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**EMOTIONAL INTELLIGENCE, WORK ENVIRONMENT,
TRANSFORMATIONAL LEADERSHIP THROUGH JOB
SATISFACTION ON PERFORMANCE OF EDUCATION
AND CULTURE EMPLOYEES
MALUKU PROVINCE**

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Abstract

This study aims to analyze the influence of emotional intelligence, work environment, transformational leadership through job satisfaction on employee performance. The population in this study were all employees at the Maluku Provincial Education and Culture Office totaling 296 people. Sampling in this study was 25% of 296 people, namely 74 people. Analysis using path analysis with the help of SPSS 20.00. The results showed that (1) emotional intelligence, work environment, transformational leadership directly affected job satisfaction and employee performance, (2) job satisfaction mediated the influence of emotional intelligence, work environment, transformational leadership on employee performance.

Keywords ; Emotional Intelligence, Work Environment, Transformational Leadership, Job Satisfaction, Performance.

BACKGROUND

The organization is a complex unit with activities including allocating human resources to achieve organizational goals, one of which is improving performance. If an organization is able to achieve the goals that have been set, it can be said that the organization is effective. The achievement of organizational goals is only possible because of the efforts of employees in the organization as employee performance. If the resources of the government apparatus work well,

the performance of government institutions or the bureaucracy will also be good. The performance achieved by employees will ultimately improve the contribution to organizational performance.

Employee performance has become one of the objects that are still being studied by researchers and practitioners of Human Resources. Various variables that influence it will be investigated further. Risma (2012) explained that the concept of emotional intelligence is a relatively new phenomenon in the world of industrial and organizational psychology, but its use in today's world of work is very much needed. Also explain that an employee's emotional intelligence is a determining factor for successful performance, because emotional intelligence is able to control all egos and desires and is able to understand other people or co-workers so as to create a dynamic work group (Jaya, Mulyadi, & Sulaeman (2017). Choiriah (2013), further stated that emotional intelligence is the ability to recognize one's own feelings and the feelings of others, motivate oneself, and manage emotions well in oneself and in relationships with others, with indicators of the ability to deal with frustration, the ability to control emotions, a spirit of optimism, and the ability to build relationships with others or empathy.

In addition to emotional intelligence, the work environment and its influence on employee performance have also been studied by researchers. Nabawi (2019) stated that the work environment in an organization is very important for management to pay attention to. The work environment has a direct influence on employees where the work environment can improve performance. The work environment is one of the important things to pay attention to because it can affect the performance of employees at work, both from the technical and social aspects. The work environment is something that is around employees and can affect themselves in the assigned tasks.

The work environment has a significant contribution in improving performance. The work environment refers to several aspects including management, organizational structure, and job descriptions, freedom, a satisfactory physical environment, such as the availability of places of worship, a comfortable enough room to work, good ventilation, security, appropriate working hours and tasks meaning. Environmental conditions within relatively modest variations in temperature, noise, lighting, or regional quality can induce significant effects on employee attitudes and performance. In addition, a design that takes into account the number of workspaces, their arrangement or layout and the level of personal power given, affects the performance and level of employee satisfaction (Ngalimun, 2019). Research of Made et al. (2016) and Sofyan (2013) found that the work environment has a positive effect on employee performance.

A successful organization is strongly influenced by the style applied by the leadership. Indonesian society, which is dominated by the spirit of patronage, is very concerned about leadership practices. One leadership style is transformational. According to Jufrizen & Lubis (2020), transformational leadership is a type of leadership that integrates or motivates their followers in the direction of established goals by clarifying roles and task demands. This type of leader provides individualized consideration and intellectual stimulation, and who has charisma. Transformational leaders pay attention to the concerns and development needs of individual followers; they change followers' awareness of problems by helping them view problems in new ways; and they are able to excite, excite, and inspire followers to put extra effort into achieving group goals. Several studies on the effect of transformational leadership on performance have been carried out. Novitasari & Asbari (2020) that transformational leadership is positively related to organizational performance, with or without mediating variables. Likewise Rivai (2020) concludes that transformational leadership affects employee performance.

