

THE INFLUENCE OF EMOTIONAL INTELLIGENCE AND COMPETENCE ON
EMPLOYEE PERFORMANCE MEDIATED BY JOB SATISFACTION

Tutik Lestari¹, Sarsono², Supawi Pawenang³.

Universitas Islam Batik Surakarta, Indonesia^{1,2,3}

tutiklestari77@gmail.com, sarsono1964@gmail.com, pawenangsupawi@gmail.com.

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ABSTRACT

The institution must enhance and cultivate staff performance to ensure that the institution's success is intrinsically tied to quality. The objective of this study is to examine the impact of emotional intelligence and competence on employee performance, while considering job satisfaction as a mediating factor, inside the Department of Trade of Surakarta City. This study employs a quantitative method, making use of both primary and secondary data. The study encompasses a total of 73 individuals employed at the Department of Trade of Surakarta. The sampling method employed is saturated sampling, which involves including all members of the population as samples. The study findings indicate that the T-statistic value of 3.444 demonstrates a positive and substantial impact of emotional intelligence on employee performance. Similarly, the T-statistic value of 2.213 indicates a positive and significant influence of competence on employee performance. Furthermore, the T-statistic value of 2.563 indicates that there is a statistically significant and positive relationship between job satisfaction and employee performance. The results indicate that the T-statistic value of 6.293 demonstrates a positive and substantial impact of emotional intelligence on job satisfaction. Similarly, the T-statistic value of 4.850 indicates a positive and significant influence of competence on job satisfaction. This study demonstrates that the T-statistic value of 2.337 indicates a positive and significant impact of emotional intelligence on employee performance through job satisfaction. Similarly, the T-statistic value of 2.254 indicates a positive and significant impact of competence on employee performance through job satisfaction. The study emphasizes the need of cultivating emotional intelligence and enhancing employee competence to enhance their performance.

Keywords: Performance, emotional intelligence, competence, job satisfaction.

ABSTRAK

Lembaga harus meningkatkan dan membina kinerja staf untuk memastikan bahwa keberhasilan lembaga pada hakikatnya terkait dengan kualitas. Tujuan dari penelitian ini adalah untuk menguji pengaruh kecerdasan emosional dan kompetensi terhadap kinerja pegawai, dengan mempertimbangkan kepuasan kerja sebagai faktor mediasi di lingkungan Dinas Perdagangan Kota Surakarta. Penelitian ini menggunakan metode kuantitatif dengan menggunakan data primer dan sekunder. Penelitian ini mencakup total 73 orang yang bekerja di Departemen Perdagangan

Surakarta. Metode pengambilan sampel yang digunakan adalah sampling jenuh, yaitu melibatkan seluruh anggota populasi sebagai sampel. Temuan penelitian menunjukkan bahwa nilai T-statistik sebesar 3,444 menunjukkan pengaruh positif dan substansial kecerdasan emosional terhadap kinerja karyawan. Begitu pula dengan nilai T-statistik sebesar 2,213 menunjukkan adanya pengaruh positif dan signifikan kompetensi terhadap kinerja pegawai. Selanjutnya nilai T-statistik sebesar 2,563 menunjukkan bahwa terdapat hubungan yang signifikan dan positif secara statistik antara kepuasan kerja dengan kinerja karyawan. Hasil penelitian menunjukkan bahwa nilai T-statistik sebesar 6,293 menunjukkan pengaruh positif dan besar kecerdasan emosional terhadap kepuasan kerja. Begitu pula dengan nilai T-statistik sebesar 4,850 menunjukkan adanya pengaruh positif dan signifikan kompetensi terhadap kepuasan kerja. Penelitian ini menunjukkan bahwa nilai T-statistik sebesar 2,337 menunjukkan adanya pengaruh positif dan signifikan kecerdasan emosional terhadap kinerja karyawan melalui kepuasan kerja. Begitu pula dengan nilai T-statistik sebesar 2,254 menunjukkan adanya pengaruh positif dan signifikan kompetensi terhadap kinerja pegawai melalui kepuasan kerja. Studi ini menekankan perlunya menumbuhkan kecerdasan emosional dan meningkatkan kompetensi karyawan untuk meningkatkan kinerja mereka.

