

## Effect of Emotional Intelligence and Transformational Leadership Towards Work-Life Balance among Royal Malaysian Navy (RMN)

Nur Fatinah Husna Mohamad Puzi, Rogis Baker, Nur Surayya Mohd Saudi, Haliza Mohd Zahari, Hassan Al-Banna Mohamed

Faculty of Defence Studies and Management, National Defence University of Malaysia,  
Sungai Besi Camp, 57000 Kuala Lumpur

Email: husnapuzi64@gmail.com, rogis@upnm.edu.my, nursurayya@upnm.edu.my,  
haliza.mz@upnm.edu.my, hasanalbanna@upnm.edu.my

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### Abstract

Royal Malaysian Navy (RMN) is one of the vital organizations in Malaysian Armed Forces which is part of Malaysian main defence which need which require human resources with the mental and physical endurance necessary to balance work and life. Hence, about 308 officers and soldiers of Royal Malaysian Navy (RMN) in Pangkalan Tentera Laut Diraja Malaysia (TLDM) Lumut, Perak were involved in answering the questionnaire related to the study. The findings of the study indicate that there is low significant positive correlation between emotional intelligence (EI) and work-life balance (WLB). There was moderate positive significant correlation between transformational leadership and work-life balance. To produce military personnel who can strike a balance between their work and their day-to-day lifestyle, this study's findings show that the research model can be used as a guide and framework for the implementation of programmes and activities to strengthen the psychological aspects of self-control among the members.

**Keywords:** Emotional Intelligence, Transformational Leadership, Work-Life Balance, Royal Malaysian Navy (RMN)

### Introduction

According to Adkins and Premeaux (2019), many studies have been done to examine the relationship between work and family life, and many of them have found that most people want to find a way to reduce conflict and achieve harmony between the two aspects of their lives. It can be seen through study conducted by Shamsuddin et al (2021), in the navy, sources of stress may include shortage of personal, long work hours, interrupted personal time in exchange for unpredictable duty schedules, deployments, the threat of military punishment, and conflict with superiors. Hence, those sources needed high mental demand which causes

low satisfaction in job. This is because the conflict between work and personal life causes a great deal of stress and trauma, which has a negative impact on the mental health of personnel and their families (Begum and Osmany, 2019). Other than that, there was an issue reported by Shafiq and Zainal (2020) which is Supply Officers in the RMN are dwindling in numbers, making it difficult for them to carry out their duties and resulting in a negative impact on the RMN's logistical requirements. As military personnel, these officers are obligated to follow orders from their superiors, and thus they had to work overtime and complete additional tasks as a result of filling the vacant appointment responsibilities.

Currently, the phrase "work-life balance" (WLB) is widely employed in an organization. This is because maintaining a healthy work-life balance can help relieve stress and enable employees to work more efficiently at their jobs and in their other daily activities (Adkins and Premeaux, 2019). Dr Firdaus Abdul Ghani said that WLB does not imply an equal split of time between work and personal obligations; rather, it refers to a shift in work schedules that allows employees to balance their professional and personal obligations (Hidayah, 2017). Therefore, when a person's life is balanced or imbalanced, the benefits and drawbacks of that balance or imbalance can have a significant impact on society as a whole (Mendis and Weerakkody, 2018). Hence, according to Nwagbara (2020), employees who reported being able to balance their work and personal lives with equal satisfaction suggested that they were able to handle their job and personal lives well. So, employees and the organization both benefit from a healthy work-life balance approach that is followed consistently. Overall, employees benefit from feeling less stressed and happier at work as well as in their personal lives (Mendis and Weerakkody, 2018).

According to Wong et al (2017), the work-life balance is an important aspect of a well-functioning work environment. To put it another way: An unhealthy work-life balance contributes to a variety of stresses, including increased job pressure, individuals failing to focus on their roles at work, low motivation, poor mental health and physical well-being of workers, worker absenteeism, decreased productivity and emotional exhaustion and fatigue generation. This can lead to a conflict of productivity (Arora and Wagh, 2017). So, emotional intelligence (EI) is an efficient technique to integrate, enrich, and give better work and family life, according to Anuradha (2018). Emotional intelligence (EI) refers to an employee's ability to manage their emotions in a way that enhances their well-being and their ability to function in coping with environmental demands (Mayer et al., 2000).

