Analysis of the Effect of Emotional Intelligence and Workload on Employee Performance through Job Satisfaction at PT. Telkom Indonesia Regional 1 Sumatera

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ABSTRACT

The aim of this research is to analyze effect of emotional intelligence and workload on employee performance through job satisfaction at PT. Telkom Indonesia Regional 1 Sumatera. This type of research is quantitative descriptive. The population in this study was 105 employees of PT. Telkom Indonesia Regional 1 Sumatera. All employees were used as samples, which means there were 105 employees of PT. Telkom Indonesia Regional 1 Sumatera is the research sample. The data collection methods used in this research used questionnaires, interviews, and documentation studies. Data analysis and hypothesis testing methods use descriptive statistical analysis and inferential statistics. The research results show that emotional intelligence has a positive and significant effect on job satisfaction at PT. Telkom Indonesia Regional 1 Sumatera. Workload has a positive and significant effect on job satisfaction at PT. Telkom Indonesia Regional 1 Sumatera. Emotional intelligence has a positive and significant effect on employee performance at PT. Telkom Indonesia Regional 1 Sumatera. Workload has a negative and insignificant effect on employee performance at PT. Telkom Indonesia Regional 1 Sumatera. Job satisfaction has a positive and significant effect on employee performance at PT. Telkom Indonesia Regional 1 Sumatera. Emotional intelligence has a positive and significant effect on employee performance through job satisfaction. Workload has a positive and significant effect on employee performance through job satisfaction.

Keywords: Emotional Intelligence, Workload, Job Satisfaction, Employee Performance

INTRODUCTION

Companies that progress and develop cannot be separated from the existence of human resources that drive the company's development rate. Human resources themselves are an important asset for achieving company success and goals. According to Bohlander and Snell (2010), human resources are the integrated capabilities of employees' thinking and physical abilities which are built so that each employee is able to compete in the face of stringent technological and industrial developments. To be able to manage human resources effectively and efficiently, organizations need to pay attention to each employee.

Quality human resources are human resources who can demonstrate work behavior that leads to achieving the company's goals and objectives. However, the reality is that human resource capabilities have not been able to meet the company's expectations. It is the company's obligation to continue to develop and improve human resources so that it is expected to provide benefits in the form of increased employee performance which has an impact on improving company performance. For this reason, human resource management is needed.

Bintoro and Daryanto (2017) state that human resource management is a science or method of managing the relationships and roles of employee resources efficiently and effectively and can be used optimally to achieve company goals. One of the factors that influences the company's goals is employee performance. This means that human resources are the main factor in improving employee performance in an organization or company. Performance is the result of work that can be achieved by employees or groups of employees within a company, in accordance with their respective authority and responsibilities, in order to achieve the goals of the company in question legally and without violating the law and in accordance with the morals and ethics that apply in a company (Prawirosentono, 2012).

According to Goleman (2015), there are important factors that can influence employee performance, one of which is emotional intelligence in order to form good partnerships within and outside the company and be able to provide the best service to the community. By creating good relationships between related partners and a good company image to the public, this provides benefits for the company so that it will influence employee satisfaction, where by creating employee satisfaction it is hoped that it can influence the company's performance to increase.

Based on the opinions of several experts regarding emotional intelligence,

researchers conducted a pre-survey to determine the problem phenomenon regarding emotional intelligence in PT. Telkom Indonesia. This can be seen that employees can know the weaknesses of each employee; employees can control their emotions when dealing with customers when working in the field and employees are able to adapt to other people they have just met.

A workload that is too high will certainly have a big impact on job satisfaction, which is another important factor that can influence employee performance. According to Saryanto (2017) defines job satisfaction as an individual's feelings towards their work, this means that the concept of job satisfaction can be known through employee interactions in their work environment. In this case, job satisfaction includes the individual's attitude towards work, the rewards received and what they believe they should receive, both in the form of financial and recognition.

The aim of this research is to analyze effect of emotional intelligence and workload on employee performance through job satisfaction at PT. Telkom Indonesia Regional 1 Sumatera.

