

## Relationship Between Social Relationships Quality, Emotional Intelligence, and Work Environment to Psychological Well-Being

**Maria Valeria Roellyanti**  
*College of Aerospace Technology, Yogyakarta, Indonesia*  
E-Mail: maria.valeria@sttkd.ac.id

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### Abstract

This study used a quantitative approach with a cross sectional design. The aim was to explore the relationship between the quality of social relationships, emotional intelligence, and work environment and psychological well-being. A total of 145 respondents who actively worked from various sectors or industries were selected through the purposive sampling method. The research instrument was a questionnaire with five Likert scales 1-5. Data collection will be conducted from December 15, 2023 to January 15, 2024. The data was analyzed using Structural Equation Modeling (SEM) with the help of AMOS software. Path analysis is used to test the relationship between the variables studied, while the validity and reliability of the instrument are examined through factor analysis. The results showed that the quality of good social relationships, high levels of emotional intelligence, and a supportive work environment have a strong and positive influence on the psychological well-being of working individuals. This research makes an important contribution in deepening our understanding of how the interaction between these factors together affects psychological well-being. With a deeper understanding of these dynamics, it is expected to develop strategies that are more effective in improving the quality of the work environment and psychological well-being of employees. Therefore, the results of this study not only provide empirical findings on the relationship between these variables, but also have the potential to be the basis for the development of policies and management practices that are more oriented towards employee welfare. By adjusting the work environment and paying greater attention to aspects such as the quality of social relationships and the building of emotional intelligence, organizations can strengthen the psychological well-being of their employees. This not only means improving an individual's working life, but also having a wider positive impact on productivity and overall work quality.

## Introduction

By prioritizing psychological well-being in the workplace, organizations can increase sustainable productivity for employees and the entire organization (Baicker et al., 2010). It also supports the achievement of long-term business goals and creates significant added value for the company. Psychological well-being includes an individual's ability to manage pressure, overcome challenges, and balance different roles and demands in the workplace (Roemer & Harris, 2018). Factors such as interpersonal relationships, social support, emotional intelligence, and work environment also affect employees' psychological well-being (Haslam et al., 2018).

Social relationships, emotional intelligence, work environment, and psychological well-being are important elements that shape individual dynamics in the work environment (Guo et al., 2024; Jeong et al., 2023). The quality of social relationships between individuals in the workplace is the foundation of collaboration and productivity (Castaldo et al., 2023). Positive interactions among team members form the basis for the achievement of common goals and create an environment that supports professional growth (Perrot et al., 2023). Emotional intelligence, as the ability to understand and manage emotions, also plays an important role in individual success in the work environment (Coronado-Maldonado & Benítez-Márquez, 2023; Nawaz et al., 2024). This ability not only helps individuals adapt to pressure, but also stimulates effective communication and constructive conflict management. Therefore, a deep understanding of the relationship between emotional intelligence and the quality of social relationships can provide valuable insights in optimizing performance (Tyagi & Meena, 2022; Xue et al., 2024).

However, the findings (Bar-On et al., 2003) in some specific contexts or situations, show conflicting results. His studies show that in some cases, there is a mismatch between the level of emotional intelligence and the quality of social relationships with the level of psychological well-being. They found that some individuals with high levels of emotional intelligence may still have difficulty in establishing adequate social relationships, which in turn can affect their psychological well-being. Although research (Bar-On et al., 2003) shows results that contradict common statements, it is important to remember that context and individual variation can influence the relationship between emotional intelligence, quality of social relationships, and psychological well-being. Therefore, there need to be other factors involved in efforts to improve psychological well-being, such as Social Relationships Quality, and Work Environment.

The work environment, both physical and social, becomes a determining factor in shaping an individual's daily experience in the workplace (Yilmaz & Seren İntepeler, 2023). Environments that are supportive, inclusive and provide

developmental opportunities tend to give rise to psychological well-being . Conversely, an unsupportive environment can create stress, hinder performance, and harm an individual's psychological well-being (Halldorsson et al., 2021; Yin et al., 2023). In the digital age, where communication is often done through virtual platforms, new challenges arise in building and maintaining authentic and meaningful social relationships in the workplace (Lv et al., 2022).

