that must be managed to ensure the sustainability of employee performance.

In addition, HRM Theory also highlights the importance of work-life balance. This theory asserts that employees will perform better when they are able to balance personal life demands with work responsibilities. Organizations that care about employee well-being tend to provide flexibility, family support, and healthy work environments. This perspective aligns with the conditions faced by employees of the Community Empowerment Agency of Bandar Lampung City, who are required to serve the public while still needing adequate time for their personal lives (Susanto, 2025).

From the HRM perspective, employee performance is the outcome of managing all of these aspects comprehensively. Performance is not solely about achieving targets but also encompasses service quality, work discipline, and employee contributions to organizational goals. Thus, HRM Theory provides a framework in which emotional intelligence, work fatigue, and work-life balance are not merely individual factors but strategic elements that must be managed by organizations to enhance performance.

In the context of this research, HRM Theory is selected as the grand theory because it is capable of comprehensively linking the relationships between the research variables and employee performance. This theory emphasizes that effective human resource management cannot ignore psychological factors and employee well-being. Accordingly, this study examines how emotional intelligence, work fatigue, and work-life balance influence performance, thereby offering relevant policy recommendations for government institutions.

Furthermore, HRM Theory supports a holistic perspective on human resource management. This implies that organizations focus not only on outcomes but also on processes, employee well-being, and motivation. Through such an approach, employees are

expected to work more productively, demonstrate stronger loyalty, and deliver high-quality public services. This is particularly important for the Community Empowerment Agency of Bandar Lampung City, which plays a direct role in developing community potential.

The application of HRM Theory as the grand theory in this study provides a strong foundation for understanding the relationships among emotional intelligence, work fatigue, and work-life balance in relation to employee performance. The theory emphasizes that organizational success depends on how human resources are managed optimally. Consequently, the findings of this study are expected to contribute both academically and practically to the field of human resource management, particularly within the public sector.

C. Methods

This study employs a quantitative approach with descriptive and correlational characteristics, aiming to analyze the influence of emotional intelligence, work fatigue, and work-life balance on employee performance at the Community Empowerment Agency of Bandar Lampung City. Research data were collected through questionnaires distributed to all 39 employees; therefore, the sampling technique used was total sampling. In addition to primary data obtained from questionnaires, this study also utilized secondary data derived from literature, academic journals, and other supporting documents. The independent variables examined in this study include emotional intelligence (X1), work fatigue (X2), and work life balance (X3), while the dependent variable is employee performance (Y), which was measured using indicators of work quality, work quantity, discipline, initiative, creativity, as well as cooperation and communication.

Data analysis was conducted using SmartPLS version 4.0, which enables simultaneous and partial testing of relationships among variables through the Partial Least Squares (PLS) approach. Validity and reliability tests were performed to ensure data accuracy, with validity assessed through Outer Loading values and reliability evaluated using Cronbach's Alpha and Composite Reliability. Furthermore, structural model analysis was conducted to examine both direct and indirect effects of the independent variables on employee performance. The bootstrapping technique was applied to determine the significance of path relationships among variables, with a relationship considered significant if the p-value <0.05. In addition, model evaluation included the coefficient of determination (R^2) to determine the extent to which the independent variables explain the variance in the dependent variable. This model allows the researcher to assess the relative contribution of emotional intelligence, work fatigue, and work-life balance to overall employee performance. Through this approach, the study is expected to provide valid empirical evidence regarding psychological factors that influence employee performance within the PMK Office environment, as well as serve as a basis for practical recommendations in human resource management to enhance work effectiveness and employee productivity.

