



The Effect of Emotional Intelligence, Individual Characteristics and Job Satisfaction on Employee Performance of Samarinda State Agricultural Polytechnic

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ABSTRACT

This research focuses on factors that affect the employee's performance in Samarinda State Agricultural Polytechnic. The factors are emotional intelligence, individual characteristics, and job satisfaction. The Structural Equation Modeling (SEM)-Partial Least Square (PLS) method was used in this study to analyze complex relationships between variables. It can be concluded that there is a direct effect in which emotional intelligence has a positive influence on job satisfaction, while individual characteristics do not have a significant effect on job satisfaction and employee performance. However, job satisfaction itself has a positive and significant influence on employee performance. While there was indirect effect. emotional intelligence and individual characteristics have an indirect effect on performance through employee job satisfaction. These results were obtained from the results of testing 7 hypotheses. This study provides important insights into the factors that influence employee performance in Samarinda State Agricultural Polytechnic especially emotional intelligence, individual characteristics, and job satisfaction.

INTRODUCTION

The educational process is considered to be carried out deliberately because it involves various planned efforts to impart knowledge, skills and values to the younger generation. Through education, individuals can develop their potential and acquire the skills needed to participate in the social, economic and political development of a country. Educational institutions have a strategic role in realizing the macro goals of education, and must seek continuous improvement to achieve quality human resources. The existence of human resource is very important in an organization because supports the organization with work, talent, creativity, encouragement and a real role. If there is no human element in the world of education, then the world of education cannot progress and achieve what it wants.

Polytechnic is a term used to describe a type of educational institutions that offer degrees at various levels and operate within different educational systems. Polytechnic refer to higher education institutions that offer higher education in the fields of science, engineering, and technology, as well as carry out internationally recognized scientific research. On the other hand, the term can also refer to secondary schools which provide vocational training in various technical fields.

Samarinda State Agricultural Polytechnic is a higher education institution whose goal is to produce quality human resources in agriculture. As an educational institution whose function is to provide knowledge and skills, the performance of employees at the Samarinda State Agricultural Polytechnic is very important in achieving the goals and mission of the institution. However, phenomena that occur in the working world especially in Samarinda State Agricultural Polytechnic is that employees have not reached the satisfying performance in carrying out their obligations.

The first step to find out the employee performance in this study is by conducting survey and observation. The result showed that the employee performance is not optimal yet in terms of the attendances. It is found that employees rarely attend the office. Therefore, it can be concluded that the employees have not shown enough professionalism. the trend of decreasing the attendances of employees in 2021-2022 can be seen in Figure 1.



Figure 1. Attendance Summary in 2021 - 2022

The figure showed that employees did not attend the office work professionally or did not care to record their attendance daily. However, the employees' attendances are part of employee performance. Therefore, it is necessary to pay attention to employee motivation and employee development to improve the quality and performance of employees. It is expected that employees who work productively and show good performance can contribute to employee performance. Employee performance is one of the determining aspects of the success of an institution and institution in terms of goals (Nabawi, 2019, p. hal:171). Therefore, employee performance can affect the performance of the entire facility.

The key to success in the organization is how the quality of human resources is, therefore the human resources must be educated, and trained in order to achieve organizational goals (Awiara et al., 2022, p. 80). In addition, those with high performance are usually given an award, for example, an increase of salary, an expression of gratitude from the higher staff or head of departments. This is done to encourage other employees to compete and improve their performance. Meanwhile, when the level of performance is low, warnings will be given in order to improve the employee performance.

Employee performance is influenced by several factors, one of them is the individual characteristic factor. Characteristics are the differences between a person and others (Bayu Putra & Fitri, 2021, p. hal:489). These characteristics are related to motivation, initiative, having the ability to always be enthusiastic about carrying out/doing work, being able to find solutions and being able to adapt to all forms of change related to the environment. The individual characteristic factor has an impact on employee performance. Understanding individual characteristics can help employee to build good relationships with others and create an inclusive work environment (Bayu Putra & Fitri, 2021, p. hal:489).

The ability to control and manage oneself as well as the ability to build relationships is an important factor in achieving optimal employee performance. Therefore, it is important for organizations to pay attention to these aspects in their human resource management (Awiara et al., 2022, p. 80). Furthermore, according to the old scheme, intelligence has 3 meanings, namely the ability to learn, gain ordinary insight and the ability to adapt to the atmosphere in general. Intelligence is the ability to face and adapt to new situations quickly and effectively. Emotional intelligence can be practiced, learned, and developed from childhood, so there are still opportunities to develop and improve it to increase success in one's life (Dr. Rahayu, 2021, p. 3).

Emotional intelligence is possessed by the employee who are able to control themselves and emotions, having enthusiasm and being able to deal with stress from work environment or outside that has a bad impact. In order to achieve success in the world of work employees need cognitive intelligence as well as emotional intelligence (Dr. Rahayu, 2021, p. 3). With the skills above, employees can motivate themselves, manage themselves, control emotions and having empathy and able to work cooperatively with others. This intelligence supports employees to achieve good work results.

According to (Nabawi, 2019, p. 171) job satisfaction is an assessment, of feeling or attitude of a person or employee towards his work and his relation to the work environment. In which the employee might fulfill his needs or has the feeling of desires through his work.