RESEARCH METHODS

This research was conducted at the Department of Education and Culture of Maluku Province. The research time is 2 months from October to November 2021. The population in this study includes all employees at the Maluku Province Education and Culture Office totaling 296 people. Sampling in this study as much as 25% of the 296 people, namely 74 people. Data analysis in this study used path analysis, with the following model structure:

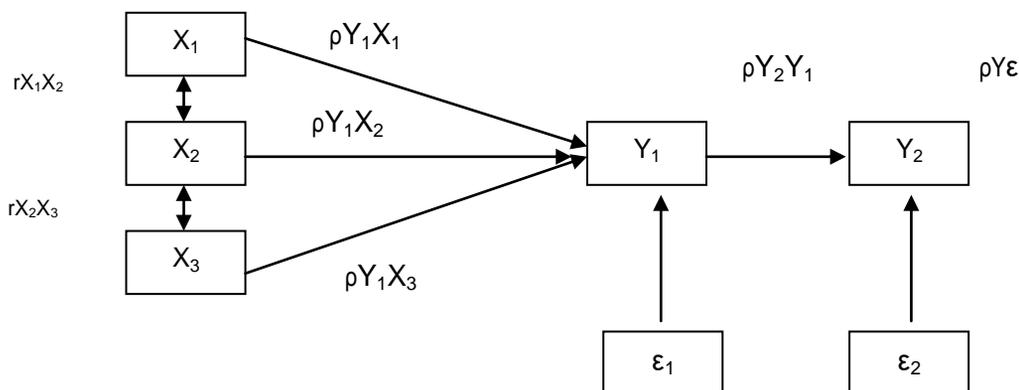


Figure 1. Structural Model of Relationship Between Variables

Thus the path analysis model contained in the conceptual framework can be written as the following structural equation:

Equation of substructure 1:

$$Y_1 = \text{py1.} X_1 + \text{py1.} X_2 + \text{py1.} X_3 + e_1$$

Where :

Y1 = Job satisfaction

X1 = Emotional Intelligence

X2 = Work environment

X3 = Transformational leadership

Py1.X1 = Path coefficient X1

Py1.X2 = Path coefficient X2

Py1.X3 = Path coefficient X3

e1 = Unrevealed variable (error term)

Equation of substructure 2 :

$$Y_2 = \text{py2.} Y_1 + \text{py2.1.} X_1 + \text{py2.2.} X_2 + \text{py2.3.} X_3 + e_1$$

Where :

Y2 = Performance

Y1 = Job satisfaction

X1 = Emotional Intelligence

X2 = Work environment

X3 = Transformational leadership

Py2.X2 = Path coefficient X2

Py2.X3 = Path coefficient X3

Py2.y1 = Path coefficient Y1

e1 = Unrevealed variable (error term)

RESULTS AND DISCUSSION

This study seeks to examine the extent to which the influence of emotional intelligence, work environment and transformational leadership variables on job satisfaction and performance. To prove the proposed hypothesis, an analysis was carried out on the research data, as shown in the following table:

Table 1. Analysis of Correlation Between Variables

Variabel	X1	X2	X3
X1	1,000	0,115	0,176
X2	0,115	1,000	0,132
X3	0,176	0,132	1,000

The table above shows that there is a significant correlation between variables, where the correlation between emotional intelligence variables and the work environment is 0.115; emotional intelligence with transformational leadership of 0.176; work environment variable with transformational leadership is 0.132. Structurally, it can be seen in the following figure:

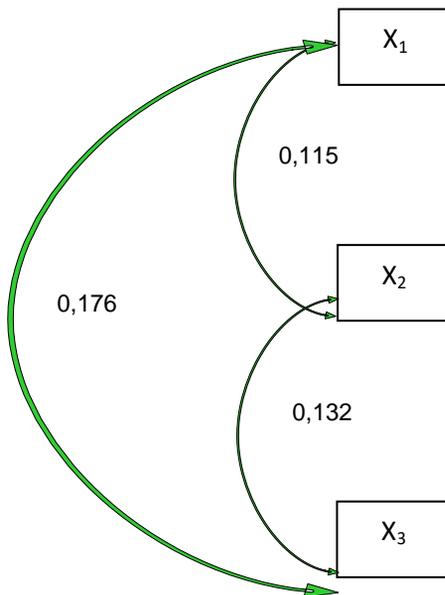


Figure 2
Relationship Between Variables X1, X2 and X3

Furthermore, to determine the magnitude of the path coefficient between variables X1, X2 and X3 to Y1, as well as the path coefficient from Y1 to Y2 can be seen in the following table:

