

## The roles of job satisfaction, well-being, and emotional intelligence in enhancing the teachers' employee engagements

Niko Sudibjo<sup>a\*</sup> and Theresia Sutarji<sup>a</sup>

<sup>a</sup>Universitas Pelita Harapan, Indonesia

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ABSTRACT

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Employee engagement is a sizzling issue that has been discussed in recent years. Employee engagement makes employees feel involved and enthusiastic in doing their work so that they would give their best for the success of the organization. The aim of this study is to analyze the effects of job satisfaction, well-being, and emotional intelligence to the teachers' employee engagements at SDS Pelangi Kasih Jakarta. This is important because a teacher plays a key role in achieving the goals of education. The data were gained through a survey by distributing the questionnaires to 65 teachers who are working at SDS Pelangi Kasih. The study used a quantitative approach with the PLS-SEM method to evaluate the measurement model (an outer model) and the structural model (an inner model). The data were processed using the SmartPLS 3.0. program. The results have indicated that job satisfaction, well-being, and emotional intelligence had positive effects on the teachers' employee engagements at SDS Pelangi Kasih Jakarta.

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### 1. Introduction

SDS Pelangi Kasih is one of the well-known national schools in North Jakarta. This school is accredited and has managed to gain many achievements through various competitions both in academic and non-academic sectors. In the beginning, the school was initiated by a Kindergarten program in a small place. However, until now the school has been growing. This affects the number of teachers who are teaching at this school. The larger the organization, the higher the potentials will be for the problems to occur. The challenges of larger organizations are the difficulties to organize and manage the human resources that work in them. Over time, this school has been applying changes and implementing new management systems, ranging from payroll systems, regulations, and some others. These changes have triggered so many unsatisfied senior teachers to finally resign so that the school needed to recruit many new teachers. This caused a big turnover of the teachers at SDS Pelangi Kasih every year. In addition, another problem faced by SDS Pelangi Kasih was related to the teachers who came late and were frequently absent. These conditions became the concern for the students' parents who were the stakeholders since they feared that too frequent changes of the teachers could affect the quality of the students' learning and psychological conditions. Therefore, it needed the awareness and cooperation of the teachers to fulfill their work through closeness and attachment from each other, commonly known as employee engagement. Employee engagement is a concept in which an employee feels engaged and enthusiastic about the work performed (Robbins & Judge, 2014). Employee engagement is believed as a vital predictor for the success of an organization as it relates to employee satisfaction (Almazrouei et al., 2015). It is needed to increase the productivity and profitability and to decrease the levels of turnover in an organization (Brunetto et al., 2012). With their employee engagements, the teachers will have closer relationships with one another so that such a condition will help to create a conducive working atmosphere, morale productivity, high curiosity to new things, especially in the knowledge, and may increase profits for the school and, as a result, more parents will send their children to SDS Pelangi Kasih.

\* Corresponding author.

E-mail address: [niko.sudibjo@uph.edu](mailto:niko.sudibjo@uph.edu) (N. Sudibjo)

The aim of this study is to analyze whether there is a positive effect of: (1) emotional intelligence on employee engagement; (2) job satisfaction on employee engagement; (3) well-being on employee engagement; (4) job satisfaction on emotional intelligence; (5) well-being on the emotional intelligence of the teachers at SDS Pelangi Kasih Jakarta.

## 2. Literature Review

### 2.1 Employee Engagement

Employee engagement is a strong attachment of the employees, intellectually and emotionally, to the work, organization, superior, or coworkers, so they work extra harder voluntarily at work. Employee engagement is a concept when employees are interested, feel involved, willing to invest the time and efforts to provide the best ability when doing a job so that the results can exceed the expectations (Macey et al., 2009; Dickson, 2011; Cook, 2009; Dromey, 2014; Andrew & Sofian, 2012). The satisfaction of the employees who feel engaged is not affected by the situations, but they are satisfied when they can play a role in the work entrusted. An organization has the responsibility to create a working environment that can improve engagement for their employees. Employee engagement should be included in the organization's strategies. Employee engagement is also the key to a competitive advantage that is difficult to duplicate by other competitors. Employee engagement is believed to give a positive impact on improving customer satisfaction and job satisfaction, increase organizational productivity and work commitments, improve profitability, and reduce turnover in the organization (AlMazrouei et al., 2015; Carbonara, 2013).