Survey data is used in order to see the perception of service quality at the Samarinda State Agricultural Polytechnic. The survey is conducted regularly and continuously (once in three months). The sample of users are randomly selected among the population of students, alumni, representative institutions and industries. Target respondents are not distinguished by age or status. All users of Politani Samarinda services will be used as respondents. This is done to see the perception in all circles of the commitment to anti-corruption and the quality of services carried out by Politani Samarinda. There were around 14 questions asked to respondents via the survey link provided. In this survey, respondents will provide a four-star code rating which is managed through the Siazik Application at the address <https://siazik-ortala.kemdikbud.go.id/>. The application will process the survey results data automatically as can be seen in Figure 2.

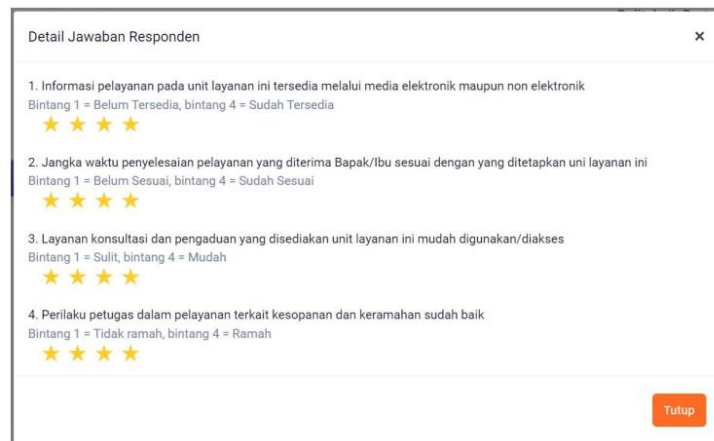


Figure 2. The Assessment of Satisfaction

The study is conducted in Samarinda State Agricultural Polytechnic based on several reasons in order to achieve the vision and mission of the institution, it is important to understand the factors that influence employee performance to improve quality human resources according to the needs of the organization. Therefore, this research focuses on factors that affect the performance of Samarinda State Agricultural Polytechnic employees, including emotional intelligence, individual characteristics, and employee job satisfaction. Hopefully this study contributes to the improvement of human resources in Samarinda State Agricultural Polytechnic

Based on the thoughts and descriptions of the theory, the researcher took the subject of the study entitled "An Analysis of the Effect of Emotional Intelligence, Individual Characteristics and Job Satisfaction on Employee Performance of Samarinda State Agricultural Polytechnic". To find out how much the effect of emotional intelligence, individual characteristics and job satisfaction have on employee performance at the Samarinda State Agricultural Polytechnic.

LITERATURE REVIEW

Emotional Intelligence

Emotional intelligence, is the ability to know individual emotions and others, the ability to motivate individuals and the ability to manage emotions well in oneself and in human relations. showing emotional intelligence is the ability to recognize emotions and manage emotions in oneself and others so that human relations become more harmonious (Baradja & Oktaviani, 2021, p. 43). Furthermore, studies divide emotional intelligence into 5 components namely self-awareness, self-regulation, motivation, empathy and social skills (Wahyuni & Frendika, 2022, p. 12). The five components were used as indicators to measure emotional intelligence variables in this study.

1. Self-awareness

Self-awareness is the ability to recognize and understand one's emotions, motivations, strengths and weaknesses. It involves being aware of the feelings, thoughts, and emotional reactions one feels at every moment in daily life. Self-awareness is one aspect of emotional intelligence

2. Self-regulation

Self-regulation is one aspect of emotional intelligence which includes the ability to manage and control emotions, impulses, and emotional responses effectively. This means being able to refrain from overreacting or being impulsive to situations or events that trigger negative emotions.

3. Self-motivation

Self-motivation is an internal drive that support individuals to achieve goals and success. Various theories of self-motivation have been developed by experts to understand the factors that influence motivation and how individuals can maintain and improve them to achieve the desired achievements.

4. Empathy

Empathy is related to feel what others feel. It is being able to understand other people's perspectives, cultivating trusting relationships and aligning oneself with various kinds of people.

5. Social skills

Social skills mean handling emotions well when dealing with others by carefully understanding social situations and networks, interacting, using these skills to influence and lead, cooperate and work in teams.

Individual Characteristic

The most important resource in an organization is human resources who give significant effort for the organization. However, every human has different unique characteristics. Individual characteristics include desires, individual attitudes, work and work atmosphere, personal needs, skills or qualifications in work, knowledge and feelings, moods, beliefs and values. Study also confirms that personal characteristics such as age, length of work, and marital status can affect an individual's performance. The organization is required to understand

personal behavior of the employee so that it is aligned with the goals of the organization (Bayu Putra & Fitri, 2021, p. 489).

Research on individual characteristics found that there are factors related to individual characteristics that can be accessed easily through personnel file in the organization such as age, gender, marital status, amount funded, years of service, personality, responses and actions. Heterogeneous personal characteristics of each person can create different achievements for the company. The good characteristics make employees work well so that the results of the work are optimal and might affect the company. On the other hand, employees with bad characteristics can create negative attitude and contribute to negative impact for the company. It can be concluded that the company has certain criteria for hiring employees who meet the needs of the company (Asih, 2021, p. 27).

