

# The Effect of Leadership, Compensation, Organizational Culture and Emotional Intelligence on Job Satisfaction and Employee Performance

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## ABSTRACT

This research was conducted to: analyze the influence of leadership, compensation, organizational culture, and emotional intelligence on job satisfaction; analyzing the influence of leadership, compensation, organizational culture, and emotional intelligence on employee performance; analyze the effect of job satisfaction on employee performance; analyzing the influence of leadership, compensation, organizational culture, and emotional intelligence on employee performance through job satisfaction. The object of this research is the employees of PT. PLN (Persero) with a sample of 100 employees from a population of 1050 employees. This sample was taken based on the stratified random sampling technique. Data were analyzed using the Structural Equation Modeling (SEM) program. The results of this study indicate that: (1) leadership has a positive and significant effect on job satisfaction; (2) compensation has a positive and significant effect on job satisfaction; (3) organizational culture has a positive and significant effect on job satisfaction; (4) emotional intelligence has a positive and significant effect on job satisfaction; (5) Leadership has a positive and significant effect on employee performance; (6) compensation has a positive and insignificant effect on employee performance; (7) organizational culture has a positive and significant effect on employee performance; (8) emotional intelligence has a positive and significant effect on employee performance; (9) job satisfaction has a positive and significant effect on employee performance; (10) Leadership has a positive and significant

effect on employee performance through job satisfaction; (11) compensation has a positive and significant effect on employee performance through job satisfaction; (12) organizational culture has a positive and significant effect on employee performance through job satisfaction; and (13) emotional intelligence has a positive and significant effect on employee performance through job satisfaction.

**Keywords:** Leadership, Compensation, Organizational Culture, Emotional Intelligence, Job Satisfaction and Employee Performance

## INTRODUCTION

Professional human resources need to be supported by improving the quality of themselves, capabilities, and expertise by learning and practicing a lot for better performance. Various efforts to improve performance have been made, but PT. PLN (Persero) still faces considerable obstacles, especially in meeting the demands of the increasingly complex life of a number of people, including demands from a small part of the community so that the basic electricity tariff does not increase, and the public can be served as electricity customers for those who have not yet received electricity. Meanwhile, PT. PLN (Persero) has very limited power capabilities. This indicates an imbalance between the number of applicants and the available power capabilities. The results of observations found that there were phenomena related to the human resources of PT. PLN (Persero), it is seen that there are still employees who

do not make good use of their working time, such as being late for work, not being in their place even though they should still be on duty, leaving work earlier than the specified break time, many employees who take breaks or relax during working hours and leave the office before home time.

Along with its development, the company strives to streamline the management of its human resources. According to Steers (1995), human resource management is an effort to integrate personnel needs with organizational goals. This means that employees have great potential to carry out existing activities in the company so that they are able to provide maximum results in achieving the goals of PT. PLN (Persero).

Along with that, that job satisfaction is one of the factors that affect employee performance. Robbins (2007) explains that the relationship between job satisfaction and performance is unidirectional (positive). Research on the effect of job satisfaction on employee performance is proven by Hakan Koc (2011), Diana Nurul Fidyah and Tria Setiawati (2019), Ida Ayu Putri Widya Lestari, and I Made Arta Wibawa (2019), Ifan Fratskikh, et al. (2016) concluded that job satisfaction has a significant positive effect on employee performance.

Increased job satisfaction and employee performance, one of which is influenced by leadership factors. Robbins (2007), leadership that uses respectful behavior, builds cooperation, encourages work morale, and helps subordinates achieve goals, will improve performance and job satisfaction. This is also confirmed in research by Kylie Bartolo and Brett Furlonger (2016) and research by Simon C. H. Chan (2019), which results in the conclusion that leadership has a significant positive effect on job satisfaction. Meanwhile, Hakan Koc (2011) concluded that leadership has a significant positive effect on employee performance.

Furthermore, compensation also plays a role in increasing employee satisfaction and performance. In their

theory, Michael and Harold (2001) reveal that compensation is a number of packages that organizations offer workers in exchange for using their labor. Research on the effect of compensation on job satisfaction, among others, was conducted by N. Saxena and H. Rai (2016), as well as research by Ayesha Yaseen (2013), which concluded that compensation has a significant positive effect on job satisfaction. Jane Nelima Wekesa and Silas Nyaroo (2013) concluded that compensation has a significant positive effect on employee performance. Okwudili B.E. found different results, and Egeh Friday Oghu (2017) found that compensation did not significantly affect employee performance.

