

Emotional Intelligence and Transformational Leadership as Predictors of Employee Performance with Job Satisfaction as A Mediator in Developer Companies in Jakarta

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ABSTRACT: This study examines Emotional Intelligence and Transformational Leadership as Predictors of Employee Performance with Job Satisfaction as a Mediator in Developer Companies in Jakarta. Emotional intelligence as a factor from within the individual employee while transformational leadership is a factor from outside the individual shows the factors that play a role in forming job satisfaction so that good employee performance is formed in driving the Company. The study was conducted on 139 participants who worked in developer companies which proved the role of job satisfaction as a mediator variable in the causal relationship between emotional intelligence and transformational leadership predicting employee performance which is described as having a large influence with a value of $R^2 = 0.82$ (82%).

KEYWORDS: emotional intelligence, transformational leadership, job satisfaction, employee performance.

I. INTRODUCTION

The economic conditions in Indonesia after the COVID-19 pandemic have gradually improved, one of which is the impact on the property industry sector which has experienced increased growth. Many developers have returned to boost their progress by starting several new projects that are ready to enter the market in Indonesia. This certainly encourages companies to further prepare all supporting factors for the smooth running of these goals in order to compete in this very competitive industry. Human resources are an important factor in a company. The company can carry out its activities with the support of human resources, and with their maximum contribution, it can further support the achievement of the company's goals. Employee performance serves as a benchmark for the company to evaluate how effective the human resources in it are in driving success and facilitating positive changes towards achieving the company's goals. Optimal employee performance is an important factor in achieving the success of a company and based on this background, the company is encouraged to seek reliable human resources so that it can have employees who have good performance.

Empirically, several studies have shown that employees with higher levels of emotional intelligence tend to perform better than those with lower levels of emotional intelligence, partly because they are more satisfied with their jobs, which results in improved performance (Alonderiene and Majauskaite, 2016; Brunetto et al., 2012; Li et al., 2018; Wong and Law, 2002). In this context, the definition of employee performance includes aspects of productivity, work quality, engagement, attendance, and contribution to organizational goals. Improving individual performance in organizations is a major focus in facing today's increasingly fierce global competition.

By understanding the factors that influence employee performance, companies can easily take the necessary policies to achieve the company's goal of having quality human resources. Companies must have criteria in finding employees, including having a high level of emotional intelligence and an effective leadership style. Emotional Intelligence is the ability to recognize, understand, and manage one's own emotions and those of others, believed to have a significant correlation with the level of job satisfaction and employee performance (Goleman, 1995; Mayer & Salovey, 1997). It is also the ability to inspire oneself, manage emotions, and regulate one's mood (Kaur & Sharma, 2019). This can be used as a measure of whether employees can maintain clarity of mind in stressful situations, act in accordance with ethical principles, and have strong motivation to achieve good performance (Wen et al., 2019).

In addition, Trivellas et al. (2013) explained that individuals who have high Emotional Intelligence tend to have high Job Satisfaction because they tend to have more positive moods and emotions because they have the ability to assess, regulate, and direct their own emotions, are also more adept at identifying feelings of disappointment and frustration and then they can regulate their emotions and develop strategies to overcome negative effects and ultimately achieve a higher level of job satisfaction. If someone

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is satisfied with their job, their performance will also be better (Story & Castanheira, 2018). This shows that Emotional Intelligence can help employees manage emotions, communicate more effectively, and work in teams more harmoniously, which in turn can improve individual and team performance.

Transformational leadership includes charismatic and visionary leadership. This leadership is characterized by an extraordinary level of influence that encourages members to do more than is usually expected of them. The basic principle of transformational leadership is that subordinates will follow a leader who inspires and motivates them (Puni et al., 2018).

