

The Effect of Compensation and Emotional Intelligence on Employee Performance with Job Satisfaction as an Intervening Variable

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ARTICLE INFO

Article history:

Received Aug 30, 2022

Revised Oct 02, 2022

Accepted Oct 20, 2022

Keywords:

Compensation,
Emotional intelligence,
Job Satisfaction,
Employee Performance.

ABSTRACT

This study aims to analyze the effect of Compensation and Emotional Intelligence on Employee Performance with Job Satisfaction as an intervening variable for employees of the Tangerang Manufacturing Industry. The Research methodology is through a questionnaire survey to collect data to test the research hypothesis. The type of research used is quantitative with Structural Equation Modeling (SEM) approach using Analysis of Structural Moments (AMOS). The sample used in this study was 150 employees of a Manufacturing Industry Company in Tangerang. The results of the study have five hypotheses and all of them are supported, which states that there is an effect of Job Satisfaction as an intervening variable between Compensation and Emotional Intelligence on Employee Performance. Managerial implications in this study, it is hoped that related companies can pay more attention to the long term impact regarding emotional intelligence this is done so that there is no miss communication between employees so that employees can provide good employee performance. manufacturing industry companies need to reevaluate the suitability between compensation and the workload given, especially on overtime wages in order to have a positive impact in increasing employee performance. manufacturing industry companies need to pay more attention to employee job satisfaction that increase worker productivity, can be done by providing work motivation to employees for example providing rewards so that employees feel appreciated, this can affect employee performance.

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1. INTRODUCTION

In the current era, the global economy requires companies to implement changes for the management of their resources, both in terms of human resources and other resources. In a corporate environment, labor is one of the most valuable resources and plays an important role. Therefore, companies must think about how employee performance productivity continues to increase and get better. In today's uncertain business conditions and unstable economic conditions,

rigor is needed in managing human resources. Human Resources itself is the main element in an organization because Human Resources is the part that moves the company's organizational system in achieving goals. The total process in the company is not able to run well if the company does not have or lacks human resources in carrying out a process within the company. Therefore, the company must have a strategy related to obtaining or maintaining the availability of human resources within the company in order to improve employee performance which will benefit the company's performance. Human Resources are the main value in a company because Human Resources can manage the organizational system in order to achieve organizational goals (Rojikinnor et al, 2021).

PT Wisso Tirta Perkasa and PT Bhinneka Plastik Indonesia is one of the companies that is very concerned about its human resources, of course in the work to serve consumers. This company is a company that operates in the field of PVC pipe manufacturing, which has a number of employees who support the service process. Both companies are located in Tangerang. The reason the researcher is interested in conducting research on these two companies is because many industrial manufacturing companies engaged in the manufacture of PVC pipes in Tangerang cannot survive due to the covid-19 pandemic. Researchers do not focus on similar companies in Jakarta because companies located in Jakarta are companies that already have a big brand image.

The phenomenon that occurs in these two manufacturing industry companies is a decrease in market demand which causes a decrease in compensation provided, as a result of the decrease in compensation has an impact on the level of employee job satisfaction so that employee work performance decreases. This can be seen by the lack of good employees in managing time which can cause a lot of work not to be completed on time, and the low compensation provided by the company to its employees. This low employee performance may be due to factors, including: 1. Compensation that is lacking 2. High workload given 3. Work stress and a lot of pressure 4. Achievement of employee performance that is not appreciated.

Every company wants to achieve the desired goals. In this case, the company must certainly be able to understand what needs to be done so that the company's goals can be achieved properly. Paying attention to employee performance is one of the organization's efforts in achieving company goals. Employee performance is closely related to the organization's ability to manage existing human resources and provide healthy and conducive working conditions. After examining the factors that affect employee performance, the author found that there are three things that can affect employee performance, namely compensation, emotional intelligence, and job satisfaction. Previous research related to these variables and their influence on employee performance has been carried out before. That Alwali & Alwali (2022) conducted research and indicated that there was a significant relationship regarding job satisfaction and employee performance which was influenced by Emotional Intelligence, and no significant relationship was found regarding transformational leadership on employee performance (Alwali & Alwali, 2022). Meanwhile, research conducted by Rajikinnor et al (2021) found that compensation does not directly affect employee performance, where the work environment will have a direct effect, however, compensation affects employee job satisfaction (Rojikinnor et al, 2021).