Furthermore, organizational culture factors also need to be considered. Moeljono (2003) views that organizational culture is a philosophy, ideology, values, assumptions, beliefs, hopes, attitudes, and norms shared and binding in a particular community. So, specifically, organizational culture is a system of values that are believed by all members of the organization and which are studied, applied, and developed on an ongoing basis, functions as a package system, and can be used as a reference for behavior in organizations to create predetermined corporate goals. Research conducted by Eric W. Macintos H and Alison Doherty (2010) and research conducted by Salman Habib et al. (2014) concluded that organizational culture has a significant positive effect on job satisfaction. Meanwhile, Muaffi Muhammad Azim (2019) concluded that organizational culture has a significant positive effect on employee performance.

The concept of emotional intelligence also plays a role in increasing employee satisfaction and performance. Salovey and Mayer (1990) first introduced emotional intelligence as a type of social intelligence. Emotional intelligence is defined as individuals' ability to accurately understand, assess, and express emotionally, the ability to access and generate feelings when they think, the ability to understand

emotional and emotional knowledge, and the ability to organize emotionally to promote emotional and intellectual growth. Emotional intelligence is closely related to improving one's performance in an organization. Hulya Gunduz Cekmecelioglu researched the effect of emotional intelligence on employee performance (2012), and research conducted by Abdulazim Ghoniem et al. (2011) concluded that emotional intelligence has a significant positive effect on job satisfaction. Meanwhile, research conducted by K. N. Lakshmi and K. S. Sekhar Rao (2018) concluded that emotional intelligence has a significant positive effect on employee performance.

This research is supported by previous research, which was generally conducted in other private companies. This private company certainly has different characteristics from PT. PLN (Persero) is a state-owned company, both in management, products, business environment, and business orientation. Private companies that are in a competitive business environment can raise prices according to market conditions during PT. PLN (Persero) is in a state-controlled monopoly environment. It cannot raise prices according to market conditions, thus affecting the applied management and affecting its employees' work ethic. This is a gap in itself with the studies conducted in this research, so that this research is expected to fill the gap.

Based on the description above, it is a very interesting reason. It encourages the author to conduct research, namely examining "The Effect of Leadership, Compensation, Organizational Culture, and Emotional Intelligence on Job Satisfaction and Employee Performance at PT. PLN (Persero)."

## **LITERATURE REVIEW**

### **Leadership**

Terry (1977) Leadership is the relationship in which one person, or the leader, influences others to work together willingly on related task to attain that which

the leaders desire. According to Richard L. Daft (2006), leadership can influence people to achieve organizational goals. Leaders have the authority to direct various leadership activities directly and can also influence how subordinates carry out their orders.

Kartini (2003) argues that a good leader should at times be able to display: 1) the face of ignorance, 2) function as a separating referee, 3) as a channel of communication, and 4) as an idea thief. Meanwhile, Stogdill (1974) formulates four general characteristics that influence the success of organizational leadership, namely: 1) intelligence, that is, leaders have a higher level of intelligence than those they are led, 2) maturity and flexibility of social relationships, namely leaders tend to be mature and have emotional emotions. Stable because they have broad attention to social activities and have a desire to appreciate and be appreciated; 3) Self-motivation and achievement drive, that is, leaders have a relatively strong motivation to excel and work by trying to get intrinsic rewards, and 4) Human relations attitudes, namely leaders who are successful because they want to recognize the self-esteem and honor of their followers and are able siding with him or an employee-oriented leader.

### **Compensation**

According to Mondy and Noe (2003: 320), compensation can be divided into two types, namely financial compensation and non-financial compensation. Financial compensation consists of direct financial compensation and indirect compensation. Direct financial compensation consists of salaries, wages, bonuses, and commissions. At the same time, indirect financial compensation is also known as an allowance, which includes all financial benefits not covered by direct compensation. Mathis and Jackson (2009: 419) define compensation as an important factor influencing how and why people work in an organization and not other organizations. So, the compensation given

to employees is a limbo of the work and responsibilities it gives to the company.

The provision of compensation in general in the perspective of an organization, according to Gilbert (2004), is divided into three parts, namely material compensation, social compensation, and activity compensation. The same thing was started by Michael and Harold (2001: 443), dividing compensation into three forms, namely material, social, and activity. According to Abidin (2005: 23) that compensation does not have to be in the form of structural allowances, functional allowances, health benefits, and operational allowances. However, the provision of compensation can be in the form of providing work facilities, opportunities for future guarantee time, and matters relating to performance triggers.