It is important for companies to prioritize proficiency in Leadership Style with an effective communication style with all workers. This can foster a harmonious work environment that can make employees feel comfortable working. Without effective leadership or direction, people will tend to prioritize their own ambitions that are not necessarily in line with the company's goals. Leadership itself is how a leader influences the behavior of his team members to be willing to work together and be productive in order to achieve organizational goals (Kamal, Winarso, & Sulistio, 2019). Therefore, researchers take Job Satisfaction as a variable that can mediate the influence between Emotional Intelligence and Transformational Leadership on Employee Performance.

II. LITERATURE REVIEW

A. The Relationship between Emotional Intelligence and Employee Performance

The results of Nel and DE Villiers' (2004) study showed a significant relationship between Emotional Intelligence and Employee Performance. This finding emphasizes the importance of managing emotions through self-discipline, integrity, and motivation towards goals to achieve optimal effectiveness. If an employee has high emotional intelligence, this shows that he is able to think clearly even under pressure, act in accordance with ethical values, and have a strong internal drive to achieve optimal work performance. Conversely, employees who have low emotional intelligence tend to have difficulty managing their emotions and experience obstacles in maintaining focus on tasks that must be completed (Wen et al., 2019).

B. The Relationship between Transformational Leadership and Employee Performance

Leadership style that suits the characteristics of the company will encourage the role of individuals in providing inspirational motivation. Therefore, employees are encouraged to produce the best performance. In addition, leadership style is a very important factor compared to other factors in improving employee performance to achieve effective and efficient work habits (Pawirosumarto et al., 2017; Sinaga et al., 2018).

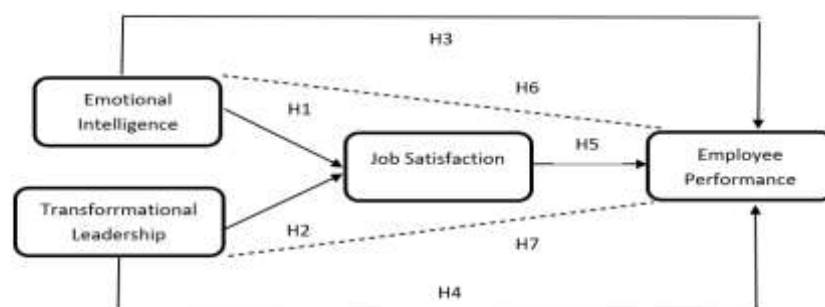
C. The Relationship between Job Satisfaction and Employee Performance

Based on the relationship between Emotional Intelligence, Job Satisfaction and Employee Performance, researchers expect that Job Satisfaction will act as a mediator. This is in accordance with the findings of Li et al. (2018), who found an indirect positive relationship between Emotional Intelligence and Employee Performance through Job Satisfaction.

D. The Relationship between Emotional Intelligence and Transformational Leadership with Employee Performance through Job Satisfaction

Rezvani et al. (2016) found that when employees are satisfied with their jobs, they tend to perform better, make better decisions, and solve problems better. As a result, employees who are satisfied at work usually perform better (Rezvani et al., 2016). On the other hand, leadership is a management function that focuses on public relations, people, and techniques to motivate employees to achieve higher levels of performance and organizational success (Voon et al., 2011; Mangkunegara and Huddin, 2016). To achieve job satisfaction, effective leadership is essential. According to several studies conducted in various countries, transformational leadership has a positive correlation with job satisfaction, which leads to higher employee performance and organizational success (Berson and Linton, 2005; Seo et al., 2004).

Figure 1. Research Model



Source: Researcher (2025)

III. METHODOLOGY

Data collection in this study was carried out using a quantitative approach through an online questionnaire survey, which was created in digital format using Google Form. Measurement of indicators for each variable uses a Likert scale from 1 (Strongly Disagree) to 5 (Strongly Agree). The subjects of this study were generation developers employees in Jakarta, with a total of 139 respondents. Then, because the number of populations that meet the established criteria cannot be identified with certainty, this study adopts a non-probability method with purposive sampling technique. Data analysis of this study applies LISREL software version 8.80.

