

## INVESTIGATION OF EMOTIONAL INTELLIGENCE, SELF-EFFICACY, AND PERCEIVED ORGANIZATIONAL SUPPORT AS ENABLERS OF SUBJECTIVE WELL BEING

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**Abstract:** With the everchanging business environment, organization must revisit the way their approach they employee. It is imperative to think ways to provide happiness for employees. The researchers chose to investigate emotional intelligence, self-efficacy, and perceived organizational support as enablers of subjective well-being using 263 samples of Indonesian workers and employs purposive sampling as the sampling technique. The result shows that: (1) Emotional intelligence has a positive and significant influence on subjective well-being; (2) self-efficacy shows a negative and insignificant influence on subjective well-being; (3) perceived organizational support has a positive correlation with insignificant influence on subjective well-being.

**Keywords:** Emotional Intelligence, Self-Efficacy, Perceived Organizational Support, Subjective Well-Being

**Abstrak:** Dengan lingkungan bisnis yang berubah-ubah, organisasi harus meninjau ulang caranya memperlakukan karyawan. Penting bagi organisasi untuk memberikan kebahagiaan untuk karyawannya. Peneliti memilih emotional intelligence, self-efficacy, dan perceived organizationl support sebagai pendorong dari subjective well-being. Hasil penelitian menunjukkan bahwa: (1) Emotional intellige nce memiliki hubungan dan pengaruh positif terhadap subjective well-being; (2) self-efficacy memiliki hubungan negatif dan pengaruh yang tidak signifikan terhadap subjective well-being; (3) perceived organizational support memiliki korelasi positif namun tidak signifikan terhadap subjective well-being.

**Kata Kunci:** Emotional Intelligence, Self-Efficacy, Perceived Organizational Support, Subjective Well-Being

## INTRODUCTION

Companies and dynamic environments have forced organizations to rethink their ways of getting the best out of employees. Companies are also increasingly realizing that employee well-being is essential to higher corporate performance and innovation. Organizations struggle to think about the best steps to improve their competitiveness in this global environment that includes many competitors taking into account providing happiness for employees.

The researchers selected emotional intelligence, self-efficacy, and perceived organizational support, and subjective well-being as variables that were judged appropriate in describing the organization's struggle to prioritize employee happiness. With these efforts the company believes that uncertainty in the business environment can be faced through the perception of security and well-being of the employees themselves (Engwall and Hadjikhani, 2014). Subjective well-being (SWB) stands as a pivotal measure reflecting an individual's personal assessment of their life. SWB encompasses factors like optimism, life satisfaction, and positive emotions. It is widely acknowledged that SWB can impact numerous aspects of life, including performance and mental health, as noted by Diener and Ryan (2009). Why should companies pay attention to SWBs? Because previous research shows that employees with high SWBs are the source of high performance for example with high sales results (Watanabe et al. 2020).

Emotional Intelligence in this study was rated as one of the possible purrs of SWB. Emotional Intelligence, as defined by Bar-On (2013), encompasses several key dimensions. It involves the capacity to comprehend, acknowledge, and articulate one's own emotions, as well as the skill to grasp and empathize with the emotions of others. Additionally, it encompasses the ability to regulate and govern both one's own emotions and those of others. Furthermore, Emotional Intelligence includes the aptitude to navigate change and adapt to evolving environments, and it also involves leveraging emotional knowledge to address problems and make informed decisions. Self-Efficacy is no less important in contributing to SWB where by Bradley et al. (2017) is defined as a person's willingness to involve oneself with a job and the amount of effort and tenacity when a person faces difficulties in doing a job. Perceived organizational support, as defined by Simosi (2012), refers to the belief held by individuals that their organizations value their contributions and are concerned about their overall well-being.

Furthermore, it signifies how employees perceive their organizations to appreciate their efforts and be attentive to their welfare, as outlined by Rhoades and Eisenberger (2002). Emotional Intelligence (EI) has been a subject of various conceptualizations and assessments, which have contributed to some contention and intricacy within the literature. Stough et al. (2009) identified two primary approaches in defining and assessing EI: the ability-based approach, as introduced by Mayer and Salovey (1997), and the trait-based self-report approach, as proposed by Bar-On (1997).

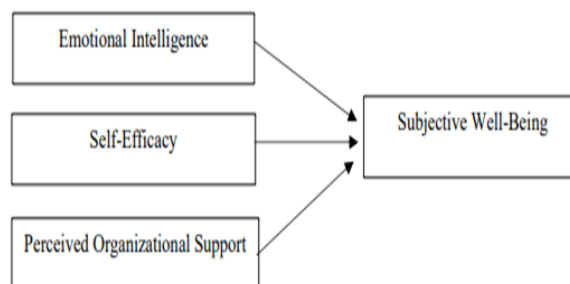
The substantial link between Emotional Intelligence (EI) and Subjective Well-Being (SWB) finds support in conceptual models elucidating the causal mechanisms through which EI can influence an individual's SWB. Recent research has also provided empirical evidence of this relationship. Zeidner et al. (2012) propose that EI impacts SWB by enhancing adaptive strategies for managing social challenges, social pressures, and interpersonal conflicts. It further facilitates the cultivation of supportive social networks while diminishing negative emotions and promoting positive ones. Kuijer and de Ridder (2003) note that high self-efficacy is associated with enhanced well-being, increased self-esteem, improved physical health, and better adjustment during recovery from an illness. Conversely, low self-efficacy tends to be linked with symptoms of anxiety and depression (Kasdan and Roberts, 2004) and lower levels of subjective well-being (Barlow et al., 2002).

