
The Influence of Emotional Intelligence and Serving Leadership on Performance with Job Satisfaction as Intervening Variable

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Abstract

The purpose of this study was to examine the effect of emotional intelligence and serving leadership on job satisfaction in influencing performance. This research was conducted at the Kejayan District Office in Pasuruan Regency, East Java, Indonesia. The respondents used were 42 employees. This study used SPSS in data processing. The results obtained from this study shows that emotional intelligence has a positive influence on job satisfaction. Serving leadership also has a positive effect on job satisfaction. Job satisfaction has a positive effect on performance. This study also found that job satisfaction is able to mediate the relationship between emotional intelligence on performance. While job satisfaction has not been able to mediate the relationship between serving leadership on performance.

Keywords: Emotional Intelligence, Serving Leadership, Job Satisfaction, Performance

1. Introduction

Humans have a role in the ongoing life of existing organizations, especially human resources are very strategic resources in the progress of the times. Resources are the main factor in managing other resources. This should be of particular concern to any agency so that it is able to spur the development of services to the community or more advanced competition between organizations.

According to Wilson (2012: 231), performance is the result of work achieved by a person based on job requirements. A job has certain requirements to be able to achieve goals which are also known as job standards.

Leadership that serves employees to provide good community service is indispensable for the success of the organization. The community is the most important input in supporting activities in the sustainability of the agency's performance process. Leaders are required to serve the best possible performance of their employees and can be role models by promoting the emotional intelligence of each individual.

Kejayan District in Pasuruan Regency is a Regional Apparatus Organization which is required to provide maximum service to the community and is required to provide Regional Apparatus Organization services related to this, so it is necessary to increase performance that supported by several factors, namely emotional intelligence, serving leadership and job satisfaction. Based on this background, the purpose of this study is to examine the impact of

emotional intelligence and serving leadership on employee performance through job satisfaction.

2. Literature Review

Emotional Intelligence

A person with emotional intelligence alone is not enough to be a reliable person in his field. Each person must be able to have emotional skills in accordance with the maximum abilities possessed in the place where he works. Emotional intelligence consists of five elements, namely: self-awareness, motivation, regulate self-emotions, a sense of empathy, and close relationships with other people.

Serving Leadership

Serving leadership is a concept of ethical leadership introduced by Robert K. Greenleaf (1904-1990) in 1970 with his book *The Servant as Leader*. Greenleaf is Vice President of the American Telephone and Telegraph Company (AT&T). The primary objective of Greenleaf's research and observations on serving leadership is to build a better and more caring society. Greenleaf is of the view that what a great leader does first is to serve others. True leadership arises from those whose primary motivation is the desire to help others.

Therefore, it is clear that leadership is not popularity, not power, not showmanship, and not wisdom in long-term planning. In its simplest form of leadership is getting things done with other people and helping others achieve a common goal?

Job Satisfaction

According to Robbins (2003), job satisfaction is the existence of a person's behaviour with what is received and expected is in accordance with his expectations. In addition, Mangkunegara (2000) added that job satisfaction involves work and existing working conditions. Mangkunegara (2000) also stated that there are several kinds of factors that can affect job satisfaction. Those factors are physical factors which include physical conditions that exist in the person himself and factors from work. Factors from work include the conditions that exist when a person works.

Performance

According to Sinambela, et al. (2012), employee performance is defined as the employee's ability to perform certain jobs. Employee performance is very necessary, because with this performance it will be known how far the employee's ability to carry out the tasks assigned to him. For this reason, it is necessary to determine clear and measurable criteria and to be determined together which are used as a reference.

Conceptual Framework

Based on the theory above, the conceptual framework of this study can be seen in the figure 1 below.

