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The Influence of Job Satisfaction, Emotional Intelligence, and Work-Life Balance on Employee Well-Being

May Sarah Siregar

Universitas Sumatera Utara

Abstract

Employee well-being is an important factor in supporting employee productivity and organizational performance. Job satisfaction, emotional intelligence, and work-life balance are among the factors that may contribute to employee well-being. This study aims to analyze the influence of emotional intelligence (EI), job satisfaction (JS), and work-life balance (WLB) on employee well-being (EWB) among employees of PLN UIP Sumbagut. This study employed a quantitative survey approach using total sampling, involving 149 employees of PLN UIP Sumbagut. Data were collected using a questionnaire with a five-point Likert scale and analyzed using Partial Least Squares Structural Equation Modeling (PLS-SEM) with SmartPLS 4. The results indicate that emotional intelligence, job satisfaction, and work-life balance have positive and significant effects on employee well-being. Among the three variables, job satisfaction has the highest path coefficient, followed by emotional intelligence and work-life balance. These findings indicate that employee well-being is associated with employees' emotional capabilities, satisfaction with their work, and ability to balance work and personal life. The findings provide practical implications for organizations in developing strategies to support employee well-being through improvements in job satisfaction, emotional intelligence, and work-life balance.

Keywords: *Emotional Intelligence, Job Satisfaction, Work-Life Balance, Employee Well-Being, PLN*

1. Introduction

Employee well-being is one of the important indicators of success in modern organizations. Employee well-being covers not only physical and psychological conditions, but also relates to how employees experience meaning, engagement, and satisfaction in their work. A good level of well-being can support productivity and the quality of working life and is related to employees' psychological condition. Therefore, understanding the factors related to employee well-being is important in human resource management, particularly in organizations with complex work demands.

This context is relevant to the situation of the employees of PLN UIP Sumbagut, who face organizational dynamics, including changes in structure, work systems, operational procedures, and job demands. These changes require employees to be able to adapt and maintain performance while safeguarding their psychological well-being. In such a situation, working conditions may be related to the level of job satisfaction, individuals' ability to manage emotions (emotional intelligence), and the ability to balance work demands and personal life (work-life balance). Thus, these three variables are relevant to be examined in relation to employee well-being.

One factor related to employee well-being is job satisfaction. Employees who are satisfied with their work may show a more positive evaluation of their work environment and experiences. In addition, individuals' ability to recognize and manage emotions through emotional intelligence can also help employees cope with pressure and interpersonal demands in the workplace. On the other hand, work-life balance relates to individuals' ability to manage work demands and personal life so that the two can proceed in a balanced

manner. These three factors have different characteristics, but conceptually they can contribute to employee well-being.

Based on the above description, this study aims to analyze the influence of job satisfaction, emotional intelligence, and work-life balance on employee well-being among the employees of PLN UIP Sumbagut. This study is expected to provide an empirical contribution to understanding the factors related to employee well-being, as well as to offer implications for the development of human resource management policies and strategies within the organization.

2. Literature Review

2.1 Job Satisfaction

According to Spector (1997), job satisfaction is a person's general feeling or attitude toward his or her job, which relates to the various aspects of the job being performed. In line with the view of Robbins and Judge (2013), job satisfaction is a person's positive feeling about his or her job that is formed through an evaluation of the characteristics of that job. Thus, job satisfaction describes employees' subjective evaluation of the various aspects found in their work.

Spector (1997) proposed nine aspects of job satisfaction, namely pay, promotion, supervision, fringe benefits, contingent rewards, operating conditions, coworkers, nature of work, and communication. Pay relates to satisfaction with the financial rewards employees receive. Promotion reflects satisfaction with career development opportunities. Supervision relates to the relationship with, and support from, superiors. Fringe benefits cover satisfaction with the various benefits provided by the organization. Contingent rewards relate to the recognition received for performance. Operating conditions reflect satisfaction with work procedures and conditions. Coworkers relates to relationships with colleagues, whereas nature of work describes satisfaction with the characteristics of the work itself. Meanwhile, communication relates to the quality of communication within the organization.

