

## Effect of Emotional Intelligence and Transformational Leadership on Employee Performance Mediated by Employee Job Satisfaction

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### ABSTRACT

This study aims to see the direct effect of Emotional Intelligent and Transformational Leadership on employee performance and job satisfaction, the direct effect of job satisfaction on employee performance, and whether job satisfaction mediates the direct effect of Emotional Intelligent and Transformational Leadership on employee performance at PT. Surya Tsabat Mandiri. This research was conducted using a quantitative approach with survey methods and probability sampling techniques. The instruments were previously tested using the SPSS tool, and hypothesis testing and research data were analyzed using SEM on SmartPLS software version 3.2.9. The results showed that Emotional Intelligent 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 Intelligent on employee performance, but fully mediates the effect of Transformational Leadership on employee performance.

**Keywords:** Emotional Intelligence, Transformational leadership, Job Satisfaction, Employee Performance

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### INTRODUCTION

Human Resources (HR) plays an essential role in an organization. The organization can fulfill the anticipated goals and compete and survive by improving its human resources. So to make it happen, skilled and reliable human resources are needed in the scope of work to encourage the activities of a company to achieve its goals (Mathis and Jackson, 2006). Their performance reflects the availability of competent and dependable human resources. Good performance is optimal performance, so employee performance is something company leaders should consider because it is the key to the organization's survival (Burns, 1978). After all, declining employee performance may have an impact on the business as a whole (Park, Kim and Song, 2015; van Rooij and Merkebu, 2015). Performance can be interpreted as a person's success in carrying out a job, which is the result of work achieved by a person in carrying out the tasks assigned to him to complete work targets. To produce good work, employees need to have high performance, so performance is something that cannot be separated from the company (Akdere and Egan, 2020).

PT. Surya Tsabat Mandiri, as a company engaged in the food industry, especially the production and distribution of bread, known to the public as Roti Surya, continues to innovate and improve quality in various aspects to survive compete. One of the efforts made by the company, established in 1990, is to focus more on aspects of human resources that improve employee performance. However, based on the data obtained from interviews with the company concerned, it can be seen from the low cooperation between co-workers that it impacts the given performance. In addition, in 2021, there were three complaints from consumers submitted

directly to sales, including complaining about parts that were often moldy than usual and often a sour taste of jam. Based on this, it's clear that the performance of the company's employees is where mistakes can happen, while the performance of HR is one of the most important factors in helping the company reach its goals. So, the company's current focus on human resources is improving employee performance.

In efforts to get good performance from employees, companies need to provide support and good work experience to create job satisfaction (Luthans, 2006) which in turn has an impact on employee performance (Robbins, 2006). An increase in employee performance individually will encourage the performance of human resources as a whole, which is reflected in an increase in productivity. Employee performance shows up in their work productivity, which includes their mental and emotional attitudes, such as being optimistic about the future and believing that today is important. Better than yesterday, this mental and emotional attitude as the basic concept of non-cognitive capabilities and skills that help a person become more efficient in dealing with environmental demands and pressures is known as emotional intelligence (EI) (Mulyasari, 2019).

The definition of emotional intelligence has been studied over time (Kaur and Hirudayaraj, 2021). Emotional intelligence is a skill to recognize one's feelings and the feelings of others, motivate oneself and manage emotions, including when dealing with others (Goleman, 1998). It can be said that emotional intelligence is when thoughts and emotions are rationally used simultaneously (Kaur and Hirudayaraj, 2021), covering five skill areas including intra-personal skills, interpersonal skills, adaptability, stress management and mood (Rexhepi and Berisha, 2017).

Employees at PT. Surya Tsabat Mandiri still has trouble getting along with each other and do not understand each other's feelings. This causes a lot of tension, and people tend to work on their own. The interviews conducted revealed at least two conflicts between employees in one year. Meanwhile, in a good company or organization, interaction is needed. Most of these interactions are needed to do the job, like serving customers, taking orders, reporting to superiors, or working with and coordinating with coworkers. Because of this, the business feels compelled to pay attention to and develop the emotional intelligence of its staff in order to help them be happy and do their best work.