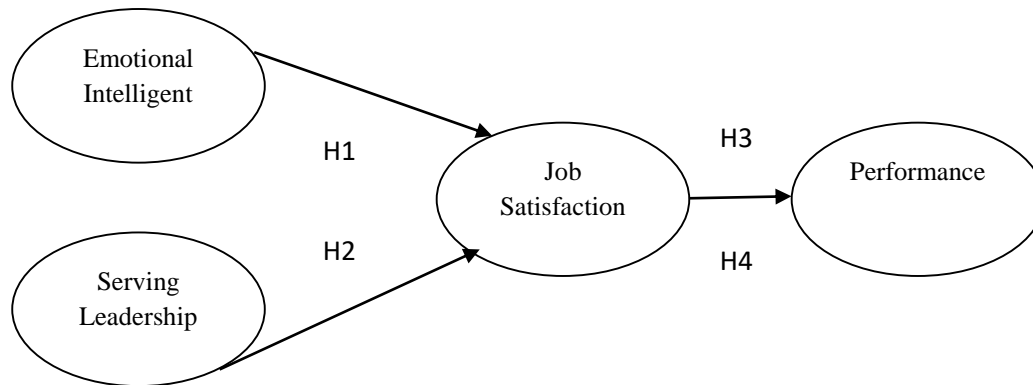


Figure 1
Conceptual Framework

Hypotheses Development

Emotional Intelligent on Job Satisfaction

Gunduz et al (2012) stated that emotional intelligence plays an important role in internal job satisfaction. Based on the result, the hypotheses 1 of this study can be stated as follow:

H1: Emotional Intelligence has a positive influence on Job Satisfaction

Serving Leadership on Job Satisfaction

Kasemsap (2013) found that leadership has positive and significant impact on job satisfaction. Based on this finding, the hypotheses 2 of this study is as follow:

H2 : Serving Leadership has a positive influence on Job Satisfaction.

Job Satisfaction on Performance

Research that supports this hypothesis is conducted by Kasemsap in 2013 which examines job satisfaction and employee performance and the results show a positive influence of job satisfaction on employee performance. In the third hypothesis of this research can be stated as follows:

H3: Job Satisfaction has a positive effect on performance

Emotional Intelligent and Serving Leadership on Performance through Job Satisfaction

Hypothesis 4 of this study can be stated as follows:

H4: Emotional Intelligent and Serving Leadership has a positive impact on Performance through Job Satisfaction

3. Research Method

Population of this study is all employees of the Kejayan Subdistrict Office, Pasuruan Regency, consisting of 1 secretary, 4 heads of division, 2 sub-division heads, and 28 staff both PNS / PTT / THL. Meanwhile, random sampling was used (accidental sampling) of 35 respondents at the Kejayan District Office, Pasuruan Regency.

This study has 4 variables that consists of independent variables (Emotional Intelligence and Serving Leadership); intervening variable (Job Satisfaction); and dependent variable (Performance). There are four indicators of emotional intelligence. These indicators are understanding and motivating subordinates; having empathy for others; happy and even encourage his subordinates to succeed without feeling threatened; and skilled in conveying thoughts and feelings well, broadly, and clearly without offending others. Serving leadership has five indicators; they are listening; be humble; leadership; serving; and the decision maker. Job satisfaction has four indicators, which is consists of satisfaction with salary, satisfaction with promotion, satisfaction with colleagues, and satisfaction with work. Whereas performance has five indicators. Those indicators are quantity of jobs, quality of work, on time, presence, and ability to cooperate

4. Results and Discussions

Validity Test

Emotional intelligent in this study has four items. The validity of these items was tested using Pearson correlation analysis. Based on the results of these calculations, the instrument validity test can be seen in the table below:

Table 1. Emotional Intelligent

No.	Item	<i>Corrected item total correlation</i>	Description
1.	x1.1	0.564	Valid
2.	x1.2	0.543	Valid
3.	x1.3	0.648	Valid
4.	x1.4	0.564	Valid

Source: Data processed by SPSS 21

Based on the results of the validity test, it can be seen that on all statement items of the emotional intelligence variable are valid because the corrected item total correlation value is greater than 0.30.

Serving leadership variable has five items. The result of Pearson correlation analysis can be seen in the table 2 below:

Table 2. Serving Leadership

No.	Item	<i>Corrected item total correlation</i>	Description
1.	x2.1	0.631	Valid
2.	x2.2	0.731	Valid
3.	x2.3	0.599	Valid
4.	x2.4	0.570	Valid
5.	x2.5	0.642	Valid

Source: Data processed by SPSS 21

All items of serving leadership can be said valid, because the corrected item total correlation value is greater than 0.30.

Job satisfaction variable has four variables. The result of Pearson correlation analysis for the four items can be shown in the table 3 below.

Table 3. Job Satisfaction

No.	Item	<i>Corrected item total correlation</i>	Description
1.	z1	0.670	Valid
2.	z2	0.495	Valid
3.	z3	0.724	Valid
4.	z4	0.608	Valid

Source: Data processed by SPSS 21

Based on the table 3 above, it can be seen that all items of job satisfaction variable have value higher than 0.30. Therefore, the all items are valid.

Performance as dependent variable in this study has five items. The result of Pearson correlation of the variable can be seen in the table 4 below.