Table 2. Path Analysis Statistical Test Results

Parameter structure	coef. Path (beta)	t. count	t. table	Prob.	Decision
X1 to Y1 (pY1.X1)	0,369	2,576	1,671	0,013	Accepted Ha
X2 to Y1 (pY1.X2)	0,636	3,312	1,671	0,002	Accepted Ha
X3to Y1 (pY1.X3)	0,534	3,112	1,671	0,001	Accepted Ha
Y1to Y2 (pY2.Y1)	0,300	5,414	1,671	0,000	Accepted Ha
X1 to p Y2 (pY2.X1)	0,066	2,107	1,671	0,004	Accepted Ha
X2 to Y2 (pY2.X2)	0,214	2,584	1,671	0,004	Accepted Ha
X3to Y2 (pY2.X3)	0,311	2,876	1,671	0,002	Accepted Ha
R^2 (X1,X2, X3, Y1 to Y2)		0,836			
R^2 (X1,X2, X3 to Y1)		0,589			

The results of the analysis in the table indicate that the path coefficient of the simultaneous test results is significant, so a decision can be made to reject H0 and accept H1 which means it can be forwarded to individual tests. From the results of individual tests, it turns out that the path coefficients of the variables X1, X2 and X3 to Y1 are statistically significant, so H0 is rejected and Ha is accepted.

Furthermore, the results of the analysis in the table above are translated into a path diagram as shown in the following diagram:

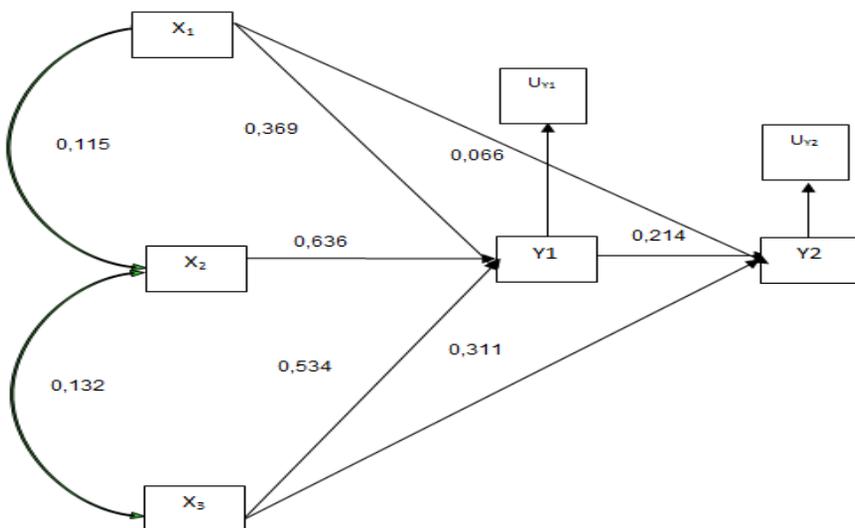


Figure 2
Structure of Relationship Between Variables X1,X2 and X3
with Y2 variable through Y1 . intervening variable

1. Direct Effects of Emotional Intelligence on Job satisfaction

Based on the above calculation, it is known that the direct influence of emotional intelligence on job satisfaction is 0.136 or 13.6% with a t-value $>$ t-table value, namely $2.576 > 1.671$. This is also reinforced by a significance value of 0.001 which is smaller than the 0.05 confidence level. So the first hypothesis is accepted. The results of this study are in line with previous research conducted by Supriyanto & Troena (2012) dan Nuraningsih & Surya Putra (2015) which state that the level of emotional intelligence of employees is positively related to job satisfaction. Employees who have better emotional intelligence will have high job satisfaction..

2. Direct Effect of Work Environment on Job Satisfaction

The direct effect of the work environment on job satisfaction is 0.404 or 40.4% with the t value $>$ t table value, which is $3,312 > 1,671$. This is also reinforced by a significance value of 0.002 which is smaller than the 0.05 confidence level. So the second hypothesis is accepted. Based on the results of the descriptive analysis, it is known that the Work Environment variable is in the high category. This is supported by the results of observations which show that employee performance can be done through improving the Work Environment. This is in accordance with the opinion of Riansari, Sudiro, & Rofiaty (2012) that the work environment has an indirect effect on job satisfaction through the intermediary of PT Bank BTPN's employee performance. The higher the environment, the higher the employee's performance, and will indirectly lead to higher job satisfaction.