Furthermore, EI has been demonstrated to influence a wide range of job attitudes and behaviors in the workplace (Prentice et al., 2019). This is because according to Muthusamy (2019), emotions are a normal and necessary component of our lives. Emotional intelligence also defined by Arora (2017), as the ability to recognize, evaluate, and manage one's own and other people's emotions in a healthy and productive manner. However, although some academics feel that emotional intelligence may be taught and cultivated, others believe that it is a feature that must be inherited (Arora, 2017). Emotional intelligence has five components: the ability to recognize and manage one's own emotions, the ability to influence others, and the ability to deal with interpersonal connections (Baker et al., 2019; Satish Kumar et al., 2018). Other than that, according to West et al. (2020), emotional intelligence is an individual quality that aids in controlling one's emotions and engaging in both personal and professional relationships, especially in difficult situations. It has been described as an

individual difference dimension that includes a spectrum of talents linked with the processing of emotion-relevant information, such as emotional intelligence (Valor-Segura et al., 2020). Consequently, those who are emotionally intelligent can understand better their bosses' requirements and create stronger relationships with them (C. Arora & Wagh, 2017; Baker et al., 2019).

According to Arora (2017), leadership with a high level of emotional intelligence is capable of leveraging their social abilities to build rapport and trust with their teams. Ability to recognize and comprehend their own emotions as well as those of individuals around them is crucial for leaders in order to maintain emotional equilibrium among those who work for them (Arora, 2017). Leadership necessitates a wide range of skills that go beyond those required for management. There is a difference between leadership and management. True leadership involves more than managing resources (Hirt, 2016). Such as managing individuals and social collaboration as well as how to influence individuals so that they can achieve their organization's objectives (Ibrahim et al., 2019). According to Abu-Rumman (2021), to share and achieve vision, mission and objectives of the organization, leaders must undergo process of building loyalty and motivation among employees which known as transformational leadership. Moreover, it also give positive impact towards employees because it focus on results and performance individuals in the organization which also inspired them to be more effective and efficient in the team (Christopher et al., 2018; Russell et al., 2018). Abu-Rumman (2021) suggested in his report that transformational leadership model has dominated the leadership context of the higher education because this model is more suitable for basic construct in many sectors.

Transformational leadership is a process of leadership in building a good relation, helping to increase the level of commitments and performance among employees in an organizations (Bass, 1985). Applying this concept of leadership means that the leader is an example in achieving a higher vision with innovation and creativity by providing guidance and training (Shaw, 2017). In other words, this transformation leadership is considered "being yourself" rather than "being ourselves" (Cheong, 2017). This is evidenced by a study by Tuckey et al (2017) which found that transformational leadership would reduce the negative impact of the leader's task claims on subordinate such as bullied. Thus, leaders which have subordinates need to consider problem and issues from various aspects. So, they can help their subordinates to build strength to face the pressure during working hour. When strength build, the negative impact of work stress and bully at the workplace can be avoid (Agotnes et al., 2020).

## **Literature Review**

### *Work-life Balance*

Yusuf and Khan (2019) run an observation on Qatar police personnel regarding about the effect of work life balance on life satisfaction. There were about 100 respondents from police personnel participated in this study. 15- item scale developed by Fisher-McAuley (2003) was used to measure work life balance. The data were evaluated using SPSS and indicate a positive correlation between work-life balance and life satisfaction among Qatar police officers. Besides that, regression analysis indicates that work-life balance characteristics significantly predict life satisfaction.

On 2020, Bersnak et al (2021) designed a survey among Slovenian military families to see how well military families were doing in terms of juggling work from home, housework, childcare, and even homeschooling while the pandemic was in effect. There was total 394 respondents answered the survey among service members, dual-serving families, and civilians with a military spouse. Hence, the analysis resulted that big families and families with children in elementary school have been the hardest hit by the lockdown. Unexpectedly, dual-serving families rated themselves as the most content.

Sheena (2021) run a study to discover best practices for work-life balance among military spouses. The qualitative study was conducted to have a better grasp of a situation encountered by the military spouse. Respondents who took part in this study were married to active-duty military members, were working, and had a traditional family model that included kids. Due to the nature of the military lifestyle, the participants in this study indicated a high level of resiliency. Additionally, they discussed the importance of frequently reassessing their efforts in their job and personal lives in order to maintain a sense of balance in a world that was occasionally chaotic owing to military pressures.

