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#16499 Review

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Submission

Authors	Jufrizen Jufrizen, Hazmanan Khair, Fint Boy Loviky
Title	The Effect of Work Engagement and Emotional Intelligence on Performance: The Mediating Role of Job Satisfaction
Section	Articles
Editor	Dr. Nopriadi Saputra

Peer Review

Round 1

Review Version	16499-46141-1-RV.DOCX 2023-09-04
Initiated	2023-09-06
Last modified	2023-09-22

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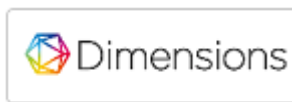
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




























































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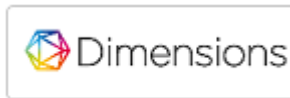
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ORIGINAL ARTICLE

The Effect of Work Engagement and Emotional Intelligence on Performance: The Mediating Role of Job Satisfaction

Abstract

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ABSTRACT
This study examines and analyses the effect of employee engagement and emotional intelligence on personnel performance through direct and indirect job satisfaction. The approach used in this research is causal. The population in this study were all personnel of the Medan City Police Resort. This study used a saturated sample of 98 people, all personnel of the Medan City Police Resort. Data collection techniques in this study used documentation, observation, and questionnaire techniques. This study employed a quantitative approach to data analysis employing statistical analysis with Outer Model Analysis, Inner Model Analysis, and Hypothesis Testing. This investigation uses the PLS (Partial Least Square) software to process the data. The results of this study indicate that directly, employee engagement, emotional intelligence, and job satisfaction have a significant effect on personnel performance, employee engagement, and emotional intelligence have a significant effect on personnel job satisfaction, and indirectly, employee engagement and emotional intelligence have a significant effect on personnel performance through job satisfaction

Keywords: *Work Engagement, Emotional Intelligence, Job Satisfaction, Performance*

DOIs: <https://doi.org/10.30596/ijbe.xxxxxxx>
JEL Classification: xxx, xxx, xxx, xxx



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INTRODUCTION

The human resources owned by the company certainly have a very important role in supporting the achievement of the company's goals. If employees have good performance, it will certainly have a beneficial impact on the company and vice versa. If employee performance is high, the company will experience difficulties and gains in achieving it. Goals set by the company (Nasution, 2018).

Employee performance greatly determines a company's progress because performance is crucial in an organization's efforts to achieve its goals. If employees have good performance, of course, it will benefit the company and vice versa. If employee performance is high, the company will experience difficulties and gains in achieving the goals set by the company. Fachrezei & Khair, 2020). Apart from that, employee performance is also the level of work results of employees in achieving the job requirements that have been given. Employee performance is a matter that needs to be considered quite seriously by a company because employee performance with various aspects will directly impact the overall performance of a company (L'opez-Cabarcos et al., 2022).

Even though research has conducted many studies on employee performance, the treatment of performance in different companies is not the same as research (Alqudah et al., 2022). Performance emphasizes the aspects of quality, quantity, working time, and cooperation to achieve the goals set by the organization. Whereas (Siyal et al., 2023) emphasize a worker's aptitude and interest, aptitude and acceptance of the explanation of task delegation, and role and level of motivation. There are differences in treatment between the studies, so it is undoubtedly intriguing to compare them.

Emotional intelligence is a new discourse in the field of psychology after many years of people strongly believing that the determining factor for a person's success in life is IQ. Based on research in psychology, a person's abilities are not only measured based on logical and linguistic intelligence. Other intelligences can open up many people's thinking about success factors in life, one of which is emotional intelligence. Therefore, the achievements obtained in work are influenced by emotional intelligence, which is in the first position, and intellectual intelligence, which is in the second position (Arfara & Samanta, 2016). The results of previous research conducted by (Dhani & Sharma, 2017); (Shamsuddin & Rahman, 2014); (Altındağ & Köseadağı, 2015), and (Altındağ & Köseadağı, 2015) prove that emotional intelligence influences employee performance. Meanwhile, based on the results of previous research conducted by (Borman & Westi, 2021); (Saraswati et al., 2021), and (Lansart et al., 2019), it was concluded that emotional intelligence does not affect performance.

Additionally, employees who experience employment satisfaction can enhance their performance. Employment satisfaction is a feeling that every employee experiences while performing all his duties, whether happy or unhappy. Each employee's performance will indicate their level of job satisfaction. Satisfaction with one's employment is reflected

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in a person's performance (Tanjung, 2019). The importance of job satisfaction for employees' self-actualization cannot be overstated. Psychological development cannot occur in employees who lack job satisfaction. Compared to employees who are dissatisfied with their jobs, those who are satisfied with their jobs typically have better attendance, attrition, and performance records. The importance of job satisfaction in fostering an environment conducive to maximizing employee performance in the workplace cannot be overstated. Consequently, leadership development, promotions, and employment satisfaction impact employee performance (Syahputra & Jufrizen, 2019). Based on previous research conducted (Widhiastuti, 2013); (Hayati & Caniago, 2012); (Saputra et al, 2016); (Jufrizen, 2017); (Fu & Deshpande, 2014) and (Adhan, et al., 2020) concluded that job satisfaction influences performance.