### **Organizational Culture**

According to Cushway and Lodge (2006), organizational culture is an organizational value system and will influence how work is done, and the way employees behave. It can be concluded that what is meant by organizational culture in this study is an organizational value system that is not adhered to by members of the organization, which then affects the way the members work and behave. Glaser in Kreitner and Kinicki (2005) states that organizational culture is often described in terms of being shared. The patterns of beliefs, symbols, rituals, and myths that develop from time to time and function as the glue that unites organizations of various forms of organizations or companies have different cultures; this is natural because of the environment. The organization is different too.

According to Meller (1997), organizational culture's strength is generally based on primary and secondary values. Primary values include 8 (eight) principles, namely 1) principles of objectives (vision, mission, and objectives), 2) principles of consensus decision making; 3) principle of excellence, 4) principle of unity of interest,

5) principle of reward based on achievement, 6) principle of empirical thinking to solve problems, 7) principle of intimacy and 8) principle of integrity, honest attitude. Furthermore, secondary values include 1) customer-focused values, 2) disciplined control values, 3) entrepreneurial values, 4) fast decision-making values, and advanced technology values.

### **Emotional Intelligence**

According to Daniel Goleman (2001), emotional intelligence is an ability such as the ability to motivate oneself and survive frustration, control impulses and not exaggerate pleasure, regulate mood and keep the burden of stress from stifling the ability to think, empathize and pray. 'a. So, emotional intelligence in a person includes self-control, enthusiasm, persistence, and the ability to motivate oneself. If a person can motivate himself, it allows high performance in all areas of work. The term "emotional intelligence" was first coined in 1990 by psychologists Peter Salovey of Harvard University and John Meyer of the University of New Hampshire to describe the emotional qualities that seemed essential to individual success.

According to Sojka and Deeter (2002), emotional intelligence interprets acceptance, giving reactions from one person to another. A similar sentiment was expressed by Carmichael (2005), which states that emotional intelligence is a specific process of information intelligence that includes the ability to generate and express one's own emotions to others, controlling emotions, and using emotions to achieve goals. Another theory put forward by Reuven Br-On, as quoted by Steven J. Stein and Howard E. Book, explains that emotional intelligence is a series of abilities, competencies, and non-cognitive abilities that affect a person's ability to overcome them successfully. The opinion of Peter Salovey and John Mater, creators of the term emotional intelligence, that emotional intelligence is to recognize feelings, reach



and evoke feelings to help thoughts, understand feelings and meanings, and control feelings deeply to help develop intellectual emotions (Hamzah, 2006).

### **Job Satisfaction**

Tiffin in As'ad (2001) argues that job satisfaction is closely related to employees' attitude towards their work, work situations, cooperation between leaders and fellow employees. By maintaining and maintaining a good relationship between employees and leaders, the level of employee job satisfaction will be continuously created so that in the end, it will be able to improve the performance of the employees themselves.

Keith Davis and Wexley & Yukel in Mangkunegara (2001) suggest that job satisfaction is a feeling of supporting or not supporting employees related to their work or their condition. Job-related feelings involve wages or salaries received (compensation), career development opportunities, relationships with other employees, work facilities, job placement, type of work, company organizational structure, and quality of supervision. Meanwhile, feelings related to him include age, health condition, ability, and education.

### **Employee Performance**

According to Rivai (2008), performance is a real behavior that everyone displays as a work performance that employees produce according to their role in the company. Therefore, employee performance is very important in the company's efforts to achieve its goals. Furthermore, according to Prawirosentono (2007), performance is the result of work that a person or group of people can achieve in an organization in accordance with their respective authorities and responsibilities in an effort to achieve the goals of the organization concerned legally, does not violate the law and is in accordance with morals and ethics.

Gomes (2003) defines employee performance as output, efficiency, and effectiveness and is often associated with

productivity. Furthermore, according to Mangkunegara (2006), the definition of performance states that employee performance (work performance) is the result of work in quality and quantity achieved by an employee in carrying out his duties in accordance with the responsibilities assigned to him. Therefore, it is concluded that human resources' performance is the work performance or output, both the ability and the quantity achieved by the period association in carrying out its work tasks in accordance with the responsibilities assigned to it.