Looney (2021) conducted a qualitative narrative inquiry was used to document, explore, and comprehend the lived experiences of women who had been on active duty in the United States Air Force for at least 15 years while also raising a family. Nine Air Force women were involved in the research participated for 60-minute interview of a semi-structured interview. The findings suggested that childcare is perceived as the most significant barrier to work-life balance, that stigma and bias surrounding pregnancy and parenthood exist, and that there is a need for leadership empathy on family matters.

Rosman et al (2020) conducted a study to investigate the effect of emotion-based coping strategies as a mediator between chosen organizational elements (flexible work hours, organizational support, and self-management) on work-life balance. The survey questionnaire answered by a total 110 policemen in Kuching, Sarawak. The results demonstrate that only the relation between self-management and work-life balance is mediated by emotional coping strategies. This is why, in order to help policewomen cope with WLB, the organization should urge them to take some "me time" in addition to providing counselling and mentorship.

Gray (2019) attempted an observation to investigate the fundamental reasons why pilots were leaving the USAF before retirement and then developing viable evidence-based remedies to the retention problem. The researcher interviewed 21 former USAF pilots. The data acquired after analysis revealed that quality of life criteria, such as work/life balance and outside opportunities, had the largest impact on retention decisions, leading to the establishment of the USAF pilot quality of life retention hypothesis. Furthermore, the data provided the foundation for the future of two solution sets, one oriented on increasing quality of life characteristics for USAF pilots and the other on enhancing leadership within the USAF, due to the impact of leadership on practically every area of a service member's life and career.

Carr (2020) carried out research to determine whether work satisfaction or dissatisfaction, as defined by Herzberg's two-factor theory, had a role in an air traffic controller's desire to quit the military. The researcher utilized a generic qualitative inquiry and a purposive sampling technique to examine millennial air traffic controllers' transition experiences. Participants were millennial air traffic controllers who had been in the military for at least four years and were no longer in the military when the study took place. The participants answered eight main questions and more probing questions if they needed more information. The findings supported and complemented existing literature demonstrating that millennial employees will quit a company when new career options arise or there are concerns about work-life balance.

Yu (2018) in his article provides an exploratory examination of a government workgroup in the United States of America that is less adaptable to family-care demands as a result of mission requirements. 1111 female officers who in the service of a significant government law enforcement organization were involved to answer the survey questions. There is a strong correlation between work-family conflict and turnover intentions, and five family-friendly policies have been identified as possible ways to reduce this correlation.

Koirala (2021) examined and debated the impact of time, stress, and job satisfaction on the work-family relationship and to propose some ideas for maintaining the balance between the two. This study is based solely on a desk review of research publications and information on army officers' work-family relationships. According to the findings of this study, work-life conflict and stress have a substantial positive correlation.

The purpose of study carried out by Shariful (2020) is to determine the current state of work-life balance among mid-level officers in the Bangladesh Army, as well as the causes and effects of work-life imbalance. The researcher approached the topic by conducting a survey, interviews, and focus group discussions to assess the current status of work-life balance. Finally, feasible organizational measures to addressing mid-level officers' work-life balance were proposed. Quality of life difficulties, such as unexpected tasks, over-commitment, unplanned or unscheduled commitments due to abruptly imposed higher priority responsibilities, and so on, place an officer in a quandary when it comes to prioritizing work and family life. The researcher discovered this quandary to be a substantial influencer of military officers' dissatisfaction of work-life balance by having an impact on children, spouse, and parents.

### **Emotional Intelligence**

The result of the study conducted by Jeppesen (2017) found that participants in first phase recognized emotional intelligence traits as highly desirable in advisors. When identifying adviser behaviour that leads to effective outcomes, emotional self-regulation was identified as the most desirable EI quality. This study applied mixed-method approach and explanatory description of advising behaviors is formed through qualitative in-depth interviews and focus groups with advisers who have deployed in advisory roles in Afghanistan. Hence the study is understanding the characteristics of good military advisors is critical as military operations focus more on advising, training, and escorting foreign national security forces among Australian Defence Force personnel.

Placek et al (2018) studied the impact of age, postgraduate year (PGY), gender, and past military experience on EI in military general surgery residents to the general population and civilian surgery residents. There were about 46 respondents from general surgery residents, PGY 1 to 6 at Waler Reed National Military Medical Center. The result of the study showed no statistically significant variations in global EI between male (n = 27) and female (n = 19) residents, or between PGY and past military experience. Female general surgery residents have greater global EI than males, while both males and females scored higher in the self-control aspect than the general population.

