



The Role of Job Satisfaction in Mediating The Influence of Emotional Intelligence and Leadership on Employee Performance

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Abstract—The purpose of this study is to create and assess the role of job satisfaction in mediating the influence of emotional intelligence and leadership on employee performance. This study employed a questionnaire approach that was carried out in line with the study's goals. Warmadewa College was the topic of this study, which had 45 participants. A likert scale was employed in this study to examine factors in testing validity and reliability. As an analytical technique, PLS-based SEM was employed in the investigation. The results of this study revealed that emotional intelligence has a negative and small impact on work satisfaction. Emotional intelligence has a strong and beneficial impact on performance. Leadership has a strong and beneficial impact on job satisfaction. Leadership has a strong and beneficial impact on performance. Job happiness has a strong and favorable impact on performance. Job happiness does not operate as a buffer between emotional intelligence and performance. Job happiness does not operate as a buffer between leadership and performance.

Keyword: Emotional Intelligence; Employee Performance; Job Satisfaction; Leadership

I. INTRODUCTION

Human resources are an extremely important factor in any organization so it can be stated that organizational goals will be realized if the quality of human resources are supported. The quality of human resources in an employee can theoretically influence employee performance. Employee skills are one of the characteristics of human resources. The use of human resources must be considered because it is critical to the organization. If the use of resources is properly managed, then human resources, as part of the organizational function, make a contribution that can support the effectiveness and efficiency of the organization, allowing the organization's goals to be met. Although every organization can easily solve problems in each field, if problems in the field of human resources cannot be overcome, the organization can be said to be unsuccessful.

Human resources in a high-performing organization are required in this regard. According to Rivai (2008:212), performance is a real behavior that everyone exhibits as work achievements produced by employees based on their role in the company.

Employee performance is influenced by emotional intelligence in addition to job satisfaction. Even when depressed, a person with high emotional intelligence can make firm and correct decisions. Emotional intelligence refers to the ability to use emotions effectively in order to achieve goals, build productive working relationships, and achieve success at work. Humans have emotional characteristics; without emotions, a person becomes like a robot that only relies on logic, especially in its function as a social creature that is constantly in contact.

Leadership is another factor that influences performance. Leadership in an

organization is a factor that determines an organization's or business's success or failure. Effective leadership is one of the qualities that a successful manager must possess (Malik, 2011). The ability to move and influence others to achieve individual or group goals is referred to as leadership. Leadership is not a supernatural ability. It is something that can be learned, improved, and mastered.

This study was carried out at Warmadewa College, which is a Course and Training Institute, Job Training Institute, Professional Certification Institute, and also in charge of a business unit, namely MTBC (Merdeka Tower Bisnis Center), which is under the auspices of the Korpri Welfare Foundation of Bali Province, as one of the activity units that are expected to be able to make a good contribution and can become an advanced institution, with the support of capable individuals. An organization cannot function optimally without the quality support of its human resources.

According to the statistics received, the achievements of participants did not meet the aim in 2015, 2016, 2017, 2020, and 2021. Even in 2016 and 2017, the proportion was quite low. The achievement of participants then attained and even exceeded the objective in 2018 and 2019, with a substantially larger proportion than in prior years. This explanation demonstrates that there are signs of uneven employee performance. In general, the number of objective successes of Warmadewa College participants has varied from 2015 to 2021.

The presence of this phenomenon may indicate a drop in staff performance at Warmadewa College. Employee emotional intelligence may also be shown in the dimension of self-awareness, where some employees have not completely identified their own inadequacies, making them less dexterous in completing their tasks. When mistakes occur at work, people lack the effort to remedy them. There is still a shortage of individuals who can come up with novel ideas for performing jobs. There is still a lack of accountability, initiative in finishing the job, and originality in carrying out their employment here (Yancomala, 2014). Then there's the self-regulation factor, where employees aren't always good at regulating their emotions, whether they're about work or personal issues. Furthermore, in the motivational dimension, employees are still less productive at work, therefore they frequently suffer difficulties in completing

their tasks.