D. Results and Discussion

The unit of analysis in this study consists of employees of the Community Empowerment Agency of Bandar Lampung City. These employees come from diverse backgrounds in terms of age, gender, educational level, and length of service, thereby providing a varied and representative overview of performance levels, emotional intelligence, work fatigue, and work-life balance. Employees were selected as research

subjects because they are the individuals directly responsible for carrying out organizational duties and responsibilities; thus, their performance serves as a concrete reflection of the effectiveness of human resource management within a government institution. The selection of the Community Empowerment Agency of Bandar Lampung City as the research location was based on the consideration that this institution plays a strategic role in improving community welfare through various empowerment programs. In addition, the dynamic workload and high demands for professionalism make this agency relevant for examining the influence of emotional intelligence, work fatigue, and work-life balance on employee performance. By focusing on employees within this agency, the study is expected to provide a comprehensive depiction of factors affecting performance in the governmental work environment.

This study also adopts the perspective of Islamic Human Resource Management (MSDI) to provide a more holistic and Islamic value-based viewpoint. Within the MSDI framework, employee management does not solely emphasize increasing work productivity but also focuses on nurturing spiritual and moral values such as honesty (*sidq*), responsibility (*amānah*), and justice (*‘adl*). Accordingly, this study not only examines the relationship between emotional intelligence, work fatigue, and work life balance with employee performance but also explores how the application of Islamic principles can serve as a foundation for creating a balanced and ethical work environment.

The population of this study comprises all employees of the Community Empowerment Agency of Bandar Lampung City, totaling 39 individuals. Given that the population size is relatively small and manageable for comprehensive analysis, the entire population was included as research respondents (population study). Thus, the findings are expected to accurately and comprehensively reflect the actual conditions regarding the influence of emotional intelligence, work fatigue, and work-life balance on employee performance from the MSDI perspective.

Table 2. Tabulation of Respondent Characteristics Based on Gender

No.	Gender	Frequency	Percentage
1.	Male	15	38.46%
2.	Female	24	61.54%
	Total	39	100%

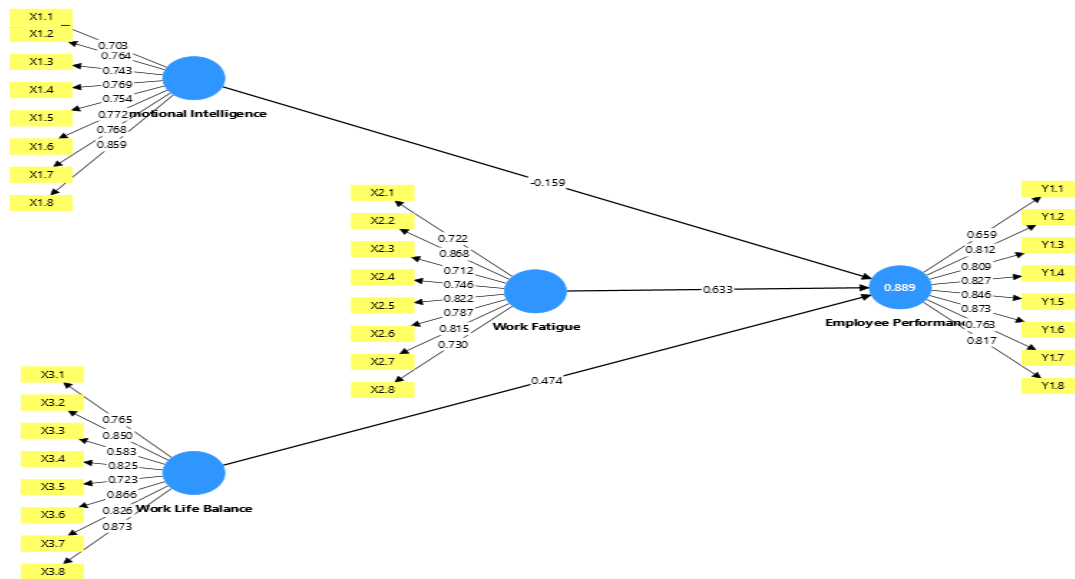
Source: Processed Data (2025)

The table 2 illustrates the distribution of respondent characteristics based on gender. Of the total 39 respondents involved in this study, 15 individuals or 38.46% were male, while 24 individuals or 61.54% were female. This indicates that the majority of respondents in this study were female. The difference in the number of male and female respondents suggests that female participation in the study was higher than that of males, which may be influenced by the characteristics of the research population or a greater level of interest among female employees in the research topic examined.

