

# The Influence of Work Life Balance, Organizational Culture, and Emotional Intelligence on Employee Performance with Job Satisfaction as Intervening Variable at PT. Pos Indonesia (Persero) Pematang Siantar

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## Abstract

*This study aims to examine the effect of work-life balance, organizational culture, emotional intelligence directly or indirectly through job satisfaction on employee performance at PT Pos (Persero) Pematang Siantar Office. This type of research is descriptive with a quantitative data approach. The population in this study were employees at PT Pos Kantor (Persero) Pematang Siantar, amounting to 51 people and the sample in this study also amounted to 51 people. The data collection method used in this research is by using questionnaires, interviews and observations. The data analysis technique used is path analysis with the help of SPSS. The results of this study found that work-life balance has a significant effect on job satisfaction and employee performance, organizational culture has a significant effect on job satisfaction and employee performance, emotional intelligence has a significant effect on job satisfaction and employee performance. Job satisfaction is able to significantly mediate the effect of work-life balance, organizational culture, emotional intelligence on employee performance.*

## Keywords

work life balance;  
organizational culture;  
emotional intelligence; job  
satisfaction and employee  
performance



## I. Introduction

PT. Pos Indonesia (Persero) is one of the oldest SOEs in Indonesia which is engaged in logistics and freight forwarding services with more than 4,800 post offices throughout Indonesia and with 54,000 service areas (Source: [www.posindonesia.co.id](http://www.posindonesia.co.id), 2022) . In recent years there have been many companies engaged in logistics and freight forwarding services, such as: JN&T, Fedex, Tiki, JNE, Sicepat which are competitors for PT. Indonesian post. One of the challenges that companies have to face during this pandemic is dealing with a VUCA (volatility, uncertainty, complexity, and ambiguity) situation. The innovations made by PT. Pos Indonesia (Persero) to deal with VUCA is to issue a post-pay service application, which is a type of digital service engaged in the payment of various household bills. Based on the results of observations carried out by researchers, it was found that the working hours of PT. Pos Indonesia (Persero) Pematang Siantar Branch is 8 hours / day starting from 08.00 - 16.00 WIB, besides that it was also found that the high workload and volume is one of the triggers for employees to experience stress where employees are required to work from Monday to Saturday and are required to work from Monday to Saturday. To complete their

work on time makes employees tend to spend their energy and thoughts on work and causes an imbalance between work life and personal life.

To determine the level of work-life balance of PT Pos Indonesia employees, the researchers conducted a pre-survey of 30 employees, the result of which was that there were still 50% of employees who carried out work outside of working hours which interfered with rest periods. In the aspect of carrying out hobbies on weekends, it was also found that 60% of employees could not do their hobbies on weekends due to the work schedule until Saturday making employees tired so they were more concerned with taking breaks on Sundays than carrying out activities related to hobbies. Furthermore, in the aspect of personal problems that affect work activities, 60% of employees feel that limited time with family causes problems that have an impact on decreasing employee concentration at work. In the last aspect, it was found that 70% of employees felt that their time with family was reduced because they had to work. In addition to conditions related to work-life balance, phenomena in the implementation of organizational culture were also found, especially after the establishment of a new organizational culture in all state-owned companies including PT Pos Indonesia.

Since september 2020 PT. Pos Indonesia (Persero) applies the cultural value of "AKHLAK" as its newest organizational culture, namely trustworthiness, namely holding firmly to trust, competent, namely continuing to learn and developing oneself, harmonious, namely caring and always respecting differences, loyal, namely prioritizing the interests of the nation and state, adaptive, which means always collaborative innovation is to continue to build cooperation. To identify the phenomenon of organizational culture, the researchers gave a questionnaire to the employees of PT. Pos Indonesia (Persero) Pematang Siantar Branch, the result of which is that there are still 40% of employees who have not been able to establish good cooperation with other employees, where this happens because of problems faced by employees, especially communication problems that have an impact on the inability of employees to create a cooperative system that is good. In the aspect of the ability to create a conducive work atmosphere, 60% of employees felt unable to create a conducive work situation because they did not know how to do it and felt that there was a lack of intervention from the leadership to help create conducive working conditions.