3. The Direct Effect of Transformational Leadership on Job satisfaction

The direct effect of transformational leadership on job satisfaction is 0.285 or 28.5% with the t value $>$ t table value, which is $3.312 > 1.671$. This is also reinforced by a significance value of 0.002 which is smaller than the 0.05 confidence level. So the third hypothesis is accepted. Transformational leadership in the Education and Culture Office of Maluku Province has been going well, as indicated by the high respondents' assessment of the indicators used. This employee perception is in line with high job satisfaction, which shows that the

leadership of the Maluku Provincial Education and Culture Office applies leadership full of charisma so that it is considered to have privileges or excess personality traits in influencing the thoughts, feelings and behavior of others, so that subordinates are willing to do something. desired by the leader. This is in line with the research of Anggraeni & Santosa (2013) which found that transformational leadership is an antecedent of job satisfaction. Thus, transformational leadership has a direct and positive effect on job satisfaction, meaning that transformational leadership can increase employee job satisfaction.

4. Direct Effect of Job Satisfaction on Performance

The direct effect of job satisfaction on performance is 0.009 or 9.0% with the t value $>$ t table value, namely $5.414 > 1.671$. This is also reinforced by a significance value of 0.000 which is smaller than the 0.05 confidence level. So the fourth hypothesis is accepted. This is in line with the research of Hidayat & Ferdiansyah (2011) that job satisfaction is measured through four indicators, namely intrinsic satisfaction, extrinsic satisfaction, recognition and social authority/utility have a positive and significant effect on performance. This means that the more an employee's job satisfaction increases, the more an employee's performance will increase.

5. he Direct Effect of Emotional Intelligence on Performance

The direct effect of emotional intelligence on performance is 0.0096 or 9.6% with a t-value $>$ t-table value which is $2.107 > 1.671$. This is also reinforced by a significance value of 0.000 which is smaller than the 0.05 confidence level. So the fifth hypothesis is accepted. This is in line with Rahmasari (2012) that employees who have good emotional intelligence will also have good performance.

6. Direct Effect of Work Environment on Performance

The direct effect of the work environment on performance is 0.0096 or 9.6% with the t value $>$ t table value, which is $2.107 > 1.671$. This is also reinforced by a significance value of 0.000 which is smaller than the 0.05 confidence level. So the sixth hypothesis is accepted. This is in line with the research of Lestary & Harmon (2017) which concludes that the relationship between the work environment variable (X) and the employee performance decision variable (Y) has a moderate positive relationship. This means that if the value of the work environment variable is increased, it will increase the value of another variable, namely the employee performance variable even though the increase is included in the moderate level.

7. The Direct Effect of Transformational Leadership on Performance

The direct effect of transformational leadership on performance is 0.0096 or 9.6% with a t-value > t-table value which is $2.107 > 1.671$. This is also reinforced by a significance value of 0.000 which is smaller than the 0.05 confidence level. So the seventh hypothesis is accepted. This is in line with the research by Jufrizen & Lubis (2020) which concludes that the attribute variables of transformational leadership behavior which consist of the ability to empathize, actions that reflect the mission, self-confidence, self-image development behavior, belief in the competence of subordinates, behavior of creating opportunities for followers to experiencing success has an influence on employee performance.

CONCLUSION

Based on the results of the analysis of the problem and hypothesis testing using path analysis, it can be concluded several things as follows:

1. Emotional intelligence has a direct effect on employee job satisfaction at the Education and Culture Office of Maluku Province.
2. The work environment has a direct effect on employee job satisfaction at the Maluku Provincial Education and Culture Office.
3. Charismatic leadership has a direct effect on employee job satisfaction at the Education and Culture Office of Maluku Province.
4. Job satisfaction has a direct effect on employee performance at the Maluku Provincial Education and Culture Office.
5. Emotional intelligence has a direct effect on employee performance at the Education and Culture Office of Maluku Province.
6. The work environment has a direct effect on the performance of employees at the Maluku Provincial Education and Culture Office.

Charismatic leadership has a direct effect on employee performance at the Education and Culture Office of Maluku Province

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