A study carried out by researchers, West et al (2020) was to evaluate emotional intelligence data collected that included hyper-realistic immersion trauma training using a larger sample size than had been previously explored. 96 respondents were from students who rotated their roles with at Emergency Department (ED) and Operating Room (OR) in San Diego, California. The instruments used in this study was a verified questionnaire developed by Multi Health System to measure individual's emotional intelligence. A statistical analysis of the EQ data reveals that participants improved significantly in almost every subdomain of Emotional Intelligence between pre and post testing.

The goal of Thomas (2021) conducted a research to review the literature about the relationship between emotional intelligence and police officer burnout. Wong and Law Emotional Intelligence Survey (WLEIS) and Maslach Burnout Inventory (MBI) were used as instruments to measure respondents EI and burnout. 195 respondents from Virginia officers were involved in answering the questionnaire. There is a statistically significant association between EI and burnout, according to the statistical study. Specifically, emotional tiredness was associated with the expression of emotions and emotional control. Following that, personal fulfilment exhibited a statistically significant association with others' appraisal, emotional use, and emotional regulation. Previously, emotional control was associated with depersonalization in a statistically significant manner.

Koh and O'Higgins (2018) contributed a study to the global understanding of emotional intelligence by demonstrating that it is highly associated with leadership effectiveness in a military training aspect. Instruments used were the Wong and Law Emotional Intelligence Scale and Perceived Leadership Effectiveness Scale to measure EI and leadership effectiveness from 86 officer cadets in Republic of Singapore Air Force. There were significant positive correlations between emotional intelligence and real leadership effectiveness, as measured by peers and supervisors respectively. The findings have practical value for enhancing leadership effectiveness through the use of emotional intelligence.

The goal of this descriptive, qualitative case study was to identify and characterize the perceived value of emotional intelligence (EI) qualities by exemplary military senior leaders when leading organizational change (Roseberry, 2018). A qualitative multiple-case study technique was suited for this study since it focused on the importance of EI qualities to lead change, as perceived by the 12 exemplary senior leaders' who were affiliated with the Installation Personnel Administration Center (IPAC) abroad Marine Corps Base Camp Pendleton in California. Eight EI questions were asked in person or over the phone, and reward artefacts were collected as part of the qualitative instrument. When conducting an organizational transformation event, participants recognized EI components as critical. While

all components were judged significant, relationship management was determined to be the most valuable EI component when describing competencies related to change leadership.

Walters (2018) carried out an observation to determine the effectiveness of the United States Army in developing adaptive and self-aware leaders by assessing the trait emotional intelligence (EI) scores of current organizational mid-career leaders, thereby initiating an empirical investigation into whether a self-report trait emotional intelligence instrument could (and should) play a role in the development of agile, adaptive, and self-aware leaders within the United States Army. Then, using the trait EI instrument (TEIQ-SF), this study assesses current organizational members' self-efficacy in relation to leadership attributes associated with adaptability. All 521 participants were military commissioned officers of the level of Major enrolled in the United States Air Force Professional Military Education college from August 2002 to June 2003. There are several substantial relationships between emotional intelligence and personality assessments.

Uribe (2021) examined the relationship between the variables of Emotional Intelligence and the dependent variable of Servant Leadership among volunteers in nonprofit military service organizations while controlling for age, gender, ethnicity, education level, veteran status, and military branch of service affiliation. The instruments applied to measure the variables were Schutte Self Report Emotional Intelligence Test by Schutte et al (1998) and the self-report Servant Leadership Survey by van Dierendonck and Nuijten (2011). 192 respondents were participated. Emotional Intelligence: Managing Others' Emotions, Managing Own Emotions, and Utilization of Emotions were found to be significant predictors of Servant Leadership: Empowerment, Accountability, Standing Back, Humility, Authenticity, Courage, Forgiveness/Interpersonal Acceptance, Stewardship, and Overall, Servant Leadership. There were no significant findings for Veteran Status or Emotion Perception. Emotional perception is the ability to recognize and understand one's own emotions and moods; our recognition or interpretation of anything.