Kata Kunci: Kinerja, kecerdasan emosional, kompetensi, kepuasan kerja.

A. INTRODUCTION

The rapid advancement of the current era necessitates that organizations be capable of confronting their competitors. Organizations need good human resources to steer their progress. Every organizational entity desires and strives to acquire human resources that can realize and achieve its objectives. Human resources are a determining factor in the success of an organization (Maharani & Efendi, 2019). Good performance is often accompanied by high emotional intelligence and quality competencies within an institution. Quality employee performance is the hope of all institutions and companies, as it is expected to enhance the overall output of the organization.

Companies need to maintain employee performance to remain competitive and excel in the market (Tewal et al., 2017). To achieve employees who can perform their duties consistently and responsibly, the quality, quantity, and timeliness of performance are crucial. Several factors influencing performance include emotional intelligence, competence, and job satisfaction as a mediator. Employees who perform well will position the company favorably and maintain its stability even in a competitive environment (Sherlie & Hikmah, 2020). Therefore, any institution aiming for success must pay attention to human resource aspects to achieve its vision, mission, and values.

According to (Seran et al., 2023), job satisfaction can influence individual performance and company productivity, so organizations need to pay attention to elements that can provide satisfaction to employees. Employee job satisfaction can be influenced by several aspects. Each aspect provides different levels of satisfaction,

depending on the individual employee. Employment satisfaction is a measure of an individual's emotional response to their employment, as evidenced by their attitude towards their work and the many aspects of their work environment. Every kind of business needs a work system that prioritizes employee job satisfaction in a significant manner. Job satisfaction is regarded as the outcome of an employee's encounter with personal values, encompassing their desires and expectations from their job (Yeni Setiani, 2023). The decline in job satisfaction among employees of the Surakarta Trade Office is due to a lack of appreciation from the leadership for the employees' work results and compensation that does not match the workload of each employee.

The process of achieving performance is influenced not only by physical factors but also by psychological factors that underlie relationships between individuals. Psychological factors that affect a person's ability within an organization include self-management, initiative, optimism, the ability to coordinate emotions within oneself, and the ability to think calmly without being carried away by emotions. All of these elements are intricately connected to the concept of emotional intelligence. Emotional intelligence, as defined by Ramadhana and Ratnawati (2022), is the ability to understand, utilize, and manage one's emotions in a positive way, with the goal of reducing stress, improving communication, showing empathy, and effectively handling challenges and conflicts. Emotional intelligence is essentially how an individual controls their emotions, which is very necessary in the workplace (Adzansyah et al., 2022). The level of awareness among employees of the Surakarta Trade Office to complete work according to targets is still low. Another problem is the lack of teamwork, so good and more effective emotional intelligence is needed for the success and excellence of the employees at the Surakarta Trade Office.

Competence is one of the determining factors in performance improvement, so companies must pay attention to employee competence within the organization. Competence refers to the specific information, abilities, and attitudes that an individual possesses and applies in the workplace, in line with the societal or professional work standards (Muspiroh, 2016). Employees with competence automatically work faster than those without it (Djunaid, 2023) because competent employees are likely to have acquired deeper knowledge and understanding of tasks and jobs. The competence of employees at the Surakarta Trade Office has not yet resulted in optimal performance, as there are still employees who are only high school graduates.

The problem statements outlined in this study are as follows: 1. Does emotional intelligence have an impact on the performance of employees? 2. Does the level of competence have an impact on employee performance? 3. Is there a correlation between job satisfaction and employee performance? 4. Can emotional intelligence impact job satisfaction? Does the level of competence have an impact on an individual's level of job satisfaction? Does emotional intelligence have an impact on employee performance when job satisfaction is taken into account? 7. Does the level of competence have an impact on employee performance when it is influenced by job satisfaction?

Employee performance is the result of an individual's work in carrying out specified responsibilities, which is influenced by their talent, experience, dedication, and time (Fitriya & Kustini, 2022). Job satisfaction refers to the positive psychological state that individuals have while working. It encompasses the level of satisfaction and enjoyment that employees experience in relation to their job. Job satisfaction is a measure of the favorable perception that employees hold regarding their employment (Daryanto et al., 2023). Emotional intelligence refers to the capacity to effectively sustain self-motivation, handle setbacks, restrain impulses, defer immediate gratification, regulate emotions, and cope with stress without hindering one's ability to reason, empathize, and engage in prayer (Riset et al., 2022). Competence refers to the competence and expertise that leaders or staff have, which includes their proficiency, knowledge, and behavior in their work (Liana et al., 2023).