Furthermore, on the aspect of demands on employees to work optimally, it was found that 90% of employees felt that this situation could have a positive and negative impact, a positive impact when employees felt motivated to work optimally and according to targets but the negative impact was when employees felt the workload became very heavy because must be able to realize optimal performance. In the last aspect related to providing direction from the leadership, it was found that 70% of employees felt that the leadership did not provide direction to employees at work so that it had an impact on the creation of employee work errors. In addition to problems related to organizational culture, the results of the pre-survey conducted also found several problems related to the level of emotional intelligence of employees.

The problem found by researchers related to emotional intelligence is that employees have not provided maximum service to customers as there are still employees who have not been able to serve in a friendly and patient manner, where this is reflected in the results of interviews conducted by researchers to consumers, where when consumers come to propose Complaints or complaints because their goods do not arrive on schedule, and employees do not provide solutions that can provide peace to consumers make consumers disappointed with the services provided by employees of PT Pos Indonesia Siantar Branch. To identify the phenomenon of emotional intelligence, the writer gave a Pre-Survey questionnaire to the employees of PT. Pos Indonesia Pematang Siantar Branch, the result is that there are 50% of employees who have not been able to manage their feelings, especially distinguishing

between work problems and personal life. Furthermore, there are 60% of employees who are not able to control their emotions and there are 50% of employees who cannot calm down at work when facing several situations, especially family problems. And still found 40% of employees have not been able to build good relations with other employees or superiors.

Based on data obtained from the management of PT Pos Indonesia Siantar Branch, it was found that the level of employee job satisfaction from 2016 to 2020 where the highest level of job satisfaction occurred in 2016 which reached 65% and the lowest level of job satisfaction occurred in 2020 which reached 59.45%. based on the results of interviews with management and employees it was found that the decline in the level of job satisfaction of the majority of employees was influenced by the work system that was still conventional and jobs that were considered monotonous or lacked variety.

## **II. Review of Literature**

### **2.1 Effect of Work-Life Balance on Employee Performance**

Work-life balance is a condition in which a person is connected in a balanced way between work and family. Work-life balance is a balance concept that includes happiness, leisure, family, spiritual ambition, and career. According to Galang (2020), work-life balance has a positive impact on employee performance. The results show that if an employee cannot balance family and employee responsibilities, it will have a negative impact on performance as well as fatigue and stress. According to Guntur (2020) the balance of work and personal life has a positive impact on employee performance. As a result, employees feel valued by their superiors and find that their dependence on the company makes them happier with their jobs and families. They develop policies and programs on issues such as the work life of employees. According to Isabella (2021) poor work-life balance poses a significant risk to the welfare and productivity of workers. Meanwhile, according to Greenhaus et al. (Laela, 2015) The company's work-life balance program can improve employee performance to motivate employees in carrying out their work and obligations in the community.

### **2.2 The Influence of Organizational Culture on Employee Performance**

An understanding of the company culture must be communicated to employees from the start. When entering the company at different times and with different characteristics and expectations, through adaptation employees absorb organizational culture, a culture that is usually carried out every day to embrace the habits of employees on the job. According to Munandar et al (2020), because of the organizational culture, the culture applied by the company has a strong influence on employee performance, so that employees are focused and disciplined. Maximizing employee performance in achieving the goals that have been achieved. According to Imran (2021), organizational culture has a clear and positive impact on company performance. Organizational culture is very important because it allows us to anticipate and respond to the challenges of a changing environment. According to Yosepha (2019), organizational culture can be formalized with the rules and regulations of various organizations, thus acting as a form of liaison for members.

### **2.3 The Effect of Emotional Intelligence on Employee Performance**

Emotional intelligence is the ability to know how we and others feel, including how to solve problems properly. According to Rizkiya (2020), emotional intelligence is the ability to control oneself and the ability to relate to others. People who can control their emotions can achieve good results. A study by Revista (2020) found that emotional intelligence has a positive effect on employee performance. If a person can recognize other people's emotions, it shows that they can read their environment and know what to do. According to Supriyatne

(2021), emotional intelligence has a positive and significant effect on employee performance, and employees must regulate and manage their moods.

