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Improving Employee Performance Through Employee Well-Being: The Roles of Work Discipline and Emotional Intelligence at PT PLN (Persero) UP3 Ambon

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ABSTRACT

This study aims to examine the effects of work discipline and emotional intelligence on employee performance through employee well-being at PT PLN (Persero) UP3 Ambon. A quantitative approach was adopted, and questionnaire data were collected from all 43 employees using a saturated sampling procedure. Relationships among the variables were analyzed using partial least squares structural equation modeling (PLS-SEM) with SmartPLS 4.0. The findings indicate that work discipline has positive and significant effects on employee well-being and employee performance. Emotional intelligence also positively and significantly influences both outcomes. Employee well-being has a positive and significant effect on performance and significantly mediates the effects of work discipline and emotional intelligence on performance. Both mediating relationships are partial because the direct and indirect paths are significant. These results suggest that stronger work discipline and emotional intelligence can support employee well-being and, in turn, improve performance in an electricity-service organization.

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1. INTRODUCTION

Human resources are strategic assets that determine whether an organization can achieve its objectives and sustain a competitive advantage. Technological developments, changing business conditions, and rising public expectations concerning service quality require organizations to manage their employees effectively to achieve optimal performance. [1] define employee performance in terms of the work accomplished while fulfilling organizational duties and responsibilities. Strong performance supports productivity, service quality, operational effectiveness, and organizational goals, whereas poor performance can hinder organizational development and reduce the quality of services delivered to customers.

PT PLN (Persero), a state-owned enterprise, plays a strategic role in supplying electricity in Indonesia. As the company responsible for public electricity provision, it is expected to provide reliable, high-quality, and sustainable services that support economic activity and everyday life. The company's ability to fulfil this responsibility largely depends on the quality of its human resources. PT PLN (Persero) Customer Service

Implementation Unit (UP3) Ambon is responsible for customer service, electricity distribution, and responding to network disruptions in Ambon and the surrounding region. Initial observations identified challenges in completing administrative tasks, preparing operational reports, coordinating between work units, and responding promptly to customer complaints and electricity-network disturbances. Improving employee performance therefore remains an important management concern.

Work discipline is one factor considered to influence employee performance. According to [2], discipline involves an individual's awareness of and willingness to comply with organizational rules and norms. It is reflected in adherence to working hours, organizational regulations, operational procedures, and task responsibilities. Highly disciplined employees tend to complete assignments on schedule, follow company rules, and demonstrate accountability. Nevertheless, initial observations at PLN UP3 Ambon revealed variations in employee discipline. While some employees consistently follow work schedules and operating procedures, others require improvements in punctuality, administrative task completion, and procedural consistency. Such differences may affect operational effectiveness and performance.

Emotional intelligence is another determinant of employee performance. [3] describes it as the capacity to recognize, understand, regulate, and manage one's own emotions and those of others. In a service organization, this competence enables staff to cope with job pressure, interact with diverse customers, and develop constructive relationships with colleagues and supervisors. At PLN UP3 Ambon, emotional regulation is particularly important because customer service and electricity-network restoration often require rapid responses. Initial observations indicate that employees differ in their ability to handle work demands, changes in operating conditions, and customer complaints. Some remain professional in stressful situations, while others struggle to manage pressure, potentially affecting the quality of service.

In addition to discipline and emotional intelligence, employee well-being is receiving increasing attention in contemporary human resource management. [4] describe employee well-being in terms of physical, psychological, and social welfare in the workplace. Employees with higher well-being tend to be more productive, motivated, resilient under pressure, and committed to the organization. At PLN UP3 Ambon, the need to maintain uninterrupted electricity services, meet operational targets, and complete administrative responsibilities creates potential sources of occupational stress. Some employees reported that periodic increases in workload and customer-service demands require substantial adaptation to prevent adverse effects on their physical and psychological condition. Consequently, employee well-being merits consideration as a factor supporting performance.