2.2 Work-Life Balance

In addition to job satisfaction, employee well-being is also related to individuals' ability to manage the demands of work and personal life. Fisher (2001) defined work-life balance as the ability of individuals to fulfill the demands and responsibilities of work and personal life in a mutually beneficial way, without excessive conflict between the two roles. Meanwhile, Hudson (2005) described work-life balance as a satisfying level of involvement or fit between the various roles in a person's life.

Fisher (2001) proposed four dimensions of work-life balance, namely Work Interference with Personal Life (WIPL), Personal Life Interference with Work (PLIW), Personal Life Enhancement of Work (PLEW), and Work Enhancement of Personal Life (WEPL). WIPL describes the extent to which work interferes with personal life, whereas PLIW indicates the extent to which personal life interferes with the performance of work. Conversely, PLEW describes how personal life can have a positive impact on work, while WEPL explains how work experience can benefit personal life. These four dimensions show that the relationship between work and personal life is not only one of conflict, but can also be mutually enriching.

2.3 Emotional Intelligence

Another factor relevant to employee well-being is emotional intelligence. Salovey and Mayer defined emotional intelligence as an ability related to the recognition, understanding, and management of emotions, and the use of emotional information to guide thought and behavior.

Emotional intelligence includes several main abilities, namely recognizing one's own emotions, managing emotions, motivating oneself, recognizing the emotions of others or empathy, and building interpersonal relationships. The ability to recognize and manage emotions enables individuals to respond to pressure more adaptively, while empathy and the ability to build relationships support positive social interaction. Thus, emotional intelligence is one of the personal abilities relevant to coping with emotional and interpersonal demands in the work environment.

2.4 Employee Well-Being

These three factors are ultimately related to employee well-being, the variable that is the focus of this study. Zheng et al. (2015) explained that employee well-being consists of three dimensions, namely life well-being, workplace well-being, and psychological well-being. Life well-being relates to the personal and family life conditions of employees. Workplace well-being covers work-related aspects such as compensation, worker protection, support services, management style, and work arrangements. Meanwhile, psychological well-being focuses on aspects of learning, growth, achievement, and self-actualization. In this study, employee well-being is measured using the Employee Well-Being Scale (EWBS) developed by Zheng et al. (2015).

3. Method

This study used a quantitative method with a survey approach to analyze the influence of job satisfaction, emotional intelligence, and work-life balance on employee well-being among the employees of PLN UIP Sumbagut. Data were collected using a questionnaire distributed through Google Form with a five-point Likert scale. The total sampling technique was used because all members of the population, numbering 149 employees, were made respondents of the study. Data were analyzed using Partial Least Squares Structural Equation Modeling (PLS-SEM) with the help of SmartPLS 4 software.

The research instruments were developed based on the theories and measurement tools used for each variable. Job satisfaction was measured based on the nine aspects of Spector (1997), namely pay, promotion, supervision, fringe benefits, contingent rewards, operating conditions, coworkers, nature of work, and communication. Work-life balance refers to the four dimensions of Fisher (2001), namely WIPL, PLIW, PLEW, and WEPL. Emotional intelligence refers to the aspects proposed by Salovey and Mayer, namely self-awareness, emotion regulation, self-motivation, empathy, and social skills. Meanwhile, employee well-being was measured using the EWBS of Zheng et al. (2015), which covers life well-being, workplace well-being, and psychological well-being.

In evaluating the measurement model, an outer loading ≥ 0.70 was used as the criterion for indicator validity, while composite reliability and Cronbach's alpha values ≥ 0.70 indicate the internal consistency of the constructs. An AVE value ≥ 0.50 was used to assess convergent validity. Subsequently, the relationships between variables were tested through bootstrapping. A relationship was declared significant when the t-statistic value was > 1.96 and the p-value was < 0.05 at the 5% significance level with a two-tailed test. The

R^2 value was used to determine the proportion of variance in employee well-being that can be explained by the independent variables in the model.