B. RESEARCH METHOD

This study is a descriptive quantitative investigation, employing numerical data and analyzing it through statistical methods. The participants of this study are the personnel working in the Trade Office of the City of Surakarta. The research utilized primary data as the data source, obtained by the distribution of questionnaires to the respondents. The sample size for this study consists of 73 employees. The sample utilized in this study encompasses the full population, consisting of a total of 73 employees. The employed sample technique is saturation sampling. Data gathering methods encompass several strategies such as observation, documentation, questionnaires, interviews, and literature study. The data gathering method employed in this research is the utilization of a questionnaire. A questionnaire is a data collection approach that involves presenting respondents with a series of questions or statements, accompanied by predetermined answer options. Respondents were then requested to complete the questionnaire and return it to the researcher (Mamahit et al., 2022). The data is analyzed via the Partial Least Square (PLS) methodology with the use of SmartPLS3 software. This study assesses the accuracy and consistency of the research tools through the application of Convergent Validity, Average Variance Extracted (AVE), Cronbach's Alpha, and Composite Reliability. Additionally, it verifies the precision of the model by examining the impact of one variable on another using Path Coefficients and p-Values. The metrics employed in gathering data on employee performance characteristics include quality, timeliness, attendance, and ability (Damayanti, 2018). The variables that indicate job satisfaction include job content, supervision, organization and management, prospects for advancement, compensation and benefits, coworkers, and working environment (Sinambela, 2020). The indicators for the variable of emotional intelligence include self-awareness, emotion regulation, self-motivation, perception of others' emotions, and management of interpersonal relationships (Ramadhana & Ratnawati, 2022). The competence variable includes variables that incorporate beliefs and values, skills, experience, personality, motivation, intellectual capacity, and organizational culture (Humaira et al., 2020).

C. RESULTS AND DISCUSSION

RESULTS

Table 1. Convergent Validity Test

Indikator	Nilai <i>Loading Factor</i>	Keterangan
Kecerdasan emosional (X ₁)	0,774	<i>Valid</i>
	0,752	<i>Valid</i>
	0,811	<i>Valid</i>
	0,777	<i>Valid</i>
	0,783	<i>Valid</i>
	0,797	<i>Valid</i>
Kompetensi (X ₂)	0,845	<i>Valid</i>
	0,866	<i>Valid</i>
	0,740	<i>Valid</i>
	0,734	<i>Valid</i>
	0,820	<i>Valid</i>
	0,762	<i>Valid</i>
Kepuasan kerja (Z)	0,779	<i>Valid</i>
	0,742	<i>Valid</i>
	0,767	<i>Valid</i>
	0,817	<i>Valid</i>
	0,803	<i>Valid</i>
	0,848	<i>Valid</i>
Kinerja pegawai (Y)	0,776	<i>Valid</i>
	0,855	<i>Valid</i>
	0,741	<i>Valid</i>
	0,737	<i>Valid</i>
	0,719	<i>Valid</i>

Source: Primary data processed in 2024.