Table 4. Performance

No.	Item	<i>Corrected item total correlation</i>	Description
1.	y1	0.803	Valid
2.	y2	0.844	Valid
3.	y3	0.870	Valid
4.	y4	0.855	Valid
5.	y5	0.870	Valid

Source: Data processed by SPSS 21

All item of performance variable have corrected item total correlation greater than 0.30, therefore it can be said valid.

Reliability Tests

The instrument can be said reliable, when used to collect data from research subjects, produces consistent data even though the data is collected repeatedly. The reliability test in this study used the Alpha Cronbach formula. The data processing for reliability tests in this study are as follows:

Table 5. Reliability Test

No.	Variable	<i>Alpha Cronbach</i>	r-table
1.	Emotional Intelligence (X ₁)	0,776	0,60
2.	Serving Leadership (X ₂)	0,834	0,60
3.	Job Satisfaction (Z)	0,805	0,60
4.	Performance (Y)	0,944	0,60

Source: Data processed by SPSS 21

Based on the reliability test in the table above, it can be seen that the Cronbach Alpha value on the variables of emotional intelligence, serving leadership, job satisfaction and performance is greater than 0.60, which means that all variables in this study are reliable.

This study also used classical assumptions that consist of normality, multicollinearity, heteroscedasticity, and linearity tests. Normality test in this study used Kolmogorov smirnov. Kolmogorov Smirnov value of this study is 0.905 with a significant level of 0.385 ($\text{sig} > 5\%$), which means that the residuals follow a normal distribution, so that the variables of emotional intelligence, serving leadership and job satisfaction are normally distributed. Multicollinearity test in this study can be seen in the tolerance value and value inflating factor (VIF). The result of this study showed that the regression model does not occur multicollinearity, because the amount of VIF generated by the variables of emotional intelligence and serving leadership is smaller than 10. The heteroscedasticity test aims to determine whether there is a model deviation because the variance of the disturbance is different from one observation to another. Detecting heteroscedasticity used Rank Spearman Correlation method. The regression model of this study does not occur heteroscedasticity, because the level of significance generated by the variable emotional intelligence and serving leadership is greater than 0.05 ($\text{sig} > 5\%$). The value of F-count on deviation from linearity is 2.098 with a significant level of 0.117 ($\text{sig} > 5\%$), which means that the relationship between emotional intelligence and job satisfaction is linear. Likewise, the leadership variable with job satisfaction has a linear relationship, it can be seen from the F-count value in deviation from linearity of 1.485 with a significant level of 0.227 ($\text{sig} > 5\%$).

Hypotheses Test

The regression equation generated in this study has met the classical assumption test (normality, multicollinearity, heteroscedasticity, and linearity). The following is the resulting regression coefficient:

Table 6. Beta Coefficient

Model	Beta
Emotional Intelligence (X_1)	0.387
Serving Leadership (X_2)	0.635

Source: Data processed by SPSS 21

The description of the table 6 is as follow:

- a. The beta coefficient for the emotional intelligence variable is 0.387, which means that every change of one standard deviation in the emotional intelligence variable (X_1) will result in a change of around 0.387 standard deviation in the job satisfaction variable (Z).
- b. The beta coefficient for the serving leadership variable is 0.635, which means that every change of one standard deviation in the serving leadership variable (X_2) will result in a change of about 0.635 standard deviation in the job satisfaction variable (Z).

F-Test

The F test is used to determine the significant level of the effect of the independent variables simultaneously on the dependent variable. Following are the results of the F test:

Table 7. F – Test

	Uji F	Sig.
$Y = 0,059 + 0,392 X_1 + 0,629 X_2$	23.322	0,000
R square = 0,545 R = 0,738		

Source: Data processed by SPSS 21

In the table above, it is found that F-count is 23.322 with a significant level of 0.000. Because the significant level $<5\%$, hypotheses is accepted, which means that emotional intelligence and serving leadership simultaneously have a significant effect on job satisfaction. The resulting R^2 value of 0.545 means that the variability of job satisfaction can be explained by 54% of emotional intelligence and serving leadership and the remaining 46% is explained by other variables outside the model. The correlation value (R) of 0.738 indicates a strong enough correlation between emotional intelligence and service leadership with job satisfaction of 73.8%.