Leadership has been highlighted as a crucial catalyst in formulating strategies toward essential corporate outcomes in addition to increasing employee satisfaction and performance (Akdere and Egan, 2020). As a leader, apart from monitoring and ensuring that employees are working by existing work standards, the involvement of leaders also needs to be directly or indirectly involved in dealing with problems experienced by employees, including the attitude of treating subordinates, how to handle problems and the policies provided by the leaders. In the issues, it will ultimately affect the satisfaction and performance given by its employees, and even this cannot be separated from the role of leaders in PT Surya Tsabat Mandiri starts from the head of the section to the company's Board of Directors.

Consider the company's current employee issues, beginning with upholding product quality. Employees who still often arrive late do not come to work due to illness or poor interactions between employees, including other problems previously described above. It can be concluded that there is a chance that the issue also lies on the leadership side, which is felt to be lacking in supervising, giving encouragement, inspiration, and giving attention, especially in resolving conflicts that occur between employees to be able to resolve existing problems. While an effective leader, in addition to being able to foster, direct and appreciate the work of his employees, he also needs to be able to provide solutions to problems that, in the end, will directly or indirectly affect job satisfaction and become a good model for each employee. When employees feel job satisfaction, it can increase employee productivity and performance.

Therefore, transformational leaders must pay attention to leadership practices in each business organizational unit (Asbari et al., 2020; Purwanto et al., 2020).

Transformational leadership (TL) is a distinctive contemporary approach that emphasizes employees' interests to support their achievement of common goals. Transformational leadership focuses on the capacity of leaders to develop employees, including their morale, motivation and performance through various mechanisms. Ideally, transformational leadership can encourage employees to enrich their knowledge, skills and abilities to enhance individual and collective learning to advance organizational performance (Akdere & Egan, 2020).

Based on the description above, it is necessary to research the effect of emotional intelligence and transformational leadership on employee performance mediated by employee job satisfaction conducted in the company PT. Surya Tsabat Mandiri. This study is expected to resolve the company's issues and fill any gaps in current field of theory. It is expected that this would be enabled to go into wider context and explore more information upon the impact on both of employee performance as influenced through employee job satisfaction.

The aims of this research are as follows:

1. Knowing the direct effect of emotional intelligence on employee performance.
2. Knowing the direct effect of transformational leadership on employee performance.
3. Knowing the effect of emotional intelligence on employee job satisfaction.
4. Knowing the effect of transformational leadership on employee job satisfaction.
5. Knowing the effect of job satisfaction on employee performance.
6. Knowing whether employee job satisfaction mediates the direct effect of emotional intelligence on employee performance.
7. Knowing whether employee job satisfaction mediates the direct effect of transformational leadership on employee performance

## LITERATURE REVIEW

**Emotional Intelligence.** The concept of Emotional Intelligence (EI) was first introduced by Brackett & Salovey (2006), and this topic was initiated by Daniel Goleman, (1995) in a book entitled Emotional Intelligence. Then after this publication, several authors explored the concept with different theoretical models until finally, two main approaches emerged, namely the mixed model, which combines emotional abilities with personality dimensions such as optimism and self-motivation ability (Goleman, 1998) and the model abilities, which focuses on how individuals process emotional information and analyzes the skills needed to do so (Mayer and Salovey, 1997; Mayer, Caruso and Salovey, 1999; Brackett and Salovey, 2006). Mayer & Salovey, (1997) model focuses on emotional constructs, such as the ability to understand, gather information, and manage one's own and other's emotions. This theoretical model ultimately influenced the study of the relationship between EI and other psychological constructs, such as mental health and physical well-being (Donaldson-Feilder and Bond, 2004) and life satisfaction (María et al., 2004).

Emotional intelligence is defined as the ability to recognize one's feelings and the feelings of others. This awareness helps motivate oneself and manage emotions in building relationships with others (Goleman, 1998). Goleman, (1995) adopted five indicators included in the EI of the Salovey and Meyer model: self-awareness, self-control, motivation, empathy, and social skills.

**Transformational Leadership.** Over the past three decades, transformational leadership (TL) has emerged as one of the dominant leadership approaches to understanding individual, group, and organizational effectiveness (Mayr, 2017). As part of the new leadership paradigm, transformational leadership pays more attention to charismatic and influential leadership elements. Transformational includes assessing followers' motives, satisfying their needs, and treating them as whole people (Northouse, 2013).