The difference between this research and previous research conducted by Rojikinnor, et al (2021) and Alwali & Alwali (2022) is the place of research where this research was conducted in two manufacturing industry companies, the research time, the number and type of respondents selected in this study are also different, namely taking respondents from employees in the Tangerang manufacturing industry while in the main journal the respondents taken were employees at Bank Rakyat Indonesia, and in the supporting journal the respondents were taken at the irak general hospital doctor, then in this study using the AMOS SEM test method while in previous studies using the PLS-SEM method.

The distribution of questionnaires and observations carried out in November - December 2022 aims to understand the causes of the problems that exist at PT Wisso Tirta Perkasa and PT Bhinneka Plastik Indonesia. If the lack of attention to compensation and low employee emotional intelligence can cause employee performance to decline. Every leader or department that is given important responsibilities to understand how crucial it is to maintain and improve employee performance in workers by providing several techniques to increase job satisfaction in accordance

with what workers need. The author wants to examine further and in more detail how much PT Wisso Tirta Perkasa and PT Bhinneka Plastik Indonesia pay attention to variables that are considered to affect employee performance, namely compensation, emotional intelligence, and job satisfaction.

For this reason, researchers will conduct research entitled The Effect of Compensation and Emotional Intelligence on Employee Performance with Job Satisfaction as an Intervening Variable (Study at PT. Wisso Tirta Perkasa and PT. Bhinneka Plastik Indonesia in Tangerang).

2. RESEARCH METHOD

The research design carried out in this study is causal associative research with quantitative techniques. Based on Sugiyono (2019), causal associative research is a study that aims to see the relationship between two or more variables. With this study, a theory can be built that functions to explain, predict and control a symptom. Causal relationship is a relationship that is cause-and-effect, one variable (independent) affects the other variable (dependent). Associative studies use quantitative or statistical analysis techniques. Quantitative study is one type of study whose specifications are systematic, planned, and clearly structured from the beginning to the making of the study design. Therefore, in this study, researchers used descriptive quantitative methods to investigate the problems that have been described in the problem formulation. Quantitative research is used to collect data while descriptive research is used to describe the results of the analysis of the data that has been obtained. This study will test Compensation and Intelligence on employee performance with job satisfaction as an intervening variable. Data collection is carried out in time series or within a certain period of time where this research was conducted in the November-December 2022 period.

Development of Hypothesis

Based on Tung Thanh (2018), one of the factors that affect employee performance is compensation where compensation affects employee performance carried out by employees (Tung Thanh, 2018). Rojikinor et al (2021) also stated that compensation affects employee performance. Based on previous research as described above, this study has a hypothesis, namely:

H1 : Compensation has a positive influence on employee performance

Research conducted by Dhoopar et al (2020) which suggests that employee performance has a fairly close relationship related to emotional intelligence (Dhoopar et al, 2020). Alwali & Alwali (2022) also support that emotional intelligence has a significant effect on employee performance. Based on previous research as described above, this study has a hypothesis, namely:

H2 : Emotional intelligence has a positive influence on employee performance.

Furthermore, research conducted by Silva et al (2022) which suggests that job satisfaction affects employee performance (Silva et al, 2022). Hendri (2019) also supports that job satisfaction has a significant effect on employee performance. Based on previous research as described above, this study has a hypothesis, namely:

H3: Job satisfaction has a positive influence on employee performance.

Based on research by Fikri et al (2018) compensation for employees in the form of basic wages, incentives, facilities and holiday allowances affects employee performance, with increased employee performance, job satisfaction will increase. Based on research by Rojikinor et al (2022) said that compensation has a positive influence on employee performance mediated by job satisfaction. Based on previous research as described above, this study has a hypothesis, namely:

H4: Compensation has a positive influence on the company's employee performance which is influenced by job satisfaction.

Research conducted by Mandala & Dihan (2018) found that there is a relationship between emotional intelligence and employee performance which is influenced by job satisfaction where it can be concluded that the higher the emotional intelligence, the employee performance will increase influenced by job satisfaction. According to Alwali & Alwali (2021) said that emotional intelligence will affect employee performance which is mediated by job satisfaction.