Numerous events were discovered based on observations and discussions with several employees at Warmadewa College, as follows: (1) Employees were unsatisfied with their salary in 2015, 2016, 2017, 2020, and 2021, but this improved in subsequent years; (2) Certain employees were dissatisfied when working in teams with colleagues because some colleagues communicated less communicatively. According to Sutrisno (2009:79), employees who do not achieve job satisfaction will never achieve psychological satisfaction and will eventually develop negative attitudes or behaviors, which can lead to frustration; on the other hand, satisfied employees will work well, be energetic, active, and can perform better than employees who do not achieve job satisfaction.

The leader's quality is also the most significant aspect in achieving employee performance, and the success or failure of an organization or instantiary is typically viewed as the leader's success or failure. Based on observations, the leadership of Warmadewa College has fallen short of expectations. The Leadership Style is already democratic, but subordinates are hesitant to share their thoughts.

Then there is a lack of work discipline, a lack of interest in working hours, negative habits of employees such as arriving late, and lunch time is quite long. The boss pays little attention to his subordinates, such as employees who excuse themselves during working hours; there is no guarantee that the employee in question will return before the official return time. As a result, many mails cannot be quickly dispositioned and are thus processed too late. Leaders must provide real coaching to staff in order to build contentment and commitment and therefore promote high performance.

The study conducted by Ramadhona et al. (2022) revealed that Emotional intelligence had a positive and significant direct effect on employee satisfaction and performance, in contrast to Transformational Leadership, which only had a positive and significant direct effect on employee job satisfaction but a negative and insignificant on employee performance. On the other hand, job satisfaction has a positive and significant direct effect on employee performance. Further results show that job satisfaction mediates the direct effect of Emotional Intelligent and Transformational Leadership on employee performance. Other results show that job

satisfaction does not mediate the effect of Emotional intelligence on employee performance, but fully mediates the effect of Transformational Leadership on employee performance. In addition, the study results conducted by Alwali & Alwali (2022), found that job satisfaction has a positive relationship with job performance. The study also provides evidence that job satisfaction plays a positive mediating role in the relationship between emotional intelligence and job performance.

Based on the background and the previous studies above, this study aims to examine the role of job satisfaction in mediating the influence of emotional intelligence and leadership on employee performance.

II. CONCEPT AND HYPOTHESIS

Employee Performance

Hasibuan (2012) believes that performance is the embodiment of work done by people and is typically used as a basis for evaluating employees or companies. The result of real work that is very important and expected by the organization that a person is able to achieve in carrying out the tasks assigned to him in accordance with the criteria and goals set by the organization and will ultimately help the organization's survival in a sustainable manner is called performance.

Emotional Intelligence

"The heart awakens our innermost values, changing them from what we think into something we live," Ginanjar (2009:5) says of emotional intelligence (EQ). The heart understands things that the mind does not or cannot understand. Meyer (2009: 58) defines emotional intelligence as the capacity to discern the underlying sentiments of the person with whom you are in contact and effectively manage relationships.

Leadership

Leadership as a management concept may be defined in a variety of ways depending on the beginning point of thought. Leadership is the practice of persuading others to work towards the achievement of organizational goals (Afandi, 2018:103). Leadership is an interpersonal influence exercised in a given circumstance and directed toward one or more specified goals via the communication process (Wahjosoemidjo in Sudaryo, et al., 2019: 149).

Leadership is a characteristic, character, or way of being that an individual uses to encourage and move a person or group of people so that they are willing to carry out

tasks and obligations in order to fulfill the organization's / company's previously defined goals.

Job Satisfaction

A job's emotional state may be both pleasurable and terrible. If there is no gap between expectations and reality, every employee will be satisfied. The more components of the job that meet each individual's expectations and interests, the more satisfied they are. Job satisfaction, according to Suwatno (in Eko Widodo, 2015), is a psychological condition that is very subjective and very dependent on the individual concerned and his work environment, and job satisfaction is a multifaceted concept (many dimensions), he can use a thorough attitude on the part of a person's work.