The focus of transformational leadership is on empowerment, support, and team development, encompassing four main features: idealized influence (being an excellent role model), inspirational motivation (communicating hopes and goals), intellectual stimulation (increasing intelligence and rationality), and individual consideration (giving personal attention) (Bass and Avolio, 1990). Transformational leadership recognizes the need for change in the organization, creates a vision for change, focuses on exchanges between subordinates, seeks to gain commitment from subordinates, and supports change throughout the process (Nam and Park, 2019), a form of leadership intended to motivate and inspire followers to pursue goals. Through the transformation of followers' attitudes, beliefs, values, and behaviors (To, Tse and Ashkanasy, 2015). There are four indicators of Transformational leadership, according to Bass & Avolio (1997), including charisma, inspirational motivation, intellectual stimulation and individual consideration.

**Employee performance.** Performance is described as a behavior, activity, or set of behaviors relating to company goals, and it can be measured based on the level of competence that individual provides (Campbell, 1999). Based on this definition, it can be concluded that work performance refers to a performance, behavior, or action in a job or task that is primarily determined, necessary, and assigned by the company to fulfill the standards in the job description of the employee (Janssen and van Yperen, 2004). Bernardin & Russel (2013) acknowledge the essential of work standards that can be measured and understood clearly, including the workload, the quality of the work, punctuality, effectiveness, and capacity for teamwork.

**Job satisfaction.** Job satisfaction is a positive emotional state that arises based on a person's subjective experience of his work meeting his expectations (Cranny, Smith and Stone, 1992). Other terms are expressed by Spector et al. (2000) as the level of individuals who are happy with their work. Job satisfaction is essentially an individual concept, with different levels of job satisfaction based on an individual's beliefs. Job satisfaction is essentially an individual concept, with different levels of job satisfaction based on an individual's beliefs. Organizations with more satisfied employees tend to be more effective than those with less satisfied employees (Robbins, 2003). So it can be concluded that the level of the individual feels job satisfaction will be higher if there are more aspects in work to the individual's wishes. Improving job satisfaction is essential for every organization (Eldor, 2016). Luthans (2011) also mentions several indicators to measure employee job satisfaction, including the work, the payment system, promotions, and superiors' and co-workers' attitudes.

The framework is made to see the relationship between variables through pictures. The independent variables in this study are emotional intelligence (X1) and transformational leadership (X2) on the dependent variable, namely employee performance (Y) with job satisfaction (Z) as a mediating variable. Based on the research background, literature review and previous research results, this research is formulated in the following framework:

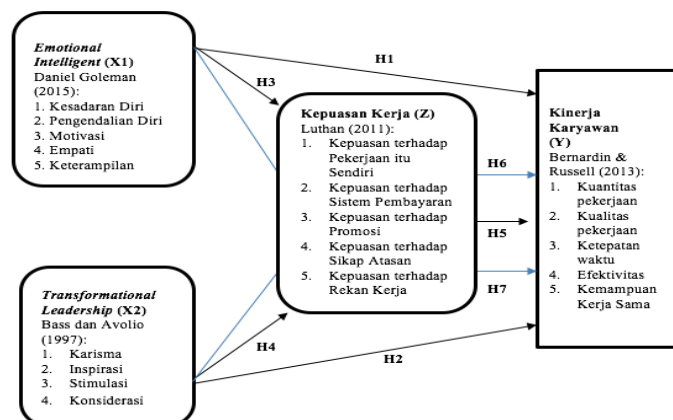


Figure 1. Framework

The hypothesis of this research is as follows:

- H1: Emotional intelligence has a positive and significant direct effect on employee performance
- H2: Transformational leadership has a positive and significant direct effect on employee performance
- H3: Emotional Intelligent has a positive and significant effect on employee job satisfaction
- H4: Transformational leadership has a positive and significant effect on employee job satisfaction
- H5: Job satisfaction has a positive and significant effect on employee performance
- H6: Employee job satisfaction mediates the effect of emotional intelligence on employee performance
- H7: Employee job satisfaction mediates the effect of transformational leadership on employee performance.