Organizational behavior theory suggests that compliance with rules and procedures can improve task effectiveness and work outcomes. [5] and [6] reported positive relationships between discipline and employee performance. In contrast, [7] found no significant effect, indicating that discipline may be insufficient without appropriate psychological and workplace conditions. For emotional intelligence, [8] identified a positive relationship with performance, whereas [9] reported that the effect may operate indirectly through psychological factors. These inconsistent results point to a research gap requiring further examination.

This study adopts Job Demands-Resources (JD-R) Theory, initially developed by [10] and further elaborated by [11]. The theory proposes that job resources and personal resources influence psychological functioning and, ultimately, work outcomes. In the present model, discipline is conceptualized as an organizational resource supporting predictability and order, while emotional intelligence is a personal resource that helps employees cope with stress and interpersonal demands. Both are expected to

improve well-being, which may subsequently enhance employee performance.

Employee well-being is examined as a mediator because consistent work practices may create a structured, comfortable working environment, while emotional intelligence may help employees manage stress, conflict, and work pressure. Together, these conditions may promote positive psychological states, motivation, and sustained contribution to organizational goals. The study's proposed novelty lies in testing employee well-being as a mediating mechanism linking discipline and emotional intelligence with performance in Indonesia's electricity sector, specifically at PLN UP3 Ambon. Evidence concerning well-being within the electricity sector in eastern Indonesia remains relatively limited, making this setting relevant to human resource management research.

2. LITERATURE REVIEW

2.1 Job Demands-Resources Theory (JD-R Theory)

JD-R Theory, introduced by [10], distinguishes between job demands and job resources. Demands require physical or psychological effort and can generate fatigue and stress. Resources support goal attainment, reduce occupational pressures, and facilitate personal development. [11] further argue that adequate job and personal resources can improve employee well-being and performance. This study conceptualizes work discipline as a job resource, emotional intelligence as a personal resource, employee well-being as a positive psychological condition, and employee performance as the anticipated organizational outcome. The JD-R framework thus provides the theoretical basis for expecting higher discipline and emotional intelligence to be associated with greater well-being and, in turn, stronger performance.

2.2 Employee Performance

Employee performance is a key construct in human resource management because it indicates how effectively individuals fulfil their assigned tasks and contribute to organizational goals. [1] describe performance as work outcomes shaped by ability, effort, and opportunity. [12] emphasizes the quality and quantity of work relative to assigned responsibilities, while [2] highlights ability, experience, diligence, and time. The performance indicators used in this study are work quality, work quantity, timeliness, and responsibility, following [13].

2.3 Work Discipline

Work discipline supports organizational effectiveness and efficiency through compliance with rules and procedures. [2] describes discipline as the awareness and willingness to obey organizational regulations and social norms. [14] characterizes it as respect for and compliance with written and unwritten rules, while [15] regards discipline as a managerial instrument for encouraging appropriate workplace behavior. The indicators include adherence to working hours, compliance with company regulations, conformity with work standards, and responsibility for assigned tasks.

2.4 Emotional Intelligence

Emotional intelligence refers to an individual's capacity to recognize, understand, and manage emotions in oneself and others. [3] emphasizes emotional awareness, self-motivation, and interpersonal regulation. [16] describe the ability to monitor emotions and use that information to guide thought and action. [1] suggest that understanding emotions can strengthen interpersonal effectiveness and performance. The indicators employed are self-awareness, self-regulation, motivation, empathy, and social skills.

2.5 Employee Well-Being

Employee well-being represents the psychological, social, and occupational welfare employees experience at work. [4] discuss the quality of employees' experiences and psychological functioning; [17] address

positive work-related experiences. [18] identify psychological well-being, workplace well-being, and life well-being as relevant dimensions and link well-being to organizational commitment and performance. The study's indicators are psychological well-being, job satisfaction, workplace relationships, work-life balance, and occupational health and comfort.

2.6 Hypothesis Development

a. Work Discipline and Employee Well-Being

Discipline reflects adherence to organizational standards and may create an orderly, predictable, and comfortable workplace. From a JD-R perspective, it may function as a resource that facilitates effective task performance and reduces work-related pressure. [19] reported that structured work practices and positive employee behavior contribute to improved well-being. [20] likewise indicated that organized working environments can support employee psychological welfare.