The job satisfaction variable in the research is used as an intervening variable or intermediary variable. This is to prove again whether the job satisfaction variable in this research can be intervening because previous research (Sajdah & Lukiyana, 2018) found that work engagement indirectly influences employee performance through job satisfaction. Meanwhile, the results of previous research (Munparidi & Sayuti, 2020) must prove that work engagement influences employee performance through job satisfaction. Based on previous research, there are differences in research results, so the researchers want to prove again whether the job satisfaction variable in this research can be intervening.

Based on the author's observations of Medan City Police Resort personnel, the author found a phenomenon that shows the low performance of several Medan Polrestabes personnel in carrying out their work. This can be seen from the presence of several personnel who were unable to complete the work on time, in addition to the need for optimal work engagement. This can be seen during working hours (operational). Workspaces are often found to be empty because officers leave their work to carry out activities unrelated to their office duties.

In addition, the need for more work engagement was also shown by Medan City Police Resort personnel in managing Medan City Police Resort's social media. In the current digital era, people tend to use social media, such as Facebook, Twitter, and Instagram, to convey criticism, suggestions, or reports of incidents in the Medan Police area. This situation was not responded to quickly and swiftly by the Medan Police, so various forms of questions, criticism, or reports submitted by the public via social media have yet to receive immediate follow-up.

Apart from that, during effective working hours, it is still seen that some members are not enthusiastic and lack focus in their work, namely not immediately carrying out tasks or delaying completing work but prefer to chat about things that are not related to work responsibilities so that the completion of main tasks is neglected. Apart from that, Medan City Police Resort personnel are not fully involved in completing the work because the work is considered less important and can be done with the help of other people. The personnel also do not use their time to complete work. They mostly relax and chat with other personnel. Personnel also feel burdened when given other tasks because they cannot complete previous tasks on time.

METHODS

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This research is survey research because it utilizes a population sample. This study employs an explanatory research methodology to establish the causal connection between the research variables and the testing hypothesis. This research falls under the category of quantitatively-based causal research. According to (Sugiyono, 2018), causal research aims to determine if an independent variable influences a dependent variable. According to (Sugiyono, 2018), quantitative research is research in which the problem is identified after the fact. However, the problem is discovered after the researcher enters the field, and if a new problem arises, the problem is reexamined until all questions are answered.

Sugiyono (2018) states, "Population is a broad category of objects or subjects with specific qualities and characteristics determined by researchers to be studied and from which conclusions are drawn". Meanwhile, according to (Juliandi et al., 2015), population is the sum of all the elements in a given research area. The population in this study were all personnel of the Medan Police Polrestabes Intelligence division, totaling 100 people. The following is data on the personnel of the Medan Police Polrestabes Intelligence division.

According to (Sugiyono, 2018), the sample is representative of the population in terms of size and characteristics. Consider a scenario where a researcher with limited resources, personnel, and time can only study some aspects of a large population. In that case, the researcher can use samples taken from that population to determine the number/size of the sample in this study using the saturated sample method, in which all members of the population were sampled, i.e., as many as 98 people excluding the researchers and the Head of the Medan Police Intelligence Unit. The methods employed for data collection encompassed interviews and questionnaires. The present study used partial regression analysis, specifically Partial Least Squares (PLS), to examine the four hypotheses in this research. The abovementioned analysis is commonly denoted as the second iteration of multivariate analysis (Ghozali, 2013). Each hypothesis will be analyzed using the Smart PLS 3.0 software to determine the relationship between variables.

RESULTS

Characteristics of Respondents

To find out the identity of the respondent, it can be seen the following characteristics of the respondent:

Table 1. Characteristics of Respondents

No.	Characteristics	Description	freq	%
1	Gender	Man	89	95.70%
		Woman	4	4.30%
2	Education	High School	21	22.58%
		Diploma-3	2	2.15%
		S1 Graduate	68	73.12%
		Master Graduate	2	2.15%
3	Age	> 30 Years	28	30.11%
		30-39 Years	34	36.56%
		40-50 Years	24	25.81%
		> 50 Years	7	7.52%
4.	Marital Status	Married	80	86.02%

