

## THE EFFECT OF EMOTIONAL INTELLIGENCE, QUALITY OF HUMAN RESOURCES AND WORK DISCIPLINE ON EMPLOYEE PERFORMANCE WITH JOB SATISFACTION AS AN INTERVENING VARIABLES IN THE BATAM SPECIAL KSOP OFFICE

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### Abstract

*The purpose of this study was to analyze the effect of emotional intelligence, human resource quality and work discipline on employee performance with job satisfaction as an intervening variable at the Batam Special KSOP Office. The study population consisted of 98 civil servants and 34 honorary Batam Special KSOP Office. The sample selection method used is stratified random sampling, which is sampling from a stratified random population based on a certain level of frequency of all members of the population in this study the sample is honorary employees. The distribution of the questionnaire was carried out on 34 honorary employees of the Batam Special KSOP Office. The data analysis technique used to solve the problem in this research is quantitative analysis technique, namely path analysis with the application of multiple linear regression models using the help of the SPSS 24.0 program. The results of this study indicate that Emotional Intelligence and Work Discipline have a significant positive effect on Job Satisfaction while the Quality of Human Resources has a negative and insignificant effect on Job Satisfaction. Then, Emotional Intelligence has a positive and significant effect on employee performance. Quality of Human Resources has a significant negative effect on Employee Performance. Furthermore, work discipline and job satisfaction have a positive and insignificant effect on employee performance.*

**Keywords:** *Emotional Intelligence, Quality of Human Resources, Work Discipline, Job Satisfaction and Employee Performance.*

### 1. INTRODUCTION

Any company without good management and organization will not succeed in achieving the goal and cannot maintain the survival of the company. Because the management in an organization aims to utilize resources and personnel in the organization or complete all work activities in a fast, precise and neat way to get the most possible results. Pt. Laman minin is a company engaged in mining located in west Kalimantan. In achieving the target of mining production is very determined by the ability of human resources owned.

3 aspects of Human Resources that are of concern to PT. Mining page is the first aspect of leadership and integrity. The two main competencies in working in mining Third aspect of creativity. Human resources are the main need to be able to carry out all activities in various areas of organization in the company. One of the factors that have a role to influence the company in achieving the target in competing is that the company is expected to have competent human resources, therefore human resource management plays an important role to help the company obtain the right human resources. The resources in question are leaders and employees. The Company is expected to be able to manage human resources well in order to be reliable in achieving the company's vision, mission and targets, because poor management of human resources can negatively impact the company's goals. The company is expected to acquire employees who have high knowledge of abilities and skills. However, the company's success in achieving its goals is not only determined by the quality of employees owned by the company. The

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company is also expected to have leaders who are able to encourage the performance of its employees to be able to work well and optimally.

Leadership style, work ethic, Organizational Culture and job satisfaction applied within a company hold the key to achieving employee performance and a good work environment. In order to improve employee performance conducted by leaders will have an impact on improving productivity and employee performance, so that the main goals that the company wants to achieve can be realized. Effective leadership is a leader who can adjust his leadership style according to the level of maturity of employees. Gordon in Nawawi (2006 : 63) revealed that "performance is a function of workers' ability to accept job objectives, level of achievement of goals and interaction between goals and capabilities of employees". From this opinion, it can be concluded that employees play an important role in carrying out the company's activities, in order to grow and maintain the continuity of work processes in a company.

## **2. LITERATURE REVIEW**

### **2.1 Leadership Style**

Thoah's leadership style (2013:49) that Leadership Style is the norm of behavior used by a person at a time when the person is trying to influence the behavior of others as he or she sees it. While Rivai (2014:42) states leadership style is a set of characteristics used by leaders to influence subordinates in order for organizational goals to be achieved or it can also be said that leadership style is a pattern of behavior and strategy that is preferred and often applied by a leader. A leadership style that shows, directly or indirectly, the belief of a leader in the abilities of his subordinates. It means leadership style is behavior and strategy, as a result of a combination of philosophy, skills, traits, attitudes, which a leader often applies when he tries to influence the performance of his subordinates. Leadership Style According to Tannenbau and Warrant H. Schmitdt, According to both experts, leadership style can be explained through two extreme points, namely leadership focusing on superiors and leadership focusing on subordinates. The style is influenced by manager factors, employee factors and situation factors. If the leader considers that the interests of the organization should take precedence over personal interests then the leader will be more authoritarian, but if subordinates have better experience and want participation, then the leader can apply his style of participation.