H1: Work discipline has a positive and significant effect on employee well-being.

b. Emotional Intelligence and Employee Well-Being

Emotional intelligence helps individuals manage their emotions, cope with work demands, and establish positive social relationships. Higher emotional intelligence may be associated with less stress and greater occupational well-being. [21] found a positive association with psychological well-being, while the meta-analysis by [22] reported significant relationships between emotional intelligence and work-related attitudes.

H2: Emotional intelligence has a positive and significant effect on employee well-being.

c. Work Discipline and Employee Performance

Employees who follow procedures, arrive punctually, and complete tasks responsibly are expected to achieve better work outcomes. Astuti and Suhendri [6] found a positive association between discipline and employee performance. [23] also reported that greater discipline can improve work quality and productivity.

H3: Work discipline has a positive and significant effect on employee performance.

d. Emotional Intelligence and Employee Performance

Emotional intelligence may improve task execution by helping employees manage pressure, resolve conflict, and maintain productive working relationships. The meta-analysis by [24] found a positive relationship with job performance. [22] also reported significant associations with work-related outcomes.

H4: Emotional intelligence has a positive and significant effect on employee performance.

e. Employee Well-Being and Employee Performance

Employee well-being encompasses physical, psychological, and social welfare at work. Higher well-being is expected to support motivation, engagement, and productivity. [25] found a positive relationship between psychological well-being and performance, while [18] reported that employee well-being is positively associated with individual outcomes.

H5: Employee well-being has a positive and significant effect on employee performance.

f. Mediation of Work Discipline Through Employee Well-Being

Work discipline may contribute to orderly and comfortable working conditions, thereby improving well-being and subsequent performance. [18] emphasize the role of well-being in positive organizational outcomes; [11] explain how resources can enhance well-being and performance. Employee well-being may therefore explain part of the association between discipline and performance.

H6: Employee well-being mediates the effect of work discipline on employee performance.

g. Mediation of Emotional Intelligence Through Employee Well-Being

Employees with high emotional intelligence may regulate stress and maintain positive relationships, supporting well-being and eventually performance. [21] links emotional intelligence with positive psychological outcomes, and [18] associate well-being with performance. Accordingly, a mediating role is proposed.

H7: Employee well-being mediates the effect of emotional intelligence on employee performance.

3. METHODS

The study population consisted of all 43 permanent and contract employees directly involved in the operations of PT PLN (Persero) Customer Service Implementation Unit (UP3) Ambon. This population was selected because the employees' responsibilities were directly relevant to the variables under investigation: work discipline, emotional intelligence, employee well-being, and employee performance. A saturated sampling (census) technique was employed, in which all members of the population were included as respondents [26]. Given the relatively small population, the final sample comprised 43 respondents. Data were collected through employee questionnaires and analyzed using partial least squares structural equation modeling (PLS-SEM) in SmartPLS 4.0. The census approach was intended to provide an accurate representation of the relationships among the variables within this organizational unit.

4. RESULTS AND DISCUSSION

4.1 Hypothesis Testing

Hypotheses were tested using a bootstrapping procedure in SmartPLS 4.0 to determine the significance of direct relationships and indirect relationships through the mediating variable. The decision criteria were t-statistics greater than 1.96 and p-values below 0.05 at the 5% significance level. Figure 1 presents the bootstrapping output for the research model.