### **Hypothesis**

Based on the previous description and literature review, the following hypothesis can be proposed:

1. Leadership has a positive and significant effect on job satisfaction.
2. Compensation has a positive and significant effect on job satisfaction.
3. Organizational culture has a positive and significant effect on job satisfaction.
4. Emotional intelligence has a positive and significant effect on job satisfaction.
5. Leadership has a positive and significant effect on performance.
6. Compensation has a positive and significant effect on performance.
7. Organizational culture has a positive and significant effect on performance.
8. Emotional intelligence has a positive and significant effect on performance.
9. Job satisfaction has a positive and significant effect on performance.
10. Leadership has a positive and significant effect on performance through job satisfaction.
11. Compensation has a positive and significant effect on performance through job satisfaction.
12. Organizational culture has a positive and significant effect on performance through job satisfaction.
13. Emotional intelligence has a positive and significant effect on performance through job satisfaction.

## METHODS

This research uses descriptive research and confirmatory research. The descriptive approach aims to explain the data listed in tables, images, and graphics. Meanwhile, a confirmatory approach is used to confirm the effect of (1) exogenous variables on intervening variables, (2) exogenous variables on endogenous variables, and (3) influence of intervening variables on endogenous variables. The exogenous variables are Leadership, Compensation, Organizational Culture, and Emotional Intelligence. The intervening variable is job satisfaction, and the endogenous variable is performance. The population in this study were all employees of PT. PLN (Persero) South Sulawesi consists of three districts, namely the main region of Sulsebar, UP3 South Makassar, and ULP Daya, totaling 1,050 employees. Sampling using probability sampling with the stratified random sampling method with a total sample of 100 people.

This study's data analysis method is structural equation analysis (SEM) to determine the causal relationship between latent variables contained in structural equations. To analyze the data, interpret the study results, and test the hypothesis, the overall model is used, structural model testing, and relationship testing for the

observed variables. Several statistical application programs are used to facilitate the analysis process, including SPSS (Statistical Package for Service Solution) and AMOS (Analysis Moment of Structure), which are packages in the SEM program.

## RESULT

A good model is the development of a hypothetical model theoretically supported by empirical data. The results of SEM analysis at the initial stage as a construct test are evaluated based on Goodness of Fit Indices (GFI), the model criteria and their critical values that have data suitability can be seen in Table 1. Based on Table 1, it can be seen that the Goodness of Fit Indices Overall Early Stage Model shows that the fit of the model is still marginal (not good). The table above shows that all the criteria have not been met, namely Chi\_Square, Probability CMIN / DF, GFI, AGFI, TLI, and CFI, so this model is not yet feasible to use. Therefore, it is necessary to make modifications to improve the model so that it can be used to prove the hypothesis. Based on the indication of modification indices, modification is then carried out to improve the model to prove the hypothesis. Modification of the model is prioritized only on the correlation between items and errors and does not modify the path of influence.

Table 1: Testing the Goodness of Fit Indices Overall Model Early Stage

Goodness of fit index	Cut-off Value	Model Results *	Conclusion
Chi_Square	Small expected	744,495 < (0,05:180=212,303)	Marginal
Probability	≥ 0.05	0,000	Marginal
CMIN/DF	≤ 2.00	6,204	Marginal
RMSEA	≤ 0.08	0,151	Marginal
GFI	≥ 0.90	0,813	Marginal
AGFI	≥ 0.90	0,834	Marginal
TLI	≥ 0.94	0,881	Marginal
CFI	≥ 0.94	0,828	Marginal

After modification of the initial model, the final model test of the relationship between leadership, compensation, organizational culture, and emotional intelligence on job satisfaction

and performance is completely presented in Figure 1. Based on the results of data analysis, it can be explained that the relationship between variables in the complete model in the final stage shows a

good suitability or has met the goodness of fit criteria. Thus, the causal relationship

between each tested variable can be accepted and used for further purposes.