Piotrowski et al (2020) investigated the connection between personality traits, self-esteem, and emotional intelligence and cultural intelligence. Cultural Intelligence Scale (CSQ) with Emotional Intelligence Questionnaire were used toward 71 respondents from Slovakia and Poland university students. According to the findings of this study, emotional intelligence was related to the metacognitive, motivational, and behavioral elements of cultural intelligence, whereas self-esteem was solely associated to the motivational factor.

Valor-Segura et al (2020) explored the correlation between EI, teamwork communication, and job satisfaction among Spanish military cadets. A total of 363 Spanish General Military Academy cadet officers completed questionnaires assessing EI, teamwork communication, proactive personality, resilience, and job satisfaction. The Wong Law Emotional Intelligence Scale was employed. This test consists of 16 items that assess four dimensions of emotional intelligence: self-emotion appraisal (SEA), others' emotional appraisal (OEA), use of emotion (UOE), and regulation of emotion (ROE). Hence, mediation research indicates that the relationship between EI and job satisfaction was influenced in part by improved collaboration communication.

**Transformational Leadership**

Doan et al (2020) in his study showed that emotional intelligence and transformational leadership as mediator made the project more successful than usual. This study focused on successful project because of combination various factor especially role of a leader in a project. The respondents included in this study were about 325 people from project managers and used Wong and Law Emotional Intelligence Scale as an instrument to measure their emotional intelligence and leadership.

The result of an investigation made by Gil et al. (2020) among school manager and teaching staff from 17 of educational organization had found effect of transformational leadership as mediating affect overall among study culture and use of knowledge. Hence, transformational leadership is important in implement responsibility in the organization among school managers. The instrument used in this study was global scale from four items that have main characteristics of transformational leadership which developed by (Bass and Avolio, 1997).

There were about 500 massively multiplayer online games (MMOGs) who involved in study conducted by Mysirlaki and Paraskeva (2020) measured using instruments Wong and Law Emotional Intelligence Scale (WLEIS) and Multifactor Leadership Questionnaire (MLQ) by (Avolio et al., 1999). The study resulted that there is significant relationship between leader emotional intelligence and the effectiveness virtual group as sub factor and transformational leadership as mediator. The analysis proved the different gender gave difference perception toward emotional intelligence, transformational leadership, and effectiveness of virtual group.

Hussein and Yesiltas (2020) resulted that transformational leadership had partially positive relationship as mediating effect towards relationship between emotional intelligence and unproductive behavior of universities employees. Other than that, transformational leadership play a role that is significant in reducing unproductive universities employees. The instruments used were 23-item that had been customize from MLQ to measure 302 admin staffs from private universities in Kurdistan, Iraq.

MLQ was used to measure 316 foreigner employees from various hotel in Thailand. This study conducted by Afsar et al. (2019) showed intelligence culture of employee has positive relationship towards transformational leadership. Transformational leadership has positive relationship with voice behaviors among employees. Furthermore, transformational leadership has partially positive relationship as mediator toward the relationship of culture intelligence and voice behaviors among employees.

Shabane et al (2017) conducted an observation towards 257 artisans in military unit and the findings indicated that the majority of participants, regardless of gender or ethnicity, were dissatisfied with their compensation. Transformational leadership was discovered to mediate the association between job satisfaction and intention to stay. The measurement instrument used in this observation was Transformational Leadership Questionnaire developed by (Bass and Avolio, 2004; Geit and Coetsier, 1997).



Berkovich and Eyal (2017) found in their study that the ability of principal to recognize emotions indirectly influence towards teachers' emotions through transformational leadership applied by principal. Hence, the findings of the study support transformational leadership as a mediator that encourage the changes of emotions. There were about 319 teachers and 320 principals from 69 primary schools in Israel involved in this study that was been measured using MLQ and Emotion Regulation Questionnaire (ERQ) which was developed by (Gross and John, 2003).

### Concept and Theory

First and foremost, concept applied in this study is Path-Goal Model which explained influence and leadership of a leader will inspire and motivate his or her employees. Furthermore, this model suggested leaders to be supportive and guide their subordinates to achieve the best performance from them (Hendryadi, 2014). Path-Goal Model is a concept that applied the importance of leadership to influence the perception of employees especially which related with vision and mission of the organization (Hendryadi, 2014). According to Ma'ruf (2014), model path-goal is based on theory expectancy which explained how leaders help their employees to do their task and show them how their work performance act as tool to get reward from the organization. However, the function of leaders were to guide subordinates to have better understand about their tasks. Furthermore, leaders need to play their roles to support and give attention towards their subordinates with a good approach towards them (Ma'ruf, 2014). Hence, it is applicable for this study which explained the relationship of transformational leadership and emotional intelligence towards work-life balance among members and officers of Royal Malaysian Army (RMN). The approach explained by Hendryadi (2014); Ma'ruf (2014) were:

- i. **Directive leadership** which means in this study as a leader which is superior in RMN need to guide specifically the plan and strategy to their personnel to achieve the best result of the vision and mission of the organization.
- ii. **Supportive leadership** by support and encourage subordinates to ensure them about the vital of their role. Hence, interpersonal relationship can be gained among the employees in the organization.
- iii. **Participative leadership** which the leaders joined for any discussion or task together with their subordinates especially in decision making by considering opinions and ideas from others.
- iv. **Achievement-oriented leadership** means that leaders ensure targeted achievement. So, subordinates need to achieve their best performance.

Leadership and management are two difference field that have related. Leadership focus on motivate, inspired and guide group to settle one set of objectives, while management include the effectiveness of resources to achieve the objective (Wajdi, 2017). Hence, leaders who planned and created any objectives, they also play a role to ensure everyone in their organization to flow the tasks that had been provided to each one of them (Bans-Akutey, 2021).

Secondly, the theory that is apply in this paper is theory spillover. Theory spillover give image of situation among the working microsystem and family microsystem either it is positive or negative (Hill et al., 2003). Furthermore, this theory proved it is useful to explain the role of life the involved any positive or negative changes (Sok et al., 2014). Thus, attitude

and emotion that was created from work domain will be brought to home. So, behavior and emotion will ensure how individual at workplace and home can be balanced. Sok et al (2014) explained that organization culture with strong support will impact positive spillover toward employees.

Spillover was suggested to two spillover which known as horizontal spillover and vertical spillover. Horizontal spillover showed how domain of life of an individual influence each of satisfaction among family life or working life affected each other. Moreover, vertical spillover is important to understand the concept of hierarchy domain (Sirgy et al., 2001). Hence, emotion is reflect domain towards satisfaction of life, happiness or wellbeing of an individual (Rincy & Panchanathan, 2014).

Other than that, relationship between emotional intelligence with work-life balance can relate using this Spillover Theory. Weinzimmer et al (2017) explained that individual that can balance life and career is an individual with high emotional intelligence. Furthermore, domain at workplace and domain at home also explained in this theory. An individual satisfaction during working can impacted to their life at home (Wilensky, 1968). Hence, Near et al (1980) explained that employees' behavior out of workplace influence by their behavior at workplace. Individual who face changes positive of feelings and emotions during working hours or out of workplace will effect the quality of work and life (Weinzimmer et al., 2017).

## **Materials and Methods**

### *Sampling and Procedures*

This study applied a quantitative approach, distributing survey questionnaires to 308 Royal Malaysian Navy (RMN) members and officers. Individuals and officials from all RMN operations units from base TLDM Lumut, Perak, were polled using questionnaire forms that were supplied to them. The Statistical Package for the Social Sciences 26 (SPSS 26) procedures were used for inferential analysis.

### *Instrument of Study*

Wong and Law (2002) devised the 16-item Wong and Law Emotional Intelligence Scale (WLEIS) questionnaire, which was used to examine participants in this study. The high reliability of this survey ( $= 0.928$ ) was a deciding factor in its selection. To assess transformational leadership, researchers used the Bahasa Malaysian version of the Transformational Leadership Questionnaire created by (Li and Shi, 2008). The transformative leadership has a fairly dependable value of  $=0.981$  with 26-items. In addition, Omar (2013) developed a survey instrument with seven questions to assess the balance between work and personal life. Furthermore, the survey's Cronbach Alpha score of 0.97 shows a high level of internal consistency and dependability (Omar et al., 2013). As a result, both instruments employed a Likert Scale estimation approach, with five answer alternatives ranging from 1 (strongly disagree) to 5 (strongly agreed).

## **Result and Discussion**

### *Respondent's Profile*

Majority respondents were men (97.1%) while the rest were women (2.9%). Most of the respondents were aged between 21-30 years old (55.5%). Almost half of the respondents with the highest level of education are the Malaysian Certificate of Education (SPM) (72.1%).