IV. RESULTS AND DISCUSSION

The research subjects were reviewed based on last education, length of work. Attached is all the information obtained regarding the 139 respondents who have filled out the questionnaire:

Table 1. Respondent's Demographic Data

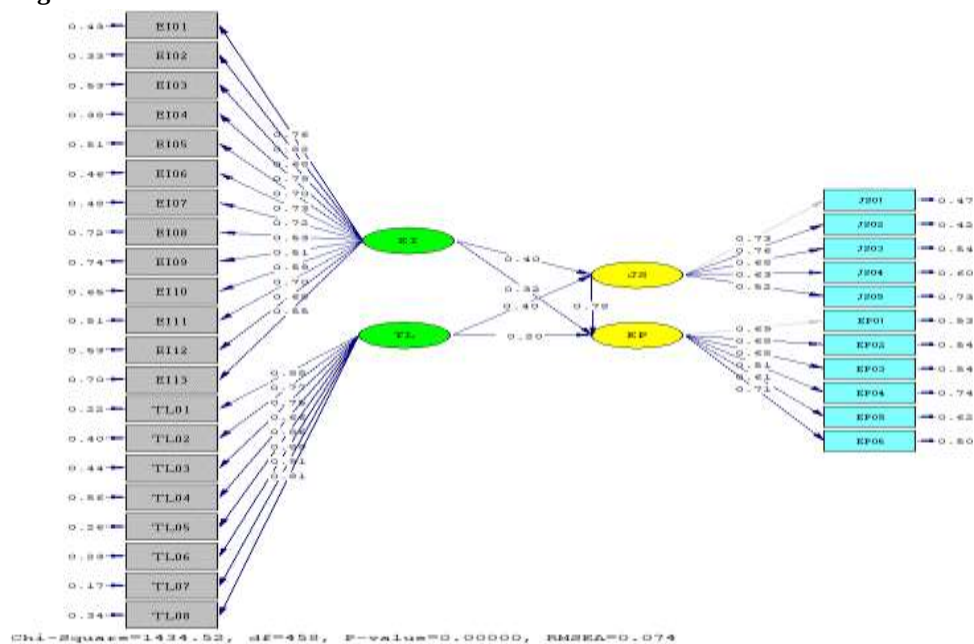
Information	Total	Percentage (%)
Last education:		
No Answers	1	0,7%
Diploma	3	2,2%
Master	15	10,8%
Bachelor	119	85,6%
Senior High School	1	0,7
Total	139	100%
Length of Work:		
No Answers	1	0,7%
>5 years	43	30,9%
3 month - 1 years	37	26,6%
1-5 years	58	41,7%
Total	139	100%

Source: Results of Primary Data Processing Using Google Form (2025)

Validity and Reliability Test

Validity test in this study was conducted by testing convergent validity and discriminant validity. Convergent validity analysis in this study consists of loading factor and composite reliability (CR) tests shown in Figure 2 and Table 2 below:

Figure 2. Loading Factor Test Results



Source: Data Processing Results Using LISREL 8.80 (2025)

Based on the results of the loading factor test above, it can be concluded that all statements from the indicators of all variables have a loading factor value above 0.30, thus the results of the convergent validity analysis through the loading factor test for each item are declared valid.