Technological developments impact the way individuals interact, changing the dynamics of social relationships and raising questions about their impact on psychological well-being (Obschonka et al., 2023; W. Wang et al., 2023). The quality of social relationships in teams also has a direct impact on group effectiveness (Avidar & Roth-Cohen, 2023). Good relationships can strengthen engagement and mutual trust, creating a working atmosphere conducive to innovation and the achievement of common goals. Therefore, a deep understanding of how social relationships contribute to group dynamics can provide valuable insights for human resource management (Leder, 2024; Y. Li et al., 2024)

Emotional intelligence is also closely related to conflict management skills, an aspect that often appears in the work environment (Aksu et al., 2023; Coronado-Maldonado & Benítez-Márquez, 2023). Individuals with high emotional intelligence tend to be able to resolve conflicts in a more constructive way, avoiding their negative impact on social relationships and psychological well-being (Ruble et al., 2022). An ever-changing and dynamic work environment demands adaptability from individuals (Andrews & Haskell, 2023). The ability to adapt to changing work environments can be key to ensuring psychological well-being amid emerging new challenges (Ma et al., 2023).

The importance of psychological support in the work environment cannot be ignored (Slovakia & Jay, 2023). Support from colleagues and superiors can be a key determinant in how individuals cope with pressures and challenges that arise in the workplace (Maneiro et al., 2023). This review requires not only a psychological approach, but also the integration of other social sciences. An interdisciplinary approach is needed to understand the complex relationship between the quality of social relationships, emotional intelligence, work environment, and psychological well-being holistically (Atan, 2023; Fernández-García et al., 2023). A deep understanding of these relationships can contribute significantly to the development of more effective human resource policies and a focus on the psychological well-being of individuals in the modern work environment (Kraus et al., 2023; Rainieri et al., 2023).

This study aims to explore the relationship between the quality of social relationships, emotional intelligence, and the work environment, as well as its impact on individual psychological well-being. Through a deeper understanding of the complex interactions between these factors, we seek to discover patterns

and dynamics that might affect a person's psychological state. Thus, it is hoped that the results of this study can provide a more holistic and in-depth insight into how these aspects are interconnected and contribute to a person's mental well-being.

## **Literature review and hypothesis development**

### **Quality of Social Relations.**

The quality of social relationships refers to the level of warmth, support, and positive interaction between individuals in a group or society (Urbaniak et al., 2023). The theory of the quality of social relationships describes how these factors affect a person's psychological and emotional well-being. Indicators of the quality of social relationships can involve various aspects that reflect positive dynamics in social interaction (Laurence, 2019). First, the level of trust and security in social relationships is a key indicator. The quality of social relationships can be measured by the degree to which individuals feel they can open up and share experiences openly without fear of being judged or misunderstood by others (Leder, 2024). Secondly, social support is an important element in the theory of the quality of social relations. Individuals who feel emotional and instrumental support from those around them tend to have a better quality of social relationships (Kong et al., 2021). This support can be in the form of hearing, advice, or concrete help in difficult situations.

Furthermore, the level of positive and effective communication is an indicator of the quality of social relationships (Zephaniah et al., 2020). Mutually supportive and understanding interactions create a climate that allows for the growth and development of healthy social relationships. Empathy and understanding of other people's feelings and perspectives also reflect the quality of social relationships. Individuals who can recognize and perceive the feelings of others can build deeper and meaningful relationships. The existence of conflicts and how to handle them is another important indicator. The quality of social relations depends not only on the presence of conflicts, but also on the ability to manage them constructively. Conflict resolution skills can improve relationship quality and strengthen social bonds (Sorjonen et al., 2023).

Diversity in social relationships is also an indicator. The quality of good relationships includes positive interactions with different groups and individuals from different backgrounds. This diversity enriches social experiences and promotes tolerance (Sun et al., 2021). Lastly, a sense of interdependence and positive exchange in social relationships reflects the quality of healthy relationships. The existence of reciprocity and positive contributions from all parties strengthens social bonds and increases satisfaction in social interactions (Waltré et al., 2023). Overall, the quality theory of social relationships highlights the importance of positive dynamics in human interaction. These indicators

include trust, support, positive communication, empathy, conflict management, diversity, and interdependence. Quality social relationships contribute greatly to the psychological well-being and social life of individuals (Kurudirek et al., 2022).

### **Emotional Intelligence**

The quality theory of emotional intelligence refers to an individual's ability to manage, understand, and recognize emotions, both in themselves and others (Wazuriawati, 2020). Emotional intelligence is seen as an important factor in determining the quality of interpersonal relationships and success in various aspects of life. Quality indicators of emotional intelligence involve a number of aspects that reflect an individual's level of ability to manage emotions positively (Hashim et al., 2023). First, emotional awareness becomes the main indicator. Individuals who have a high quality of emotional intelligence are able to recognize and understand their own emotions accurately (Nawaz et al., 2024). They can assess the feelings that arise, respond appropriately, and understand how those emotions can affect behavior and decisions.