Analysis of Partial Least Squares (PLS)

Outer Model

The outer model was evaluated through validity and reliability testing, conducted using the PLS algorithm.



Source: SmartPLS 4.0 (2025)

Figure 1. Outer Model

The structural model diagram in figure 1 above illustrates the direction of the relationship between latent variables and their indicators. The blue circles represent the latent variables, namely Emotional Intelligence, Work Fatigue, Work Life Balance, and Employee Performance, while the yellow boxes represent the indicators that correspond to the question items in the questionnaire. The arrows from each indicator toward the latent variable indicate that each indicator forms that specific variable. The values on the arrows are the loading factors, which indicate the strength of an indicator in explaining its variable. The higher the value (approaching one), the better the indicator represents the construct being measured.

The direction of the arrows between latent variables describes the influence between variables. The arrow from Emotional Intelligence to Employee Performance shows a negative direction, which means that an increase in emotional intelligence is not necessarily followed by an increase in employee performance. The arrow from Job Burnout to Employee Performance shows a positive direction, indicating that although employees experience burnout, they still strive to demonstrate good performance as a form of responsibility toward their work. Meanwhile, the arrow from Work Life Balance to Employee Performance also shows a positive direction, meaning that the balance between personal life and work plays an important role in improving employee performance.

The value inside the Employee Performance circle of 0.889 represents the R-square value, indicating that 88.9% of the variation in employee performance can be explained by these three variables, while the remainder is influenced by other factors outside the research model. This indicates that the relationship between variables in this model is quite strong and is capable of describing the linkage between emotional intelligence, work fatigue, and work life balance with employee performance comprehensively.

The outer model in SmartPLS describes the relationship between latent constructs such as Emotional Intelligence, Work Fatigue, Work-Life Balance, and Employee Performance with the indicators that measure them. At this stage, an assessment is

conducted to ensure that each indicator is truly capable of representing the measured construct accurately and consistently. The evaluation of the outer model includes several main criteria: loading factor, convergent validity, discriminant validity, and composite reliability.

Loading factor is used to see how strong the relationship is between an indicator and its respective construct. Convergent validity measures the extent to which indicators within one construct are positively and consistently correlated, while discriminant validity ensures that each construct has a clear and significant difference compared to other constructs.

Meanwhile, composite reliability is used to assess the internal consistency of indicators within a construct. Through this outer model testing process, this study ensures that the measuring instruments used in assessing the influence of Emotional Intelligence, Work Fatigue, and Work Life Balance on Employee Performance have met adequate standards of validity and reliability. This analysis is also strengthened by the perspective of Human Resource Management, which not only assesses technically but also considers the values of ethics, spirituality, and integrity in employee performance according to Islamic principles.

Each indicator must have a loading factor value of more than 0.7 to be considered capable of measuring the latent construct well. In this study, most indicators have loading factor values above 0.7, indicating good measurement capability. If there are indicators with values below 0.7, then the indicator is considered less strong and may be considered for removal from the model.

Convergent validity is evaluated using Average Variance Extracted (AVE), with a minimum required value of 0.5. This value indicates that more than 50% of the indicator variance can be explained by the latent construct. In this study, the AVE values for each construct—Emotional Intelligence, Work Fatigue, Work Life Balance, and Employee Performance—are above 0.5. This means that the indicators used are capable of explaining the intended constructs well and are relevant to the context of human resource management in government organizations.

The internal reliability of the construct is measured using Composite Reliability (CR), with a required value of more than 0.7, which indicates a high level of reliability. In this model, all constructs—Emotional Intelligence, Work Fatigue, Work Life Balance, and Employee Performance—have CR values above 0.7. This proves that the indicators used are consistent in measuring each construct reliably.