RESEARCH METHODS

This type of research is quantitative descriptive. The aim of this research is to explain the characteristics of a subject to be investigated, which is carried out based on the collection and analysis of quantitative data and statistical tests (Ansori, 2020).

According to Sugiyono (2017), population is a generalized area consisting of subjects or objects that have certain qualities and characteristics determined by the researcher being studied, then conclusions are drawn. The population in this study was 105 employees of PT. Telkom Indonesia Regional 1 Sumatera. The sample is part of a number of characteristics possessed by the population (Sinulingga, 2011). All employees were used as samples, which means there were 105 employees of PT.

Telkom Indonesia Regional 1 Sumatera is the research sample.

The data collection methods used in this research used questionnaires, interviews, and documentation studies. Questionnaire is a data collection tool in the form of a series of written questions arranged systematically to obtain information from respondents (Juliansyah, 2014). Questionnaires are often used in research to collect quantitative and qualitative data. An interview is a conversation between two or more people and takes place between the source and the interviewer. Documentation study is a method of collecting information by studying documents to obtain information related to the problem being studied.

Data analysis and hypothesis testing methods use descriptive statistical analysis and inferential statistics. Inferential statistics is a data analysis technique for an object or population through sample data drawn from a certain population (Ghozali, 2018). Data analysis using inferential statistics is very important because it can explain various interesting things. For example, from the data that has been collected, researchers can find out how the relationship between two variables is, the differences in certain variables between different subgroups and how a number of independent variables can explain the variance of a dependent variable.

RESULT AND DISCUSSION
General Description
PT. Telkom Indonesia (Persero) is a State-Owned Enterprise which operates in the field of information and communication technology services and telecommunications networks in Indonesia. The majority shareholder is the Government of the Republic of Indonesia amounting to 52.09% while the remaining 47.9% is controlled by the public. Telkom shares are traded on the Indonesian Stock Exchange with the code TLKM and the New York Stock Exchange with the code TLK.

In an effort to transform into a digital telecommunication company, Telkom Group is implementing a customer-oriented business and operational strategy. This transformation will make the Telkom Group organization more lean and agile in adapting to the rapid changes in the telecommunications industry. The new organization is also expected to increase efficiency and effectiveness in creating quality customer experiences.

Telkom Group's business activities grow and change along with developments in technology, information and digitalization, but are still within the corridors of the telecommunications and information industry. This can be seen from the business lines that continue to develop, complementing the existing legacy.

As a state-owned digital telco company, this determination and belief is symbolized by a company logo as a company image consisting of a circle shape which symbolizes the dynamism of the company and also a symbol of the world, as well as a friendly right hand in reaching that world. With red, white and transitional gray as the company's identity colors, just as red and white are Indonesia's identity. The Telkom Indonesia logo is also equipped with the tagline, "The World in Your Hand", with the meaning of the world in your hand which carries the message that Telkom Indonesia is committed to making everything easier and more enjoyable in accessing the world.

Figure 1. Logo of PT. Telkom Indonesia

Organizational structure is how work is divided, grouped and formally coordinated. Every company needs a team structure, namely how the company can utilize teams as a central tool to coordinate work

activities. The main characteristic of a team structure is that it eliminates departmental constraints and decentralizes decision making to the work team level. The same thing also happened to PT. Telekomunikasi Indonesia Regional 1 Sumatra which has an organizational structure covering all resources.

Hypothesis Test

Table 1. Path Coefficients

	Original sample (O)	P values	Conclusion
Emotional Intelligence ->Job Satisfaction	0.119	0.012	Accepted
Workload ->Job Satisfaction	0.790	0.000	Accepted
Emotional Intelligence ->Employee Performance	0.055	0.021	Accepted
Workload ->Employee Performance	-0.137	0.076	Rejected
Job Satisfaction ->Employee Performance	0.945	0.009	Accepted
Emotional Intelligence ->Job Satisfaction ->Employee Performance	0.872	0.000	Accepted
Workload ->Job Satisfaction ->Employee Performance	0.746	0.000	Accepted

Source: PLS Output (2024)