## METHODS

The research design uses primary data with a quantitative approach. The population in this study were employees of PT. Surya Tsabat Mandiri. PT. Surya Tsabat Mandiri is a food processing and distribution company in the form of bread located in Trimurjo, Central Lampung, Lampung, Indonesia. This research was conducted using a survey method: filling out a questionnaire and a list of questions using a Likert scale of 1 to 5. The sampling technique used in this study is probability sampling, which is a sampling technique that provides equal opportunities for each element (member) of the population to be selected as a member of the sample. The type of sample design used in this study is Simple Random Sampling, where the sampling of members of the population is carried out randomly without regard to the strata that exist in the population (Neuman, 2014). Determining the number of samples is based on the opinion of Hair et al. (2014), which details that if there are  $\leq 5$  variables, a minimum of 100 samples are needed, while if  $\leq 7$  variables, a minimum of 150 samples are needed. This study involved four variables, and the sample obtained was 110 respondents.

This research was conducted by first distributing random questionnaires to 30 employees from different companies in Lampung Province to be further processed into the Statistical Package for the Social Sciences (SPSS) version 26 software to test the validity, reliability, and normality. In the validity test, the questionnaire is said to be valid if each item can reveal something that will be measured by the questionnaire (Ghozali, 2018). If  $r \text{ count } r \geq \text{table}$  (2-sided test with sig. 0.05), then the instrument or question items significantly correlate with the total score (declared valid). In the reliability test where a questionnaire is said to be reliable or reliable if a person's answers to questions are consistent or stable from time to time the criteria of Cronbach's Alpha value must be  $\geq 0.7$  to reflect the appropriate reliability (Hair et al., 2014). Furthermore, the decision is made that the data is normally distributed if the Kolmogorov-Smirnov value  $\geq 0.05$ . Hypothesis testing and research data were analyzed using structural equation modeling (SEM) on the SmartPLS (Partial Least Square) software version 3.2.9.

## RESULTS AND DISCUSSION

The results obtained after conducting the validity test for each question item from the four variables were declared valid (attachment 1), and the reliability test results for the four variables were reported as reliable or reliable as stated in table 1 as follows:

Variable	Cronbach's Alpha	N of item
Emotional Intelligent (EI)	0.875	17
Transformational Leadership (TL)	0.836	10
Employee Job Satisfaction (KSK)	0.827	9
Employee Performance (KJK)	0.844	13

From these results, it can be seen that Cronbach's Alpha of the four is feasible above 0.7, reflecting the appropriate variable.

Appendix 2 shows that the value of sig. The variables of Emotional Intelligent, Transformational Leadership, Employee Work, and Employee Performance are 0.052. It can be concluded that the data distribution is normal.

**Structural Model Analysis.** Structural model measurement is done by testing the influence of one variable on another variable. The inner model can be evaluated by looking at the R-square (R2) for the dependent construct and the Q-Square (Q2) to measure how well the model generates the observation value and the t-statistical value of the path coefficient test. The value of path coefficients shows the level of significance in hypothesis testing. The results of the tests that have been carried out are as follows:

**Table 2. Results of R Square Analisis Analysis**

	R Square	R Square Adjusted
Employee Job Satisfaction (KSK)	0.537	0.528
Employee Performance (KJK)	0.416	0.399

Froz The rest is influenced by other variables outside the variables studied.

**Table 3. Results of Analysis of F Square and Q Square**

	Emotional Intelligent (EI)	Employee Job Satisfaction (KSK)	Employee Performance (KJK)	Q <sup>2</sup> (=1-SSE/SSO)
Emotional Intelligent (EI)		0.127	0.252	
Employee Job Satisfaction (KSK)			0.075	0.218
Employee Performance (KJK)				0.144
Transformational Leadership (TL)		0.479	0.005	

The results of the F Square analysis in Table 3 show that emotional intelligence, both on job satisfaction and employee performance, has a strong impact. In contrast, job satisfaction has a moderate effect on performance, and transformational leadership on performance has a negligible effect. The results of the Q square analysis show that Q square 0 shows that the model has a Predictive Relevance value, meaning that the exogenous variables predicting job satisfaction and employee performance have good predictive relevance.