Overall, the results of the measurement model analysis show that the instruments in this study have met the established standards of validity and reliability. Thus, the constructs in this model have been measured accurately and are feasible for use in supporting further structural analysis. This research also strengthens the understanding of how values in Islamic Human Resource Management can be applied in assessing, developing, and improving employee performance, emphasizing the importance of balance between work professionalism and spiritual values in a modern bureaucratic environment.

The convergent validity of the measurement model with reflective indicators is evaluated based on the correlation between item scores/component scores estimated using PLS software. Individual reflective measures are considered high if the correlation is more than 0.70 with the construct being measured.

Table 3. Validity Test Results

Symbol	Variable	Indicator	R-value	Sig.	Status
X1	Emotional Intelligence	X1.1	0.703	0,70	Valid
		X1.2	0.764	0,70	Valid
		X1.3	0.743	0,70	Valid
		X1.4	0.769	0,70	Valid
		X1.5	0.754	0,70	Valid
		X1.6	0.772	0,70	Valid
		X1.7	0.768	0,70	Valid
		X1.8	0.859	0,70	Valid
X2	Work Fatigue	X2.1	0.722	0,70	Valid
		X2.2	0.868	0,70	Valid
		X2.3	0.712	0,70	Valid
		X2.4	0.746	0,70	Valid
		X2.5	0.822	0,70	Valid
		X2.6	0.787	0,70	Valid
		X2.7	0.815	0,70	Valid
		X2.8	0.730	0,70	Valid
X3	<i>Work Life Balance</i>	X3.1	0.765	0,70	Valid
		X3.2	0.850	0,70	Valid
		X3.3	0.583	0,70	Invalid
		X3.4	0.825	0,70	Valid
		X3.5	0.723	0,70	Valid
		X3.6	0.866	0,70	Valid
		X3.7	0.826	0,70	Valid
		X3.8	0.873	0,70	Valid
Y	<i>Employee Performance</i>	Y1.1	0.659	0,70	Invalid
		Y1.2	0.812	0,70	Valid
		Y1.3	0.809	0,70	Valid
		Y1.4	0.827	0,70	Valid
		Y1.5	0.846	0,70	Valid
		Y1.6	0.873	0,70	Valid
		Y1.7	0.763	0,70	Valid
		Y1.8	0.817	0,70	Valid

Source: SmartPLS 4.0 (2025)

The results of the analysis using SmartPLS are presented in table 3. In this table, outer model values or correlations between constructs and variable indicators that do not meet the requirements for convergent validity—specifically those with a loading factor below 0.70—will be assigned an invalid status. This indicates that the indicator is less effective in measuring its respective variable. Conversely, variable indicators with a value above 0.70 will be assigned a valid status, signifying that the indicator possesses a strong capability in measuring its variable.

Discriminant validity was conducted to ensure that each concept of the latent variables is clearly distinct from other variables. A model is considered to have good

discriminant validity if the highest loading value of each indicator for a latent variable is located on its corresponding latent variable, compared to its loading values against other latent variables. The results of the discriminant validity testing are as follows:

Validity and reliability criteria can also be observed through the reliability values of a construct and the Average Variance Extracted (AVE) value for each construct. A construct is considered to have high reliability if its value reaches 0.70, and the AVE > 0.50. Table 1.3 presents the Composite Reliability and AVE values for all variables.

Table 4. Results of Research Instrument Reliability Test

Variable	Composite Reliability (CR)	Average Variance Extracted (AVE)	Status	Variable	Composite Reliability (CR)
Emotional Intelligence	0.900	0.903	0.920	0.589	Reliabel
Work Fatigue	0.906	0.911	0.924	0.604	Reliabel
Work Life Balance	0.914	0.926	0.931	0.631	Reliabel
Employee Performance	0.921	0.927	0.935	0.645	Reliabel

Source: SmartPLS 4.0 (2025)

Based on Table 4, it can be concluded that all constructs satisfy the reliability criteria. This can be seen from the composite reliability value which is more than 0.70 and the AVE which is more than 0.50, in accordance with the recommended criteria, so that all constructs are given reliable status.

