

# The Influence of Emotional Intelligence and Transformational Leadership on Employee Performance Mediated by Employee Satisfaction at Bulukumba Regent's Office

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**Abstract.** *The purpose of this study is to ascertain how employee satisfaction at the Bulukumba Regent's Office mediates the impact of transformational and emotionally intelligent leadership on worker performance. A survey of 104 respondents was used to collect data for this quantitative investigation. The majority of respondents (41.35%) were between the ages of 31 and 40, followed by those between the ages of 41 and 50 (29.81%), had a bachelor's degree (65.38%), had worked for 5 to 10 years (34.62%), followed by those between the ages of 11 and 15 (22.1%), and held staff jobs (68.27%), according to the data. According to the study's findings, employee satisfaction is not impacted by emotional intelligence, emotional intelligence affects employee performance, employee satisfaction affects employee performance, transformational leadership affects employee satisfaction, transformational leadership does not affect employee performance, and employee satisfaction does not mediate transformational leadership on employee performance.*

**Keywords:** *Emotional Intelligence, Transformational Leadership, Job satisfaction, Employee Performance*

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## INTRODUCTION

The primary motivator and crucial component of an organization is its human resources (HR) department (Rusu & Avasilcai, 2014; Lepak et al., 2006). To do this, competent and trustworthy human resources are required in the course of their work to support a company's actions to achieve its goals. By developing human resources, agencies can achieve the intended goals so that they can survive and compete in the workplace (Septiana et al., 2023; Ayuningtyas, 2022). Their performance reflects their skill and dependability; good performance is optimal performance.

Therefore, as staff performance is essential to the agency's survival, corporate executives should focus on it. Latham (2023) said that, performance can be defined as an individual's ability to successfully complete a task, which is the outcome of the work that he does in order to meet work goals. Employees must perform well in order to provide quality work (Zelnik et al., 2012). Employee performance is the result of the tasks or aspects of the job that are completed by human resources (HR) or employees within a specific time frame in order to fulfill their assigned responsibilities (Davidescu et al., 2020).

Performance can also refer to the amount or caliber of work that is produced or services rendered by an individual performing the task (Campbell & Wiernik, 2015). In a company or

government agency, performance is the outcome or degree of success of an individual over a given time period in completing tasks in comparison to different possibilities, such as work result standards, targets or goals, or criteria that have been decided upon beforehand and mutually agreed upon by superiors and subordinates. Employee issues can arise when leaders fail to take into account their employees' facilities and services, as well as their positive working relationships and collaboration (Baker et al., 2011).

This issue is not limited to emerging nations; it also arises in industrialized nations. The study's findings indicate that employee work satisfaction can have an impact on performance (Handoko et al., 2021). According to Adanlawo et al. (2023), job satisfaction is the difference between employees' perceptions of their own compensation and the compensation they really receive. A person's feelings about their work are reflected in their level of job satisfaction, which is crucial for achieving peak performance (Karatepe et al., 2006; Locke, 1970). When an individual finds fulfillment in their work, they will exert every effort to finish their tasks, resulting in ideal employee performance.

This is also stated by Andreas (2022) who states that job satisfaction is the outcome of an employee's efforts in terms of the amount and quality of work completed in accordance with the obligations assigned to him. Positive feelings about one's work that arise from an assessment of one's personal traits are known as job satisfaction. The study's findings are consistent with research showing that the job satisfaction factor has a positive and significant impact on employee performance (Steven & Prasetyo, 2020), and they demonstrate that job satisfaction has a positive and significant impact on employee performance (Prasetyo & Marlina, 2019).

The study's findings diverge from those of a study (Nabawi, 2019) that found no significant relationship between employee performance and the job satisfaction variable. Job happiness affects performance, but it is also inextricably linked to leadership qualities and emotional intelligence (transformational leadership). The study's findings demonstrate that employee performance is positively and significantly impacted by emotional intelligence (Ardiansyah & Sulistiyowati, 2018; Octavia et al., 2020; Jorfi et al., 2010; Carmeli, 2003). According to the findings of another study, emotional intelligence has no discernible impact on worker performance (Angelica et al., 2020).

Because emotional intelligence allows individuals to influence every aspect of their own lives, it is a determinant of how well employees or staff perform in a firm. Self-motivation, empathy, self-awareness, and self-control are all traits of people with high emotional intelligence. According to Arora (2017), emotional intelligence is the capacity of an individual to effectively control their emotions and motivate both oneself and others. High emotional awareness helps employees exercise self-control, which enables all types of work to be organized neatly and finished on time.