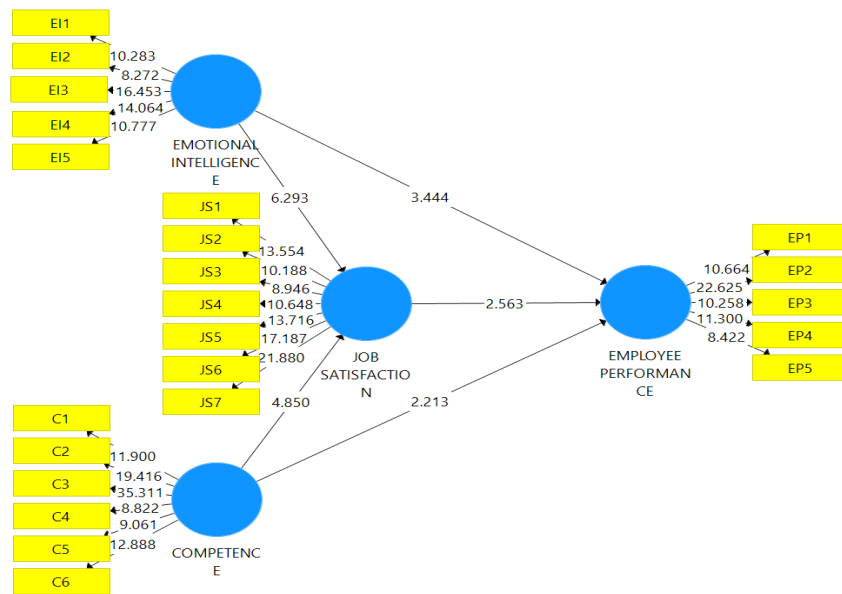
All four variables have passed the construct validity tests, which involved a total of 23 indications. The validity test findings confirm the validity of all indicators. Thus, it can be inferred that all 23 indicators possess factor loading values beyond 0.50, indicating their suitability for capturing the components in the research.

Table 2. AVE, Cronbach's Alpha, dan Composite Reliability Test

Variabel	AVE	Cronbach's Alpha	Composite Reliability	Keterangan
Emotional intelligence	0,608	0,839	0,886	<i>Reliabel</i>
competence	0,643	0,889	0,915	<i>Reliabel</i>
Job satisfaction	0,623	0,899	0,877	<i>Reliabel</i>
Employee performance	0,589	0,824	0,920	<i>Reliabel</i>

Source: Primary data processed in 2024.

The results of the reliability test show that the average variance extracted (AVE) values are above 0.50, while both the composite reliability and Cronbach's alpha values are over 0.70, which satisfies the recommendation of being greater than 0.60. The results indicate a high level of consistency in the participants' responses to the survey. The data analysis, which showcases the impact of emotional intelligence and competence on employee performance through the use of job satisfaction as a mediator, is illustrated in Figure 1 below:



Gambar 1. Result Data Analysis

Data analysis reveals that emotional intelligence has a path coefficient of 3.444 and a p-value of 0.000 (significance < 0.05) concerning employee performance, indicating a positive and significant effect. Competence has a path coefficient of 2.213 and a p-value of 0.014 (significance < 0.05) concerning employee performance, also indicating a positive and significant effect. Additionally, job satisfaction has a path coefficient of 2.563 and a p-value of 0.005 (significance < 0.05) concerning employee performance, demonstrating a positive and significant effect. Emotional intelligence has a path coefficient of 6.293 and a p-value of 0.000 (significance < 0.05) regarding job satisfaction, indicating a positive and significant effect. Competence has a path coefficient of 4.850 and a p-value of 0.000 (significance < 0.05) regarding job satisfaction, also indicating a positive and significant effect. Emotional intelligence, mediated by job satisfaction, has a path coefficient of 2.337 and a p-value of 0.010 (significance < 0.05) regarding employee performance, signifying a positive and significant effect. Similarly, competence, mediated by job satisfaction, has a path coefficient of 2.254 and a p-value of 0.012 (significance < 0.05) regarding employee performance, indicating a positive and significant effect.

Table 3 Result Data Analysis

<i>Direct Effect</i>	<i>Original sampel</i>	<i>T Statistics</i>	<i>P Values</i>	<i>Keterangan</i>
EI → EP	0,361	3,444	0,000	Positif signifikan
C → EP	0,237	2,213	0,014	Positif signifikan
JS → EP	0,371	2,563	0,005	Positif signifikan
EI → JS	0,546	6,293	0,000	Positif signifikan
C → JS	0,416	4,850	0,000	Positif signifikan
EI → JS → EP	0,203	2,337	0,010	Positif signifikan
C → JS → EP	0,155	2,254	0,012	Positif signifikan

Source: Primary data processed in 2024.