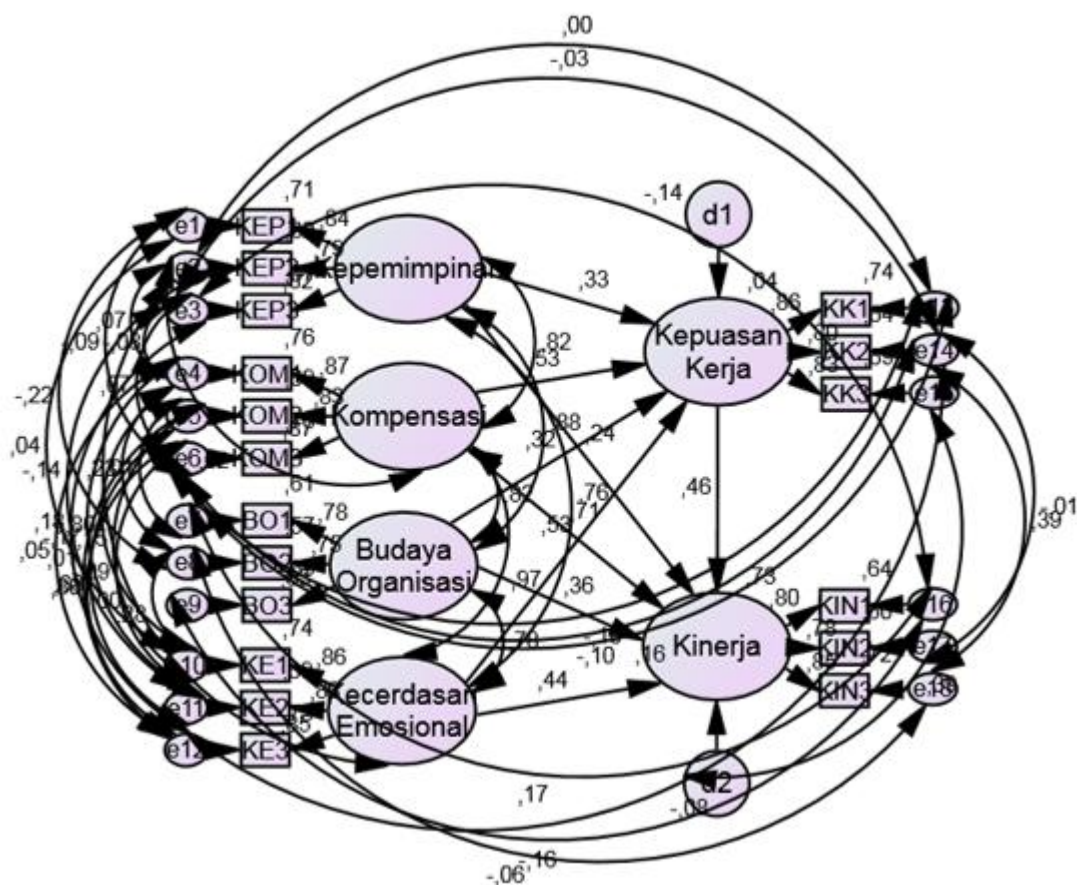


Figure 1. Testing the Relationship between Variables in the SEM Model at the Final Stage

Based on the empirical model proposed in this study, it can be tested on the proposed hypothesis through testing the path coefficient on the structural equation model. Table 2 is a hypothesis testing by looking at the p-value, if the p-value is smaller than 0.05, the relationship between the variables is significant. Conversely, if the significant value is greater than 0.05, the relationship between variables is not significant.

Based on the testing of the whole model, of the nine direct effects, eight have a significant effect and are in accordance with the direction of the relationship proposed in the hypothesis, and one has an insignificant effect and is in accordance with the direction of the proposed relationship. Meanwhile, of the four indirect effects, all of them have a significant effect and are in accordance with the direction of

the relationship proposed in the hypothesis. The interpretation of Table 2 can be explained as follows:

1. Leadership has a positive and significant effect on job satisfaction, it can be proven by the value of the standardized regression weight estimate of 0.384 in a positive direction. The coefficient of influence is positive, meaning that good leadership results in an increase in employee job satisfaction. These results are also evidenced by the probability value of  $0.001 < \alpha = 0.05$ . The results of the first hypothesis prove that leadership has a positive and significant effect on employee job satisfaction so that the first hypothesis proposed in this study can be accepted or supported by empirical data.
2. Compensation has a positive and significant effect on job satisfaction, it

can be proven by the value of standardized regression weight estimate of 0.342 in a positive direction. The coefficient of influence is positive, meaning that adequate compensation results in an increase in employee job satisfaction. These results are also evidenced by the probability value of

$0.005 < \alpha = 0.05$ . The results of the second hypothesis prove that compensation has a positive and significant effect on employee job satisfaction. so that the second hypothesis proposed in this study can be accepted or supported by empirical data.