R-Square Value

The R-Square value (R^2) is a statistical measure used in regression analysis to see how much the ability of the independent variable (X) in explaining the dependent variable (Y). The R-Square value shows the percentage of contribution or influence of the independent variables on the dependent variable. The higher the R-Square value, the greater the proportion of variation in variable Y that can be explained by variable X in the research model. In other words, R-Square describes how well the model used is able to explain the phenomenon being studied. If the R-Square value approaches 1 (or 100%), it means the model is very good at explaining the relationship between variables. However, if it approaches 0, it means the model is less able to explain variable Y because many other factors outside the model influence it.

Table 5. R-Square Value

Variabel	R Square Adjusted
Employee Performance	0.880

Source: Processed Data Smart PLS 4.0 (2025)

In the table above, the R-Square Adjusted value for the Employee Performance variable is recorded at 0.880. This result shows that 88.0% of the Employee Performance

variable can be explained by the variables Emotional Intelligence, Work Fatigue, and Work Life Balance, while the remaining 12.0% is explained by other variables outside of this study. This value indicates that the model has a very strong level of explanation so that these three variables play an important role in influencing employee performance at the Dinas Pemberdayaan Masyarakat Kota Bandar Lampung in the perspective of Islamic Human Resource Management.

T-test (Partially)

The significance of the estimated parameters provides important information regarding the relationship between variables in the study. To test the hypothesis, the basis used is the value in the output results for inner weight. Table 1.6 presents the estimation output for structural model testing.

Table 6. Hypothesis Testing

Hypothesis	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics (O/STDEV)	P Values
Emotional Intelligence -> Employee Performance	-0.159	-0.159	0.181	0.878	0.380
Work Fatigue -> Employee Performance	0.633	0.666	0.212	2.984	0.003
Work of Balance -> Employee Performance	0.474	0.443	0.203	2.338	0.019

Source: SmartPLS 4.0 (2025)

In table 6 in this study, the values displayed describe the influence of each independent variable, namely Emotional Intelligence, Work Fatigue, and Work Life Balance, on the dependent variable Employee Performance at the Community Empowerment Agency of Bandar Lampung City.

The results of the analysis show that the Emotional Intelligence variable has a coefficient value of -0.159 with a p-value of 0.380. This means, there is no significant influence between emotional intelligence and employee performance because the p-value is larger than 0.05. This negative relationship shows that an increase in emotional intelligence is not directly followed by an increase in employee performance in the context of this research. This can be caused by other factors such as work pressure or a work environment that does not yet optimally support the application of emotional intelligence. In the perspective of Islamic Human Resource Management (MSDI), this result reminds the importance of *ruhiyah* and moral development so that emotional intelligence can be implemented with sincere intentions and oriented toward Islamic values such as amanah and ihsan in working.

Furthermore, the Work Fatigue variable has a coefficient value of 0.633 with a p-value of 0.003, which is smaller than 0.05. This result shows that work fatigue has a positive and significant effect on employee performance. Nevertheless, this positive direction can be interpreted that in certain conditions, work fatigue might emerge as a result of high dedication and responsibility toward work, which actually increases performance results to a certain limit. Even so, conceptually, in the long-term work fatigue still needs to be managed so as not to decrease productivity and employee welfare. In the view of MSDI, this is in line

with the principle of *wasathiyah* (balance) in Islam, which is maintaining a balance between professional responsibility and physical-spiritual health. Then, the Work Life Balance variable has a coefficient value of 0.474 with a p-value of 0.019. This shows that Work Life Balance has a positive and significant effect on employee performance. This means, the better the balance between personal life and work owned by employees, the higher the performance produced. This finding shows the importance of time management, social support, and psychological balance for employees to be able to work optimally. In an Islamic perspective, this balance reflects the value of *tawazun*, namely the harmony between worldly and ukhrawi obligations which becomes the basis in Islamic Human Resource Management.