4. Results and Discussion

4.1 Convergent Validity Test

The initial stage of the analysis was an evaluation of the measurement model to ensure that the indicators used were able to represent the research constructs. The test results show that all indicators had outer loading values above 0.70, thus meeting the criterion for indicator validity. Subsequently, convergent validity was evaluated through the Average Variance Extracted (AVE) values.

Table 1. *Results of the Average Variance Extracted (AVE) Test*

Variable	Average Variance Extracted (AVE)
Emotional Intelligence	0.653
Employee Well-Being	0.734
Job Satisfaction	0.701
Work-Life Balance	0.731

Based on Table 1, all constructs had AVE values above 0.50. Emotional Intelligence had an AVE value of 0.653, Employee Well-Being 0.734, Job Satisfaction 0.701, and Work-Life Balance 0.731. These results show that all constructs met the criterion for convergent validity, so the indicators used have adequate ability to represent their respective constructs.

4.2 Reliability Test

After construct validity was met, the next stage was to evaluate internal consistency through Cronbach's Alpha and Composite Reliability. The test results are presented in Table 2.

Table 2. *Results of the Reliability Test*

Variable	Cronbach's Alpha	Composite Reliability (rho_a)
Emotional Intelligence	0.869	0.891
Employee Well-Being	0.817	0.824
Job Satisfaction	0.953	0.955
Work-Life Balance	0.878	0.893

The results in Table 2 show that all constructs had Cronbach's Alpha and Composite Reliability values above 0.70. Thus, the research instrument has internal consistency that meets the reliability criterion and can be used for structural model analysis.

4.3 R-Square (R^2) Test

After the measurement model met the validity and reliability criteria, the analysis continued with an evaluation of the structural model. The R^2 value was used to determine the proportion of variation in the employee well-being variable that can be explained by the independent variables in the model. The analysis results show an R^2 value for Employee Well-Being of 0.788.

This means that 78.8% of the variation in Employee Well-Being can be explained by Emotional Intelligence, Job Satisfaction, and Work-Life Balance, while the remaining 21.2% is explained by other factors not included in the research model. Based on the criteria used in the study, this value falls into the strong category.

4.4 Effect Size (f^2) Test

In addition to examining the model's ability to explain the variance in employee well-being, the analysis was also conducted to determine the effect size of each independent variable through f^2 values. The test results show that Emotional Intelligence had an f^2 value of 0.12, Job Satisfaction 0.20, and Work-Life Balance 0.08.

Based on the effect size criteria, the values of 0.12 and 0.08 fall into the small category, whereas the value of 0.20 falls into the medium category. Thus, Job Satisfaction has a relatively larger effect size on Employee Well-Being than Emotional Intelligence and Work-Life Balance in this research model.

4.5 Path Coefficient Test

After the structural model was evaluated, hypothesis testing was conducted using the bootstrapping procedure to determine the direction and significance of the relationships between variables. The results of the path coefficient test are presented in Table 3.

Table 3. *Results of the Path Coefficient Test*

Relationship between Variables	Original Sample (O)	T Statistics	P Values
Emotional Intelligence → Employee Well-Being	0.320	4.571	0.000
Job Satisfaction → Employee Well-Being	0.410	5.125	0.000
Work-Life Balance → Employee Well-Being	0.280	3.111	0.000

Based on Table 3, all relationships between variables had positive coefficients with t-statistic values above 1.96 and p-values below 0.05. Thus, Emotional Intelligence, Job Satisfaction, and Work-Life Balance each have a positive and significant effect on Employee Well-Being among the employees of PLN UIP Sumbagut.