H5: Emotional intelligence has a positive influence on the company's employee performance which is influenced by job satisfaction.

3. RESULTS AND DISCUSSIONS

A. RESULT

Descriptive Statistics of Research Variables

In this study, there were 150 questionnaires distributed to employees of PT Wisso Tirta Perkasa and PT Bhinneka Plastik Indonesia, where this study used a Likert scale of 1-5 which will take the mean or average score of each variable question item. To calculate the mean or average score, use the formula calculation, so that the interval and category of each score obtained are obtained, the formula calculation is

$$\begin{aligned} \text{Class Interval} &= \frac{\text{Highest Score} - \text{Lowest Score}}{\text{Number of Classes}} \\ &= \frac{5 - 1}{5} \end{aligned}$$

Based on the results of the calculation of the class interval value above, the assessment of the average respondent's answer is as follows:

Table 1. Interpretation of the Average Respondent's Answer

Average interval	Category
1 – 1,79	Very unfavorable/strongly disagree
1,8 – 2,59	Not Good/Disagree
2,6 – 3,39	Quite agree
3,4 – 4,19	Good/Agree
4,2 – 5	Very Good/Agree

Source: Sekaran & Bougie (2016)

The description of respondents' answers to the variables of Compensation, Emotional intelligence, Job satisfaction, and Employee performance can be explained as follows.

Table 2. Compensation Variable Descriptive Statistics

Item	Mean
There is a match between salary and work	1,94
There are salary differences between departments that are appropriate	2,31
There are incentives provided by the company in accordance with overtime.	2,35
There is a match between benefits and expectations.	3,86
Social security for workers	3,84
There is accident insurance for workers	3,92
Employees have the opportunity to take part in education and training	3,87
Employees have the opportunity to follow the education level	3,88
Total Mean	3,036

Source: Data processed

Based on Table 2 above, to measure the Compensation variable has a total mean value of 3.036. Based on these results, it shows that respondents' answers to constructs tend to be homogeneous to agree with the compensation variable items. It can be seen that of all statement items for compensation, the lowest mean value of respondents' answers is obtained on a scale of 1.94, which means that respondents do not agree that there is a match between the salary and the work provided by the company. The highest mean value scale is 3.92, which means that respondents agree that there is accident insurance for workers.

Table 3. Descriptive Statistics Of Emotional Intelligence Variables

Item	Mean
I am able to know why I have certain feelings	3,99
I am very aware of my emotions	3,95
I can really understand my feelings	3,91
I know why I feel happy or unhappy.	3,95
When I am unhappy, I remain in control of my emotions	3,85
I remain in control of my emotions	3,92
When I am angry, I can usually calm down in a very short time.	3,91
I have strong control over my emotions	3,93
I can usually set goals for myself and try to achieve these goals as well.	3,93
I often tell myself that I am a competent individual.	3,89
I am a self-motivated individual	3,92
I often motivate myself to do my best	3,88
I can usually guess emotions from friends' behavior	3,90
I have a good ability to observe other people's emotions.	2,45
I am very aware of other people's feelings and emotions	3,97
I see the emotions of people around me	3,89
Total Mean	3,828

Source: Data processed

Based on Table 3 above, it can be seen that of all the statement items for Emotional intelligence, a total mean of 3.828 is obtained, which indicates that respondents for the construct tend to be homogeneous to agree with the emotional intelligence variable statement. It can be seen that of all the statement items for emotional intelligence, the lowest mean value of respondents' answers was obtained on a scale of 2.45, which means that respondents disagree about respondents having a good ability to observe other people's emotions. In the statement item with the highest mean value of 3.99, which means that the respondent agrees with the respondent being able to know why they have certain feelings.

Table 4. Descriptive Statistics Of Job Satisfaction Variables

Item	Mean
I am willing to work harder to help this company succeed	2,03
I am proud to work for this company.	3,97
I have a strong sense of belonging to this organization.	3,99
I would refer a friend to work for this company.	3,87
Overall, I am satisfied working for this company.	3,91
Total Mean	3,553

Source: Data processed

Based on Table 4 above, to measure the Job satisfaction variable has a total mean value of 3.553. Based on these results, it shows that respondents' answers to constructs tend to be homogeneous to agree with the Job satisfaction variable items. It can be seen that of all statement items for Job satisfaction, the lowest mean value of respondents' answers was 2.03, which means that respondents disagree about respondents being willing to work harder to help the company succeed, and for the highest mean of 3.99, which means that respondents agree with respondents having a strong sense of belonging to the company.