#### **2.4 Effect of Work-Life Balance on Work**

Eviana (2020) defines work-life balance as a concept that includes setting priorities between work (career and ambition) on the one hand and life on the other (free time, family, and spiritual development). According to Maria (2018), work-life balance has a significant positive effect on employee job satisfaction. Work goals are positive and optimistic emotions about work performance and work experience (Padmanabhan, 2021). High levels of employee satisfaction in the workplace often improve employee performance. Organizations with employees with high levels of job satisfaction tend to be more productive (Eliyana et al., 2019). However, most people who enter the world lose their life balance. The higher up, the harder it is for them to enjoy life. Eventually the time for family and "time for yourself" runs out, emotions can't be controlled, so health declines. With Rondonuwu's research (2018) which shows that work-life balance has a positive and significant effect on employee job satisfaction, it is said that job satisfaction can be achieved if the company supports the creation of a work life.

#### **2.5 The Influence of Organizational Culture on Job Satisfaction**

According to Eigis (in Baiquni MA et al, 2018), organizational culture is closely related to employee job satisfaction. Thanks to the organizational culture within the company, employees will communicate with each other more often and will tell each other the rules that exist in the company. According to Handayani (2020), job satisfaction is a factor that affects productivity, which has a negative impact on work if an employee feels uncomfortable at work and cannot develop his potential at work. According to Sima (2021) the strength of organizational culture has a significant impact on job satisfaction, with a strong organizational culture will trigger employees to behave according to the values that exist in the company. According to Herawan et al (2015) and andriani (2014) stated that there is a positive influence between organizational culture on job satisfaction, contrary to the results of research by Bahzeti et al (2012) which states that there is no significant influence between organizational culture on job satisfaction.

#### **2.6 The Effect of Emotional Intelligence on Job Satisfaction**

Emotional intelligence is the ability to know what we and others feel, employees with good emotional intelligence (EQ) can manage empathy, self-discipline, and initiative so that they can produce job satisfaction compared to employees who have emotional intelligence (EQ) who have high emotional intelligence (EQ). lower. According to Kurniawan's research (2020) emotional intelligence has a positive and significant effect on employee performance so that the higher and better the employee in controlling his emotional intelligence at work, the higher the employee's job satisfaction.

Pamuditha (2019) states that job satisfaction can help employees to achieve company goals, through improving the performance of their employees. Nugraha (2019) says that emotional intelligence has a very important role in organizational growth. According to Azhari (2021) in his research shows that emotions play an important role in job satisfaction, where employees with high emotional intelligence have higher job satisfaction and their chances of leaving the company are lower than employees with low job satisfaction.

#### **2.7 The Effect of Job Satisfaction on Employee Performance**

According to Sabuhari (2020), job satisfaction has a significant effect on employee productivity. When an employee is dissatisfied with his job, it is difficult to get good results



and it is easy to give up when problems arise. However, in practice, many organizations place less emphasis on employee job satisfaction. Employees will enjoy job satisfaction when they find work and stability both in their careers and in the world of work (Kader et al., 2021). This is in line with research conducted by Sari and Susilo (2018) which states that job satisfaction has a positive and significant effect on performance. If job satisfaction increases, employee performance will also increase. Hanafi's research (2018) also finds that job satisfaction has a significant effect on employee performance.

## **2.8 The Effect of Work Life Balance on Employee Performance through Job Satisfaction**

Work-life balance can increase employee productivity and have a positive impact on company development. According to Suryani (2020), someone who can balance his work role in his personal life can more easily accept and interpret every event that occurs in his life, which can increase life satisfaction. A good company must be aware of and ensure employees do not work so hard that it interferes with their lives or increases health problems. increase health problems. These results are in line with Mendis & Weerakkody's (2018) research on the effect of work-life balance and job satisfaction on employee performance.

### **The Influence of Organizational Culture on Employee Performance Through Job Satisfaction**

Wardani's research (2016) shows that there is a relationship between organizational culture and employee performance outcomes. When employees imitate behavior that fits their organizational culture, there is direct or indirect self-satisfaction. According to Mutiara (2020), organizational culture has a positive and significant effect on employee job satisfaction. Nikmatul's research (2020) shows that organizational culture has a positive and significant effect on employee performance, which shows that the more applied organizational culture is, the higher the performance, the better. According to Syahnur (2020), organizational culture has a positive and significant effect on employee job satisfaction because the more aspects of organizational culture that are in accordance with individual desires, the higher employee job satisfaction.