Job Satisfaction

Job satisfaction is a pleasant emotional attitude and enjoyment of one's work (Indrasari, 2017, pp. 38–41). This attitude is reflected in work enthusiasm, discipline and work efficiency. Job satisfaction is valued at work, outside of work, and in a combination of internal and external work. Job satisfaction is one of the most important factors to achieve optimal work results. When an employee feels satisfied in his work, he will give his best effort to complete the assigned work. As a result, work productivity will increase optimally. But in reality, in Indonesia and several other countries, overall job satisfaction has been an issue. In addition, the job satisfaction of the employee can be created as much as possible so that employee can increase his morale, dedication, love and discipline.

There are four indicators of job satisfaction. They are the work itself, supervision, promotion opportunities, co-workers (Yusuf, 2022, p. 9) :

1. The work itself
The job offers interesting assignments, learning opportunities, and opportunities to take responsibility.
2. Supervision
Supervisor's capacity to offer behavioral and technical support. Currently there are two components of administrative style that affect job fulfillment, they are representative which focuses on individual interests and truly focuses on workers. Participation in decision making that affects their needs.
3. Promotion opportunities
Promotion opportunities is where the employee have the opportunity in the organization. Promotion opportunities have different effects on job satisfaction since promotions are rewards for the employee.
4. Co-workers
Refers to individuals working together in the same work environment. They have similar or related duties and responsibilities within the organization. Good interaction and cooperation between them is important to achieve the common goals of the company or team.

There are 5 indicators of job satisfaction, namely 1) income generated; 2) the profession being practiced 3) the form of management oversight; 4) the possibility of promotion for employees; and also 5) there are professional friends as co-workers (Dari et al., 2021, p. 531).

Performance

Performance management is used to measure, compare, and manage overall organizational performance. Performance management related to organizational needs, managers and employees (Fauzi & A, 2020, p. 1). There are some indicators that are used to measure performance such as quantity, quality, punctuality (Moko et al., 2021, pp. 59–59).

1. Quantity

Quantity is the amount of the overall activity and output produced by individuals, teams and organizations. For example, the quantity of work is how much something a person or team or organization produces in a certain period in units, volume, or rupiah.

2. Quality

Quality is the product of all output produced by individuals, teams, organizations whether it is good, average or bad. Therefore, the quality of employee can be seen from the output produced. knowledge, skills and competence can determine the output produced by employee

3. Punctuality

Punctuality means there is no delay in doing the assigned work.

Smart Partial Least Square (Smart PLS)

Partial least square (PLS) is an alternative to OLS regression, canonical correlation, or covariance-based structural equation modeling (SEM) of systems of independent and response variables. In fact, PLS is sometimes called composite-based SEM", component-based SEM", or "variance-based SEM", in contrast to "covariance-based SEM, which is the usual type (e.g., implemented by Amos, SAS, Stata, MPlus, LISREL, EQS and other major software packages).

The data analysis that will be carried out to test this research is the Partial Least Square (PLS) method. The PLS method was chosen based on previous research and considered that in this study there are two latent variables with formative indicators.

The research method to be carried out is quantitative research. Quantitative research is quantitative research method can be interpreted as a research method used to research on certain populations or samples, sampling techniques are generally carried out randomly, data collection using research instruments, data analysis is quantitative / statistical with the aim of testing the hypothesis that has been set.

The model used in this research is a causality model or influence relationship. To test the hypothesis to be proposed in this study, the analysis technique to be used is SEM or Structural Equation Modeling which is operated through the SMARTPLS program (v.3.2.9).

Research modeling through SEM allows a researcher to answer research questions that are dimensional (i.e. measuring what the indicators of a concept are) and regression (measuring the effect or degree of relationship between factors that have been identified dimensions).

Structural Equation Model (SEM) is a statistical technique that is able to analyze latent variables, indicator variables and measurement error directly. With SEM, it will be able to analyze the relationship between latent variables and their indicator variables, the relationship between latent variables and other latent variables, as well as determine the magnitude of measurement error. In addition to unidirectional causal relationships, SEM also allows to analyze bidirectional relationships that often appear in social and behavioral sciences.

SEM belongs to the family of dependent multivariate statistics that allows the analysis of one or more independent variables with one or more dependent variables. Both dependent and independent variables used may be in the form of continuous or discrete variables, in the form of latent or observed variables. In practice, SEM is a combination of two separate statistical methods involving factor analysis and simultaneous equation modeling developed in econometrics.

SEM is a second-generation multivariate analysis technique, which allows researchers to test the relationship between complex variables both recursive and non-recursive to obtain a comprehensive overview of the entire model. The SEM method is divided into two, namely: Covariance-based SEM and Variance-based SEM.

In this study, researchers used Variance-based SEM or what is called PLS-PM (Partial Least Square - Path Model). Partial Least Square - Path Model has the following characteristics:

- a) Does not require data normality.
- b) The minimum sample size is 30.
- c) Can estimate complex models (<1000 indicators).
- d) The relationship between latent variables and their indicators is formative.