Overall, the results of this research show that of the three independent variables, Work Fatigue and Work Life Balance have a significant effect on Employee Performance, while Emotional Intelligence does not have a significant effect. This finding confirms that in the context of government employees, life balance and the ability to manage workload have an important role in increasing performance, while emotional intelligence needs to be fostered through spiritual values and Islamic work ethics so that it provides a more effective influence on performance in the perspective of Islamic Human Resource Management.

Discussion

1. The Influence of Emotional Intelligence on Employee Performance at the Bandar Lampung City Community Empowerment Office

Based on the statistical analysis results, hypothesis H1 states that Work Fatigue affects Employee Performance, with a T-statistic value of 2.984 (> 1.98) and a p-value of $0.003 < 0.05$, which means there is a positive and significant influence between work fatigue and employee performance. Thus, changes in the level of work fatigue are related to changes in employee performance in this sample. Meanwhile, hypothesis H1 for Emotional Intelligence is rejected ($T = 0.878$; $p = 0.380$); therefore, no evidence was found of a significant influence of emotional intelligence on employee performance in this study. Hypothesis H1 for Work of Balance is supported ($T = 2.338$; $p = 0.019$), indicating that an increase in work balance is related to an increase in employee performance.

In the context of Human Resource Management Theory, these results indicate that individual emotional factors need to be integrated with a more comprehensive HR management system, such as soft skills training, spiritual guidance, and the creation of a work environment that supports emotional balance. HRM emphasizes the importance of holistic human resource development, covering not only technical abilities but also self-control and empathy (Susanti et al., 2025).

This result is consistent with research conducted by Amalia (2025), which found that emotional intelligence does not always have a direct effect on employee performance but rather depends on situational factors such as organizational culture and reward systems. Similarly, research by Damanik (2025) shows that even if employees have a good level of emotional intelligence, without organizational support and a conducive work climate, the influence on performance tends to be weak.

2. The Influence of Work Fatigue on Employee Performance at the Bandar Lampung City Community Empowerment Office

From the statistical analysis results, H2 states that Work Fatigue affects Employee Performance, with a T-statistic value of $2.984 > 1.98$ and a p-value of $0.003 < 0.05$, meaning there is a positive and significant influence between work fatigue and employee performance. Thus, the higher the level of work fatigue experienced by employees, the more it will impact changes in employee performance, both directly and indirectly. These results show that work fatigue plays an important role in determining the level of employee performance. However, although the results show a statistically positive direction, this needs further analysis because conceptually, increasing fatigue usually decreases performance. This finding might be caused by factors such as high work perception or a high level of responsibility, so employees continue to strive to maintain performance despite experiencing fatigue.

In Human Resource Management (HRM) Theory, this condition describes a strong responsibility-based performance orientation, but it is potentially unsustainable if fatigue is not managed well. HRM emphasizes the importance of balance between workload and employee capacity so that long-term productivity is maintained. High performance resulting from physical or mental fatigue may be temporary and can lead to burnout if the organization does not implement proper workload management (Ilzar Daud, 2025).

This finding is in line with research by Aulia et al. (2025) which shows that in some public work contexts, work fatigue does not always have a negative impact on performance, as employees tend to keep trying to meet targets as a form of loyalty to the organization. Research also found that work fatigue can trigger short-term productivity increases, especially in employees with high levels of work commitment. However, this result differs from the research of Sumaryan et al. (2025), which states that work fatigue actually decreases work effectiveness and accuracy, especially when not balanced with a good stress management system.

3. The Influence of Work Life Balance on Employee Performance at the Bandar Lampung City Community Empowerment Office

From the statistical analysis results, H3 states that Work Of Balance affects Employee Performance, with a T-statistic value of $2.338 > 1.98$ and a p-value of $0.019 < 0.05$. This means there is a positive and significant influence between work of balance and employee performance. Thus, the better the balance between work and personal life owned by the employee, the higher the level of performance that can be achieved. This result confirms that work balance plays an important role in creating a healthy and productive work environment. Employees who are able to maintain work-life balance tend to have higher motivation, lower stress, and more optimal abilities in carrying out their work responsibilities.