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Not Married Yet	13	13.98%
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From the data in Table 1, the characteristics based on sex show that the majority of male respondents, namely 89 police personnel from the Medan City Police Resort, mostly do work in the field. Therefore, men do more field work than women. Characteristics based on education: It is known that the majority of respondents' education was in high school, namely 21 people or 22.52%; D3 graduates, namely two people or 2.15%; S1 graduates, namely 68 people or 73.12%; Masters graduates, namely two people or 2.15%. From the data above, the majority of respondents graduated with bachelor's degrees, namely 68 people, where the education of the Medan City Police Resort personnel, the majority of whom were undergraduates, showed that the competence of personnel in carrying out work was quite high. Based on age characteristics, it is known that the majority of respondents are aged > 30 years, namely 28 people or 30.11%; aged between 30-39 years, namely 34 people or 36.56%; aged between 40-50 years, namely 24 people or 25.81%, age > 50 years, namely seven people or 7.52%. From the data above, the majority of respondents aged 30-39 years were 34 people. This shows that personnel aged 30-39 will be more enthusiastic and more productive in their work. The dominance of the productive age of the Medan City Police Resort personnel will impact the implementation of their respective main tasks and functions more optimally. In characteristics based on marital status, it is known that the majority of respondents were married, as many as 80 people (86.02%), and those who were not married were 13 people (13.98%). The marital status of personnel will affect the contribution of employees in carrying out work; for example, employees who are still single will be more willing to carry out office work outside working hours (overtime), so personnel performance will increase. In contrast to personnel with married or family status, they tend to consider time for family and time for work.

Outer Model Analysis

The assessment of the indicator measurement model encompasses the evaluation of various aspects, such as the reliability of individual items, the internal consistency or composite reliability, the average variance extracted, and the discriminant validity. The initial three measurements are categorized under the construct of convergent validity.

Convergent Validity

Convergent validity encompasses three assessments: item reliability, composite reliability, and average variance extracted (AVE). Convergent validity is employed to assess how established indicators can elucidate underlying features. This implies that as convergent validity increases, the dimension's capacity to manifest its underlying variables also increases effectively.

Item Reliability

Reliability items are commonly referred to as indicators of validity. The assessment of item reliability, specifically indicator validity, can be determined by examining the standardized loading factor. The value of this factor loading represents the amount of the correlation between each indicator and the construct. An optimal loading factor value is considered to be over 0.7, indicating that the indicator possesses sufficient

validity for measuring constructs. However, having a standardized loading factor that exceeds 0.5 is deemed appropriate. A standardized loading factor below 0.5 may be deemed insignificant and excluded (Chin, 1998). The following are the reliability item values that can be seen in the standardized loading column:

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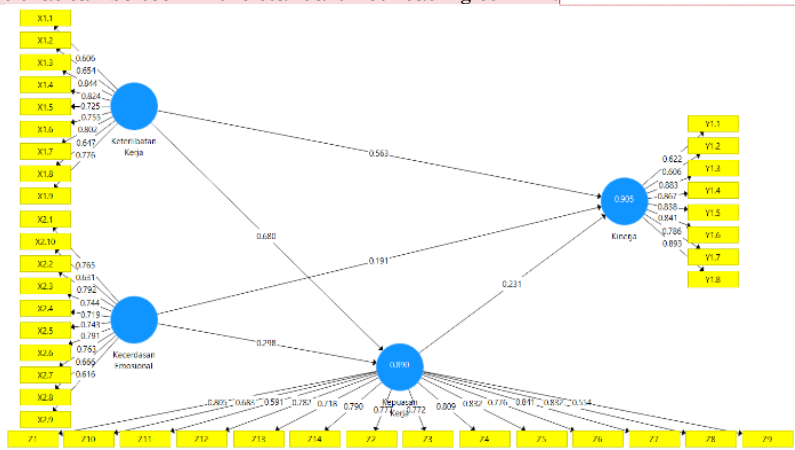


Figure 1. Standardized Loading Factor Inner and Outer Model

Based on the findings presented in Figure 1, it is evident that all loadings surpass the threshold of 0.5, indicating that there is no need to exclude any of them from further analysis. Therefore, each signal possesses validity in elucidating each latent variable, specifically work engagement, job satisfaction, and performance.

Composite Reliability

The statistical measures used to assess the reliability of a composite or construct include Cronbach's alpha and DG rho (PCA). Cronbach's alpha is a statistical measure that represents the minimum threshold of reliability for a given construct, whereas composite reliability quantifies the actual level of reliability for that construct. Composite reliability levels are often considered acceptable if they exceed 0.6, whereas Cronbach's alpha values are deemed satisfactory if they surpass 0.6. Based on these measures, it can be inferred that a construct exhibits high dependability if the attained value exceeds 0.60

Table 2. Composite Reliability

	Cronbach's Alpha
Emotional Intelligence	0.904
Job satisfaction	0.942
Work Engagement	0.896
Performance	0.916

The table above shows that the composite reliability value for emotional intelligence is 0.904; job satisfaction was 0.942, work engagement was 0.896, and performance was 0.916. The four latents obtained Cronbach's alpha values above 0.6, so it can be said that all factors have good reliability as measuring tools.