The SEM can test together:

1. Structural model (structural model): The relationship between independent variables and dependent variables.
2. Measurement model: relationship (loading value) between latent variables and manifest variables (indicators).

The combination of structural and measurement model testing allows researchers to:

- a) Test for measurement error.
- b) Factor analysis along with hypothesis testing

METHODOLOGY

The study was conducted in Samarinda State Agricultural Polytechnic in Mei - June 2023. The population is all of the administration staff in Samarinda State Agricultural Polytechnic with the total population of 42 employees. This study uses quantitative design with explanatory study. Explanatory research is

a type of research that explains the position of the variables studied and the relationship that occurs between one variable and another (Winda Hasdita ZA, 2022).

In this study, there are four variables consisting of the independent variable, namely emotional intelligence, and individual characteristics. The Intervening variable, namely satisfaction, which is an intermediary variable between emotional intelligence, individual characteristics, on performance. The dependent variable is performance (Y1) which will be analyzed using the SEM - PLS technique. In the SEM - PLS technique, the four variables are called latent variables, each of which has an indicator called the manifest variable. Thus, the independent variables in this study are called exogenous latent variables and the dependent variables are called endogenous latent variables.

The data in this study was collected by questionnaire using 5 likert scale. Guidelines for interpreting the average value used in this study are:

Table 1. Range of Interval Scores (Likert scale)

Responses	Score	Range of interval scores	Note
Strongly Agree	5	4,20 - 5,00	SS
Agree	4	3,40 - 4,20	S
Fair	3	2,60 - 3,40	CS
Disagree	2	1,80 - 2,60	TS
Strongly disagree	1	1,00 - 1,80	STS

The data is analyzed by using the Partial Least Square (PLS) method. The PLS method was chosen based on previous research and it was considered since this study has two latent variables with formative indicators. The model used in this study is the causality model or influence relationship. To test the hypothesis that is proposed in this study, the analytical technique that will be used is SEM or Structural Equation Modeling which is operated through the SMARTPLS program (v.3.2.9).

RESEARCH RESULT

Description of Individual Characteristic

A. Gender of the Respondents

Table 2. Respondents Based on Gender

No	Gender	Quantity (person)	Percentage (%)
1	Male	29	69
2	Female	13	31
Total		42	100

Based on Table 2, the quantity of male respondents is higher than the number of female respondents, where there are 29 men (69%) and 13 women (31%).

B. Education Background

There were 25 respondents or 59% of the total respondents who had an undergraduate education level. This shows that the majority of employees involved in research or surveys have an undergraduate educational background. There were 2 respondents or 5% of the total respondents who had a master's degree. There were 8 respondents or 19% of the total respondents who had a Diploma III level of education. It can be seen in Table 3.

Table 3. Education Background of The Respondents

No	Level	Quantity (person)	Percentage (%)
1	Senior High School	7	17
2	Diploma III	8	19
3	Undergraduate	25	59
4	Master	2	5
Total		42	100

C. Length of Work

Based on Table 4, most of the employees have worked for more than 15 years. 17 people (21%) employees have generally worked at the institution for a more than 15 years. While those who work 11-15 years are 10 people (14%). The number of employees working 6-10 years is 6 people (24%). While there were 9 people who worked 0-5 years (41%).

Table 4. Length of Work of The Respondents

No	Length of work (years)	Quantity (person)	Percentage (%)
1	0-5	9	41
2	6-10	6	24
3	11-15	10	14
4	> 15	17	21
Total		42	100

Responses on The Variables

A. Emotional Intelligence Variable (X1)

In Table 5, analysis of Emotional Intelligence variable items (X1) consisting of 7 items. On the total score of the Emotional Intelligence instrument (X1) a total score of 1.250 is obtained with an average of 29.56%, it can be concluded that the mean of Emotional Intelligence (X1) is 5.11% Strongly Agree (SA) range. This shows that based on the responses of the respondents as a whole that the respondents have a perception of the emotional intelligence

factor which is Strongly Agree. This indicates that the emotional intelligence of Samarinda State Agricultural Polytechnic employees is good.

Strong emotional intelligence can have a positive impact on the work environment. Employees who have good emotional intelligence tend to be able to interact well with colleagues, manage stress effectively, and motivate themselves and others. This can help create a healthy and productive work environment at the Samarinda State Agricultural Polytechnic.

Table 5. Responses on The Emotional Intelligences Variable

Indicator & Item	Scale					N	Score	Mean	ΣMean	Category
	SD	D	F	A	SA					
	1	2	3	4	5					
<i>self-awareness</i>										
1. I like myself the way I am	0	0	0	7	35	42	203	4,83	6,94	SA
2. I know my strength	0	0	0	33	9	42	177	4,21		
<i>Self-Control</i>										
3. I think about what I want before I act	0	0	1	35	6	42	173	4,12	4,12	A
<i>Self-Motivation</i>										
4. I do not give up easily when carrying out difficult tasks	0	0	1	36	5	42	172	4,10	4,10	A
<i>Empathy</i>										
5. When my friends have problems, if they need my help, I will be ready to help	0	0	1	33	8	42	175	4,17	4,17	A
<i>Self-Motivation</i>										
6. I have an open mind with the constructive criticism	0	0	0	36	6	42	174	4,14	6,24	SA
7. I always maintain ethics when dealing with other people	0	0	0	34	8	42	176	4,19		
Total	0	0	3	214	77	294	1,250	29,56		
%	0	0	0,01	0,73	0,26				25,56	
Mean									5,11	SS