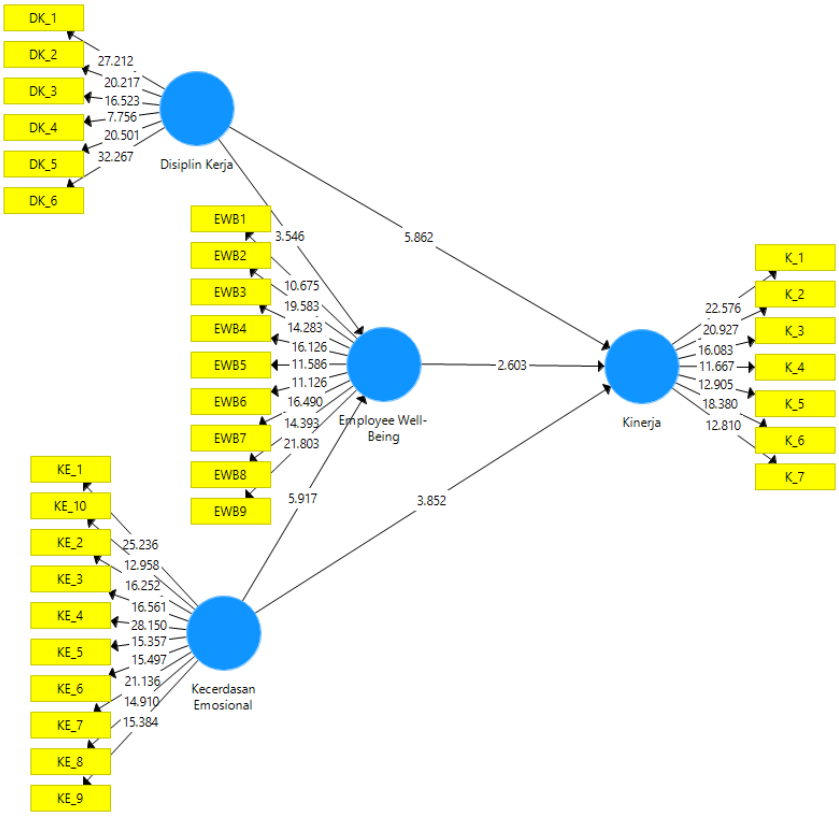


Figure 1. Bootstrapping Results for the Research Model
Source: Primary data processed, 2026

According to Figure 1, all tested paths have t-statistics above 1.96. The work discipline-to-well-being path yielded a t-statistic of 3.546, and emotional intelligence-to-well-being yielded 5.917. The paths from discipline and emotional intelligence to performance yielded 5.862 and 3.852, respectively, while well-being-to-performance yielded 2.603. These results indicate statistically significant relationships across the direct paths examined. The observed significance also supports considering well-being as a potential mechanism connecting work discipline and emotional intelligence with performance at PLN UP3 Ambon.

4.2 Direct Effects

Table 1. Path Coefficients from Bootstrapping: Direct Effects

Relationship	Original Sample (O)	t-statistic	p-value	Decision
Work discipline → Employee well-being	0.381	3.546	0.000	Supported
Work discipline → Performance	0.502	5.862	0.000	Supported
Employee well-being → Performance	0.292	2.603	0.010	Supported
Emotional intelligence → Employee well-being	0.527	5.917	0.000	Supported
Emotional intelligence → Performance	0.330	3.852	0.000	Supported

Source: Primary data processed, 2026

Hypotheses were considered supported when the t-statistic exceeded 1.96 and the p-value was lower than 0.05. All five direct effects in Table 1 met these criteria. Work discipline was positively associated with employee well-being (path coefficient = 0.381, t = 3.546, p < 0.001) and employee performance (0.502, t = 5.862, p < 0.001). Employee well-being positively affected performance (0.292, t = 2.603, p = 0.010). Emotional intelligence positively affected employee well-being (0.527, t = 5.917, p < 0.001) and performance (0.330, t = 3.852, p < 0.001).

Overall, discipline and emotional intelligence were important predictors of well-being and performance in the fitted model, while well-being independently contributed to performance.

4.3 Indirect Effects

Table 2. Path Coefficients from Bootstrapping: Indirect Effects

Relationship	Original Sample (O)	t-statistic	p-value	Decision
Work discipline → Performance via employee well-being	0.111	2.159	0.031	Supported
Emotional intelligence → Performance via employee well-being	0.154	2.167	0.031	Supported

Source: Primary data processed, 2026

Both indirect effects met the stated significance criteria. Work discipline had a positive indirect effect on performance through employee well-being (coefficient = 0.111, t = 2.159, p = 0.031). Emotional intelligence also had a significant indirect effect through employee well-being (coefficient = 0.154, t = 2.167, p = 0.031). These findings suggest that discipline may strengthen well-being, which is then associated with improved performance, and that employees' emotional regulation may operate through a similar mechanism. Because the corresponding direct and indirect effects were both statistically significant, employee well-being was classified as a partial mediator in both pathways.