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The concept of Average Variance Extracted (AVE) pertains to the extent to which the variance in a set of items can be accounted for by the items themselves relative to the variance attributed to measurement error. According to the established criterion, a construct possesses satisfactory convergent validity if its Average Variance Extracted (AVE) value exceeds 0.5. This implies that latent variables can account for, on average, over 50% of the variability observed in the indicators.

Table 3. Average Variance Extracted (AVE)

	Average Variance Extracted (AVE)
Emotional Intelligence	0.527
Job satisfaction	0.576
Work Engagement	0.550
Performance	0.638

The table above shows that the AVE value for emotional intelligence is 0.527, job satisfaction is 0.76, work engagement is 0.550, and performance is 0.638. The four variables exhibit an average variance extracted (AVE) that exceeds 0.5, indicating strong convergent validity. This suggests that the latent variable can explain over 50% of the variance observed in the indicators.

Discriminant Validity

This study aims to evaluate the discriminant validity of the reflective measurement model through cross-loading analysis and comparing the average variance extracted (AVE) value with the square of the correlation across constructs. The cross-loading assessment examines the association between indicators and their constructs and the constructs of other blocks. A robust discriminant validity is characterized by its ability to account for a greater proportion of the variance in the indicator variables compared to its ability to explain the variance in indicators of other constructs. The subsequent data represents the discriminant validity values for each indicator.

Table 4. Discriminant Validity

	Emotional Intelligence	Job satisfaction	Work Engagement	Performance
X1.1	0.548	0.558	0.606	0.622
X1.2	0.500	0.539	0.654	0.606
X1.3	0.741	0.819	0.844	0.835
X1.4	0.658	0.748	0.824	0.744
X1.5	0.542	0.660	0.725	0.572
X1.6	0.683	0.723	0.755	0.789
X1.7	0.757	0.788	0.802	0.874
X1.8	0.473	0.582	0.647	0.485
X1.9	0.606	0.713	0.776	0.618
X2.1	0.765	0.812	0.827	0.894
X2.10	0.631	0.394	0.430	0.389
X2.2	0.792	0.809	0.805	0.863
X2.3	0.744	0.794	0.766	0.833
X2.4	0.719	0.531	0.444	0.472
X2.5	0.743	0.547	0.507	0.476
X2.6	0.791	0.615	0.550	0.555
X2.7	0.763	0.577	0.580	0.525
X2.8	0.666	0.464	0.443	0.405

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X2.9	0.616	0.400	0.349	0.374
Y1.1	0.548	0.558	0.606	0.622
Y1.2	0.500	0.539	0.654	0.606
Y1.3	0.753	0.801	0.822	0.883
Y1.4	0.797	0.812	0.803	0.867
Y1.5	0.750	0.798	0.766	0.838
Y1.6	0.665	0.794	0.740	0.841
Y1.7	0.669	0.713	0.751	0.786
Y1.8	0.778	0.805	0.821	0.893
Z1	0.757	0.805	0.772	0.841
Z10	0.596	0.683	0.667	0.664
Z11	0.488	0.591	0.641	0.560
Z12	0.715	0.782	0.790	0.820
Z13	0.604	0.718	0.768	0.654
Z14	0.693	0.790	0.749	0.702
Z2	0.640	0.777	0.714	0.806
Z3	0.674	0.772	0.680	0.616
Z4	0.687	0.809	0.673	0.670
Z5	0.711	0.832	0.717	0.697
Z6	0.715	0.776	0.639	0.680
Z7	0.726	0.841	0.738	0.713
Z8	0.717	0.832	0.773	0.763
Z9	0.402	0.554	0.488	0.482

The provided table illustrates that each variable's discriminant validity or loading factor exhibits a stronger correlation with the respective variable than other variables. Similarly, the indicators for each variable should be taken into consideration. This demonstrates that the positioning of indicators on each variable is accurate.

Another measurement criterion is the Heretroit-Monotrait Ratio (HTMT) value. If the HTMT value < 0.90, then a construct has good discriminant validity (Azuar Juliandi, 2018).