Dora (2003) underscores that addressing challenges is essential in the pursuit of life satisfaction and happiness. The individual's degree of self-efficacy plays a pivotal role in shaping psychological well-being, as indicated by Magaletta and Oliver (1999), and in fostering psychological harmony, as suggested by Cutler (2005). So that self-efficacy or increased confidence in a person in his capacity to control his life in an environment tends to increase subjective well-being.

According to the principles of Organizational Support Theory (OST), Perceived Organizational Support (POS) is closely tied to how employees perceive the organization's intentions regarding their treatment. POS triggers a social exchange dynamic wherein employees feel a sense of obligation to contribute to the organization's goals and objectives, anticipating that their increased efforts will result in greater rewards. Furthermore, POS fulfills socio-emotional needs, fosters stronger organizational identification and commitment,

augments employees' willingness to contribute to the organization's success, and enhances their psychological well-being, as demonstrated by Kurtessis et al. (2015).

Not only that, the study by Kurtessis et al. (2015) also supports subjective well-being (SWB) as a consequence of POS where the associated variables are positive psychological well-being and negative well-being. Diener et al. (2004) in assessing that SWB involves feelings, emotions, and evaluation of employee satisfaction. In this context, Perceived Organizational Support (POS) should address socio-emotional needs, heighten employees' expectations concerning their requirements, bolster their anticipations of rewards, and enhance their self-efficacy. Consequently, this would lead to increased job satisfaction, a higher sense of self-esteem in relation to the organization, and an improved work-life balance. Based on the literature review above, the development of hypotheses from this study resulted in the following theoretical framework:



## METHOD

This research was done at several companies in Jakarta. The data collection time started from November 25 to November 29 2021. The data used are primary data. Primary data was collected through questionnaire distribution. The sample of this research are workers that reside in Jakarta. This study comprising of 700 population with 263 samples. The sampling technique is purposive sampling with non-random sampling which is workers in Jakarta. This research was conducted using survey technique. Data collected and analysed with descriptive analysis, multiple regression analysis and t-test supported by SPSS 23 software.

## RESULTS AND DISCUSSION

### Respondents' Characteristics

A total of 263 respondents were involved in the study. According to the profile of respondents based on gender, 115 people (43.7%) were male and 148 (56.3%) were female. Based on marital status, 74 people (28.1%) are unmarried and 185 (70.3%) are married. And as many as

4 people (1.5%) are other status. Based on age, 13 people (4.9%) aged  $\leq 20$  years, as many as 69 people (26.2%) aged 20-30 years, as many as 92 people (35.0%) aged 31-40 years, as many as 54 people (20.5%) aged 41-50 years. And 35 people (13.3%) are  $>50$  years old. Based on education, 32 people (12.2%) have high school education, as many as 1-person (0.4%) have vocational education, as many as 7 people (2.7%) have d3 education, as many as 178 people (67.7%) have an elementary education, as many as 41 people (15.6%) have a S2 education, as many as 3 people (1.1%) have a S3 education, and as many as 1-person (0.4%) others. Based on the workplace sector, 53 people (20.2%) work in trade, services and investment, 91 people (34.6%) work in the financial sector, 51 people (19.4%) work in the banking sector, as many as 15 people (5.7%) work in the Education sector, as many as 6 people (2.3%) work in agriculture and as many as 47 people (17.9%) work in other sectors.

### **Classic Assumption Test**

Classical assumption tests are performed to test normality, multicollinearity, and heteroskedasticity. The Kolmogorov-Smirnov test (K-S) results indicated that the data follows a normal distribution, as the significance value is greater than or equal to 0.05, specifically 0.200. Consequently, the regression model satisfies the normality assumption. Moreover, the normality test outcomes revealed that all tables exhibit tolerance values exceeding 0.10, and the VIF values for all variables are below 10. This indicates the absence of multicollinearity or intolerance among independent variables in the model. Additionally, based on heteroskedasticity tests, it can be inferred that the significance value for each variable shows residuals greater than 0.05, signifying the absence of heteroskedasticity issues within this model.

### **Multiple Regression Analysis**

Based on the above exposure, this study has been supported by classical assumption tests, where researchers perform multiple linear regression analysis to determine the influence of Emotional Intelligence, Self-Efficacy, and Perceived Organizational Support on Subjective Well Being.