Table 5. Descriptive Statistics Of Employee Performance Variables

Item	Mean
I am able to complete my work on time.	2,05
I am disciplined when I leave and return home	2,07
Willing to work overtime to complete work that has a predetermined completion time.	2,06
I can complete the work targets set by my superiors.	3,87
I have the number of additional tasks assigned by my superior.	3,94
I work carefully	4,09
I work hard	3,96
I am responsible for every task assigned	3,91

I do the work that is a burden so that it does not accumulate	4,07
I try to minimize the number of errors in the work	3,89
Conformity of task implementation with standard operating procedures	3,93
Total Mean	3,435

Source: Data processed

Based on Table 5 above, to measure the variable Employee performance has a total mean value of 3.435. Based on these results, respondents tend to be homogeneous to agree with the statement items for Employee performance. It can be seen that of all the statement items for Employee performance, the lowest mean value of respondents' answers was 2.05, which means that respondents disagree about being able to complete work on time, and for the highest mean value of 4.09, which means employees agree that I work carefully.

Hypothesis Test

Data analysis can be obtained from testing the hypothesis. The basis for making a hypothesis test decision is to compare the size of the p-value with the level of significance of 5% ($\alpha = 0.05$). If the p-value ≤ 0.05 then the hypothesis is accepted, and if the p-value > 0.05 then the hypothesis is rejected. The results of the hypothesis testing carried out are as follows:

Table 6. Hypothesis Test Results

Hypotheses	Estimation	CR	p-value	Decision
H1 : Compensation has a positive influence on employee performance	0,157	4,390	0.001	H1 is supported
H2 : Emotional intelligence has a positive influence on employee performance	0,333	7,084	0.000	H2 is supported
H3 : Job satisfaction has a positive influence on employee performance	0,169	3,933	0.000	H3 is supported
H4 : Compensation has a positive influence on the company's employee performance which is influenced by job satisfaction.	0,243	4,661	0.000	H4 is supported
H5 : Emotional intelligence has a positive influence on the company's employee performance which is influenced by job satisfaction	0,472	6,916	0.000	H5 is supported

Source: Data processed

Based on the table of results from hypothesis testing above, then:

1. Hypothesis 1 was carried out with the aim of examining the effect of compensation on employee performance. The processing results are shown with a p-value obtained a significant probability (p) of $0.001 < 0.05$, so H_0 is rejected (H_1 is accepted) so it can be concluded that it is proven that compensation has a positive influence on employee performance with an estimated coefficient value of 0.157, which means that if there is an increase in the compensation variable obtained, the employee performance of the employees is also higher.
2. Hypothesis 2 was carried out with the aim of examining the effect of emotional intelligence on employee performance. The processing results are shown with a p-value obtained a significant probability (p) of $0.000 < 0.05$, so H_0 is rejected (H_1 is accepted) so it can be concluded that it is proven that compensation has a positive influence on employee performance with an estimated coefficient value of 0.333, which means that if there is an increase in the emotional intelligence variable obtained, the employee performance of the employees is also higher.
3. Hypothesis 1 was carried out with the aim of examining the effect of job satisfaction on employee performance. The processing results are shown with a p-value obtained a significant

probability (p) of $0.000 < 0.05$, so it can be concluded that it is proven that job satisfaction has a positive influence on employee performance with an estimated coefficient value of 0.169, which means that if there is an increase in the job satisfaction variable obtained, the employee performance of the employees is also higher.