Table 2. Composite Reliability (CR) Test Results

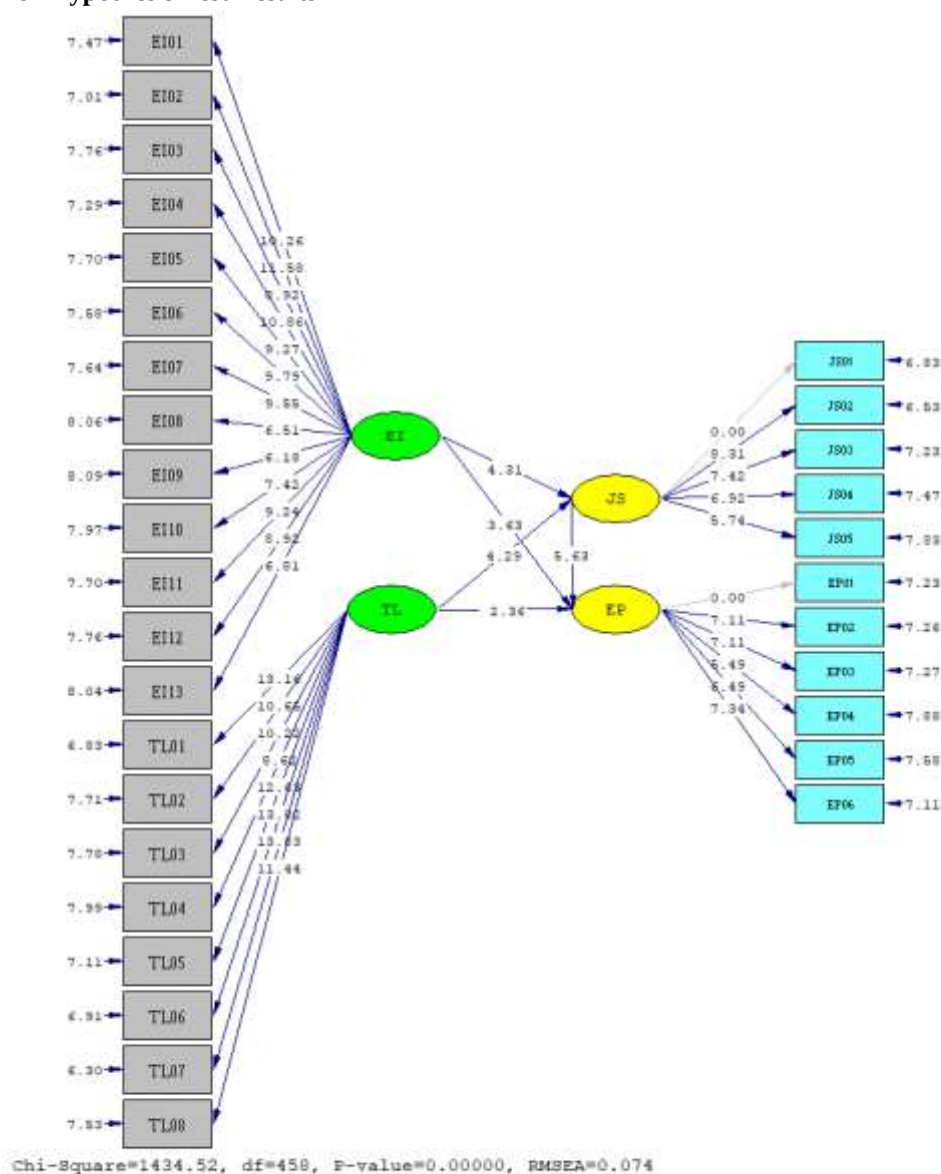
Variable	Composite Reliability (CR)
(X1) Emotional Intelligence	0,871
(X2) Transformational Leadership	0,893
(Y) Employee Performance	0,885
(Z) Job Satisfaction	0,891

Source: Data Processing Results Using LISREL 8.80 (2025)

Based on the results of the Composite Reliability (CR) test above, it can be concluded that all variables have values above 0.50, thus the results of the convergent validity analysis through the Composite Reliability (CR) test are declared reliable.

Research Hypothesis Test

Figure 3. Research Hypothesis Test Results



Source: Data Processing Results Using LISREL 8.80 (2025)

In this study, the first hypothesis investigates whether Emotional Intelligence affects Job Satisfaction. The result of the t-count value is 4.31, so the t-count value is greater than the t-table value of 1.96, so it can be stated that the hypothesis is accepted with a positive and significant influence. The second hypothesis investigates whether Emotional Intelligence affects Employee Performance. The result of the t-count value is 3.63, so the t-count value is greater than the t-table value of 1.96, so it can be stated that the hypothesis is accepted with a positive and significant influence.