Table 5. Heretroit-Monotrait Ratio (HTMT)

	Emotional Intelligence	Job satisfaction	Work Engagement	Performance
Emotional Intelligence				
Job satisfaction	0.877			
Work Engagement	0.859	0.804		
Performance	0.870	0.883	0.826	

Based on the table shows that the value of discriminant validity or *Heretroit-Monotrait Ratio* (HTMT) for each variable correlates smaller than 0.90. Similarly, the indicators for each variable should be taken into consideration. This demonstrates that the positioning of indicators on each variable is accurate.

Table 6. Fornell-Larcker Criteria

	Emotional Intelligence	Job satisfaction	Work Engagement	Performance
Emotional Intelligence	0.726			
Job satisfaction	0.868	0.759		
Work Engagement	0.838	0.929	0.741	

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Performance	0.863	0.920	0.938	0.799
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The table presented above illustrates that the discriminant validity value, as measured by the Fornell-Larcker criteria, exhibits a stronger correlation with its respective variable when compared to the correlations observed between other variables. Similarly, the indications for each variable should also be considered. This observation demonstrates that the positioning of indicators on each variable is accurate.

Inner Model Analysis Goodness Of Fit (GoF)

The Goodness of Fit (GoF) assessment validates the comprehensive structural model. The GoF index serves as a singular metric for assessing the efficacy of both the integrated measurement model and the structural model. The GoF value is calculated by taking the square root of the average communalities index (AVE) and multiplying it by the R² value of the model. The range of the GoF values spans from 0 to 1, and these values can be interpreted as follows: 0.1 indicates a little GoF, 0.25 represents a moderate GoF, and 0.36 signifies a high GoF (Hair et al., 2016). The higher the GoF value, the better the model is or more fit with the data. The following is the result of the goodness of fit model calculation:

Table 7. Average Communalities Index

Variable	AVE	R Square
Emotional Intelligence	0.527	
Job satisfaction	0.576	0.890
Work Engagement	0.550	
Performance	0.638	0.905
Average	0.573	0.898
GOF		0.717

According to the provided table, the mean value for commonality is 0.573. The value mentioned above is multiplied by R² and then subjected to the square root operation. Based on the obtained calculation results, it is evident that the Goodness-of-Fit (GoF) value is 0.717, surpassing the threshold of 0.36. Consequently, the model may be classified as having a substantial GoF, indicating its commendable capacity to elucidate empirical data effectively.

Determination Coefficient Test (R-Square)

The coefficient of determination, sometimes referred to as R-square, quantifies the extent to which the variability in a set of values, namely those impacted by endogenous factors, can be accounted for by the variables that exert exogenous influence on them. This feature is beneficial for assessing the efficacy of the model. The R-square value of 0.75 for the endogenous latent variable suggests that the model is considerable. In contrast, a value of 0.50 indicates a moderate model, and a value of 0.25 suggests a poor model (Juliandi, 2018). The R-Square value, achieved by data processing using the smartPLS 3.0 tool, is presented in the figure and table below.

Table 8. R-Square

	R Square	Adjusted R Square
Job satisfaction	0.890	0.888
Performance	0.905	0.902

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Based on the presented table, it is evident that the impact of work engagement, emotional intelligence, and job satisfaction on performance is statistically significant, as indicated by an r-square value of 0.905. This value suggests that approximately 90.5% of the variations in performance can be accounted for by variations in work engagement, emotional intelligence, and job satisfaction. Consequently, the model can be considered substantial or effective. The remaining 9.5% of the variations in performance are likely influenced by other variables not included in the analysis. Furthermore, the influence of work engagement and emotional intelligence on job satisfaction is also noteworthy, as reflected by an r-square value of 0.890. This value implies that approximately 89% of the variations in job satisfaction can be explained by variations in work engagement and emotional intelligence. Similar to the previous model, this indicates a substantial relationship. The remaining 11% of the variations in job satisfaction are likely influenced by other factors not accounted for in the analysis.

Test F² (Size Effect / F-Square)

The F-Square statistic is commonly employed in academic research to evaluate the relative influence of an exogenous variable on an endogenous one. The criteria for concluding are as follows: If the F² value is 0.02, it can be inferred that the exogenous variable exerts a relatively small and weak influence on the endogenous variable. If the F² value is 0.15, it can be inferred that the exogenous variable has a moderate impact on the endogenous variable. If the F² value is 0.35, it indicates a significant positive effect of the exogenous variable on the endogenous variable (Juliandi, 2018). The F-Square value, derived by data processing using the smartPLS 3.0 tool, is presented in the figure and table below:

Table 9. F-Square Values

	Job satisfaction	Performance
Emotional Intelligence	0.240	0.092
Job satisfaction		0.062
Work Engagement	1,250	0.441
Performance		

Based on the table, it is known that The effect of work engagement on performance has an F² value of 0.441, indicating that there is a large (good) effect. The effect of work engagement on job satisfaction has an F² value of 0.1,250, indicating a large (good) effect. The effect of emotional intelligence on performance has an F² value of 0.092, indicating a small (weak) effect. The effect of emotional intelligence on job satisfaction has an F² value of 0.240, indicating a moderate effect. The effect of job satisfaction on performance has an F² value of 0.062, indicating a small (weak) effect.