Note: SA = Strongly agree, A = Agree, F = Fair, D = Disagree, SD = Strongly disagree

B. Individual Characteristic Variable (X2)

Based on Table 6, Analysis of Individual Characteristics items (X2) consisting of 5 items. The total score of 940 is obtained with an average of 22.38%, it can be concluded that Individual Characteristics (X2) Mean

Respondents' Answers 6 .06% identified as Strongly Agree (SS). Based on the answers of the respondents it shows that the respondents have Strongly Agree perceptions about the individual characteristic factors. strong individual characteristics can be an important factor in improving employee performance. With strong individual characteristics, employees tend to have high motivation and commitment to their work, which can have a positive impact on their performance.

Table 6. Responses on the Individual Characteristic Variable

Indicator & Item	Scale					N	Score	Mean	ΣMean	Category
	SD	D	F	A	SA					
	1	2	3	4	5					
Ability and skill										
1. The abilities that I have really support me to complete my job	0	0	1	35	6	42	196	4,67		
2. The skills that I have really help me in doing my job	0	0	3	34	5	42	176	4,19	6,76	SA
Attitude										
3. I am able to complete the tasks given by boss or higher staff	0	0	3	32	7	42	196	4,67	6,76	SA
4. I feel happy and enthusiastic about doing my job	0	0	5	31	6	42	176	4,19		
Interest										
5. My interest in work increases my mindset to get the job done	0	0	3	35	4	42	196	4,67	4,67	SA
Total	0	0	15	167	28	210	940	22,38		
%	0	0	0,07	0,80	0,13				19,19	
Mean									6,06	SA

Note: SA = Strongly agree, A = Agree, F = Fair, D = Disagree, SD = Strongly disagree

C. Performance Variable (Y1)

In Table 7, Analysis of Performance items (Y1) which consists of 6 items shows a total score of 1015 which obtained with an average of 24.17%, it can be concluded that Employee Performance (Y1) Average Respondent Answers is 6, 04% "Strongly Agree (SA)" range. Based on the results of the respondents' answers as a whole, it shows that the respondents have a Strongly Agree perception of the Employee Performance variable. This shows the high performance of employees at the Samarinda State Agricultural Polytechnic contributed to carry out the work according to the target, according to the

duties, independence, effectiveness and good commitment so that they can do all the work properly and achieve the goal of institution.

Table 7. Responses on The Performance Variable

Indicator & Item	Scale					N	Score	Mean	ΣMean	Category
	SD	D	F	A	SA					
	1	2	3	4	5					
Work Result Quantity										
1. The amount of work that can be completed in accordance with the standards set by the company	0	0	4	35	3	42	167	3,98	5,99	SA
2. Being able to improve work result beyond the standards	0	0	4	35	5	42	169	4,02		
Work Result Quality										
3. The quality of the work produced is in accordance with the standards set by the company	0	0	2	37	3	42	169	4,02	6,05	SA
4. Being able to complete the job with few errors	0	0	4	32	6	42	170	4,05		
Punctuality										
5. Being able to complete work in accordance with the time given	0	0	2	36	4	42	170	4,05	6,07	SA
6. The timeliness of completion of work has increased from time to time	0	0	3	34	5	42	170	4,05		
Total	0	0	19	207	26	252	1015	24,17		
%	0	0	0,08	0,82	0,10				18,11	
Mean									6,04	SA

Note: SA = Strongly agree, A = Agree, F = Fair, D = Disagree, SD = Strongly disagree

D. Job Satisfaction Variable (Y2)

Based on Table 8, the analysis of the item Job satisfaction (Y2) which consists of 6 items by obtaining a score shows the total score of 992 and the mean obtained is 19.70%, it can be concluded that Job Satisfaction (Y2) 4 .93% classified as "Strongly Agree (SS)" range. Based on the answers of the respondents as a whole, it shows that the respondents have a perception of Strongly Agree about the Job Satisfaction factor. So, it can be concluded that the results of the respondents' answers show that the majority of respondents have

a good perception regarding job satisfaction in the Samarinda State Agricultural Polytechnic. They are satisfied with their jobs, are adequately rewarded, and have positive feelings about their work and about themselves.

Results of analysis related to job satisfaction shows that there is a relationship between job satisfaction and employee performance. Job satisfaction affect the performance of employees in organizations. By having high job satisfaction, employees tend to have high motivation and commitment to their work, which in turn will increase the overall progress of the Environment at the Samarinda State Agricultural Polytechnic.