4.4 Effect of Work Discipline on Employee Well-Being

The hypothesis test indicated a positive and significant effect of work discipline on employee well-being among employees of PT PLN (Persero) UP3 Ambon (path coefficient = 0.381, t = 3.546, p < 0.001). The t-statistic exceeded 1.96 and the p-value was lower than 0.05, supporting the proposed relationship. This result indicates that higher levels of employee discipline are associated with greater perceived well-being at work.

Work discipline denotes employees' compliance with organizational rules, procedures, standards, and assigned responsibilities. Disciplined employees are more likely to work in an orderly and punctual manner and to complete their tasks responsibly. Such behavior may contribute to a more organized and comfortable work environment, thereby reducing unnecessary pressure. Employees who perform their work effectively and in accordance with established requirements may experience greater satisfaction, comfort, and balance, which are relevant to occupational well-being.

[15] describes discipline as a managerial means of shaping employee behavior and ensuring compliance with organizational norms. Good discipline can encourage a harmonious workplace and benefit employees' psychological condition. [4] similarly link employee well-being with organizational practices and working conditions that support security, comfort, and predictability.

This result is consistent with [27], who associate work discipline with improved well-being through an orderly and productive work environment. [28] also reported a positive relationship between discipline and psychological well-being. Thus, discipline may influence not only productivity but also the quality of employees' working lives. At PLN UP3 Ambon, compliance with schedules, service standards, and responsibilities is especially important because employees must support public electricity services. Enhancing discipline may consequently help develop a more supportive workplace and improve employee well-being.

4.5 Effect of Work Discipline on Employee Performance

The results demonstrated a positive and significant relationship between work discipline and employee performance (path coefficient = 0.502, t = 5.862, p < 0.001). The positive coefficient indicates that increased discipline is associated with improved employee performance. Disciplined employees use working time efficiently, follow organizational regulations, and complete assignments according to specified targets. These behaviors may improve work quality, output volume, timeliness, and accountability.

[2] views discipline as the awareness and willingness to comply with workplace rules and social norms. Higher discipline is expected to support productivity and outcomes at both individual and organizational levels. The findings agree with [29], who reported a positive effect of discipline on employee performance, and [30], who found that discipline improves effectiveness and productivity. [31] also identified discipline as an important predictor of performance in service organizations.

At PLN UP3 Ambon, discipline is particularly important because it directly affects the quality of transportation services provided to the public. Employees with strong discipline are expected to deliver more effective services, thereby contributing to overall organizational performance.

4.6 Effect of Employee Well-Being on Employee Performance

Employee well-being had a positive and statistically significant effect on employee performance (path coefficient = 0.292, t = 2.603, p = 0.010). This finding indicates that employees who experience greater well-being tend to achieve better work outcomes. Employees who feel comfortable, secure, and satisfied at work may be more motivated to complete tasks effectively, while poor well-being may be associated with stress, exhaustion, and lower productivity.

[17] describe employee well-being through physical, psychological, and social experiences in the workplace. Positive well-being can enable employees to perform their jobs effectively, maintain engagement, and contribute constructively to the organization. The finding is consistent with [18], who identified a positive association between well-being and work outcomes. [27] also identified an association between employee welfare, productivity, and effectiveness; [32] also emphasize that employee characteristics and experiences contribute to performance. These results underscore the need for an organizational environment characterized by comfort, positive work relationships, and adequate support.

4.7 Effect of Emotional Intelligence on Employee Well-Being

Emotional intelligence positively and significantly affected employee well-being (path coefficient = 0.527, t = 5.917, p < 0.001). Employees who are better able to recognize, understand, regulate, and manage emotions may be better equipped to cope with work pressure, resolve interpersonal disagreements, and maintain constructive relationships. These abilities can help employees adapt to organizational demands and experience greater well-being.