Predictive Relevance Test (Q²)

The researchers measured the relevance of the model's prediction (Q²) after determining the effect size (f²) value to calculate the model's predictive power. (Hair Jr. et al., 2016) claim that Q² evaluates the parameter estimates and model defaults. The researcher calculates Q² using the blindfolding procedure of PLS, which achieves the estimation of the variable score. In addition, the researcher obtained a variable score from a cross-validated redundancy score. Endogenous construction predictions are determined by the extracted cross-validation results, which also indicate the level of model quality.

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According to (Hair Jr. et al., 2016), $Q^2 > 0$ in reflective endogenous variables indicates the predictive relevance of the model, while $Q^2 < 0$ indicates a lack of predictive power.

Table 11. Path Coefficient

	Original Sample (O)	Standard Deviation (STDEV)	T Statistics (O/STDEV)	P Values
Emotional Intelligence -> Job Satisfaction	0.298	0.071	4,188	0.000
Emotional Intelligence -> Performance	0.191	0.059	3,235	0.001
Job Satisfaction -> Performance	0.231	0.098	2,347	0.019
Work engagement -> Job Satisfaction	0.680	0.064	10,604	0.000
Work Engagement -> Performance	0.563	0.098	5,770	0.000

The assessment of hypotheses based on the table is as follows: The relationship between job satisfaction and performance has a path coefficient of 0.563. This influence has a probability value (p-value) of 0.0000.05, indicating that work engagement has a significant positive effect on the performance of personnel at the Medan City Police Resort. The path coefficient between work engagement and job satisfaction is 0.68. This influence has a probability value (p-value) of 0.000 0.05, indicating that work engagement significantly positively affects personnel's job satisfaction at the Medan City Police Resort. The path coefficient for the effect of emotional intelligence on performance is 0.191. This influence has a probability value (p-value) of 0.0010.05, indicating that emotional intelligence significantly improves the performance of Medan City Police Resort personnel. The path coefficient between emotional intelligence and job satisfaction is 0.298%. This influence has a probability value (p-value) of 0.0000.05, indicating that emotional intelligence significantly positively affects personnel's job satisfaction at the Medan City Police Resort. The path coefficient between job satisfaction and performance is 0.231. This influence has a probability value (p-value) of 0.0190.05, indicating that job satisfaction has a significant positive effect on the performance of personnel at the Medan City Police Resort.

Indirect Effect

In this study, the indirect effect between the independent variable and the dependent variable can be stated as follows:

Table12. Specific Indirect Effects

	Original Sample (O)	Standard Deviation (STDEV)	T Statistics (O/STDEV)	P Values
Emotional intelligence -> Job Satisfaction -> Performance	0.169	0.035	2,946	0.011
Work engagement -> Job Satisfaction -> Performance	0.157	0.068	2,313	0.021

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Based on the table above, hypothesis testing is as follows: The effect of work engagement on performance through job satisfaction has a path coefficient of 0.157. This influence has a probability value (p-value) of $0.021 < 0.05$, meaning that work engagement significantly positively affects personnel performance through job satisfaction of Medan City Police Resort personnel. The effect of emotional intelligence on performance through job satisfaction has a path coefficient of 0.169. This effect has a probability value (p-value) of $0.011 < 0.05$, meaning that emotional intelligence has a significant positive effect on personnel performance through job satisfaction of Medan City Police Resort personnel

Total Effect

The results of the direct influence hypothesis test can be seen in the Total Effect path table below:

Table 13. Total Effect

	Original Sample (O)	Standard Deviation (STDEV)	T Statistics (O/STDEV)	P Values
Emotional Intelligence -> Job Satisfaction	0.298	0.071	4,188	0.000
Emotional Intelligence -> Performance	0.260	0.063	4,151	0.000
Job Satisfaction -> Performance	0.231	0.098	2,347	0.019
Work engagement -> Job Satisfaction	0.680	0.064	10,604	0.000
Work Engagement -> Performance	0.720	0.060	11,952	0.000

The conclusion from the total effect value in the table above is as follows: *The total effect* of the relationship between work engagement and performance is 0.720, with a p-value of 0.000. *The total effect* of the relationship between work engagement and job satisfaction is 0.680, with a p-value of 0.000. *Total effect* The relationship between emotional intelligence and performance is 0.260 with a p-value of 0.000. *The total effect* of the relationship of emotional intelligence to job satisfaction is equal to 0.298, with a p-value of 0.000. *The total effect* of the relationship between job satisfaction and performance is 0.231, with a p-value of 0.019.