These emotional intelligence skills include managing emotions, overcoming irritation, being highly empathetic, and working well in a team. Agency elements including leadership style, employment satisfaction, and agency culture also have an impact on employee performance in addition to their knowledge and abilities. According to the findings of the study, transformational leadership significantly affects employee performance (Eliyana & Ma'arif, 2019).

## **METHODS**

The purpose of this correlational and causal-comparative study is to examine how the independent variables of transformational leadership and emotional intelligence affect the dependent variable of employee performance, with job satisfaction acting as a mediating factor. The association between the predefined variables Emotional Intelligence, Transformational Leadership, Job Satisfaction, and Employee Performance is examined in this study using a quantitative methodology. The study's population consisted of all 368 personnel who worked in the Bulukumba Regent's Office, including those in leadership, staff, and administration roles. According to this study, emotional intelligence is the capacity to identify, comprehend, and

control one's own emotions as well as those of others. Self-awareness, emotional control (self-regulation), intrinsic motivation, empathy, and social skills are some of the indicators.

### Data from Metode Analysis

Descriptive and inferential statistics are the two categories of statistical analysis used in research. While inferential statistics are used to evaluate sample data and derive conclusions that apply to the population, as long as the sampling is done at random, descriptive statistics seek to describe the obtained data without drawing any generalizations. Path analysis, which uses the beta coefficient to evaluate the causal relationship between variables both directly and indirectly, is one of the inferential statistical methods employed. Several presumptions are necessary for path analysis, including recursive models, linear relationships, and reliable variable measurements. A model is created, assumptions are tested, coefficients are calculated using AMOS software, and the model is assessed using the coefficient of determination, or GFI. To ascertain the significance of the association between variables, hypothesis testing is done using the F and t tests. The test results are compared with the critical value at a significance level of 0.05.

### RESULTS AND DISCUSSION

Five indicators self-awareness, emotional management (self-regulation), intrinsic motivation, empathy, and skills are used to quantify emotional intelligence characteristics. Statement items are created from the five indicators. Table 1 below shows how respondents perceived emotional intelligence:

Table 1. Frequency/Percentage of Emotional Intelligence Variable Indicators

Indicator	Respondent Answer Score										Mean
	1		2		3		4		5		
	F	%	F	%	F	%	F	%	F	%	
X1.1	1	1.0	13	12.5	17	16.3	26	25.0	47	45.2	4.01
X1.2	1	1.0	12	11.5	21	20.2	29	27.9	41	39.4	3.93
X1.3	0	0.0	10	9.6	11	10.6	31	29.8	52	50.0	4.20
X1.4	0	0.0	9	8.7	6	5.8	22	21.2	67	64.4	4.41
X1.5	2	1.9	11	10.6	16	15.4	18	17.3	57	54.8	4.13
Mean Variabel Emotional intelegent											4.14

Table 1 indicates that respondents gave an excellent score on the emotional intelligence component, as indicated by the average score of 4.14 percent. This indicates that the respondents believe they possess high emotional intelligence and are aware of the emotional intelligence that this study is trying to measure. With an average score of 4.41, the empathy indicator (X1.4) has the highest average of all the emotional intelligence variables. This demonstrates how the office staff at Bulukumba Regent can comprehend the thoughts, feelings, and experiences of people. Additionally, the intrinsic motivation indicator (X1.3) had a score of 4.20, demonstrating that office staff at Bulukumba Regent can comprehend the need or desire to perform an action without the need for a reward. With a score of 4.13, Skills (X1.5) demonstrates that employees can perform well enough to complete specific jobs quickly and effectively. Additionally, the self-awareness indicator (X1.1) received an average value of 4.01, indicating that Bulukumba Regent's office staff can comprehend themselves fully, including their feelings and how others perceive them. The emotional management indicator (self-regulation) (X1.2) received the lowest average value of 3.93, indicating that the staff members are able to comprehend, accept, and control their emotions, both positive and negative, in order to respond to challenges appropriately and foster positive working relationships. The path coefficient in the structural equation model can be tested in order to test the hypothesis put forward in this study's empirical model. Figure 1 below shows the full findings of the analysis:

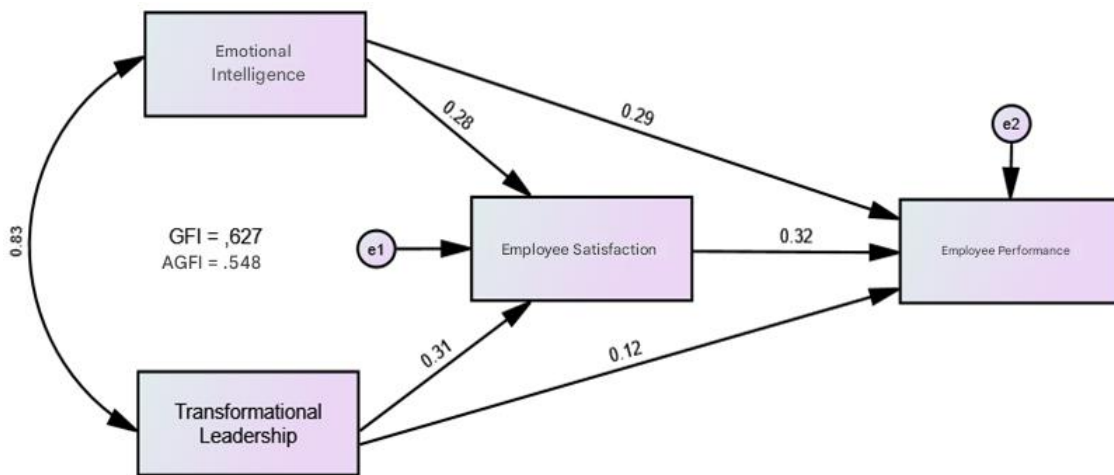


Figure 1. Measurement of Emotional Intelligence Model, Transformational Leadership, Employee Satisfaction and Employee Performance

The test results in Table 2 are hypothesis testing by looking at the p value, if the p value is smaller than 0.05 then the relationship between the variables is significant. The test results are presented in the following table:

Table 2. Hypothesis Testing

HIP	Independent Variables	Dependent Variable	Direct Effect			
			Standarze	SE	P-value	Information
H1	Emotional Intelligence	Employee Satisfaction	0.276	0.120	0.024	Accepted
H2	Transformational Leadership	Employee Satisfaction	0.312	0.139	0.028	Accepted
H3	Emotional Intelligence	Employee Performance	0.290	0.128	0.043	Accepted
H4	Transformational Leadership	Employee Performance	0.119	0.129	0.415	Rejected
H5	Employee Satisfaction	Employee Performance	0.324	0.074	<0.001	Accepted
Indirect Effect						
	Independent Variables	Dependent Variable	Variabel Intervening	Standaize	P-value	Information
	Emotional intelegent	Employee performance	Employee satisfaction	0.243	0.049	Accepted
	Transf leadership	Employee performance	Employee satisfaction	0.239	0.050	Accepted

Six significant paths and one insignificant path make up the overall proposed seven-path concept. The following explanation explains how Table 4.8 should be interpreted: (1) With a coefficient value of 0.276 and a P = 0.024 <0.05, emotional intelligence significantly improves employee happiness. This suggests that the higher the emotional intelligence of the Bulukumba Regent's office, the higher employee satisfaction will be; (2) With a coefficient value of 0.396 and a P = 0.028 <0.05, transformational leadership significantly improves employee happiness; the higher the transformational leadership, the higher the employee satisfaction; (3) With P = 0.043 <0.05 and a coefficient value of 0.290, emotional intelligence significantly improves employee performance. This means that the more emotionally intelligent the Bulukumba Regent's office, the better the performance of its employees will be; (4) With a coefficient value of 0.119 and a P = 0.415 <0.05, transformational leadership has a favorable but negligible impact on employee

happiness; nevertheless, it does not enhance employee performance at the Bulukumba Regent's office (5) There is a substantial positive correlation between employee happiness and performance ( $P = 0.000 < 0.05$ ) with a coefficient value of 0.568, meaning that higher employee satisfaction will translate into higher performance; (6) With a coefficient value of 0.089, emotional intelligence significantly improves employee performance through employee satisfaction. This means that high emotional intelligence will raise employee satisfaction, which will then affect how well employees perform; (7) With a coefficient value of 0.101, transformational leadership significantly improves employee performance through increasing employee satisfaction. This suggests that transformational leadership at the Bulukumba Regent's office can raise employee satisfaction, which in turn affects improving employee performance. GFI measures, which are the same as the coefficient of determination in regression analysis using SPSS software, are used in the Amsos model's feasibility test. The model's 62.7% accuracy in describing the facts at the study site is indicated by its GFI value of 0.627, with the remaining 37.3% representing the research instrument's limitations in exposing facts and errors.