The ability to manage emotions is another important aspect. Quality emotional intelligence involves an individual's ability to manage stress, overcome anger, and remain calm in difficult situations. Individuals who are able to manage negative emotions effectively are more likely to face life's challenges better (Lusiani et al., 2020). Empathic intelligence is an important indicator in this theory. Individuals with good emotional intelligence qualities can sense and understand the feelings of others. They can show empathy, which is the ability to feel what others feel, so as to respond well to their needs and feelings (M. N. Li et al., 2024). The ability to motivate yourself and others is a strong indicator of emotional intelligence. Individuals who are able to set meaningful goals, keep spirits high, and inspire others have high emotional intelligence qualities (M. N. Li et al., 2024).

Furthermore, skills in understanding and managing social relationships become indicators of the quality of emotional intelligence. This includes the ability to build and maintain healthy interpersonal relationships, collaborate with others, and handle conflict in constructive ways (Alipour et al., 2024). Emotional flexibility is another important aspect. Individuals who have good emotional intelligence qualities can adjust to change, cope with uncertainty, and remain calm under pressure. This ability plays an important role in success in the work environment and in everyday life (Kelly et al., 2020).

Emotional resilience, or the ability to recover from adversity or failure, also reflects the quality of emotional intelligence (Mao et al., 2021). Individuals who possess these qualities can bounce back after experiencing stress or failure, take lessons from those experiences, and grow stronger. The recognition and management of emotions at the group or organizational level is also an indicator

of the quality of emotional intelligence. Leaders or team members who can understand and manage emotional dynamics in groups tend to create a healthy and productive work environment (Shelia & Aycan, 2023). Overall, the quality of emotional intelligence involves a series of interrelated emotional skills and abilities. Emotional awareness, emotion management, empathy, motivation, social skills, emotional flexibility, resilience, and emotional management in a group context are key indicators reflecting quality emotional intelligence (Yuanita & Marsasi, 2022). Individuals with these qualities tend to experience more balanced and meaningful lives.

## **Work Environment**

Work environment quality theory addresses various factors that affect employee comfort, productivity, and satisfaction in the workplace (Dorta-Afonso et al., 2023). The quality of the work environment includes physical, social, and psychological aspects that play an important role in shaping the daily work experience. Quality indicators of the working environment include a number of elements that reflect the level of well-being and success of the organization (Liu et al., 2020). First, the physical design of the workspace becomes an important indicator. Ergonomic design, good lighting, and efficient space organization can increase employee comfort and productivity (Daudu et al., 2023). This factor creates a work environment that favors health and physical well-being .

The quality of relationships between employees and with organizational leaders is an indicator that reflects the health of the social environment in the workplace (Vilá et al., 2023). A solid team, open communication, and positive relationships can increase motivation and job satisfaction. Social support in the workplace can help overcome challenges and increase productivity (Subiyanto & Djastuti, 2018). The psychological aspect also plays an important role. A balanced workload, clear responsibilities, and clarity of organizational purpose create an environment that delivers meaning and purpose. Employees who feel their work has a higher meaning tend to be more dedicated and satisfied.

The availability of career development and training opportunities is another indicator of the quality of the work environment. An environment that supports employee growth and development provides opportunities to upskill, achieve career goals, and feel involved in decision-making that affects their work (Hosen et al., 2024). Employee well-being and mental health programs also reflect the quality of the work environment (Boubaker et al., 2019). These initiatives include support for employees' physical and mental health, as well as providing resources to cope with stress and maintain work-life balance.

Leadership qualities in the workplace are the main factors affecting the work environment. Leaders who are supportive, fair, and communicate well create a positive organizational culture (Nguyen et al., 2023). Leadership that

motivates, provides clear direction, and supports employee initiatives creates a dynamic and positive environment. Good office facilities and infrastructure also reflect the quality of the work environment. A clean, organized and well-equipped workplace creates conditions that support productivity and comfort.

Feedback and constructive performance evaluation is another indicator of the quality of the work environment. Recognition of achievement, along with constructive feedback, creates a culture where employees feel valued and have the opportunity to continually grow (Rodríguez-García et al., 2023). Overall, the quality of the work environment involves a number of aspects that have an impact on employee comfort, satisfaction, and well-being (Dow-Fleisner et al., 2024). These indicators include physical design, social relationships, psychological aspects, development opportunities, well-being programs, leadership, facilities, and performance evaluation. A good work environment creates conditions that support individual growth and organizational success (Lizano & He, 2023).