Emotional intelligence has a positive and significant effect on job satisfaction at PT. Telkom Indonesia Regional 1 Sumatera. Emotional intelligence describes the self-perceived ability to identify, assess, manage, and control the emotions of oneself, others, and groups. Emotional intelligence is considered to play an important role in work life. Employees feel able to demonstrate their ability to work and express themselves by showing their superiors that they can complete the work on time, they will feel happy and they will feel satisfied. Employees feel confident and happy in doing their work and rarely feel stressed even under conditions of short deadline pressure. Employees are still able to focus and continue to do their work as optimally as possible. The principles of emotional intelligence help in evaluating employee behavior, management style, attitude, interpersonal skills, and potential and are considered to have great relevance in various fields of work and human resources. Emotional intelligence helps to better understand and regulate emotions, and helps in understanding one's own behavior and relationships with others. Understanding and controlling emotions plays an important role in a satisfying life and work environment.

Workload has a positive and significant effect on job satisfaction at PT. Telkom Indonesia Regional 1 Sumatera. One of the factors is salaries and benefits that are appropriate to the workload which results in employee job satisfaction also increasing. Employees also have the ability to match the work assigned to the employee. Matching these abilities will also make it easier to complete a high workload. The workload is at very low criteria where the workload felt by the employee can still be controlled by the employee, the design or job description provided by the company is very good so that the employee works without any pressure. Job satisfaction in this study was also very high, where job satisfaction was felt by employees to be very adequate or ideal because the company itself provided commensurate wages or salaries and a

comfortable place to work would make employees feel satisfied with the company. Emotional intelligence has a positive and significant effect on employee performance at PT. Telkom Indonesia Regional 1 Sumatera. Emotional intelligence is defined as the ability to understand, discipline and express emotions and to respond to the emotions of the people with whom we live and work. Emotional intelligence determines personal interaction patterns and the quantity of relationships developed. When someone is emotionally intelligent, they have the ability to control their emotions, which will influence the way they relate to other people, the quality of their relationships and their success at work. Initiatives provided by employees also have a positive impact on the company's environment and product recognition of potential customers according to the territory. Where employee initiative actively participates directly in social activities. An agile attitude towards transformation or company change does not reduce employee enthusiasm and they continue to have the ambition to be the best. This is a factor in increasing employee performance which is supported by good emotional intelligence.

Workload has a negative and insignificant effect on employee performance at PT. Telkom Indonesia Regional 1 Sumatera. The higher the workload received by an employee will affect the employee's performance. These negative results indicate that there is an inverse relationship between workload and employee performance, meaning that increasing workload can reduce employee performance in terms of quality. In companies, if the workload given is high, it will make employees feel more stressed so they cannot work optimally and have to put extra effort into their work. The presence of a high workload can make an employee unable to provide high quality work. With a high workload, employees try to just complete it without paying attention to the quality of their work.

Job satisfaction has a positive and significant effect on employee performance at PT. Telkom Indonesia Regional 1 Sumatera. Job satisfaction is a very individual thing. Each individual has a different level of satisfaction. The more aspects of the job that suit the individual, the higher the level of satisfaction felt. Organization members' views about the conditions of their work environment and whether they feel satisfied or dissatisfied with these conditions will influence behavior and performance in the workplace. Job satisfaction is a general attitude towards one's work, namely the difference between what an employee receives and the amount he or she expects to receive.

Emotional intelligence has a positive and significant effect on employee performance through job satisfaction. Emotional intelligence is defined as the ability to monitor and differentiate one's own and other people's feelings and emotions, where this information is used as a reference in one's thoughts and actions. Emotional intelligence is needed by every member of the organization in carrying out their work. The results of this research show that emotional intelligence has a positive and significant effect on employee performance through job satisfaction. This statement is supported by employees being able to manage emotions before acting, employees being confident in their own abilities, and employees being able to complete work with a team, this forms good emotional intelligence so that employee performance will increase which is supported by job satisfaction in terms of salary and benefits. according to the task at hand. Employees with higher emotional intelligence are able to control their emotions which will influence their behavior and performance results.