4. Hypothesis 2 was carried out with the aim of examining the effect of Compensation on employee performance mediated by job satisfaction. The processing results are shown with a p-value obtained a significant probability (p) of $0.000 < 0.05$, so H_0 is rejected (H_1 is accepted) so it can be concluded that it is proven that compensation has a positive influence on employee performance mediated by job satisfaction with an estimated coefficient value of 0.243 which means that the greater the value of the compensation variable obtained, the employee performance of employees will increase and job satisfaction is able to mediate the compensation variable.
5. Hypothesis 3 was conducted with the aim of examining the effect of emotional intelligence on employee performance mediated by job satisfaction. The processing results are shown with a p-value obtained a significant probability (p) of $0.000 < 0.05$, so H_0 is rejected (H_1 is accepted) so it can be concluded that it is proven that emotional intelligence has a positive influence on employee performance mediated by job satisfaction with an estimated coefficient value of 0.472 which means that the greater the value of the emotional intelligence variable obtained, the employee performance of employees will increase and job satisfaction is able to mediate the emotional intelligence variable.

DISCUSSIONS

Hypothesis 1

In connection with the results of testing the first hypothesis shown in table 20, it can be said that compensation has a positive influence on employee performance can be supported. This shows that companies that have good compensation will increase employee performance. This is also supported by research conducted by Tung thanh (2018) that compensation is an important factor affecting employee performance. Where supported by data showing that compensation will encourage employees to achieve goals, so as to improve their performance. In the hospital, the beta value is 0.239 and the average value is 3.68 (smallest) in the compensation factor, meaning that employee satisfaction with low compensation will have an impact on relatively low employee performance. As well as in the research of Rojikinnor et al (2022) that compensation affects employee performance, this shows that higher wages and salaries, incentives, allowances can affect employee performance. In this study it was found that employees at PT Wisso Tirta Perkasa and PT Bhinneka Plastik Indonesia were right that the respondents felt a lack of compensation and resulted in them working not in accordance with the workload given so that they worked less optimally, judging from the lowest mean value. In addition, the less than optimal provision of overtime pay incentives provided by the company is one of the factors that employees in both companies have a high workload with one example, namely if there is a machine breakdown they have to repair the machine first and then reset the machine, this can make employee work performance decrease.

Hypothesis 2

In connection with the results of testing the second hypothesis shown in table 20, it can be said that emotional intelligence has a positive influence on employee performance can be supported. This shows that companies that have good emotional intelligence will improve employee performance. This is in line with research conducted by Alwali & Alwali (2021) showing that Emotional Intelligence has a positive and significant effect on Employee Performance among doctors in Iraqi public hospitals. It can be said that employees with higher emotional intelligence can do their jobs effectively compared to employees with lower emotional intelligence. In the research of Dhoopar et al (2020) shows that emotional intelligence on employee performance has a significant relationship where the p-value result is 0.001, this research was conducted during the covid-19 virus explosion in the education sector. In this study it was found that employees at PT Wisso Tirta Perkasa and PT Bhinneka Plastik Indonesia have and feel emotional intelligence and poor employee performance, considering this, company management is certainly expected to pay attention to and maintain the level of emotional intelligence of its employees where it can be seen from the lowest mean results that employees are less able to observe or understand the emotions of others. So the

company needs to increase employee emotional intelligence again in order to produce good employee performance at the company. This can be done by training methods or training on managing emotions between individuals. Providing periodic refreshments and motivation for employees to have enthusiasm in starting activities so that they can improve their work performance.

Hypothesis 3

In connection with the results of testing the third hypothesis shown in table 20, it can be said that job satisfaction has a positive influence on employee performance can be supported. This shows that companies that have good job satisfaction will increase employee performance. This is in line with the research of Silva et al (2022) found if there is a positive and significant relationship between Job Satisfaction on Employee Performance, this research shows that if employees are satisfied with their working conditions, it will contribute to the success of a job and employees will be more productive. In Hendri's research (2019) shows that the job satisfaction variable has an influence on employee performance where the results obtained p-value results are less than 0.05, job satisfaction is considered very important to be able to form good employee performance. This can affect the integrity of employees that the company wants to realize in the honesty of employees who work in accordance with applicable rules. In this study it was found that employee job satisfaction at PT Wisso Tirta Perkasa and PT Bhinneka Plastik Indonesia in the field was true that respondents felt quite agree with the statement regarding job satisfaction and resulted in employees being less willing to work harder to help the company succeed because employees were less satisfied with the work environment in the company or did not feel appreciated by the company in terms of the work that had been given to the company, so that this caused employee work performance to decrease and resulted in the company also not being able to achieve its company goals.