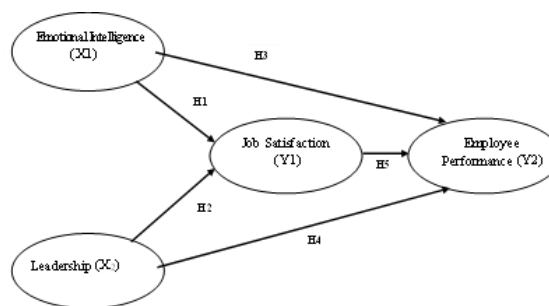


Figure 1. Concept framework

On the conceptual framework based, study hypothesis is:

H1 : Emotional intelligence has a positive and significant effect on job satisfaction.

H2 : Leadership has a positive and significant effect on employee job satisfaction.

H3 : Emotional intelligence has a positive and significant effect on employee performance.

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

H5 : Employee satisfaction has a positive and significant effect on employee performance.

H6 : Job satisfaction is able to mediate the influence of emotional intelligence on employee performance.

H7 : Job satisfaction is able to mediate the influence of leadership on employee performance.

III. METHOD

This study falls under the area of explanatory study, which uses hypothesis testing to explain a link between variables

(Ghozali, 2012). This study employs quantitative and qualitative data types, using information acquired from both primary and secondary sources. In this study, data were collected by observations, interviews, and the distribution of questionnaires with a Likert scale score. In this study, descriptive analysis and inference analysis are performed utilizing the PLS (Partial Least Square) analytic technique software. This study was carried out at Warmadewa College, which is located on Jl. Merdeka VI No. 5 in Denpasar, Bali. This study's scope is to encompass topics on human resource management, including emotional intelligence, financial remuneration, leadership, and work satisfaction. The

instrument validity test is performed initially. The Product Moment correlation approach is used to assess its validity. The reliability test was then performed using the Cronbach Alpha method. Technical data analysis was employed. The relationship between the factors explored in this study, namely emotional intelligence, leadership, work satisfaction, and employee performance, is examined using inferential analysis. In examining the effect of exogenous and endogenous factors. PLS (Partial Least Squares) was employed in this investigation.

IV. RESULTS AND DISCUSSION

Table 1. Path Analysis and Hypothesis Testing

	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics (O/STDEV)	P Values
Emotional Intelligence -> Job Satisfaction	-0.053	-0.032	0.221	0.241	0.810
Emotional Intelligence -> Employee Performance	0.364	0.370	0.109	3.334	0.001
Leadership -> Job Satisfaction	0.719	0.708	0.201	3.579	0.000
Leadership -> Employee Performance	0.362	0.362	0.137	2.641	0.009
Job Satisfaction -> Employee Performance	0.220	0.211	0.103	2.130	0.034

Table 2. The Indirect Relationship of Emotional Intelligence and Leadership to Performance Through Job Satisfaction

	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics (O/STDEV)	P Values
Leadership -> Job Satisfaction -> Employee Performance	0.158	0.157	0.096	1.645	0.101
Emotional Intelligence -> Job Satisfaction -> Employee Performance	-0.012	-0.010	0.551	0.029	0.819

Table 3. The Direct Relationship of Emotional Intelligence and Leadership to Performance

	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics (O.STDEV)	P Values
Emotional Intelligence -> Job Satisfaction					
Emotional Intelligence -> Employee Performance	-0.012	-0.010	0.051	0.229	0.819
Leadership -> Job Satisfaction					
Leadership -> Employee Performance	0.158	0.157	0.096	1.645	0.101
Job Satisfaction -> Employee Performance					

The findings of the computations in Table 3 are as follows.

Emotional intelligence has a negative effect of -0.053 on work satisfaction and is not significant, implying that improving emotional intelligence does not significantly increase employee performance.

Emotional intelligence has a positive effect of 0.364 and is important to performance, implying that as emotional intelligence grows, so will performance.

Leadership has a 0.719 positive influence on work satisfaction and is significant. This suggests that the better the leadership, the higher the work satisfaction.