**Table 1 Result of Multiple Linear Regression Analysis**

Variable	Unstandardized Coefficients (B)
Constant	63.951
Emotional Intelligence	0.272
Self-Efficacy	-0.089
Perceived Organizational Support	0.792

Source: Processed Data of SPSS 23, 2021

$$Y = 63.951 + 0.272X_1 + -0.089X_2 + 0.792X_3$$

Where,

Y = Estimated value dari variable subjective wellbeing

X<sub>1</sub> = value dari variable emotional intelligence

X<sub>2</sub> = value dari variable self-efficacy

X<sub>3</sub> = value dari variable perceived organizational support

As observed in the table above, the constant value in the multiple linear regression equation is 63.951. Therefore, when emotional intelligence, self-efficacy, and organizational support variables are not incorporated, subjective wellbeing in its implementation will still occur at the value of 63.951. The deeper meaning of the equation is that (1) emotional intelligence has direct relationship with subjective well-being, so the perception related to emotional intelligence from workers will strengthen subjective well-being.

(2) Another meaning shows that there is negative correlation between self-efficacy and subjective well-being. This finding is supported by a study of Rustika (2012) that highlights theoretical review of Albert Bandura's theory which is self-efficacy. In that study, it is written that Successful completion of a challenging task cannot always develop positive self-efficacy, excessive feelings of success sometimes have a negative impact. Vancouver et al. (2002) in Rustika (2012) in an experimental study found that high self-efficacy after complete a task can lead to excessive self-confidence that negatively affects subsequent achievement. In Rustika's (2012) discussion of Brown et al.'s (2005) work, it is noted that self-efficacy and goal level exhibit a positive correlation with achievement when the level of role overload is minimal. However, the significance of this relationship diminishes when role overload is high. (3) What can be drawn from the last meaning based on the equation above is that organizational support

has a direct relationship so that the stronger organizational support, the stronger the subjective well-being of a person.

### Hypothesis Testing

**Table 1 Summary of Statistical Findings**

Variable	R <sup>2</sup>	t-value	t-table	Sig.	Hypothesis
Emotional Intelligence		3.760		0.000	Accepted
Self-Efficacy	0.500	-0.446	1.65	0.656	Rejected
Organizational Support		2.682		0.008	Rejected

Source: Processed Data of SPSS 23, 2021

According to table 2 above, it can be seen that adjusted R<sup>2</sup> value for independent variables such as emotional intelligence, self-efficacy, and perceived organizational support is 0.5 or 50%. It means that emotional intelligence, self-efficacy, and perceived organizational support have roles in determining subjective well-being with the value of 50%. The rest will be explained by other variables in the field of organizational behaviour.

### The Influence of Emotional Intelligence on Subjective Well-Being

Based on the findings presented in Table 2, this empirical study provides compelling evidence supporting the assertion that emotional intelligence significantly influences subjective well-being. This aligns with the research conducted by Alvarez et al. (2015) titled 'The Relation between Emotional Intelligence and Subjective Well-Being: A Meta Analytic Investigation,' which reinforces this conclusion. Alvarez et al. (2015) conducted their study employing a combination of self-report measures for emotional intelligence, encompassing both mixed EI instruments and self-report ability instruments. Interestingly, their research highlights a stronger relationship between emotional intelligence and subjective well-being when assessed using self-report mixed EI instruments ( $r= 0.38$ ) compared to self-report ability EI instruments ( $r= 0.29$ ).

### The Influence of Self-Efficacy on Subjective Well-Being

Table 2 in this empirical study reveals insufficient evidence to assert a significant influence of self-efficacy on subjective well-being. This lack of significance could potentially be attributed to the presence of other variables that may better elucidate the role of self-efficacy in shaping subjective well-being.

### The Influence of Perceived Organizational Support on Subjective Well-Being

According to table 2, this empirical research indicated there is not enough evidence to state that there is significant influence of perceived organizational support on subjective well-being. This may be because there is other variable that can explain the role of perceived organizational support on subjective well-being.

### **Managerial Implication**

This research shows that emotional intelligence is the best predictor for subjective well-being. Supported with the life satisfaction, optimism, happiness, stress management and gratitude scale. While other variable did not necessarily have a strong foundation as enablers of subjective well-being. However, with strengthening the whole dimension of every variable will enhance the likelihood of strong enablers of subjective well-being. Thus, will improve the satisfaction of employee therefore increase the organizational effectiveness in the years to come.

### **CONCLUSION**

Emotional intelligence has a positive and significant influence on subjective well-being. The t-test shows that t-count (3.760) is bigger than t-table (1.65). This means that with the increase in emotional intelligence will influence subjective well-being.

Self-efficacy shows a negative and insignificant influence on subjective well-being. The t-test shows that t-count (-0.446) is smaller than t-table (1.65). This may be there are other variable that can influence subjective well-being in a bigger magnitude.

Perceived Organizational support has a positive correlation with insignificant influence on subjective well-being. Even though the t-count (2.682) is bigger than t-table (1.65), the value of significance is bigger than 0.000 that means there is no significant influence of perceived organizational support on subjective well-being.

Further research can be established by choosing different set of variables that can explain this research from the more focused perspective of organizational behaviour. The sample also can be specified using one business sector to comprehend the research even more.

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