DISCUSSION

From the hypothesis testing analysis results, the effect of work engagement on performance has a path coefficient of 0.563. This influence has a probability value (p-value) of $0.000 < 0.05$, meaning that work engagement significantly affects the performance of Medan City Police Resort personnel. This shows that work engagement can improve the performance of Medan City Police Resort personnel, whereby by increasing personnel work engagement, personnel performance will increase. Personnel who have work engagement will always show that they are full of enthusiasm, always concentrate on work, and have professionalism. High performance when carrying out their work, including being proactive, creative, and productive in their work, thus the performance of personnel will increase. The findings of this investigation are consistent with those of previous research conducted by (Jufrizen et al., 2022); (Breevaart et al.,

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2015), and (Jufrizen & Erika, 2021), proving that work engagement influences employee performance.

From the results of the hypothesis testing analysis, the influence of emotional intelligence on performance has a path coefficient of 0.191. This influence has a probability value (p-value) of $0.001 < 0.05$, meaning that emotional intelligence significantly affects the performance of Medan City Police Resort personnel. This shows that emotional intelligence can improve the performance of Medan City Police Resort personnel, whereby increasing the emotional intelligence of personnel, the performance of personnel will increase, with emotional intelligence possessed by personnel who can control their emotions in carrying out their work so that the work of personnel will be completed on time. In this way, personnel performance will increase. The results of this research align with the results of previous research conducted by (Farisi, 2018) and (Helmiatin, 2018), proving that emotional intelligence influences employee performance.

From the hypothesis testing analysis results, the effect of job satisfaction on performance has a path coefficient of 0.231. This influence has a probability value (p-value) of $0.019 < 0.05$, meaning that job satisfaction significantly affects the performance of Medan City Police Resort personnel. This shows that job satisfaction is able to improve the performance of Medan City Police Resort personnel, whereby by increasing personnel job satisfaction, personnel performance will increase. With personnel who feel satisfied with what they receive, accompanied by a good relationship with leadership, the personnel will be more serious in carrying out their work so that the performance of these personnel will increase.

The significance of job satisfaction in facilitating employees' self-actualization cannot be overstated. Individuals who do not experience job satisfaction are unlikely to attain psychological maturity and may ultimately experience feelings of frustration. Job satisfaction can be succinctly categorized as an assessment or manifestation of employees' sentiments towards their occupation (Adhan et al., 2020). Employees are more likely to achieve peak performance when they have high levels of job satisfaction, encompassing various factors such as work environment, salary, and relationships with colleagues. The level of job satisfaction can be inferred from an employee's performance, as high performance indicates contentment with one's job (Tanjung, 2019). Job satisfaction in a company is needed to boost employee performance. The results of this research are in line with the results of previous research conducted by (Sembiring et al., 2020); (Marbun & Jufrizen, 2022); (Jufrizen & Sitorus, 2021); (Nurhasanah, 2018); (Jufrizen & Rahmadhani, 2020); (J Jufrizen, 2016); (Syahputra & Jufrizen, 2019) and (Adhan et al., 2020) concluded that job satisfaction influences performance.

From the hypothesis testing analysis results, the effect of work engagement on job satisfaction has a path coefficient of 0.680. This influence has a probability value (p-value) of $0.000 < 0.05$, meaning that work engagement significantly affects the job satisfaction of Medan City Police Resort personnel. This shows that work engagement can increase the job satisfaction of Medan City Police Resort personnel, whereby by increasing the work engagement of personnel, the job satisfaction of personnel will increase with personnel who have high work engagement. Personnel will feel satisfied with what they receive. In this way, job satisfaction will increase. This study's results align with previous research conducted by (Sajdah & Lukiyana, 2018) and (Samud et al., 2021), who concluded that work engagement affects job satisfaction.

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From the results of the hypothesis testing analysis, the influence of emotional intelligence on job satisfaction has a path coefficient of 0.298. This effect has a probability value (p-value) of $0.000 < 0.05$, meaning that emotional intelligence significantly affects the job satisfaction of Medan City Police Resort personnel. This shows that emotional intelligence can increase the job satisfaction of Medan City Police Resort personnel, whereby increasing the emotional intelligence of personnel, the work satisfaction of personnel will increase, with emotional intelligence possessed by personnel able to manage their own emotions well towards other co-workers so that it has an impact on satisfaction personnel work. Employees can exhibit competence and communication skills by effectively meeting deadlines and completing tasks to their supervisors. This accomplishment can contribute to their overall job satisfaction and sense of contentment. This research's results align with previous research conducted by (Al-Hamami et al., 2015) and (Suleman et al., 2020), concluding that emotional intelligence influences job satisfaction.