[3] identifies five components of emotional intelligence: self-awareness, self-regulation, motivation, empathy, and social skills. Together, they can help employees manage psychological challenges, cultivate positive emotions, and achieve a healthier balance in their working lives. The findings are consistent with [33], who link emotional intelligence to subjective well-being, and [22], who examine its associations with work attitudes. [34] also examine job satisfaction and the mediating role of positive and negative affect. Improving emotional intelligence may therefore be a

useful organizational strategy for supporting employee well-being.

4.8 Effect of Emotional Intelligence on Employee Performance

Emotional intelligence had a positive and significant effect on employee performance (path coefficient = 0.330, t = 3.852, p < 0.001). This relationship suggests that employees who effectively manage their emotions may cope better with pressure, build constructive relationships, and sustain motivation, enabling them to complete work more effectively.

[3] emphasizes that success at work is influenced not only by intellectual abilities but also by emotional regulation. Such capabilities help individuals address professional challenges and maintain productive relationships with coworkers and supervisors. This finding is in line with [22], who examined the association between emotional intelligence and workplace outcomes; [24], whose meta-analysis identified emotional intelligence as a predictor of job performance; and [35], who highlighted the role of emotional management in effective work behavior.

4.9 Mediating Role of Employee Well-Being in the Work Discipline–Performance Relationship

Work discipline exerted a positive and significant indirect effect on performance through employee well-being (path coefficient = 0.111, t = 2.159, p = 0.031). This supports the mediating role of well-being in the discipline–performance relationship. The result suggests that good discipline may first strengthen employees' sense of order, predictability, and comfort at work, which may subsequently enhance performance. Employees who comply with workplace standards may experience better-controlled work demands and greater confidence in carrying out their responsibilities.

These findings align with JD-R Theory as discussed by [11], whereby favorable conditions and resources contribute to well-being and performance. [36] likewise link workplace resources with employee well-being and performance. Because work discipline has both a significant direct effect on performance and a significant indirect effect through well-being, employee well-being serves as a partial mediator.

4.10 Mediating Role of Employee Well-Being in the Emotional Intelligence–Performance Relationship

Emotional intelligence showed a positive and significant indirect effect on performance through employee well-being (path coefficient = 0.154, t = 2.167, p = 0.031), supporting the seventh hypothesis. Employees who regulate their emotions effectively may experience less stress, stronger interpersonal relationships, and better adaptation to workplace changes. These conditions may increase well-being, which is then associated with improved performance.

[21] discusses the relationship between emotional intelligence and favorable work attitudes and outcomes. [37] further examined emotional intelligence and employee outcomes, while [38] linked emotional intelligence with subjective well-being. Given that the direct and indirect effects in the present model were both significant, employee well-being was characterized as a partial mediator. The findings suggest that sustained improvements in employee performance at PLN UP3 Ambon may require a combination of emotional intelligence development and measures to promote workplace well-being.

5. CONCLUSION

This study examined the effects of work discipline and emotional intelligence on employee performance through employee well-being among 43 employees at PT PLN (Persero) UP3 Ambon. The results indicate that both work discipline and emotional intelligence had positive, significant effects on

employee well-being and employee performance. Employee well-being also had a significant positive association with performance. Furthermore, employee well-being significantly mediated the relationship between work discipline and performance and that between emotional intelligence and performance. The results suggest that strengthening compliance with workplace standards and employees' emotional regulation can promote well-being and thereby contribute to improved performance. The findings highlight the importance of integrating behavioral, psychological, and organizational approaches to human resource management in electricity-service operations.

6. RECOMMENDATIONS

PT PLN (Persero) UP3 Ambon should strengthen employee discipline and emotional intelligence through continuing supervision, training, and professional development. The organization should also support employee well-being by creating comfortable working conditions and providing a supportive organizational environment. Further research could incorporate additional variables influencing employee performance and broaden the population and sample size to obtain more comprehensive evidence.

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