Leadership Style According to Likert Likert grouped leadership styles into four systems: (1)The Authoritarian-Exploitative System This type of leader is very authoritarian, has low trust in his subordinates, motivates subordinates through threats or punishments. Communication conducted one way down (top-down). (2)The Benevolent-Authoritative Leader system trusts subordinates to some degree, motivating subordinates with threats or punishments but not always and allowing upward communication. Leaders pay attention to the idea of subordinates and delegate authority, although in decision-making still conduct strict supervision. (3)The Leader's Consultative System has considerable power over subordinates. Leaders use replies (incentives) to motivate subordinates and sometimes use threats or punishments. Two- way communication and accepting specific decisions made by subordinates.(4) The Leader's Participatory System has complete trust in subordinates, using economic incentives to motivate subordinates. Two-way communication and making subordinates a working group.

## 2.2 Work Ethic

According to Sutrisno (2010:284), that the work ethic considers a person as something that can increase his self-esteem as a human being, then the person in work tends to be enterprising, diligent and willing to use all his potential. According to Priansa (2014:282), stating that work ethic is a set of understandings and beliefs on values that fundamentally affect life, being the principles of movement and a distinctive way of expression in a group of people with the same culture and beliefs. Meanwhile, according to Anoraga (2009:282), states that work ethic is a view and attitude of a nation or people towards work Based on some opinions of experts can be concluded that work ethic is a set of fundamental attitudes or views held by employees. to assess work as a positive for improving the quality of life, thus influencing his work behavior in the organization. According to Sinamo in Sutrisno (2010:283), suggesting 8 professional work ethic, among others: (1)Work is grace, sincere work full of gratitude. (2)Work is trust, work responsibly. (3)Work is a call, complete work of integrity. (4)Work is actualization, hard work vigorously. (5)Work is worship, serious work is full of love. (6)Work is art, smart work full of creativity. (7)Work is honor, diligent work full of excellence. (8)Work is service, complete work is humility.

## 2.3 Organizational Culture

It is an archetypal assumption pattern –created, discovered, or developed by a group to learn to address the problems of external adaptation and internal integration – that has worked well and is considered valid to be taught to new members as the best way to accept, think, and feel in relation to the problem (Schein, 1999). Characteristics of Organizational Culture According to Robbins(1996:289), there are 7 characteristics of organizational culture. (a)Innovation and risk taking. The level at which employees are encouraged to innovate and take risks. (b)Attention to detail. A level where employees are expected to show precision, analysis and attention to detail. (c)Outcome orientation. The level at which management focuses on results rather than on the techniques and processes used to achieve results. (d)People orientation. A level where management decisions take into account the effect of results on those members of the organization. (e)Team orientation. A level where work activities are organized around teams, not individuals. (f)Aggressiveness. A level where people (members of the organization) are aggressive and competitive rather than relaxed – relaxed. (g)Stability. A level at which the organization's activities emphasize maintaining the status quo rather than growth. By assessing the organization based on these seven characteristics, a compound picture of the culture of the organization will be obtained. This description is the basis for the feeling of mutual understanding that members have about the organization, how affairs are resolved in it, and the way members behave (Robbins, 1996: 289).