Table 8. Responses on The Job Satisfaction Variable

Indicator & Item	Scale					N	Score	Mean	ΣMean	category
	SD	D	F	A	SA					
	1	2	3	4	5					
The work itself										
1. The tasks given are based on my abilities	0	0	4	35	3	42	167	3,98		
2. The job I received is based on my wishes.	0	0	5	36	1	42	164	3,90	5,93	SA
Supervision										
3. The Superiors are very strict in enforcing discipline	0	0	7	31	4	42	165	3,93		
4. The Superiors conduct work appraisals objectively	0	0	6	33	3	42	165	3,93	5,89	SA
Promotion										
5. Promotion opportunities are given to outstanding employees objectively.	0	0	9	29	4	42	163	3,88	3,88	A
Co-Worker										
6. Colleagues are very supportive in achieving the common goals of the organization	0	0	5	32	5	42	168	4,00	4,00	A
Total	0	0	36	196	20	252	992	23,62		
%	0	0	0,14	0,78	0,08				19,70	
Mean									4,93	SA

Note: SA = Strongly agree, A = Agree, F = Fair, D = Disagree, SD = Strongly disagree

DISCUSSION

The Partial Least Square Structural Equation Modeling (PLS-SEM) is a statistical approach used to test and model the relationship between variables. Hypothesis testing that has been made using the SmartPLS software is shown in Figure 3.

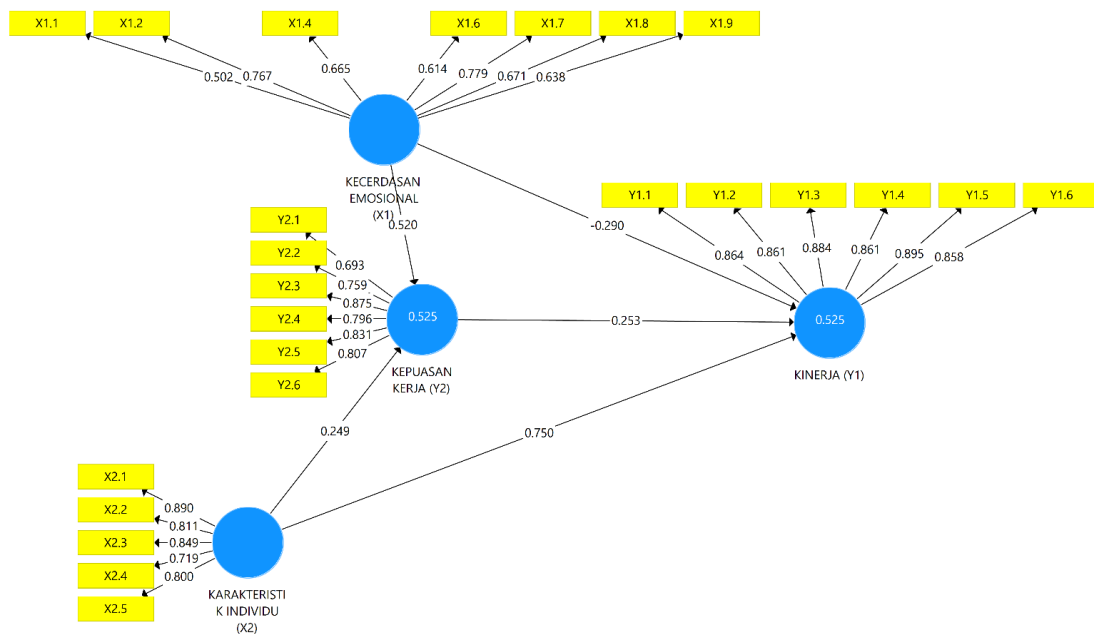


Figure 3. PLS Model

Table 9. Confident Interval Path Coefficient

	Original Sample (O)	Sample Mean (M)	2.5%	97.5%
Individual Characteristic (X2) -> Job satisfaction (Y2)	0,249	0,208	-0,156	0,550
Individual characteristic (X2) -> Job performance (Y1)	0,750	0,756	0,044	1,064
Emotional intelligence (X1) -> Job satisfaction (Y2)	0,520	0,564	0,167	0,801
Emotional intelligence (X1) -> Job performance (Y1)	-0,290	-0,271	-0,626	-0,013
Job satisfaction (Y2) -> Performance (Y1)	0,253	0,292	-0,172	0,745

To see the path coefficient and hypothesis testing the direct effect between emotional intelligence, individual characteristics, job satisfaction, and

employee performance in this study, it is necessary to refer to the results of the PLS (Partial Least Squares) Algorithm and Bootstrapping analysis. These results are generally presented in the form of a table which presents the path coefficient, t-statistic, and p-value for each variable relationship. The path coefficient and direct influence hypothesis testing can be seen in the following Table 10.