### **The Effect of Emotional Intelligence on Employee Performance Through Job Satisfaction**

According to Nurliani (2019), emotional intelligence is a solution to increase employee job satisfaction. Marzuki et al., (2018) found that job satisfaction has a significant effect on employee productivity, meaning that job satisfaction can lead to an increase in employee productivity, and is an important aspect that requires management supervision to increase employee satisfaction. This affects employee productivity. According to Vidiанти (2020), emotional intelligence has a significant effect on employee productivity. This explains that an increase in employee emotional intelligence also contributes to an increase in employee productivity. Emotional intelligence also has a significant positive effect on job satisfaction, it explains that the higher the employee's emotional intelligence, the higher the perceived job satisfaction.

## **III. Research Method**

This study uses a descriptive method with a quantitative quantitative approach and uses an inferential type of research. This research was conducted at PT. Pos Indonesia (Persero) Pematang Siantar Branch which is located on Jl. Sutomo No. 2 West Siantar District Pematang Siantar City. This study uses four variables, namely work-life balance (X1), organizational culture (X2), emotional intelligence (X3), employee performance (Y), and job satisfaction (Z). With the number of employees as many as 51 people, so that the sampling

used the census method, which took all employees as a sample which amounted to 51 employees. The data collection methods used in this study were interviews, questionnaires and documentation. According to Levine, Stephan, Krehbiel & Brenson (2011), this descriptive analysis is carried out by calculating the average or value of each statement indicator which is interpreted into five categories, namely; very low, low, low, high, very high. The data analysis method is using classical assumption test and hypothesis testing is done by F test and t test. The author also uses path diagrams to interpret problems in the form of pictures and determine structural equations that state the relationship between variables which will later be described in terms of direct and indirect effects.

## **IV. Discussion**

### **4.1 Work Life Balance**

Based on the results of the distribution of answers, it was found that the dimensions of work interference with personal life (WIPL) were in the high category. These results indicate that employees feel that work does not interfere with personal activities. These results are also supported by observations made by researchers at PT Pos Pematang Siantar, where it was found that the majority of employees were able to work productively for a relatively long time and it was also found that some employees were still enthusiastic in carrying out their work even though they were outside the specified working hours. employees still feel disturbed in carrying out their work if they face personal problems. The results of observations related to this problem found that the majority of employees who experienced these problems were female employees, where they felt uncomfortable in carrying out their work if they were facing personal problems in their family environment. So that management must provide encouragement and training so that employees can increase the level of work professionalism.

The results of the distribution of work-life balance answers also found that the dimension that has the highest average value is the dimension of work enhancement of personal life (WEPL), these results indicate that employees who work at PT Pos Siantar have a high commitment to their work. Work-life balance has implications for employee attitudes, behavior and welfare. If employees are able to align their time and involvement directly between work and personal life (family, hobbies, and culture) then employees will be enthusiastic, focus on work, be more effective and improve the quality of their work, whereas if employees feel unable to balance work and their personal lives will feel tired, and create an unfavorable work environment that can harm himself and the company or organization that requires energy, effort, and potential.

Work-life balance has a positive and significant effect on employee performance through job satisfaction. The results of hypothesis testing indirectly found that job satisfaction can mediate the effect of work-life balance on employee performance significantly. These results indicate that in addition to having a direct effect, work-life balance can also be through job satisfaction to affect employee performance.

### **4.2 Organizational Culture**

The results of testing the distribution of organizational culture answers found that the loyal dimension was in the high category, where these results showed that employees were willing to carry out every job in accordance with regulations and always tried to maintain the good name of PT Pos Siantar. In addition, two indicators with a lower mean level than other indicators were also found, namely indicators related to the level of empathy and cooperation between employees. These results indicate that there are problems faced by employees in creating systems or work patterns, especially collectively so that there is rarely a desire to

help each other and work together to carry out each job. This situation will greatly impact the realization of individual, collective and PT Pos Siantar performance. According to Yani in Syardiansyah (2020) performance is a result of work achieved by a person in carrying out the tasks assigned to him based on skill, experience and sincerity as well as time. This means that in work contains elements of the standard that achievement must be met, so, for those who reach the standards set means good performance (Wahjudewanti, 2021).