### 2.2 Emotional Intelligence

The definition of emotional intelligence proposed by several scholars is the ability of non-cognitive skills and competencies which influence someone's abilities to handle the pressure and the demands of the environment (Bar-On, 2004; Wharam, 2009; Mangal & Mangal, 2015; Lynn & Lynn, 2015; Sidhu & Adhikari, 2012). Emotional intelligence includes emotional dimensions, personal, social and survival skills to understand themselves and others, connect with people, adapt and cope with stress. Emotional intelligence becomes essential concept because employees who own the ability to understand the emotions of self and others, will be able to control the negative emotions when they have to interact with others or when faced with stressful situations (Mahon et al., 2014). Emotional intelligence is also essential for the employees within an organization to find the right way out when faced with a change (Ravichandran et al., 2011).

### 2.3 Job Satisfaction

Job satisfaction is an attitude which reflects one's positive and negative feelings toward work, coworkers, and work environments (Hegar, 2011; George & Jones, 2012; Helvey, 2013), for example, a disgruntled employee will use his time effectively while working, minimize pain, and lower a turnover rate. According to Smith, Kendall and Hulin as cited in Adeniji (2011), there are five things that are important in improving job satisfactions of a person: 1) payment, 2) promotion, 3) coworkers, 4) supervision, and 5) the work itself. Employees who have job satisfactions will feel happy and enjoy themselves in every job done, especially when they are given the opportunities to innovate or the time to learn new skills (Sandhu, 2015). A person who has a high job satisfaction will show a positive attitude towards the work. Otherwise, employees with a low job satisfaction will show a negative attitude towards the work (Robbins, 2009).

### 2.4 Well-Being

Basically, well-being is a concept that is intangible and difficult to define. Well-being is a positive feeling and how one can function optimally and effectively both individually and in a social life (Winefield, 2012; Dodge et al., 2012; Searle, 2008; Diener, 2009). Well-being can be categorized into three, namely:

- 1) Psychological well-being shows the levels of satisfaction on the process of the workplace environments.
- 2) Physical well-being is related to the levels of the employee's health to reduce accidents or stress.
- 3) Social well-being shows the quality and quantity of the social networks.

Well-being is not only about happiness, but developing well-being also means to be fully human, get its fullness in life, and make a contribution to the society and influence the ways to overcome challenges in life. An individual who has a high level of well-being will usually be satisfied in life, have a positive emotional state, have a positive relationship with other people, and have a clear purpose in life.

According to elaboration above, the hypotheses of this research are as follows:

- H1 : Emotional intelligence positively influences employee engagement.
- H2 : Job satisfaction positively influences employee engagement.
- H3 : Well-being positively influences employee engagement.
- H4 : Job satisfaction positively influences emotional intelligence.
- H5 : Well-being positively influences emotional intelligence.

### 3. Research Method

In this study, the entire population of the teachers at SDS Pelangi Kasih was the target of research and they consisted of 65 people. In that case, this research can be categorized as a census study. The instrument used in this study was a questionnaire with 60 statements with a set of 15 statements to measure employee engagement variables, 15 statements to measure emotional intelligence, 15 statements to measure job satisfaction, and 15 statements to measure well-being. Each statement answered by the respondents was measured with a 5-point Likert scale, with point 1 as strongly disagree, and 5 as strongly agree. The PLS-SEM program of SmartPLS 3.0 was used to analyze the data. The data in this study were analyzed using descriptive statistics, inferential statistics and hypothesis testing. The evaluation included the convergent validity, discriminant validity, composite reliability, and average variance extracted (AVE).

### 4. Results and Discussion

#### 4.1 Outer model

The outer model is a model that describes the relationships between the variables with the indicators held. The convergent validity of the outer model is the correlation between the score with a score from its variable. The convergent validity can be judged from the large loading factor correlation value above 0.7, but for research in the early stages and development scale, the loading factor of 0.5-0.6 is still acceptable (Ghozali & Latan, 2015). According to the table, it shows that almost every item has a value statement loading factor more than (above) 0.7. The good convergent validity can also be seen in the AVE values which are greater than 0.5 (Ghozali & Latan, 2015). According to Table 1, the value of each variable AVE is above 0.5. Therefore, based on the table below, this study has met the prerequisite test of its convergent validity. The reliability testing is related to the value of its composite reliability. A variable is stated in the category of good reliability if the value of its composite reliability is above 0.7 (Ghozali & Latan, 2015). According to the table below it can be seen that the value of each variable of its composite reliability is above 0.7. Thus, it can be concluded that all the variables in this study had good reliability.