Table 10. Path Coefficient and Direct Effect Hypothesis Testing

	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics (O/STDEV)	P Values
Emotional intelligence (X1) -> Job satisfaction (Y2)	0,520	0,564	0,174	2,988	0,005
Individual Characteristic (X2) -> Job satisfaction (Y2)	0,249	0,208	0,236	1,051	0,299
Emotional intelligence (X1) -> Performance (Y1)	-0,290	-0,271	0,179	1,617	0,113
Individual Characteristic (X2) -> Performance (Y1)	0,750	0,756	0,279	2,686	0,010
Job satisfaction (Y2) -> Performance (Y1)	0,253	0,292	0,287	0,884	0,382

Table 11. Mediation Test

	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics (O/STDEV)	P Values
Individual Characteristic (X2) -> Job satisfaction (Y2) -> Performance (Y1)	0,063	0,079	0,134	0,471	0,640
Emotional intelligence (X1) -> Job satisfaction (Y2) -> Performance (Y1)	0,132	0,154	0,167	0,789	0,434

Table 12. Confidence Interval Path Coefficient

	Original Sample (O)	Sample Mean (M)	2.5%	97.5%
Individual Characteristic (X2) -> Job satisfaction (Y2) -> Performance (Y1)	0,063	0,079	-0,045	0,319
Emotional intelligence (X1) -> Job satisfaction (Y2) -> Performance (Y1)	0,132	0,154	-0,121	0,419

The Job Satisfaction variable mediates the effect of Individual Characteristics on Performance between -0.045 to 0.319. This means that with a 95% confidence level, the effect of the mediation pathway is in between -0.045 and 0.319. However, because this confidence interval includes a value of 0 (neutral value), the mediation path is not considered statistically significant.

The Job Satisfaction variable mediates the effect of Emotional Intelligence on Performance between -0.121 to 0.419. This means that with a 95% confidence level, the effect of the influence of the mediation pathway is in between -0.121 and 0.419. Since this confidence interval does not include a value of 0, the mediation path is considered statistically significant.

The hypothesis is rejected if the C.R. value < 1.96 and the P value > 0.05 , the hypothesis is accepted if the CR value > 1.96 and the value $P < 0.05$, the statistical test used 95% confidence level or a 5% significance level Fachriyan et al., (2021, p. 3). Therefore, H_0 is rejected and H_1 is accepted. The results of hypothesis testing are then explained as follows:

Hypothesis 1 (X1 – Y2) H1 Accepted.

The effect of Emotional Intelligence on job satisfaction is (0.520). it is significant with the t statistic ($2.988 > 1.96$) or p-value ($0.005 < 0.05$). Therefore, the hypothesis is accepted. In other words the emotional intelligence variable will significantly increase job satisfaction. The higher a person's Emotional Intelligence is, the higher the level of Job Satisfaction experienced by that individual is (H1 Accepted).

Hypothesis 2 (X2 – Y2) H2 Rejected

The effect of individual characteristics on job satisfaction is (0.249) and it is not significant with the t-statistic ($1.051 < 1.96$) or p-value ($0.299 > 0.05$). Therefore, the hypothesis is rejected. In other words the individual characteristic variables does not significantly increase job satisfaction. (H2 Rejected).

The stress which impacts individual attitudes, intentions and behavior is influenced by individual characteristics. Furthermore, the individual stress as

part of individual characteristic is caused by external factors (stressors) and internal factors (individual characteristics). The relationship between the individual and the environment is dynamic, depending on certain conditions and personal context Sofyan, (2022, p. 13). Therefore, it should be noted that the results of analysis may be influenced by other factors that are not considered in this study. A more comprehensive interpretation would require a deeper understanding of the characteristics of the individuals studied and other factors that may influence job satisfaction.

Hypothesis 3 (X1 – Y1) H3 Rejected.

The effect of Emotional Intelligence on Performance is (-0.290) and it is not significant with the t-statistic (1.617 <1.96) or p-value (0.133 > 0.05). Therefore, the hypothesis is rejected. The Emotional Intelligence variable does not significantly increase performance. based on the results, it can be concluded that there is no significant effect between Emotional Intelligence and Performance. In other words the Emotional Intelligence do not significantly affect the level of Performance. H3 Rejected.

Hypothesis 4 (X2 – Y1) H4 Accepted.

The effect of individual characteristics on performance is (0.750) and it is significant with the t-statistics (2.686 > 1.96) or p-value (0.010 <0.05). Therefore, Hypothesis is accepted. The Individual Characteristics variable significantly increases Employee Performance. In other words, the higher a person's Individual Characteristics is, the higher the level of performance that can be achieved by that employee. This influence is significant and important in improving employee performance. H4 Accepted.

Hypothesis 5 (Y2 – Y1) H5 Rejected.

The effect of job satisfaction on employee performance is (0.253) and is not significant with the t-statistic (0.884 <1.96) or p-value (0.382 > 0.05). Therefore, the hypothesis is rejected. In other words the Job Satisfaction variable does not significantly increase Employee Performance. It can be concluded that there is no a significant influence between Job Satisfaction on Employee Performance. H5 Rejected.

Hypothesis 6 (X1 – Y2 – Y1) H6 Rejected.

In Table 13 Mediation Test explains that Job Satisfaction does not significantly mediate the effect of Emotional Intelligence on performance with the mediation path coefficient (0.132), and t statistic (1.030 <1.96), p-value 0.309 >0.05. in this analysis, there is not enough evidence to conclude that Job Satisfaction acts as a mediator in the relationship between Emotional Intelligence and Performance. H6 Rejected.

Table 13. Path Coefficient and Indirect Influence Hypothesis Testing

Variabel	Path Coefficient	Mean	Standar Deviation (STDEV)	T Statistics	P Values	Note
Emotional Intelligence (X1)-> Job Satisfaction (Y2)-> Performance (Y1)	0,132	0,162	0,128	1,030	0,309	Positive and no direct effect
Individual characteristics (X2)-> Job Satisfaction (Y2)-> Performance (Y1)	0,063	0,100	0,098	0,640	0,526	Positive and no direct effect

Hipotesis 7 (X2 – Y2 – Y1) H7 Rejected.