## 2.4 Job Satisfaction

Job satisfaction is a pleasant or unpleasant emotional state in which employees view their work. Job satisfaction reflects a person's feelings for his or her work. This is evident in the employee's positive attitude towards the job and everything encountered in his work environment. The department of personnel or management must constantly monitor job satisfaction, as it affects attendance rates, workforce turnover, morale, complaints, and other vital personnel issues. According to Strauss and Sayles, job satisfaction is also important for self-actualization. Employees who do not get job satisfaction will never reach psychological maturity, and in turn will become

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frustrated. Employees like this will often daydream, have a low work spirit, get tired and bored quickly, unstable emotions, often absent and do busyness that has nothing to do with the work to be done. While employees who get job satisfaction usually have a better attendance and turnover record, are less active in employee union activities, and sometimes perform better than employees who do not get job satisfaction.

Therefore, job satisfaction has an important meaning for both employees and the company, especially because it creates a positive situation in the company's work environment. Everyone of course wants to get satisfaction in doing every type of work. Because satisfaction in work can affect the performance of an employee. Job satisfaction is the attitude and feeling of pleasure or not of an employee in carrying out a job. Job satisfaction can also be interpreted as the conformity between an employee's expectations and the benefits he or she gets from his/her job. There are several indicators that can affect employee job satisfaction, including: (1) Satisfaction with His Own Work Every type of work carried out by an employee will certainly produce motivation and work performance that is part of employee job satisfaction. An employee will be satisfied with the work he or she is doing if he/she fulfills the following: a. The work is considered important and has the benefit of b. Employees are well aware of their duties and responsibilities for the results of the work that has been done. c. Employees are able to ensure that their work is able to achieve satisfaction value. The characteristics found in a job can be a factor in the satisfaction of work. Employees do their job with pleasure if the job can provide an opportunity for the employee to maximize his or her skills and abilities, provide a wide selection of tasks that he/she likes, and provide a feed back or feedback that meets the employee's expectations. (2). Satisfaction With Salary Satisfaction with the provision of salary not only includes the nominal salary earned but more to the satisfaction of an employee on the policy of payroll administration, the existence of various benefits, as well as satisfaction with the level of salary increase.

## **2.5 Employee Performance**

Every activity carried out to improve the company's business development is a form of performance or performance. Employees play a very important role in the success and development of the company. In this case, the company should be able to monitor the performance of each of its employees whether they have been able to carry out their duties and obligations properly as expected or not. This performance assessment plays an important role in determining cooperation with employees. In general, the definition of performance is a performance of one's work based on quantity and quality that has been mutually agreed upon. As for some understanding according to the following experts to broaden your horizons about performance. (1) Stolovitch and Keeps (1992) Performance is the result achieved by a person on the act of achievement as well as the implementation of a requested work. (2) Paul Hersey and Kenneth Blanchard Whereas according to Hersey and Blanchard, the definition of performance is the motivation and ability of a person in completing his task. (3) Mangkunagara (2002:22) The definition of performance is the result of good work achieved by a person in completing his responsibilities. (4) Donnelly, Gibson and Ivancevich (1994) The definition of performance refers to the level of success in completing a task, as well as achieving a predetermined goal. (5) Schermerhorn, Hunt and Osborn (1991) Definition of performance means the quality and quantity of achievement of tasks, whether performed by individuals, groups or institutions.



### 3. IMPLEMENTATION METHOD

This research uses a quantitative approach by examining the facts that have occurred and all data and information in the form of numbers, with parametric statistical analysis. This research is a type of quantitative research that aims to provide empirical evidence of the effect of Emotional Intelligence, Human Resource Quality and Work Discipline on employee performance with Job Satisfaction as an intervening variable at the Batam Special KSOP Office.

The study population consisted of 98 civil servants and 34 honorary Batam Special KSOP Office. The sample selection method used is stratified random sampling, which is sampling from a stratified random population based on a certain level of frequency of all members of the population in this study the sample is honorary employees. Distribution of questionnaires was carried out on 36 honorary employees of the Batam Special KSOP Office. The data analysis technique used to solve the problem in this study is quantitative analysis technique, namely path analysis with the application of multiple linear regression models using the help of the SPSS 24.0 program.