Based on the results of the distribution of answers to the organizational culture variable, it was found that the competency dimension was in the high category, so it can be concluded that the employees who work at PT Pos Siantar have good competence in carrying out work that can have an impact on improving the performance of the employees themselves. Besides, it was found that organizational culture has a positive and significant influence on employee performance or it can be concluded that if organizational culture is improved it will have a direct impact on improving employee performance at PT Pos Siantar. Organizational Culture has a positive and significant effect on Employee Performance through Job Satisfaction. The results of this study found that job satisfaction was able to mediate the influence of organizational culture on employee performance. Where these results show that in addition to having a direct effect on employee performance, organizational culture can also be through job satisfaction to improve employee performance. According to Ivancevich, Konopaske and Matteson (Busro in Edward, 2020) that performance shows the ability and skills of workers. Performance is a person's success in carrying out tasks, work results that can be achieved by a person or group of people in an organization in accordance with their respective authorities and responsibilities (Wulandari, 2021).

#### **4.3 Emotional Intelligence**

Based on the results of testing the research answers on the emotional intelligence variable, it was found that the dimensions of self-control fall into the high category, where self-control in carrying out each employee's work will be calmer and have an impact on the creation of job satisfaction in employees. Dealing with feelings or self-control is what underlies self-awareness. This ability includes the ability to comfort oneself, release anxiety, moodiness or irritation and the ability to rise from stressful feelings. Furthermore, the mean value is quite high with other indicators, namely the level indicator compared to completing work and confidence in being able to complete the job well. Furthermore, emotional intelligence has a positive and significant influence on job satisfaction. Based on these results, the key word is increasing emotional intelligence in employees can improve employee performance significantly.

The results of the distribution of answers on the emotional intelligence variable found that the dimensions of motivation and social skills were in the high category. The impact of emotional intelligence on employees is that it can provide encouragement to someone in controlling themselves and their emotions. It can be concluded that the development or level of emotional intelligence possessed by a person will have a very large influence on employee performance in achieving a goal of PT Pos Kantor Pematang Siantar. Furthermore, it was found that emotional intelligence has a significant influence on employee performance.

Emotional Intelligence has a positive and significant effect on employee performance through job satisfaction. The results of hypothesis testing indicate that job satisfaction is able to mediate the effect of emotional intelligence on employee performance. Emotional intelligence also has a significant positive effect on job satisfaction, it explains that the higher the emotional intelligence of employees, the higher the perceived job satisfaction. The results of this study further strengthen the uniqueness of this study, where in addition to significantly influencing performance, job satisfaction variables are also able to mediate the influence of emotional intelligence on employee performance.

#### 4.4 Job Satisfaction

Job Satisfaction has a Positive and Significant Effect on Employee Performance. In the results of the distribution of answers, it was found that there are two indicators that have a high mean level compared to other indicators, namely: the amount of salary that is in line with expectations and supervision from the leadership. These results indicate that the policies implemented by the management of PT Pos Indonesia regarding salary determination have been adjusted to the conditions and arrangements of the Provincial, City and Regency Minimum Wages so that employees can feel the benefits of salary provision and can be used to meet the needs of these employees. The results of interviews conducted with the leadership of PT Pos Pematang Siantar found that salaries are actually routinely given according to schedule, only if at certain moments there are delays caused by delays in transfers from the center. This situation should be a concern for management because it will have an impact on the morale of employees.

### V. Conclusion

1. Work Life Balance, Organizational Culture and Emotional Intelligence have a positive and significant effect on Employee Job Satisfaction at PT Pos Pematang Siantar.
2. Work Life Balance, Organizational Culture, and Job Satisfaction have a positive and significant impact on employee performance at PT Pos Pematang Siantar.
3. Work Life Balance, Organizational Culture and Emotional Intelligence have a positive and significant impact on Employee Performance through Job Satisfaction at PT Pos Pematang Siantar.

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