There exist pathways with both significant and insignificant impacts, as Table 4.8 demonstrates. Consequently, the theory: (1) Employee satisfaction is impacted by emotional intelligence; (2) Employee happiness is impacted by transformational leadership; (3) Employee performance is impacted by emotional intelligence; (4) Employee performance is impacted by employee happiness; (5) Through employee satisfaction, emotional intelligence influences employee performance; (6) Through employee satisfaction, transformational leadership influences worker performance. validated and backed by empirical evidence. Regarding the hypothesis, H4 states that employee performance is impacted by transformative leadership. disregarded and unsupported by empirical evidence. Figure 2 below illustrates the final suggested model, which is based on the idea of testing the theory.

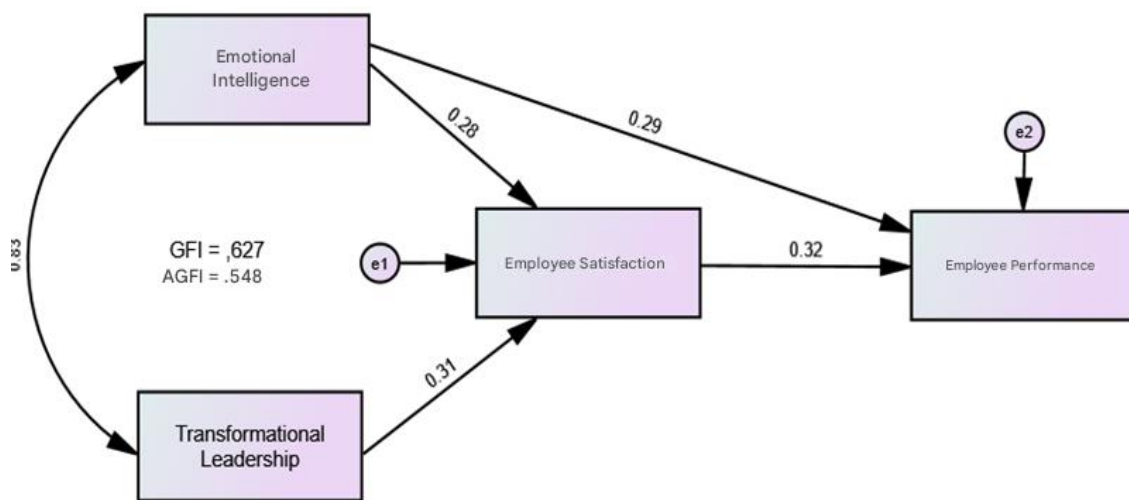


Figure 2. Measurement of Emotional Intelligence Model, Transformational Leadership, Employee Satisfaction and Employee Performance

The path analysis results in Table 2 provide answers to the issue formulation and the first hypothesis. The data indicates that employee satisfaction is significantly impacted by emotional intelligence. These results suggest that employee happiness will increase with the level of emotional intelligence that Bulukumba Regent's office staff has. This finding runs counter to the findings of a study conducted in 2022 by Asrar and Haming, which found that other factors including pay, work atmosphere, and prospects for career advancement have a greater influence on employee satisfaction. The ability to comprehend and experience the feelings of others is demonstrated by the results of descriptive statistics, which indicate that empathy has the greatest average emotional intelligence variable when compared to other indicators. According to research by Levitt et al. (2022), empathy is not only innate but can also be learned with methodical training and practice. The findings of this study are also consistent with earlier

research on the impact of transformational leadership and emotional intelligence on employee performance, as well as the role of job satisfaction as a mediating variable, by Jufrizen et al. (2022) and Rajesh et al. (2019). Employee happiness is significantly impacted by emotional influence variables, according to data from the study site. Due to their strong emotional adaptation skills for the job or task, Bulukumba Regent's office staff will perform efficiently and effectively as a result of these noteworthy outcomes.

## CONCLUSION

Employee happiness at the Regent of Bulukumba's office is significantly impacted by emotional intelligence. In the office of the Regent of Bulukumba, emotional intelligence significantly improves staff satisfaction, which in turn affects employee performance. Employee performance at the Regent of Bulukumba's office is significantly improved by emotional intelligence. Employee performance at the Regent of Bulukumba's office is significantly improved by emotional intelligence.

## SUGGESTION

Enhancing employees' capacity to regulate their emotions under pressure by creating an emotional intelligence training program that emphasizes the self-regulation component of the emotional intelligence dimension. Given its strong direct impact on performance, the selection and development of employees should take emotional intelligence into account. Including transformational leadership and emotional intelligence in human resource development guidelines for local government settings.

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