Hypothesis 4

In connection with the results of testing the fourth hypothesis shown in table 20, it can be said that compensation has a positive influence on employee performance mediated by job satisfaction can be supported. This shows that companies that have good compensation will increase employee performance mediated by job satisfaction at PT Wisso Tirta Perkasa and PT Bhinneka Plastik Indonesia. This is also supported by research by Fikri et al (2018) which shows that the compensation variable has an influence on employee performance mediated by job satisfaction with a t value of $3.216 > t$ table or p-value 0.001. It can be concluded that job satisfaction can be a mediating variable between compensation and employee performance.

In this study, compensation for employees in the form of basic wages, incentives, infrastructure and holiday allowances has a positive influence on employee job satisfaction, if employee job satisfaction increases, employee performance will also increase. In the research of Rojikinnor et al (2021) shows that the results of compensation have an influence on employee performance mediated by job satisfaction in BRI Bank employees, these results indicate that job satisfaction is needed to intervene in the effect of compensation on employee performance. This shows that the higher the wages and salaries, incentives, allowances, and job satisfaction facilities will be higher. In this study it was found that employees at PT Wisso Tirta Perkasa and PT Bhinneka Plastik Indonesia did not get compensation in accordance with the workload given such as overtime incentives, causing job satisfaction to decrease because employees felt less appreciated by the company and resulting in decreased work performance. Where job satisfaction acts as a mediating role in the compensation variable on employee performance.

Hypothesis 5

In connection with the results of testing the fifth hypothesis shown in table 20, it can be said that emotional intelligence has a positive influence on employee performance mediated by job satisfaction can be supported. This shows that companies that have good emotional intelligence will increase employee performance mediated by job satisfaction at PT Wisso Tirta Perkasa and PT Bhinneka Plastik Indonesia. This is in line with the research of Alwali & Alwali (2021) which shows that job satisfaction has a significant mediation between the relationship between emotional intelligence and the performance of doctors in the general hospital of Iraq, in this case job satisfaction is an important factor to consider in efforts to improve employee performance. Job satisfaction is a powerful motivator that can connect emotional intelligence and employee

performance. In Mandala and Dihan's research (2018), the results of the effect of emotional intelligence on employee performance through job satisfaction were obtained with a significance value between emotional intelligence on job satisfaction of 0.008 and between job satisfaction and employee performance of 0.000, it can be said that emotional intelligence has an influence on employee performance through job satisfaction. In this study it was found that employees of PT Wisso Tirta Perkasa and PT Bhinneka Plastik Indonesia have and feel poor emotional intelligence, especially relationships between fellow employees where they are less able to observe and feel the emotions of others, so that communication between employees does not go well which can result in miss communication and work that is not completed on time, so training on emotional intelligence is needed. With this training, it is expected that employees can care more about each other so that job satisfaction can increase and a better work environment is formed.

4. CONCLUSION

Based on the results of research that has been conducted to analyze the effect of compensation and emotional intelligence on employee performance mediated by job satisfaction at PT Wisso Tirta Perkasa and PT Bhinneka Plastik Indonesia, the following conclusions can be drawn, The results of the first hypothesis show that there is a positive effect of Compensation on Employee Performance. This means that the greater the Compensation that is positively received by employees in the company, the higher the Employee Performance of employees. The results of the second hypothesis show that there is a positive effect of Emotional Intelligence on Employee Performance. This means that the greater the Emotional Intelligence that is positively perceived by employees in the company, the higher the Employee Performance of employees. The results of the third hypothesis show that there is a positive effect of Job Satisfaction on Employee Performance. This means that the greater the Job Satisfaction that is positively felt by employees in the company, the higher the Employee Performance of employees. The results of the fourth hypothesis show that there is a positive effect of Compensation on Employee Performance mediated by Job Satisfaction. This means that there is a positive influence on the Compensation received by employees in the company on Employee Performance which is mediated by Job Satisfaction. The results of the fifth hypothesis show that there is a positive effect of Emotional Intelligence on Employee Performance which is mediated by Job Satisfaction. This means that there is a positive influence on Emotional Intelligence felt by employees in the company on Employee Performance which is mediated by Job Satisfaction.

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