**Table 1**  
Evaluation of Measurement Model

Variable and statement	Loading factor
<b>Employee Engagement (AVE=0.514 CR=0,863)</b>	
EE4 I would recommend this organization to others	0,763
EE7 I want to contribute to the organization	0,736
EE9 Easy for me to tell positive things about this organization to others	0,661
EE11 I am willing to do the extra work, although not get anything	0,661
EE12 Involvement in the committee be an important thing for me	0,684
EE14 I am proud to work for this organization	0,784
KK2 My salary is in accordance with my job	0,705
KK5 I am happy with my career	0,798
KK11 Feedback is important for me	0,706
<b>Job satisfaction (AVE=0.544 CR=0,781)</b>	
KE11 I can recognize my emotion	0,725
KE12 I can accept myself	0,740
KE13 I am care about others difficulties	0,746
<b>Well-Being (AVE=0.540 CR=0,854)</b>	
WB1 Easy for me to enjoy my life	0,730
WB5 I know the purpose of my life	0,752
WB7 I have a happy life	0,755
WB12 I feel happy with my life	0,746
WB15 I live with a clear purpose in my life	0,687

Information: AVE=average variance of extracted; CR=composite reliability

Resource: Results of the Data Processing (2016)

The discriminant validity testing was done by comparing the value of the square root of the average variance extracted (AVE) of a variable with another variable. The model in this study would be considered to have a good discriminant validity, if the value of the square root AVE shows higher value than the correlation between the variables (Ghozali & Latan, 2015). The results of processing the data in Table 2 indicate that this study has also met the test requirements of the discriminant validity.

**Table 2**  
Results of Discriminant Validity

	Employee Engagement	Emotional Intelligence	Job Satisfaction	Well-being
Employee Engagement	0.717			
Emotional Intelligence	0.517	0.738		
Job satisfaction	0.704	0.377	0.737	
Well-Being	0.578	0.610	0.404	0.735

Resource: Results of the Data Processing (2016)

#### 4.2 Inner Model

The inner model is a model that explains and predicts the relationships between one variable with another variable in the study. In the inner structural model or models, a multicollinearity test should be performed prior to testing the hypotheses by observing the VIF value of not more than five (Ghozali & Latan, 2015). If the VIF value is more than 5; then, there are problems between the constructs' collinearity predictions in the structural model. According to the results of processing the data in Table 3, it is shown that the VIF value for each construct has a prediction below 5, which means there was no issue in collinearity.

**Table 3**  
VIF Value

	Employee Engagement	Emotional Intelligence	Job satisfaction	Well-Being
Employee Engagement				
Emotional Intelligence	1.644			
Job satisfaction	1.235	1.196		
Well-Being	1.687	1.196		

Resource: Results of the Data Processing (2016)

The hypothesis testing in this study was conducted by looking at the values of the coefficient paths.  $H_0$  will be accepted if the path coefficient result shows a score equal to zero, whereas,  $H_0$  will be rejected if the path coefficient result shows a score that is not equal to 0. The hypothesis testing results in this study are shown in Table 4.

**Table 4**  
Hypothesis Testing Results

	Path	Standardized Coefficient	Result
H <sub>1</sub>	Emotional Intelligence → Employee Engagement	0.151	Supported
H <sub>2</sub>	Job Satisfaction → Employee Engagement	0.538	Supported
H <sub>3</sub>	Well-being → Employee Engagement	0.269	Supported
H <sub>4</sub>	Job Satisfaction → Emotional Intelligence	0.155	Supported
H <sub>5</sub>	Well Being → Emotional Intelligence	0.547	Supported

Resource: Results of the Data Processing (2016)

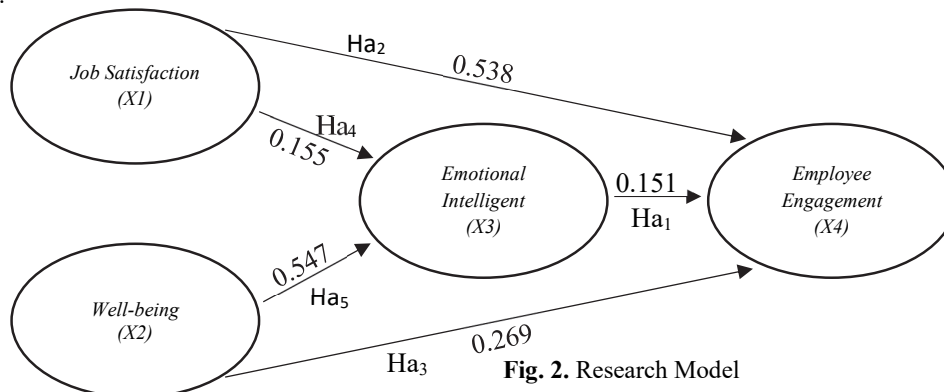
According to the hypothesis testing results above, it might be concluded that the variable of the emotional intelligence is more influenced by the variable of well-being compared to job satisfaction. It can be seen from the path coefficient value the well-being of the emotional intelligence which reached 0.547. Whereas, for the variable employee engagement is more influenced by job satisfaction compared to well-being and emotional intelligence. It is explained from the path coefficient value of job satisfaction on employee engagement, which reached 0.538.