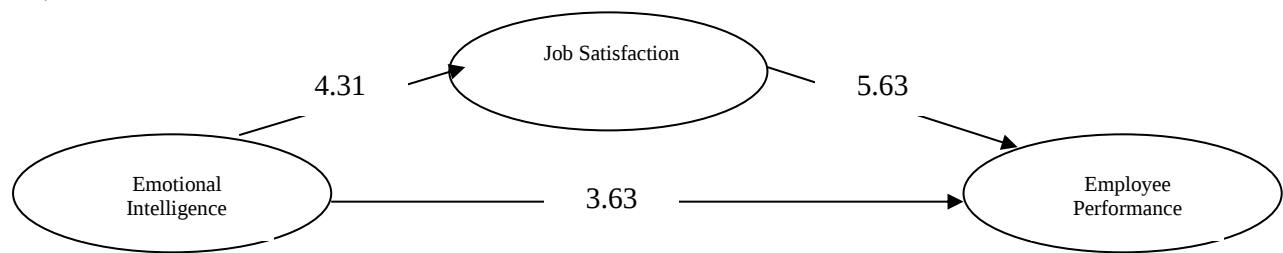
The third hypothesis investigates whether Job Satisfaction affects Employee Performance. The result of the t-count value is 5.63, so the t-count value is greater than the t-table value of 1.96, so it can be stated that the hypothesis is accepted with a positive and significant influence. The fourth hypothesis investigates whether Transformational Leadership affects Job Satisfaction. The result of the t-count value is 4.29, so the t-count value is greater than the t-table value of 1.96, so it can be stated that the hypothesis is accepted with a positive and significant influence. The fifth hypothesis investigates whether Transformational Leadership affects Employee Performance. The result of the t-count value is 2.36, so the t-count value is greater than the t-table value of 1.96, so it can be stated that the hypothesis is accepted with a positive and significant influence.

Mediation Test Analysis Indirect Effect Test

Indirect effect testing tests the influence of independent variables on dependent variables through mediating variables. The following are the results of indirect effect testing of the variables in this study, which are shown in figure 4 below:

Figure 4. Mediation Test Results

1.



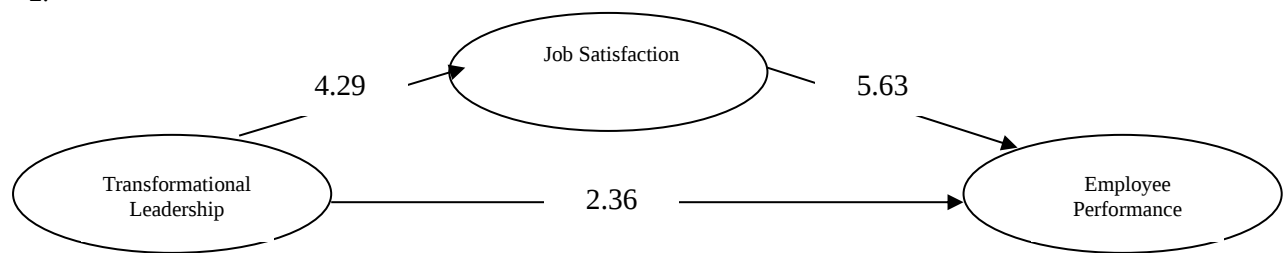
Source: Data Processing Results Using LISREL 8.80 (2025)

Based on the results of the research, job satisfaction acts as a partial mediator variable because the role through the mediator variable or directly Emotional Intelligence on Employee Performance is equally significant. This result is also strengthened by the Sobel test with the following results:

Input:		Test statistic:		p-value:
t_a	4.31	Sobel test:	3.42230147	0.00062093
t_b	5.63	Aroian test:	3.38876381	0.00070208
		Goodman test:	3.45685499	0.00054652
		Reset all	Calculate	

From the Sobel test value, the results of the Z value were found to be 3.42, $p < 0.01$, so Job Satisfaction was proven to be a mediator of Emotional Intelligence on Employee Performance.