### **Well-being Psychology**

Quality theory of psychological well-being addresses factors that influence an individual's level of happiness, life satisfaction, and mental well-being. It covers a number of aspects that play an important role in shaping a person's psychological experience. Quality indicators of psychological well-being include elements that reflect the level of satisfaction and happiness of a person (Zahoor et al., 2022). First, levels of life satisfaction and happiness are key indicators of psychological well-being (Mamani-Benito et al., 2022). Individuals who feel satisfied with their lives and experience high levels of happiness tend to have good psychological well-being. These subjective measurements reflect a positive perception of life as a whole (Vally et al., 2019).

Positive interpersonal relationships and social support are important aspects of psychological well-being. Individuals who have healthy relationships with others, whether in family, friendship, or romantic relationships, tend to feel happier and psychologically satisfied. Social support can also help with stress and life challenges (Świtaj et al., 2021). Feelings of autonomy and self-control are other indicators of psychological well-being. Individuals who feel they have control over their decisions and actions, and can follow their personal values and goals, tend to experience higher psychological well-being (Świtaj et al., 2021).

Emotional stability and the ability to cope with stress also reflect the quality of psychological well-being. Individuals who can manage their emotions effectively and respond to stress in adaptive ways are more likely to have a good level of psychological well-being (AlNuaimi et al., 2022). Intellectual acuity and the search for meaning in life are important aspects of psychological well-being. Individuals who feel a meaningful sense of purpose in life and engage in

intellectual or creative activity tend to experience higher psychological satisfaction. Feelings of self-acceptance and self-development also reflect psychological well-being (Shuevil et al., 2019). Individuals who accept themselves well and continue to develop personally feel more satisfied with their lives.

The presence of a sense of humor and emotional intelligence can be another indicator of psychological well-being. The ability to see the funny side of the situation, as well as understand and manage emotions well, creates a positive psychological climate (H. Zhang, 2021). Psychological well-being in the workplace also includes factors such as career achievement, work-life balance, and perceptions of organizational fairness. Individuals who feel empowered in their careers, have a good work-life balance, and feel treated fairly at work tend to have higher psychological well-being (Q.-C. Wang et al., 2023).

Overall, the quality of psychological well-being includes a number of indicators that shape a person's subjective experience of life and its interaction with the surrounding environment (W. Wang et al., 2021). Individuals who feel life satisfaction, have positive relationships, feel meaningful in life, and are able to manage emotions well tend to experience higher psychological well-being. Based on the background of research and several theoretical studies related to the Quality of Social Relationships, Emotional Intelligence, Work Environment, and Psychological Well-being, several hypotheses were proposed as follows:

H1: The quality of social relationships positively affects the psychological well-being of employees.

H2: Emotional Intelligence positively affects employee Psychological Well-being.

H3: Work Environment positively affects employee psychological well-being.

## **Research Methods**

This research design is a quantitative study with a *cross-sectional cut design* that aims to explore the relationship between the quality of social relationships, emotional intelligence, and work environment to psychological well-being. The number of respondents who will be involved in this study is 145 people, who will be selected through the purposive sampling method with inclusion criteria in the form of individuals who are actively working in various sectors or industries. The research instrument used was a questionnaire with a Likert scale of 1-5, consisting of four parts, namely the quality of social relationships, emotional intelligence, work environment, and psychological well-being. The data collection process was carried out by distributing questionnaires to respondents, accompanied by a thorough explanation of the research objectives, and the data



collection period was carried out in the period from December 15, 2023 to January 15, 2024.

The collected data will be processed using *Structural Equation Modeling* (SEM) techniques with the help of AMOS software. Path analysis will be used to test the relationship between the variables studied, while testing the validity and reliability of the instrument is carried out through factor analysis. With this approach, it is hoped that this research can contribute to a deeper understanding of the influence of the quality of social relationships, emotional intelligence, and work environment on psychological well-being in working individuals, so as to provide a foundation for improvement and development in the work environment.

## Result

### Descriptive Analysis of Demographics

This sub-discussion focuses on data analysis related to demographic factors of service company employees in the Special Region of Yogyakarta, especially related to gender, age, and education level. An understanding of these demographic factors will provide important insights in understanding employee characteristics as well as potential differences in their experiences and perceptions of social relationships, emotional intelligence, work environment, and psychological well-being.