Mediation Test explains that Job Satisfaction does not significantly mediate the effect of individual characteristics on performance with a mediation path coefficient of (0.063) and is significant with a t statistic (0.640 < 1.96), p-value 0.526 > 0.05. mediation test results indicate that Job Satisfaction does not significantly mediate the effect between Individual Characteristics and Performance. The role of Job Satisfaction as a mediator in this relationship is not statistically proven. H7 Rejected.

CONCLUSIONS AND RECOMMENDATIONS

The results of the analysis show that there is a positive and significant effect between Emotional Intelligence and Job Satisfaction (path coefficient: 0.520, t statistic: 2.988, p-value: 0.005). Thus, the higher the individual's Emotional Intelligence, the higher the level of Job Satisfaction. Emotional Intelligence plays an important role in increasing employee Job Satisfaction, because it helps manage emotions, improve work relationships, deal with stress, and adapt in the work environment. Human resource management needs to design training programs and create a work environment that supports the development of employees' emotional Intelligence in order to increase Job Satisfaction and overall organizational performance. However, job satisfaction is also influenced by many other factors, such as organizational factors, work environment, management support, and development opportunities. Therefore, it is important to consider all these aspects in to increase overall job satisfaction.

Based on the results of the analysis provided, it can be concluded that there is no significant effect between individual characteristics and job satisfaction. The value of the path coefficient is (0.249), t statistic (1.051), and p-value (0.299), where the p-value is greater than the alpha significance level (0.05). Therefore, hypothesis H2 (null hypothesis) is rejected. Which means there is no significant relationship between Individual Characteristics and Job Satisfaction.

The result shows that there is no significant relationship between emotional intelligence and performance. The results of the t-statistic indicated that the difference between the groups with high and low emotional intelligence was not statistically significant. Therefore, the H3 hypothesis which states that there is a positive influence between emotional intelligence and performance

must be rejected. Nonetheless, it is important to recognize that emotional intelligence remains an important factor in the world of work and can influence various aspects of individual performance. However, this study indicates that emotional intelligence does not significantly affect performance levels. The discussion gives the limitations of the research and other factors that might affect employee performance beyond emotional intelligence. In addition, to find more understanding about the relationship between emotional intelligence and performance require a different research approach or method, or an increase in sample size. However, even though this study shows no significant relationship found it is still important to understand and pay attention to the importance of emotional intelligence in the work environment. Organizations can design development and training programs to enhance employees' emotional intelligence to positively enhance overall performance.

There is a significant relationship between individual characteristics and employee performance. This relationship is indicated by a positive correlation coefficient (0.750), a t-statistic that is greater than the value (1.96), and a p-value that is less than 0.05 (0.010). Therefore, H4 hypothesis (there is a positive and significant influence between individual characteristics and employee performance) is accepted. It means that the higher a person's individual characteristics, the higher the level of performance that can be achieved by the employee. It is important to remember that individual characteristics include factors such as educational level, work experience, motivation, personality and technical ability. Therefore, in the discussion, it is important to identify the individual characteristics that most influence employee performance and how these characteristics can be improved or utilized optimally in improving organizational performance. This research provides valuable information for companies or organizations to improve employee performance through the development of individual characteristics and appropriate human resource management strategies.

Based on the results of the analysis, it can be concluded that there is no significant relationship between job satisfaction and employee performance. Although there is a correlation between the two variables with a low coefficient value (0.253), the results show that the correlation is not statistically significant. The rejection of hypothesis H5 which states that there is an influence between job satisfaction and employee performance indicates that changes in job satisfaction do not significantly affect the level of employee performance. It is important to highlight the limitations of the study and other factors that may affect the relationship between job satisfaction and performance.

There is a positive and significant influence between Emotional Intelligence and Job Satisfaction. The higher the Emotional Intelligence of the individual, the higher the level of Job Satisfaction. Emotional Intelligence plays an important role in increasing employee Job Satisfaction, helping to manage emotions, improve work relationships, cope with stress, and adapt in the work environment. HR management needs to design training programs and create a work environment that supports the development of employees' Emotional Intelligence to improve Job Satisfaction and overall organizational performance.

Further research with more appropriate methods or larger samples is expected to provide better results. The results of this study can be a consideration for companies or organizations in evaluating programs or strategies that focus on increasing job satisfaction as a way to improve employee performance. If the results do not show a significant relationship, it is necessary to consider other approaches such as training, skill development, or improving the work environment to improve employee performance more effectively.

This study has some limitations including limited time, small sample size, the limited access to individual characteristics of the employee therefore, the future research is hoped to have more time and more sample and data of individual characteristics of the employee that can be access easily.

ADVANCED RESEARCH

This research still has limitations so it is necessary to carry out advanced research related to the topic "The Effect of Emotional Intelligence, Individual Characteristics and Job Satisfaction on Employee Performance of Samarinda State Agricultural Polytechnic" to perfect this research, as well as increase insight for readers.

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