DISCUSSION

The research results indicate that emotional intelligence significantly affects employee performance. This finding is in line with (Sinambela, 2020) research, which similarly concluded that emotional intelligence positively and significantly influences employee performance at the Surakarta Trade Office. Furthermore, these results support the conclusions drawn by (Yumhi, 2021), reinforcing the notion that higher emotional intelligence contributes to improved employee performance. The capacity to acknowledge, comprehend, and regulate emotions is vital not only for fostering better interpersonal connections but also for elevating productivity and the caliber of work. Moreover, the study demonstrates that competence plays a constructive and substantial role in enhancing employee performance at the Surakarta Trade Office. This finding supports the research by (Khoirudin, 2018) and (Humaira et al., 2020), which state that competence positively and significantly impacts performance. Therefore, competence is essential for improving employee performance at the Surakarta Trade Office by providing a robust foundation for individual success in the workplace. When an employee has strong competence in their field, they tend to handle tasks more efficiently and effectively. Additional findings indicate that job satisfaction has a favorable and important impact on staff performance inside the Surakarta Trade Office. This is consistent with the findings of Susanto's (2019) research, which indicates that job satisfaction has a favorable and substantial influence on employee performance. This also corresponds with previous studies on the topic (Damayanti, 2018). This means that when an employee is satisfied with their job, it creates a strong foundation for high motivation, burning enthusiasm, and firm commitment to give their best in every aspect of their work. Job satisfaction forms a positive work environment where employees feel valued, recognized, and have a strong emotional bond with the organization they work for. Another finding shows that emotional intelligence has a positive and significant effect on job satisfaction. This result aligns with the research by Fajri, Nur., Khairani, n.d., which states that emotional intelligence has a positive and significant impact on job satisfaction, and also aligns with the research by (SAPUTRO, 2021). This means that an employee with high emotional intelligence has an extraordinary impact in the work environment of the Surakarta Trade Office. The ability to manage one's emotions well, understand others'

emotions, and interact positively in various work situations becomes a strong foundation for creating a positive and collaborative work environment. Further results indicate that competence has a positive and significant effect on job satisfaction. This finding is consistent with the research by (Ramadhana & Ratnawati, 2022), which states that competence has a positive and significant impact on job satisfaction, and aligns with the research by (Dewianawati et al., 2022). This means that strong competence in the trade sector provides a solid foundation for employees at the Surakarta Trade Office to handle their tasks effectively and efficiently. The confidence arising from mastery in this field instills a proactive attitude in employees to fulfill their responsibilities, creating a productive and dynamic work environment. Additional research on the impact of emotional intelligence on employee performance, mediated by job satisfaction, reveals positive and significant results. These findings are consistent with the studies by (Dony & Surya, 2023) and (Winandar et al., 2021). This means that emotional intelligence plays a crucial role in shaping a productive and harmonious work environment in the organization. Employees with high emotional intelligence tend to interact effectively with colleagues, superiors, and the public because of their ability to read social situations well and respond with empathy. When employees feel valued and understood in the context of their work at the Surakarta Trade Office, their job satisfaction increases. The next research on the influence of competence on employee performance through the mediation of job satisfaction shows positive and significant results, consistent with the research by (Muhtarom et al., 2023) and (Seran et al., 2023). This means that competence relevant to the tasks faced at the Surakarta Trade Office provides employees with the tools they need to perform their responsibilities effectively. Employees with competence that matches their job are more likely to feel capable of completing their tasks well, which in turn enhances their sense of achievement and job satisfaction.

D. CONCLUSION

The conclusions drawn from the hypothesis testing results on the role of job satisfaction as a mediator in the relationship between emotional intelligence and competence on employee performance at the Surakarta Department of Trade are as follows: The performance of employees at the Surakarta Department of Trade is positive and influenced significantly by emotional intelligence. Competence exerts a favorable and substantial impact on the performance of personnel within the Surakarta Department of Trade. The Surakarta Department of Trade experiences a notable and beneficial impact on staff performance as a result of job satisfaction. Emotional intelligence exerts a beneficial and substantial impact on job satisfaction within the Surakarta Department of Trade. Competence exerts a favorable and substantial impact on job satisfaction within the Surakarta Department of Trade. Emotional intelligence exerts a beneficial and substantial impact on employee performance by fostering job satisfaction within the Surakarta Department of Trade. Competence exerts a favorable and substantial impact on employee performance by means of job satisfaction at the Surakarta Department of Trade.

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