Table 2: Hypothesis Testing Results

Hip.	Variable			Direct	Indirect	Total	P-Value	Conclusion
	Independent	Intervening	Dependent					
1	X <sub>1</sub>	-	Y <sub>1</sub>	0,384	-	0,384	0,001	(+) Significant
2	X <sub>2</sub>	-	Y <sub>1</sub>	0,342	-	0,342	0,005	(+) Significant
3	X <sub>3</sub>	-	Y <sub>1</sub>	0,518	-	0,518	0,000	(+) Significant
4	X <sub>4</sub>	-	Y <sub>1</sub>	0,332	-	0,332	0,001	(+) Significant
5	X <sub>1</sub>	-	Y <sub>2</sub>	0,434	-	0,434	0,000	(+) Significant
6	X <sub>2</sub>	-	Y <sub>2</sub>	0,138	-	0,138	0,322	(+) Not Significant
7	X <sub>3</sub>	-	Y <sub>2</sub>	0,335	-	0,335	0,003	(+) Significant
8	X <sub>4</sub>	-	Y <sub>2</sub>	0,288	-	0,288	0,002	(+) Significant
9	Y <sub>1</sub>	-	Y <sub>2</sub>	0,446	-	0,446	0,000	(+) Significant
10	X <sub>1</sub>	Y <sub>1</sub>	Y <sub>2</sub>	0,434	0,159	0,593	0,010	(+) Significant
11	X <sub>2</sub>	Y <sub>1</sub>	Y <sub>2</sub>	0,138	0,146	0,284	0,033	(+) Significant
12	X <sub>3</sub>	Y <sub>1</sub>	Y <sub>2</sub>	0,335	0,162	0,497	0,006	(+) Significant
13	X <sub>4</sub>	Y <sub>1</sub>	Y <sub>2</sub>	0,288	0,188	0,476	0,001	(+) Significant

3. Organizational culture has a positive and significant effect on job satisfaction, it can be proven by the value of standardized regression weight estimate of 0.518 with a positive direction. The influence coefficient is positive, meaning that a good organizational culture results in an increase in employee job satisfaction. These results are also evidenced by the probability value of  $0.000 < \alpha = 0.05$ . The results of the third hypothesis prove that organizational culture has a positive and significant effect on employee job satisfaction so that the third hypothesis

proposed in this study can be accepted or supported by empirical data.  
 4. Emotional intelligence has a positive and significant effect on job satisfaction. It can be proven by the value of standardized regression weight estimate of 0.332 in a positive direction. The coefficient of influence is positive, meaning that high emotional intelligence results in an increase in employee job satisfaction. These results are also evidenced by the probability value of  $0.001 < \alpha = 0.05$ . The results of the fourth hypothesis prove that emotional intelligence has a positive and significant effect on employee job



- satisfaction, so that the fourth hypothesis proposed in this study is rejected or not supported by empirical data.
5. Leadership has a positive and significant effect on employee performance, it can be proven by the value of standardized regression weight estimate of 0.434 in a positive direction. The coefficient of influence is positive, meaning that good leadership results in an increase in employee performance. These results are also evidenced by the probability value of  $0.000 < \alpha = 0.05$ . The results of the fifth hypothesis prove that leadership has a positive and significant effect on employee performance so that the fifth hypothesis proposed in this study can be accepted or supported by empirical data.
  6. Compensation has a positive and insignificant effect on employee performance, it can be proven by the value of standardized regression weight estimate of 0.138 in a positive direction. The effect coefficient is positive, meaning that adequate compensation does not necessarily result in an increase in employee performance. These results are also evidenced by the probability value of  $0.322 > \alpha = 0.05$ . The results of the sixth hypothesis prove that compensation has a positive and insignificant effect on employee performance, so that the sixth hypothesis proposed in this study is rejected or not supported by empirical data.
  7. Organizational culture has a positive and significant effect on employee performance, it can be proven by the value of standardized regression weight estimate of 0.335 in a positive direction. The coefficient of influence is positive, meaning that a good organizational culture results in an increase in employee performance. These results are also evidenced by the probability value of  $0.003 < \alpha = 0.05$ . The results of the seventh hypothesis prove that organizational culture has a positive and significant effect on employee performance, so that the seventh hypothesis proposed in this study can be accepted or supported by empirical data.
  8. Emotional intelligence has a positive and significant effect on employee performance, it can be proven by the value of standardized regression weight estimate of 0.288 in a positive direction. The coefficient of influence is positive, meaning that good emotional intelligence results in an increase in employee performance. These results are also evidenced by the probability value of  $0.002 < \alpha = 0.05$ . The results of the eighth hypothesis prove that emotional intelligence has a positive and significant effect on employee performance, so that the eighth hypothesis proposed in this study can be accepted or supported by empirical data.
  9. Job satisfaction has a positive and significant effect on employee performance, it can be proven by the value of standardized regression weight estimate of 0.446 in a positive direction. The coefficient of influence is positive, meaning that high job satisfaction results in an increase in employee performance. These results are also evidenced by the probability value of  $0.000 < \alpha = 0.05$ . The results of the ninth hypothesis prove that job satisfaction has a positive and significant effect on employee performance, so that the ninth hypothesis proposed in this study can be accepted or supported by empirical data.
  10. Leadership has a positive and significant effect on employee performance through job satisfaction, as evidenced by the standardized total effect value of 0.593 with a positive direction. The influence coefficient is positive, meaning that job satisfaction contributes significantly to the relationship between leadership and employee performance. The results of the tenth hypothesis prove that leadership has a positive and significant effect on employee performance through job satisfaction as evidenced by the probability value of  $0.010 < \alpha = 0.05$ , so that the tenth hypothesis proposed in this