Leadership has a 0.362 favorable influence on performance and is significant. This suggests that the better the leadership, the better the performance.

Job satisfaction has a positive effect of 0.220 and is significant on performance. This means that the more job satisfaction increases, the performance of employees also increases markedly.

Job satisfaction does not mediate the relationship between emotional intelligence and performance. This can be seen from the relationship between emotional intelligence to performance directly (Table 4) is insignificant, nor is the indirect relationship of emotional intelligence to performance through job satisfaction also insignificant (Table 5).

Test the Role of Mediation

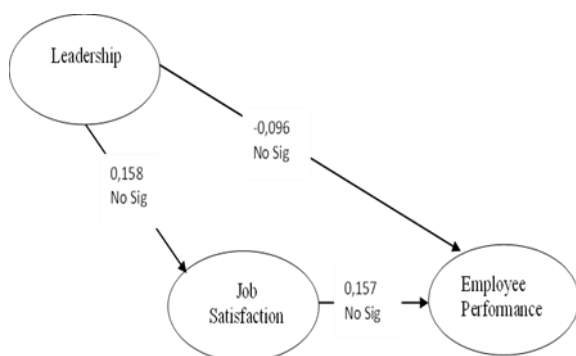


Figure 2. Indirect Effect of the Mediating Role of Job Satisfaction on the Relationship of Emotional Intelligence to Performance

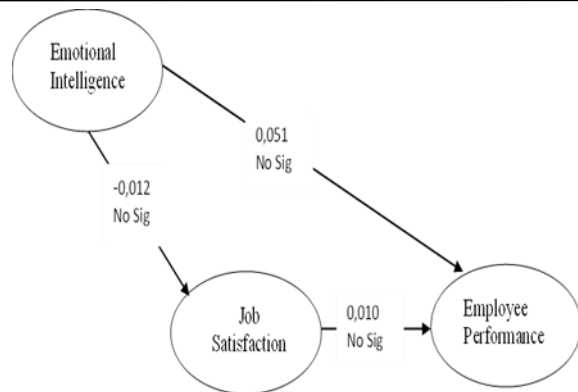


Figure 3. Direct Effect the Mediating Role of Job Satisfaction on the Relationship of Emotional Intelligence to Performance



Figure 4. Indirect Effect of Mediating Role Job Satisfaction on Leadership Relationship to Employee Performance

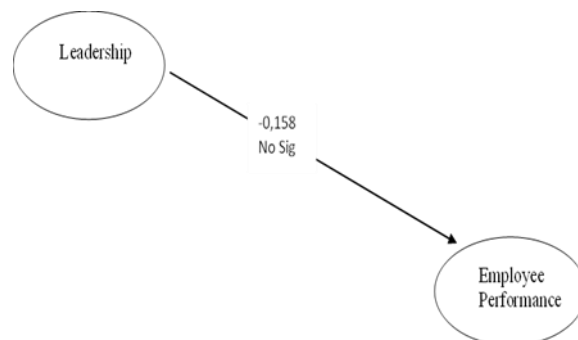


Figure 5. Direct Effect of Mediating Role Job Satisfaction on Leadership Relationships to Employee Performance

Emotional Intelligence's Influence on Job Satisfaction

Emotional intelligence has a negative and small influence on work satisfaction, according to the results of hypothesis testing. As a result, H1 was rejected in this investigation. This suggests that improving emotional intelligence will not result in increased employee work satisfaction. This demonstrates that in order to maximize job happiness, one must be sensitive to others. In terms of respondents' characteristics, 78% were men, despite the idea that men are often less sensitive to sentiments than women. The findings of this study agree with those of Fadhli, Lubis, et al (2020), who discovered that emotional intelligence had no

influence on work satisfaction, as well as Dae and Bo (2020).