**Table 4. Hypothesis Testing Direct Effect**

Hypothesis	Path Coefficient	T-Statistics ( O/STDEV )	P Values	Results
H1: Emotional intelligence has a positive and significant direct effect on employee performance	0.473	4.213	0	Received
H2: Transformational leadership has a positive and significant direct effect on employee performance	-0.079	0.669	0.504	Rejected
H3: Emotional Intelligent has a positive and significant effect on employee job satisfaction	0.282	3.657	0	Received
H4: Transformational leadership has a positive and significant effect on employee job satisfaction	0.548	7.109	0	Received
H5: Job satisfaction has a positive and significant effect on employee performance	0.307	2.138	0.033	Received

Path Coefficient aims to find the positive and negative of a relationship, t-statistic aims to see whether or not a relationship is significant, and P-Value aims to see whether there is the influence of a relationship. Table 4 shows that EI has a positive and significant influence and direction on employee performance, which is indicated by a P-Value of 0, path coefficient of 0.473, T Statistics > 1.96, which is 4.213, then H1 is accepted. These results align with the research conducted by Krisnanda & Surya (2019) and Winandar et al. (2021) that the EI variable positively

and significantly influences employee performance. Likewise, EI on employee job satisfaction, from Table 4 shows that EI has a positive and significant influence and direction on employee job satisfaction which is indicated by the P-Value of 0, the path coefficient of 0.028, and the t-statistic of 4.213, then H3 is accepted. These results support previous research by Koronios et al. (2019) and Winandar et al. (2021) that EI positively and significantly affects job satisfaction.

In contrast to TL, table 4 shows that TL has no influence. The direction of the relationship shows negative and insignificant results on employee performance which can be seen from the  $p > 0.05$ , which is 0.504, the path coefficient is negative, which is -0.079, and t -statistic  $< 1.96$ , which is equal to 0.669, then H2 is rejected. These results align with research conducted by David et al., (2017) which states that TL does not significantly affect employee performance. However, TL has a positive and significant influence and direction on employee job satisfaction which is indicated by the P-Value of 0, the path coefficient of 0.548, and the t-statistic of 7.109, then H4 is accepted. These results support the previous research by Roberts-Turner et al. (2014) that TL positively affects job satisfaction.

Other results show that job satisfaction also has a positive and significant influence and direction on employee performance, which is indicated by a P-Value of 0.033, a path coefficient of 0.307, and a t-statistic of 2.138, so H5 is accepted. These results support the previous research by Rozanna et al. (2019), which states that job satisfaction significantly impacts employee performance.

**Table 5. Indirect Effect**

	Path Coefficient	T Statistics ( O/STDEV )	P Values	Results
H6: Employee job satisfaction mediates the effect of emotional intelligence on employee performance	0.087	1.797	0.073	Rejected
H7: Employee job satisfaction mediates the effect of transformational leadership on employee performance	0.168	1.988	0.047	Received

In the indirect effect test, if the effect of exogenous variables on endogenous variables is not significant while the effect of mediating variables on endogenous variables is significant at t-statistic  $> 1.96$ , then the mediating variable is proven to mediate the effect of exogenous variables on endogenous variables (Ghozali and Laten, 2015). Table 5 shows the results that employee job satisfaction does not mediate the effect of EI on employee performance which can be seen from the resulting t-statistical value  $< 1.96$  which is 1,797 then H6 is rejected. While employee job satisfaction fully mediates the effect of TL on employee performance, which is indicated by a t-statistic value of 1,988, H7 is accepted, where previously TL did not directly influence employee performance, but with job satisfaction, it can mediate the relationship between the two.

**CONCLUSION**

The conclusions from the results of this study are as follows:

1. Emotional intelligence has a positive and significant direct effect on employee performance, it can be interpreted that the better the Emotional intelligence of the employee, the higher the performance given.
2. Employee performance is not directly and significantly affected by transformational leadership.
3. Emotional Intelligent has a positive and significant effect on employee job satisfaction, meaning that the better the Emotional Intelligent possessed by employees, the higher the level of perceived job satisfaction.
4. Transformational leadership has a positive and significant effect on employee job satisfaction, meaning that the higher the transformational leadership applied by the company, the higher the level of satisfaction felt by employees.