study is accepted or supported by empirical data.

11. Compensation has a positive and significant effect on employee performance through job satisfaction, as evidenced by the standardized total effect value of 0.284 with a positive direction. The effect coefficient is positive, meaning that job satisfaction contributes significantly to the relationship between compensation and employee performance. The results of the eleventh hypothesis prove that compensation has a positive and significant effect on employee performance through job satisfaction as evidenced by the probability value of  $0.033 < \alpha = 0.05$ , so that the eleventh hypothesis proposed in this study is accepted or supported by empirical data.
12. Organizational culture has a positive and significant effect on employee performance through job satisfaction, as evidenced by the standardized total effect value of 0.497 with a positive direction. The influence coefficient is positive, meaning that job satisfaction contributes significantly to the relationship between organizational culture and employee performance. The results of the twelfth hypothesis prove that organizational culture has a positive and significant effect on employee performance through job satisfaction as evidenced by the probability value of  $0.006 < \alpha = 0.05$ , so that the twelfth hypothesis proposed in this study is accepted or supported by empirical data.
13. Emotional intelligence has a positive and significant effect on employee performance through job satisfaction, it can be proven by the standardized total effect value of 0.476 with a positive direction. The effect coefficient is positive, meaning that job satisfaction makes a significant contribution to the relationship between emotional intelligence and employee performance. The results of the thirteenth hypothesis prove that emotional intelligence has a

positive and significant effect on employee performance through job satisfaction as evidenced by the probability value of  $0.001 < \alpha = 0.05$ , so that the thirteenth hypothesis proposed in this study is accepted or supported by empirical data.

## DISCUSSION

Research results and empirical evidence show that leadership has a significant positive effect on job satisfaction, which means that the better the leadership, the employee job satisfaction will increase. The results of this study confirm the results of previous studies, namely research by Andri et al. (2011), Bushra Fatima et al. (2011), and Rahma et al. (2012), which prove that leadership has a strong and significant positive effect on job satisfaction. In addition, compensation has a positive and significant effect on job satisfaction. This means that an increase in employee compensation contributes to an increase in employee job satisfaction. This finding is in accordance with the opinion of Bernardin and Russel (1993), which states that compensation will motivate employees to improve their performance towards the organization. This study's results support the empirical findings of N. Saxena and H. Rai (2010); in their research, they found that compensation has a positive and significant effect on job satisfaction. Likewise, Ayesha Yaseen (2013) found that compensation has a positive and significant effect on job satisfaction. The results of other studies or other empirical evidence also support this study, namely Nazir et al. (2013), Adeoye and Fields (2014), Rod and Holdnak (2013), Salisu et al. (2015), and Muguongo et al. (2015), which concluded that compensation has a positive and significant effect on job satisfaction.