From the hypothesis testing analysis results, the effect of work engagement on performance through job satisfaction has a path coefficient of 0.157. This effect has a probability value (p-value) of $0.021 < 0.05$, meaning that work engagement significantly affects personnel performance through job satisfaction of Medan City Police Resort personnel. This shows that work engagement can improve performance through the job satisfaction of the Medan City Police Resort personnel, whereby increasing the work engagement of personnel, the work satisfaction of personnel will increase, thereby the performance of personnel will also increase, with personnel who have high work engagement, the personnel will feel satisfied with what they receive and feel, in this way, job satisfaction will increase. Employee engagement is employee enthusiasm for work because employees direct their energy to work, which aligns with the company's strategic priorities (Imran et al., 2020). If employees feel involved in their work, they will feel satisfied with what the company has provided, which will certainly improve their performance. Likewise, if employees are not truly involved with the organization and are dissatisfied with their work, the employee will have low performance (Azoury et al., 2013).

From the results of the hypothesis testing analysis, the effect of emotional intelligence on performance through job satisfaction has a path coefficient of 0.169. This influence has a probability value (p-value) of $0.011 < 0.05$, meaning that emotional intelligence significantly affects personnel performance through job satisfaction of Medan City Police Resort personnel. This shows that emotional intelligence can improve personnel performance through job satisfaction of Medan City Police Resort personnel, whereby increasing personnel emotional intelligence, personnel job satisfaction will increase thereby, personnel performance will increase, with emotional intelligence possessed by personnel capable of managing their own emotions well towards other colleagues so that it has an impact on personnel job satisfaction. Personnel are inclined to exhibit competence and proficiency by effectively fulfilling their responsibilities within designated timeframes, fostering a sense of contentment and fulfillment. Thus, personnel will always show enthusiasm, always concentrate on work, and have high professionalism when doing their work, including being proactive, creative, and productive. Thus, the performance of personnel will increase.

Emotional intelligence is the ability to read and understand others and use knowledge to influence others through regulating and using emotions. Emotional

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intelligence is the ability to feel, understand, and effectively apply emotional power and sensitivity as a source of human energy, information, connection, and influence (Goleman, 2009). The results of this research align with previous research conducted by (Mahdani et al., 2017) and (Ula, 2020), concluding that emotional intelligence significantly affects the mediating variable of job satisfaction and influences employee performance.

Implication

Commented [A7]: Explain the practical and theoretical implications in a maximum of 250 words

CONCLUSION

Based on the results of the research and discussion that have been stated previously, conclusions can be drawn from the research regarding the Influence of Work Engagement and Emotional Intelligence on Performance through Job Satisfaction in Medan City Police Resort Personnel as follows: Work engagement has a significant positive effect on the performance of Medan City Police Resort personnel. Emotional intelligence has a significant positive effect on the performance of Medan City Police Resort personnel. Job satisfaction has a significant positive effect on the performance of Medan City Police Resort personnel. Work engagement significantly positively affects job satisfaction for Medan City Police Resort personnel. Emotional intelligence has a significant positive effect on job satisfaction for Medan City Police Resort personnel. Work engagement significantly positively affects performance through job satisfaction of Medan City Police Resort personnel. Emotional intelligence has a significant positive effect on performance through job satisfaction in Medan City Police Resort personnel.

Commented [A8]: General conclusions, research findings that are novelty, and limitations, future research

Based on the conclusions above, suggestions that can be given in this research include the Medan Police Chief to increase the strength of female police personnel so that the implementation of duties in the field is more optimal, which incidentally also requires female police personnel to carry out intelligence duties in the field, especially those that require the presence of women. Because not all activities in the field can be handled by male officers, in this case, the leadership is expected to be able to pay attention to the relationship between their subordinates and to be able to foster cooperation between personnel. This can be done by having recreational activities such as outbound or family gatherings, which, in addition to increasing the welfare of personnel, will also increase cooperation between personnel so that personnel will always feel happy and show optimal performance. Leaders are expected to better equip and provide more self-protection when personnel are carrying out work in crime-prone environments and in increasing the workload of personnel so that they can see the capabilities of each personnel and the timing of job assignments. Future researchers should increase the number of independent variables based on human resources other than those utilized in this study while still relying on additional research. This investigation has been undertaken and conducted using scientific methods. However, it still has limitations, namely, only work engagement, emotional intelligence, and job satisfaction serve as performance-influencing factors. In addition, numerous factors still influence performance, and researchers need to be more extensive in the number of questionnaires that can be returned (93 questionnaires maximum).

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