Majority of the respondent are Muslim (88.3%) and majority of the respondents were married (67.9%) while members who were Able Rate – Leading Rate (66.6%) in Royal Malaysian Navy were the largest number in this study. Most of the respondents had experience in the range of 11-20 years (41.6%) and salaried under RM3000 (58.1%). Table 1 below shows the demographic distribution of respondents as a result of the findings of the study.

Table 1

*Demographic summary of respondents (N=308)*

Demographics	Category	Frequency	Percent
Gender	Male	299	97.1 %
	Female	9	2.9 %
Aged	<20 years old	1	0.3 %
	21-30 years old	171	55.5 %
	31-40 years old	132	42.9 %
	41-50 years old	4	1.3 %
Race	Malay	264	85.7 %
	Chinese	2	0.6 %
	Indian	6	1.9 %
	Sabah/ Sarawak ethnic	34	11.0 %
	Others	2	0.6 %
Religion	Islam	272	88.3 %
	Kristian	30	9.7 %
	Hindu	6	1.9 %
	Others	-	-
Qualification	SRP/PMR	2	0.6 %
	SPM	222	72.1 %
	STPM/Diploma	67	21.8 %
	Degree	16	5.2 %
	Master/PhD	1	0.3 %
Status	Single	96	31.2 %
	Married	209	67.9 %
	Divorced	3	1.0 %
Rank	Ordinary	9	2.9 %
	Able Rate-Leading Rate	205	66.6 %
	Petty Officer-Master Chief	78	25.3 %
	Petty Officer I		
	Acting Sub Lieutenant-Lieutenant (Young Officer)	11	3.6 %
	Lieutenant Commander (Commanding Officer)	5	1.6 %

Services	< 6 years	106	34.4 %
	6-10 years	62	20.1 %
	11-20 years	128	41.6 %
	21-30 years	9	2.9 %
	>30 years	3	1.0 %
Salary	<RM3000	179	58.1 %
	RM3001-RM5000	117	38.0 %
	RM5001-RM7000	11	3.6 %
	>RM7000	1	0.3 %

### Measurement Model

Correlation analysis was used to assess the study's assumptions using the Statistical Package for Social Science (SPSS) programming. In view of the Table 2, it is discovered that there is low significant positive correlation among emotional intelligence (EI) and work-life balance (WLB) with an estimation  $p=0.001 < 0.05$ ,  $r=0.483$ . Table 3 shows a moderate positive significant correlation between transformational leadership and work-life balance with a value of  $p=0.001 < 0.05$ ,  $r=0.671$ .

Table 2

*Relationship between Emotional Intelligence ( $X_1$ ), Transformational Leadership ( $X_2$ ) and Work-Life Balance ( $Y$ )*

	Variable	Mean	SD	Y	$X_1$	$X_2$
Y	Work-Life Balance	3.748	0.941	<b>1</b>		
	Emotional Intelligence	3.984	0.560	<b>0.483</b>	<b>1</b>	
$X_1$	Transformational Leadership	3.769	0.806	<b>0.671</b>	0.475	<b>1</b>

\*\* Correlation is significant at levels 0.01 (2-tailed)

### Conclusion

Research shows that emotional intelligence and transformational leadership affect work-life balance. The necessity of achieving a healthy work-life balance for those with emotional intelligence and transformational leadership in an organization has been extensively studied, and the results are consistent. According to the findings, there is no significant link between Self Emotional Appraisal (SEA) and the other three EI components.

The findings could contribute to the existing body of knowledge by providing actual proof that other researchers can use. One of the main purposes of the organization's strategic management system, specifically ATM, is to achieve work-life balance and satisfaction, as stated by (Johari, 2013).

According to the study's findings organizations have an opportunity to discover and practice a work-life balance, as well as an opportunity to join a positive community that is

adept at developing emotionally intelligent leaders. Military personnel in Malaysia can use the findings of this study to better manage their work-life balance in the future.

This research contributes to the empirical evidence on organisational behaviour related to transformational leadership, emotional intelligence (EI), and work-life balance. There are no interviews or qualitative approaches employed because of time and financial restrictions. For this study, only a cross-sectional approach would be used.

The scope of this research is also limited because this survey is conducted just among Royal Malaysian Navy members and officers at TLDM Lumut, Perak. Members and officers of the Royal Malaysian Army (RMA) and the Royal Malaysian Airforce (RMAF) or other organizations can also study this topic especially organization that involved in national security and sovereignty of Malaysian.

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