2.



Job Satisfaction acts as a partial mediator variable because the role through the mediator variable or directly Transformational Leadership on Employee Performance is equally significant. This result is also strengthened by the Sobel test with the following results:

Input:		Test statistic:		p-value:
t_a	4.29	Sobel test:	3.41226294	0.00064426
t_b	5.63	Aroian test:	3.37871055	0.00072827
		Goodman test:	3.44683519	0.00056719
		Reset all	Calculate	

From the Sobel test value, the results of the Z value were found to be 3.41, $p < 0.01$, so Job Satisfaction was proven to be a mediator of Transformational Leadership on Employee Performance.

DISCUSSIONS

The Effect Emotional Intelligence to Employee Performance

The results of Nel and DE Villiers' (2004) study showed a significant relationship between Emotional Intelligence and Employee Performance. This finding emphasizes the importance of managing emotions through self-discipline, integrity, and motivation towards goals to achieve optimal effectiveness. If an employee has high emotional intelligence, this shows that he is able to think clearly even under pressure, act in accordance with ethical values, and have a strong internal drive to achieve optimal work performance. Conversely, employees who have low emotional intelligence tend to have difficulty managing their emotions and experience obstacles in maintaining focus on tasks that must be completed (Wen et al., 2019).

The Effect of Transformational Leadership to Employee Performance

Leadership style that suits the characteristics of the company will encourage the role of individuals in providing inspirational motivation. Therefore, employees are encouraged to produce the best performance. In addition, leadership style is a very important factor compared to other factors in improving employee performance to achieve effective and efficient work habits (Pawirosumarto et al., 2017; Sinaga et al., 2018).

The Effect of Job Satisfaction to Employee Performance

Based on the relationship between Emotional Intelligence, Job Satisfaction and Employee Performance, researchers expect that Job Satisfaction will act as a mediator. This is in accordance with the findings of Li et al. (2018), who found an indirect positive relationship between Emotional Intelligence and Employee Performance through Job Satisfaction.

The Effect of Emotional Intelligence and Transformational Leadership to Employee Performance through Job Satisfaction as a mediating variable

Rezvani et al. (2016) found that when employees are satisfied with their jobs, they tend to perform better, make better decisions, and solve problems better. As a result, employees who are satisfied at work usually perform better (Rezvani et al., 2016). On the other hand, leadership is a management function that focuses on public relations, people, and techniques to motivate employees to achieve higher levels of performance and organizational success (Voon et al., 2011; Mangkunegara and Huddin, 2016). To achieve job satisfaction, effective leadership is essential. According to several studies conducted in various countries, transformational leadership has a positive correlation with job satisfaction, which leads to higher employee performance and organizational success (Berson and Linton, 2005; Seo et al., 2004).

V. CONCLUSIONS AND RECOMMENDATIONS

Based on the discussion that has been described above, it can be concluded that:

- a. Emotional Intelligence influences Employee Performance in employees at developer companies in Jakarta.
- b. Transformational leadership influences Employee Performance in employees at developer companies in Jakarta.
- c. Job satisfaction influences Employee Performance in employees at developer companies in Jakarta.
- d. Emotional Intelligence and Transformational Leadership with Employee Performance through Job Satisfaction (mediating).

There are several recommendations that can be used as considerations for further research:

For Further Researchers or Academics:

- a. Further researchers should increase the number of samples to more than 139 respondents in order to obtain more accurate research results.
- b. Further researchers should expand the independent variables and mediating variables used to study their influence on employee performance, such as work stress, organizational commitment, flexible working arrangements, and other variables in order to better explain the actual conditions related to the factors that influence turnover intention.

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