In Human Resource Management (HRM) Theory, the balance between work and personal life is an important factor in creating sustainable performance. HRM emphasizes that organizations must pay attention to employee well-being holistically, not only assessing work results but also their satisfaction and quality of life. When employees have enough time for family, rest, and social activities, they will be more focused, loyal, and have high commitment to their work (Mawarni et al., 2025).

This finding is in line with research conducted by Putri and Nugroho (2023) which shows that Work Life Balance has a positive and significant effect on employee performance in the government sector, where a good balance of work time is able to increase the motivation and responsibility of employees toward their duties. Similar results were also found by Nurmala & Yusuf (2025) who stated that employees with high levels of life balance tend to have low levels of work stress and show better work performance. In addition, research by Pratama et al. (2025) reinforces that organizational support in creating Work Life Balance contributes greatly to increasing employee loyalty and productivity.

4. Employee Performance in the Perspective of MSDI at the Bandar Lampung City Community Empowerment Office

Based on the results of the analysis, employee performance at the Bandar Lampung City Community Empowerment Office can be reviewed through four main indicators in the perspective of Islamic work ethics, namely *amanah*, *itqan*, work *akhlak*, and spiritual commitment.

In the *amanah* aspect, some employees have shown a good sense of responsibility through discipline in arriving on time, working according to procedures, and maintaining the trust of superiors in the implementation of village empowerment administration tasks. Such professional attitudes reflect the implementation of *amanah* as a form of accountability to the institution and the community. However, the application of *amanah* is not yet uniform across all employees, evidenced by the continued existence of delays in report submission and inaccuracies in completing tasks when the workload increases. This condition shows that an increase in disciplinary commitment is needed so that all employees align with the value of *amanah* taught in Islam.

In the *itqan* aspect, employees have shown quite good work quality, especially in the process of village assistance, the preparation of empowerment documents, and administrative and information services. Efforts to complete work according to standards are part of *itqan*, which is working earnestly and with full thoroughness as a form of worship to Allah SWT. Nevertheless, accuracy in data verification and the completeness of files still need to be strengthened so that work results become higher in quality and minimize errors that potentially hinder service.

From the work *akhlak* side, employees generally show commendable behavior such as politeness in interaction, being communicative, and being able to work well in teams. Services to the village community are carried out in a friendly, non-discriminatory manner, and respecting the community's needs. This reflects the practice of the principle of *Ihsan* in working and providing public services. However, differences in work ethos between individuals are still visible, so internal coordination is sometimes less than optimal, especially in bureaucratic processes that require synergy between fields. The fostering of work motivation and the affirmation of a shared work culture need to be strengthened so that collaboration becomes more solid.

In the spiritual commitment aspect, some employees show awareness to avoid harmful actions such as data manipulation, unofficial levies, or abuse of authority. Work motivation based on worship and moral responsibility to Allah SWT is seen through honesty, integrity, and efforts to provide the best service to the community. However, the level of understanding regarding Islamic work values is not yet fully uniform. Therefore, reinforcement is needed through spiritual development activities, socialization of Islamic

work ethics, and the affirmation of a Sharia-based organizational culture so that all employees understand that working is part of worship and accountability before Allah.

E. Conclusion

The condition of the employees at the Bandar Lampung City Community Empowerment Office indicates that some are capable of performing their duties with responsibility, discipline, and high work quality despite facing fatigue and differences in individual work ethics, as well as occasional barriers in team coordination. Employees who are able to maintain a balance between work and personal life tend to be more motivated and focused; however, the ability for emotional management and team coordination is not yet uniform across all staff. From the perspective of Islamic Human Resource Management, the values of *itqan* (professionalism) and *tawazun* (balance) are already evident in several employees, while the values of *amanah* (responsibility) and the comprehensive management of work *akhlak* (ethics) still need to be strengthened to ensure that the performance of all employees is more optimal.

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