4.6 The Influence of Emotional Intelligence on Employee Well-Being

The results show that Emotional Intelligence has a positive and significant effect on Employee Well-Being, with a path coefficient of 0.320, a t-statistic of 4.571, and a p-value of 0.000. These results indicate that an increase in emotional intelligence is associated with an increase in employee well-being among the research respondents.

This finding is in line with previous research showing a link between emotional abilities and well-being and psychological experiences in the workplace. The ability to recognize and manage emotions can help individuals cope with pressure, regulate their responses to work situations, and build more adaptive interpersonal relationships. In the context of PLN UIP Sumbagut, this ability is relevant because employees face demands for adaptation, coordination, and interaction in carrying out their work.

4.7 The Influence of Job Satisfaction on Employee Well-Being

In line with the findings on emotional intelligence, the results show that Job Satisfaction also has a positive and significant effect on Employee Well-Being. A path coefficient of 0.410 with a t-statistic of 5.125 and a p-value of 0.000 indicates a positive and significant relationship between the two variables. The path

coefficient of Job Satisfaction is the largest compared with the other two independent variables in the research model.

This finding shows that employees' positive evaluation of their work can be related to better well-being. Satisfaction with aspects of the job, such as relationships with superiors and coworkers, rewards, development opportunities, working conditions, and the characteristics of the work, can be part of a work experience that supports employee well-being. This result is in line with previous research showing a relationship between job satisfaction and employees' well-being and positive experiences.

4.8 The Influence of Work-Life Balance on Employee Well-Being

In addition to job satisfaction and emotional intelligence, work-life balance also shows a positive and significant influence on employee well-being. The analysis yielded a path coefficient of 0.280, a t-statistic of 3.111, and a p-value of 0.000. This finding shows that employees' ability to manage the demands of work and personal life is related to the level of employee well-being.

This relationship can be understood through individuals' ability to allocate time and energy between work and personal life. A better balance gives individuals the opportunity to recover, carry out personal activities, and meet needs outside of work. Conversely, work demands that are too dominant can reduce individuals' opportunities to meet personal needs. Therefore, work-life balance is one of the relevant factors in understanding employee well-being.

4.9 Overall Discussion

Based on the overall test results, the three independent variables, namely Emotional Intelligence, Job Satisfaction, and Work-Life Balance, show a positive and significant influence on Employee Well-Being. These findings show that employee well-being in this study is related to a personal factor in the form of emotional abilities, a work factor in the form of job satisfaction, and individuals' ability to manage the relationship between work and personal life.

Among the three variables, Job Satisfaction has the largest path coefficient and effect size. This finding shows that, in the research model used, aspects related to employees' experience and evaluation of their work have a relatively larger relationship with employee well-being than the other two variables. Nevertheless, Emotional Intelligence and Work-Life Balance still show positive and significant relationships, so the three variables can be considered together in understanding employee well-being among the employees of PLN UIP Sumbagut.

5. Conclusion and Recommendations

Based on the results of the PLS-SEM analysis of 149 employees of PLN UIP Sumbagut, this study shows that Emotional Intelligence, Job Satisfaction, and Work-Life Balance have a positive and significant effect on Employee Well-Being. The R^2 value of 0.788 shows that the three variables together explain 78.8% of the variation in Employee Well-Being, while 21.2% is explained by other factors outside the research model. Among the three variables, Job Satisfaction has the largest path coefficient and effect size. This finding shows that employee well-being is related to emotional abilities, experience and evaluation of one's work, and the ability to maintain a balance between work and personal life. Based on these findings, PLN UIP Sumbagut may consider strengthening emotional intelligence development programs through training in emotion

regulation, interpersonal communication, and stress management; improving job satisfaction through supportive communication, transparency in rewards and promotion, and opportunities for competency and career development; and developing work-life balance policies through workload management and support for employee recovery and well-being. For future research, studies may consider other variables such as organizational commitment, job stress, psychological capital, or burnout, use a mixed-method approach, and expand the research population to other PLN units or energy-sector organizations in order to obtain a broader understanding of the factors related to employee well-being.

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