Workload has a positive and significant effect on employee performance through job satisfaction. Employee workload is reflected in the main tasks of employees, namely carrying out tasks with a high workload will cause low job satisfaction which will directly result in low employee performance. Apart from that, a high

workload also results in less time being used by employees to improve their ability to complete the work themselves and also a lack of time to obtain the latest information.

CONCLUSION AND SUGGESTION

The research results show that emotional intelligence has a positive and significant effect on job satisfaction at PT. Telkom Indonesia Regional 1 Sumatera. Workload has a positive and significant effect on job satisfaction at PT. Telkom Indonesia Regional 1 Sumatera. Emotional intelligence has a positive and significant effect on employee performance at PT. Telkom Indonesia Regional 1 Sumatera. Workload has a negative and insignificant effect on employee performance at PT. Telkom Indonesia Regional 1 Sumatera. Job satisfaction has a positive and significant effect on employee performance at PT. Telkom Indonesia Regional 1 Sumatera. Emotional intelligence has a positive and significant effect on employee performance through job satisfaction. Workload has a positive and significant effect on employee performance through job satisfaction.

Based on research, discussion, and conclusion, there are suggestions that researchers can give, namely as follows:

1. To the Management of PT. Telkom Indonesia Regional 1 Sumatera

Through the research results, it is known how each variable influences employee performance. The following suggestions will be presented based on the variables:

a. Emotional Intelligence

It is recommended to PT. Telkom Indonesia Regional 1 Sumatera to pay more attention to taste in work and the training provided. In order to be able to manage emotions before acting and provide an intense boothcamp to provide training on individual skills in negotiating with potential customers. PT. Telkom Indonesia Regional 1 Sumatera is expected to be able to retain employees who are able to motivate themselves to be better. By maintaining, employees are given the freedom to continue to innovate and are given awards which are a plus point for promotion.

b. Workload

It is recommended to PT. Telkom Indonesia Regional 1 Sumatera always reviews and evaluates the workload given to employees so that the workload given does not exceed the employee's capacity and improves employee performance even better.

c. Job Satisfaction

It is recommended to PT. Telkom Indonesia Regional 1 Sumatera can further improve employee discipline by making reports with boots sent at every attendance check-in and check-out schedule so that they can monitor employee attendance until they are scheduled to leave the office. There are still employees who are still passive in formal activities organized by the company such as National Day ceremonies. It is recommended that PT. Telkom Indonesia Regional 1 Sumatera make a live attendance report during the attendance ceremony and send it to each unit so that it can be monitored by the unit superior. There are still some employees who feel uncomfortable at work. It is recommended that PT. Telkom Indonesia Regional 1 Sumatera open a petition openly for input to the unit responsible for office facilities such as space and work equipment for employee satisfaction in order to encourage more effective employee performance. With the transformation of the company, Telkom Indonesia is also advised to provide appropriate benefits from the contributions made by employees to the company, at least the same as before the transformation was carried out.

d. Employee Performance

Based on the distribution of employee performance answers, the average value of employees' statements is still low in minimizing errors at work. It is recommended that superiors at PT. Telkom Indonesia Regional 1 Sumatera provide guidelines to subordinates to reduce the risk of work errors resulting in reduced employee performance. Providing important points in the tasks given makes it easier to

focus on the targets to be achieved. Providing training suggestions to every employee who has not met the competency to encourage employees to work faster according to the job description and company standards to improve employee performance. PT. Telkom Indonesia Regional 1 Sumatera is advised to maintain placing employees in positions according to their competence. Maintain a work culture that frees subordinates to work in their own way without having to be dictated to find new ways of completing work or solving problems.

2.To Further Researchers

It is recommended to expand the research to obtain more complete information regarding the factors that can influence the performance of PT. Telkom Indonesia Regional 1 Sumatera employees. Make decisions that can improve the factors that cause performance degradation, and allow you to take appropriate steps to correct the causes of performance degradation. So that PT. Telkom Indonesia Regional 1 Sumatera can improve better through the results of research conducted.

3.To the University

It is hoped that this research can become a reference and reference source for campus academics regarding the variables studied, and can add to the list of repositories that will be useful for research and university accreditation purposes.

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