5. Job satisfaction has a positive and significant effect on employee performance, meaning that the higher the job satisfaction felt by the employee, the higher the performance given.
6. Employee job satisfaction does not mediate the influence of emotional intelligence on employee performance.
7. Employee job satisfaction mediates the effect of transformational leadership on employee performance, meaning that the existence of transformational leadership will affect employee performance through job satisfaction felt by employees.

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### Tables

**Table 1. Emotional Intelligence Questionnaire Validity (EI)**

Item	r Table	r Count	Significance	Results
EI1	0.3610	0.674**	0	Valid
EI2	0.3610	0.440*	0.015	Valid
EI3	0.3610	0.397*	0.03	Valid
EI4	0.3610	0.519**	0.003	Valid
EI5	0.3610	0.716**	0	Valid
EI6	0.3610	0.451*	0.012	Valid
EI7	0.3610	0.550**	0.002	Valid
EI8	0.3610	0.738**	0	Valid
EI9	0.3610	0.525**	0.003	Valid
EI10	0.3610	0.732**	0	Valid
EI11	0.3610	0.498**	0.005	Valid
EI12	0.3610	0.592**	0.001	Valid
EI13	0.3610	0.712**	0	Valid
EI14	0.3610	0.693**	0	Valid
EI15	0.3610	0.703**	0	Valid
EI16	0.3610	0.372*	0.043	Valid
EI17	0.3610	0.458*	0.011	Valid

**Table 2. Transformational Leadership Questionnaire Validity (TL)**

Item	r Table	r Count	Significance	Results
TL1	0.3610	0.679**	0	Valid
TL2	0.3610	0.742**	0	Valid
TL3	0.3610	0.835**	0	Valid
TL4	0.3610	0.733**	0	Valid
TL5	0.3610	0.428*	0.018	Valid
TL6	0.3610	0.684**	0	Valid
TL7	0.3610	0.624**	0	Valid
TL8	0.3610	0.547**	0.002	Valid
TL9	0.3610	0.540**	0.002	Valid
TL10	0.3610	0.607**	0	Valid

**Table 3 Employee Job Satisfaction Questionnaire Validity (KSK)**

Item	r Table	r Count	Significance	Results
KSK1	0.3610	0.462*	0.01	Valid
KSK2	0.3610	0.567**	0.001	Valid
KSK3	0.3610	0.773**	0	Valid
KSK4	0.3610	0.779**	0	Valid
KSK5	0.3610	0.593**	0.001	Valid
KSK6	0.3610	0.557**	0.001	Valid
KSK7	0.3610	0.596**	0.001	Valid
KSK8	0.3610	0.699**	0	Valid
KSK9	0.3610	0.821**	0	Valid

**Table 4. Employee Performance Questionnaire Validity (KJK)**

Item	r Table	r Count	Significance	Results
KJK1	0.3610	0.428*	0.018	Valid
KJK2	0.3610	0.446*	0.016	Valid
KJK3	0.3610	0.416*	0.022	Valid
KJK4	0.3610	0.648**	0	Valid
KJK5	0.3610	0.570**	0.001	Valid
KJK6	0.3610	0.752**	0	Valid
KJK7	0.3610	0.490**	0.006	Valid
KJK8	0.3610	0.754**	0	Valid
KJK9	0.3610	0.780**	0	Valid
KJK10	0.3610	0.689**	0	Valid
KJK11	0.3610	0.583**	0.001	Valid
KJK12	0.3610	0.565**	0.001	Valid
KJK13	0.3610	0.530**	0.003	Valid

**One-Sample Kolmogorov-Smirnov Test**

		Unstandardized Residual
N		30
Normal Parameters <sup>a,b</sup>	Mean	.0000000
	Std. Deviation	.06256661
Most Extreme Differences	Absolute	.159
	Positive	.159
	Negative	-.095
Test Statistic		.159
Asymp. Sig. (2-tailed)		.052 <sup>c</sup>

- a. Test distribution is Normal.
- b. Calculated from data.
- c. Lilliefors Significance Correction