This study also confirms that a good organizational culture contributes to employee job satisfaction. The results of descriptive statistics show that the indicators that have the highest average of organizational culture variables are

indicators of mutual trust and integrity indicators, followed by indicators of care. Strengthens the research results of Khan et al. (2011), Sabri et al. (2011), and Emami et al. (2012), which show evidence of a significant positive relationship between organizational culture and job satisfaction. This study also reinforces the opinion of Robbins (2006), who suggests several important factors that bring more job satisfaction. In terms of personal comfort and ease of doing work, these things are closely related to the rules and standards that have been determined by the company, while the rules and standards are formed from the organizational culture within the company itself. Other empirical evidence is that Eric W. Macintosh, Alison Doherty (2010) found that organizational culture positively and significantly affects job satisfaction. Salman Habib, Saira Aslam, Amjad Husain, Sana Yasmeen, Muh. Ibrahim (2014) found that organizational culture has a positive and significant effect on job satisfaction. Organizational culture plays an important role in increasing employee job satisfaction because the organizational culture that provides a sense of comfort at work and high trust will encourage employee job satisfaction.

Emotional intelligence was also found to have a positive and significant effect on job satisfaction. This means that good emotional intelligence contributes to employee job satisfaction. The results of this study are supported by empirical evidence, namely Hulya Gunduz Cekmece Lioglu, et.al, (2012) showing that emotional intelligence has a positive and significant effect on job satisfaction. Likewise research from Abdulazim Ghoniem, et.al., (2011) which also found that emotional intelligence has a positive and significant effect on job satisfaction.

This study's findings also confirm that the increase in employee performance is more influenced by factors of leadership, organizational culture, emotional intelligence, and employee job satisfaction. Referring to Robbins's (2007) view,

leadership is the ability to influence groups towards achieving goals. Leadership that uses respectful behavior builds cooperation, encourages work morale, and helps subordinates achieve goals, will increase employee performance and job satisfaction, likewise with the empirical findings of Hakan Koc (2011), where the results of his research show that leadership has a positive and significant effect on employee performance. Furthermore, Maffei Muhammad Azim (2019) shows a significant positive relationship between organizational culture and employee performance. This is also in line with the empirical evidence of K. N. Lakshmi and K. S. Sekhar Rao (2018), showing that emotional intelligence has a positive and significant effect on employee performance. In the research of Muhammad Azim (2019), job satisfaction has a positive and significant effect on employee performance. Likewise, the empirical findings of Hakkan Koc (2011) also found that job satisfaction has a positive and significant effect on employee performance.

Interestingly, in this study, it is proven that compensation has a positive and insignificant effect on employee performance. This means that an increase in employee compensation does not necessarily contribute to an increase in employee performance. This finding is supported by Okwudili B. E. and Egeh Friday Oghu's (2017) empirical findings. Their research found that compensation has a positive and insignificant effect on employee performance. Indirectly through job satisfaction, it shows that compensation has a positive and significant effect on employee performance. The job satisfaction variable through welfare indicators is able to play a good role in the relationship between the compensation variable through the reward indicator and the performance variable through the effectiveness indicator.

## **CONCLUSION**

Based on the research results presented in the discussion and findings,

conclusions are formulated in this study, namely leadership, compensation, organizational culture, and emotional intelligence have a positive and significant effect on employee job satisfaction. This means that increasing employee job satisfaction can be done through efforts to increase leadership, compensation, good organizational culture, and supported by good emotional intelligence. In addition, the results of this study also found that leadership, organizational culture, emotional intelligence, and job satisfaction positively and significantly influence employee performance. This means that improving employee performance can be done through efforts to increase leadership, good organizational culture, and supported by emotional intelligence and higher job satisfaction. Meanwhile, compensation was found to have a positive and insignificant effect on employee performance. Data processing results also show that job satisfaction as an intervening variable gives a large contribution and plays a role in the relationship between compensation variables and employee performance. This means that job satisfaction can be an instrument to make the effect of compensation and performance effective. Although this research has resulted in findings related to the relationship between leadership, compensation, organizational culture, emotional intelligence on job satisfaction, and employee performance, this research still has limitations, including this research is only limited to three areas of analysis Sulsebar area, UP3 Makassar. South and ULP Daya. This was done because of limited time, energy, and other resources. Suppose the analysis is carried out in several regions, even if necessary. In that case, all areas in South Sulawesi, Southeast Sulawesi, and West Sulawesi will certainly provide more meaningful information. 3. When viewed from the indicators used in this study to reflect the compensation variable, the indicators used are generic: material compensation, social compensation, and activity compensation.

The use of this indicator without considering the object of research so that it is general. Therefore an indicator is needed that can truly reflect the level of compensation desired by employees.

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