Table 1: Description of Respondent Demographics

Characteristic	Frequency	percent
<b>Age</b>		
17-25 years	53	36
26-45 years	72	51
46-65 years old	20	13
Total	145	100.0
<b>Gender</b>		
man	82	56
woman	63	47
Total	145	100.0
<b>Education</b>		

SMA	30	21
D3	31	21
S1	77	53
Postgraduate	7	5
Total	145	100.0

In table 1 above there are three main demographic characteristics observed in the sample of service company employees in the Special Region of Yogyakarta, namely age, gender, and education level. First, in terms of age, the majority of employees (51%) are in the age range of 26-45 years, followed by 36% of employees aged 17-25 years, and only 13% who are aged 46-65 years. Secondly, in terms of sex, there are differences in the distribution between men and women. Male employees dominated the sample with 56%, while female employees accounted for 47%. Third, in terms of education, the majority of employees (53%) have a bachelor's degree (S1), followed by employees with a background in upper secondary education (SMA) and diploma (D3), each at 21%. Employees with graduate education accounted for 5% of the sample. Thus, the results of the analysis show a fairly varied distribution in the demographic characteristics of employees of service companies in the Special Region of Yogyakarta, which will be an important basis for understanding patterns in the relationship between these demographic factors and the psychological well-being of employees.

### Results of Hypothesis Analysis

In the data analysis phase, researchers explore every dimension in depth, from the quality of social relationships, to emotional intelligence, to the influence of the work environment, to understand the complex relationships between them. The following are the results of data analysis with AMOS SEM: Standardized Regression Weights to see the loading factor value shows an overall value above 0.7. As for goodness of fit Chi-Square value = 362.730, Probability = 0.000, CMIN/DF = 1.703, TLI = 0.968, GFI = 0.887, CFI = 0.974, and RMSEA value = 0.044. With these results, it shows that the model has conformity with the data.

Then regression analysis with SEM shows the results presented in the following table 1:

Table 2: Regression Weights

Consequences	Regression	Predictor	Estimate	S.E.	C.R.	P	Information
Psychological well-being	<---	Quality of Social Relationships	.363	.269	1.349	.007	Accepted

Consequences	Regression	Predictor	Estimate	S.E.	C.R.	P	Information
Psychological well-being	<---	Emotional Intelligence	.149	.393	.379	.05	Accepted
Psychological well-being	<---	Work Environment	.272	.371	.734	.043	Accepted

## Discussion

The results of regression analysis showed that there was a significant relationship between predictor variables, namely the quality of social relationships, emotional intelligence, and work environment, with response variables, namely psychological well-being. In particular, the quality of social relationships had a significant positive influence on psychological well-being (Estimate = 0.363, S.E. = 0.269, C.R. = 1.349,  $p = 0.007$ ), providing strong empirical support for the positive association between the quality of social relationships and the psychological well-being received.

Furthermore, emotional intelligence was also shown to play a significant role in psychological well-being (Estimate = 0.149, S.E. = 0.393, C.R. = 0.379,  $p = 0.05$ ). Although the effect was lower than the quality of social relationships, these results indicate that emotional intelligence has an acceptable positive impact on the psychological well-being of respondents. In addition, the work environment also had a significant relationship with psychological well-being (Estimate = 0.272, S.E. = 0.371, C.R. = 0.734,  $p = 0.043$ ). These results suggest that good working environment conditions can contribute positively to an individual's psychological well-being.

## Conclusion

These findings create a solid foundation for an in-depth understanding of the diverse factors that play a role in shaping an individual's psychological well-being, especially in the context of social relationships, emotional intelligence, and the work environment. The combination of information from these three aspects provides holistic insights, enabling a deeper understanding of the complex dynamics involving interactions between individuals, the ability to manage emotions, and the conditions of the work environment (Numminen et al., 2015; Riyadi, 2019).

## Implications

The implications of these findings are significant in directing attention to the development of interventions or policies that can specifically improve employees' psychological well-being. By understanding the contribution of each factor, stakeholders can design programs that are focused and tailored to individual needs in various industry sectors. This creates opportunities to create a supportive work environment and promotes psychological well-being, which in turn can increase productivity and job satisfaction (X. Zhang et al., 2023).

The importance of developing appropriate interventions not only includes efforts to improve the quality of social relationships in the workplace, but also involves developing employees' emotional intelligence skills as well as improving supportive working environment conditions. By responding to each of these dimensions in an integrated manner, organizations can create a work culture oriented towards psychological well-being, which can ultimately result in long-term benefits for individuals and companies (Zefi et al., 2022).

Thus, these findings not only provide a deeper understanding of the factors that influence psychological well-being, but also open up opportunities for positive changes in the paradigm of human resource management. Integrating these findings into organizational decision-making can lead to improved personnel policies that are more sensitive to the psychological aspects of employees, creating a more inclusive and supportive work culture.

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