T-Test

The t-test is conducted to determine the effect of the independent variable individually or partially whether it has a significant effect on the dependent variable. Here are the results of the t test:

Table 8. Regression Coefficient

Model	t-count	Sig.
Emotional Intelligence (X_1)	3.583	0.001
Serving Leadership (X_2)	5.872	0.000

Source: Data processed by SPSS 21

The explanation of the table is as follows:

- a. The t-count value of the emotional intelligence variable was obtained at 3.583 with a significant level of 0.001. Because the significant level $<5\%$ means that the emotional intelligence variable partially has a significant effect on job satisfaction.
- b. The t-count value of the serving leadership variable was 5,872 with a significant level of 0,000. Because the significant level $<5\%$ means that the leadership variable serving partially has a significant effect on job satisfaction.

Regression Coefficient of Job Satisfaction on Performance can be seen in the table 9 below.

Table 9. Regression Coefficient

Model	Beta	t-count	Sig.
Kepuasan kerja (Z)	0.644	5.327	0.001
R square = 0,415 R = 0,644			

Source: Data processed by SPSS 21

The beta coefficient for the job satisfaction variable is 0.644, which means that every change of one standard deviation in the job satisfaction variable (z) will result in a change of about 0.644 standard deviation in the performance variable (Y).

The results of the t test on the table above can be seen that the t-count value of the job satisfaction variable obtained is 5.327 with a significant level of 0.001. Because the significant level <5% means that the job satisfaction variable partially has a significant effect on performance.

The resulting R² value of 0.644 means that performance variability can be explained by job satisfaction of 41.5% and the remaining 58.5% is explained by other variables outside the model. The correlation value (R) of 0.644 indicates a fairly strong correlation between job satisfaction and performance, namely 64.4%.

Based on the statistical results above, it can be calculated the indirect effect of emotional intelligence and serving leadership on performance through job satisfaction. The indirect effect is as follow:

- a. Emotional Intelligence on Performance through Job Satisfaction = $0,387 \times 0,644 = 0,249$
- b. Serving Leadership on Performance through Job Satisfaction = $0,635 \times 0,644 = 0,409$

Hypotheses Test

The Effect of Emotional Intelligent on Performance

After conducting research using multiple linear regression analysis, it was found that the t value of the emotional intelligence variable was 3.583 with a significant level of 0.001. Because the significant level <5% means that the emotional intelligence variable partially has a significant effect on job satisfaction. This research is in accordance with the research conducted by Gunduz et al (2012) and Nair et al (2010) so that the hypothesis which says "Emotional Intelligence has a positive influence on Job Satisfaction" is verified.

The Effect of Serving Leadership on Job Satisfaction

After conducting research using multiple linear regression analysis, it was found that the t value of the serving leadership variable was 5.872 with a significant level of 0.000. Because the significant level <5% means that the leadership variable serving partially has a significant effect on job satisfaction. This research is in accordance with the research conducted by Kasemsap (2013) so that the hypothesis that says "Servant Leadership has a positive influence on Job Satisfaction" is verified.

The Effect of Job Satisfaction on Performance

After conducting research using multiple linear regression analysis, it was found that the t value of the job satisfaction variable was 5.327 with a significant level of 0.001. Because the significant level <5% means that the job satisfaction variable partially has a significant effect on performance. This research is in accordance with the research conducted by Kasemsap (2013) so that the hypothesis which states "Job satisfaction has a positive effect on performance" is verified.

The Effect of Emotional Intelligence and Serving Leadership on Performance through Job Satisfaction

Emotional intelligence and leadership have a positive effect on performance through job satisfaction, partially tested because only job satisfaction is able to mediate the relationship between the influences of emotional intelligence on performance. While job satisfaction has not been able to mediate the relationship between the influence of serving leadership on performance.

5. Conclusion

Based on the statistical results, it can be concluded that increased emotional intelligence and good service of leader on employees have a significant impact on increasing job satisfaction. An increase in job satisfaction has a significant impact on improving performance. This study also found that job satisfaction is able to mediate the relationship between the influences of emotional intelligence on performance. While job satisfaction has not been able to mediate the relationship between the influence of serving leadership on performance.

There are also several suggestions for Kejayan District Office, Pasuruan, and East Java, Indonesia. First, maintaining emotional intelligence to achieve job satisfaction. Because emotional intelligence plays an important role in supporting job satisfaction. So that if employees are able to maintain their emotional intelligence, a good work environment will be created because it is supported by job satisfaction for employees of Kejayan District. Second, maintaining serving leadership that is leader has orientation to listen, is humble and gives good or wise decisions in order to provide good service to the community. If the services provided to the community are carried out well, it will also affect job satisfaction for employees of Kejayan District. Third, maintaining job satisfaction that has been going well and improving the performance of employees in Kejayan District. Because if employee performance decreases, there will be no job satisfaction for employees, poor performance will affect the quality of public services for the community.

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