Leadership's Influence on Job Satisfaction

According to the findings of hypothesis testing, leadership has a favorable and significant impact on work satisfaction. As a result, H2 is approved in the study. This suggests that the better the leadership, the higher the level of work satisfaction. This demonstrates that in order to boost job happiness, leaders must optimize ways of working, such as giving work in accordance with subordinates' areas of competence and increasing welfare to support subordinate performance in order to attain job satisfaction. This study's findings are consistent with those of Gunapatra (2017), Astuti and Iverizkinawati (2018), Asri (2019), and Pancasila et al. (2020).

Emotional Intelligence's Influence on Employee Performance

Emotional intelligence has a favorable and significant influence on employee performance, according to the results of hypothesis testing. As a result, H3 was accepted in the study. This suggests that the more one's emotional intelligence, the more visible one's performance will be. This highlights the fact that in order to increase employee performance, they must be sensitive to others, improve communication, and foster a feeling of community and solidarity in order to produce strong employee performance. This study's findings are consistent with those of Asrar-ul-Haq et al. (2017), Noermijati and Sunaryo (2018), Tewal and Trang (2018), and Feniawati and Yunaningsih (2018). (2020).

Leadership's Influence on Employee Performance

According to the findings of hypothesis testing, leadership has a favorable and significant impact on staff performance. As a result, H4 is approved in the study. This suggests that the better the leadership, the better the performance. The Outer Loading result with the highest score, namely X2.7, with the indication of how the leader strives to help the attainment of job satisfaction of his subordinates, which earned a score of 0.830, shows the most strong leadership indicator. This demonstrates that in order to boost employee performance, leaders must optimize working methods such as maintaining communication between superiors and subordinates and rewarding subordinates to encourage employee success. This study's

findings are consistent with those of Widodo (2017), Afandi (2020), Andi (2020), Khoiri and Oktavia (2019), as well as Andayani and Tirtayasa (2019), Kurniawati, Putra and Amerta (2021), Lestari, Putra and Suguati (2022), Putra, Amerta and Surasmi (2022).

Job Satisfaction's Influence on Employee Performance

According to the findings of hypothesis testing, work satisfaction has a favorable and significant impact on employee performance. As a result, H5 in the study is approved. This indicates that when employee work happiness grows, so does employee performance. This demonstrates that in order to boost employee performance, leaders must preserve the character of acting properly and always offer motivation to their subordinates. This study's findings are consistent with those of Anggreni et al. (2019), Aryanta et al. (2019), Harahap (2020), Adhan (2020), Hariana (2021), and Naz, Rafiq, and Khan (2019).

Job Satisfaction's Role in Mediating Emotional Intelligence and Employee Performance

According to the study's findings, work happiness has no effect on the association between emotional intelligence and employee performance. Thus, H6 in this study is denied, which claims that work happiness plays a role in moderating the association between emotional intelligence and employee performance. This suggests that work happiness cannot explain the impact of emotional intelligence on employee performance. However, if you already have excellent emotional intelligence, then improving employee performance does not have to be through job satisfaction. This study's findings are consistent with those of Holis's (2016) findings that emotional intelligence has a substantial impact.

The Role of Job Satisfaction in Mediating Leadership's Influence on Employee Performance

According to the results of the tests on the function of work satisfaction in mediating the effect of leadership on employee performance, job happiness does not mediate the link between leadership and employee performance. Thus, H7 in this study is denied, which indicates that work happiness plays a role in mediating the link between leadership and employee performance. This suggests that job satisfaction cannot explain the effect of leadership on employee performance, even if

the outcomes do not mediate. Furthermore, if you already have strong leadership, improving employee performance does not have to be through job satisfaction. This study is in line with the study of Siagian and Khair (2018) state that job satisfaction cannot mediate the influence of leadership style variables on employee performance variables.

V. CONCLUSION

Emotional intelligence has a negative and insignificant effect on job satisfaction, emotional intelligence and leadership have a positive and significant effect on performance, leadership has a positive and significant effect on job satisfaction, and job satisfaction has a positive and significant effect on employee performance, according to the findings of this study. Furthermore, work happiness does not mediate the association between emotional intelligence and performance, nor does it mediate the relationship between leadership and employee performance.

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