**Table 5**  
Evaluation R<sup>2</sup>

Endogen Construct	R <sup>2</sup>	Category
Employee Engagement	0.612	Moderate
Emotional Intelligence	0.392	Low

Resource: Results of the Data Processing (2016)

The evaluation determinant coefficient, R<sup>2</sup>, was intended to find out to what extent the endogenous constructs were explained by the exogenous construct. According to the evaluation R<sup>2</sup> result, it can be concluded that the variables of the emotional intelligence can be explained by the variables of the job satisfaction and well-being by 39.2% and the rest, which is 60.8%, is explained by the other variables which are not included in this study model. While the variable of the employee engagement can be explained by the variables of the emotional intelligence, job satisfaction and well-being by 61.2% and the remaining 38.8% is explained by the other variables not included in this research model. The result of the data Processing is showed in Fig. 2 below:



**Fig. 2.** Research Model

### 4.3 Discussions

The data results of this research have demonstrated a positive effect of emotional intelligence to employee engagement. It is in accordance with a study project conducted by Sarangi and Aakanksha (2015) which stated that the higher emotional intelligence owned by the employees, will also affect the higher level of employees' involvement they have. A low path coefficient value is also in accordance with the study established by Sidhu (2012), which indicated that there is a weak positive relationship between emotional intelligence and employee engagement. The results of this study have shown the positive effects of job satisfaction on employee engagement, which is in line with the study held by Sidhu (2012) which stated that there is a positive relationship between job satisfaction and employee engagement so that the higher the value of job satisfaction held by teachers would increase employee engagement. This means that job satisfaction is the main factor affecting employee engagement. This is because a disgruntled employee will maintain the performance and productivity for the organization. The results have also indicated that the existence of well-being positively affects employee engagement. These results are in accordance with the research done by Brunetto et al. (2012), which stated that well-being is positively correlated with employee engagement. The results of this study have shown the positive effects of job satisfaction on emotional intelligence. This is because the employees who are satisfied with their jobs tend to resolve conflicts more easily. The results of this study have demonstrated the positive influence of well-being on emotional intelligence. It is in accordance with the study conducted by Brunetto, Teo, ShaekTock, and Wharton (2012), which showed that well-being is positively associated with emotional intelligence so that the higher the value of well-being will improve the emotional intelligence of a person. It is also supported by the research conducted by Mehmood and Gulzar (2014), which stated that there is a relationship between well-being and emotional intelligence.

### 5. Conclusion

Based on the results of the hypotheses testing, the research conclusions can be drawn as follows:

1. There is a positive effect of emotional intelligence on employee engagement of the teachers at SDS Pelangi Kasih Jakarta.
2. There is a positive effect of job satisfaction on employee engagement of the teachers at SDS Pelangi Kasih Jakarta.
3. There is a positive effect of well-being on employee engagement of the teachers at SDS Pelangi Kasih Jakarta.
4. There is a positive effect of job satisfaction on the emotional intelligence of the teachers at SDS Pelangi Kasih Jakarta.
5. There is a positive influence of well-being on the emotional intelligence of the teachers at SDS Pelangi Kasih Jakarta.

#### 5.1 Limitations and Suggestions for Future Research

Some of the limitations in this study can give us some suggestions for future research. First, the study was conducted with a small number of respondents. With this number, the PLS-SEM approach was not able to test the feasibility of the model. Therefore, for further research, it is highly recommended to have a larger number of respondents and use the CB-SEM approach to test the feasibility of this model. Second, it is necessary to perform the strength analysis between the variables of both direct and indirect influence so that the most influential factor in this model can be seen. Third, this study focuses only on the three factors that influence employee engagement, namely: 1) emotional intelligence, 2) job satisfaction and 3) well-being. In a subsequent study, other factors, such as organizational culture, leadership, and communication, can also be included to investigate how they influence employee engagement.

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