### 4. RESULTS AND DISCUSSION

Based on the results of data analysis using the SPSS for windows 24.0 program, it shows that :

#### 1. Classic Assumption Test

##### a. Normality test

A good regression model is to have normal or near normal data distribution (Ghozali, 2011: 74). To test for normality, we can analyze the distribution of data on the diagonal axis of the Normal Probability Plot. The basis for decision making is that if the data is spread around the diagonal line, the regression model fulfills the normality assumption. Based on the results of the normality test with the Kolmogorov Smirnov Test, if the probability value is  $> 0.05$ , the regression model fulfills the normality assumption.

**Table 1** Normality One-Sample Kolmogorov-Smirnov Test Effect of Emotional Intelligence, Quality of Human Resources and Work Discipline on Job Satisfaction (Model 1)

One-Sample Kolmogorov-Smirnov Test		Unstandardized Residual
N		34
Normal Parameters <sup>a</sup>	Mean	.0000000
	Std. Deviation	5.21414082
Most Extreme Differences	Absolute	.161
	Positive	.121
	Negative	-.161
Kolmogorov-Smirnov Z		.937
Asymp. Sig. (2-tailed)		.344

a. Test distribution is Normal.

**Source:** Data processed by SPSS 24.0 2020

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**Table 2** One-Sample Kolmogorov-Smirnov Test Normality Test The Influence of Emotional Intelligence, Quality of Human Resources, Work Discipline Job Satisfaction Against Employee Performance (Model 2)

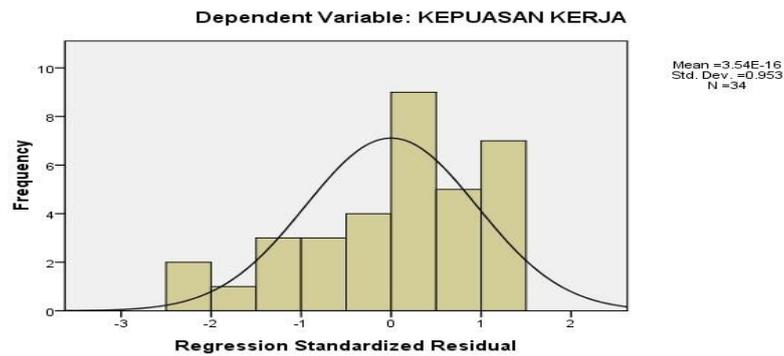
**One-Sample Kolmogorov-Smirnov Test**

		Unstandardized Residual
N		34
Normal Parameters <sup>a</sup>	Mean	.0000000
	Std. Deviation	3.70154889
Most Extreme Differences	Absolute	.145
	Positive	.061
	Negative	-.145
Kolmogorov-Smirnov Z		.847
Asymp. Sig. (2-tailed)		.471

a. Test distribution is Normal.

From Table 1 and Table 2 above, it is known that the probability test value (Model 1) is 0.344 and the probability test (Model 2) is 0.471 > 0.05, so the research data for model 1 and model 2 are said to be normal. In addition to a probability test, the normality test can also be seen from the Histogram and Scatter plot below.

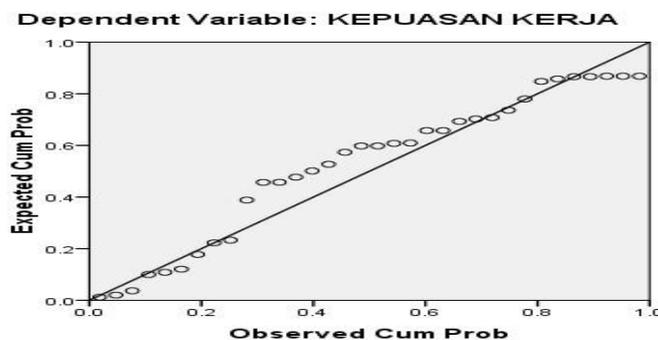
**Histogram**



**Source:** Data processed by SPSS 24.0 2020

**Figure 1** Normality Test (Histogram) Effect of Emotional Intelligence, Quality of Human Resources and Work Discipline on Job Satisfaction (Model 1)

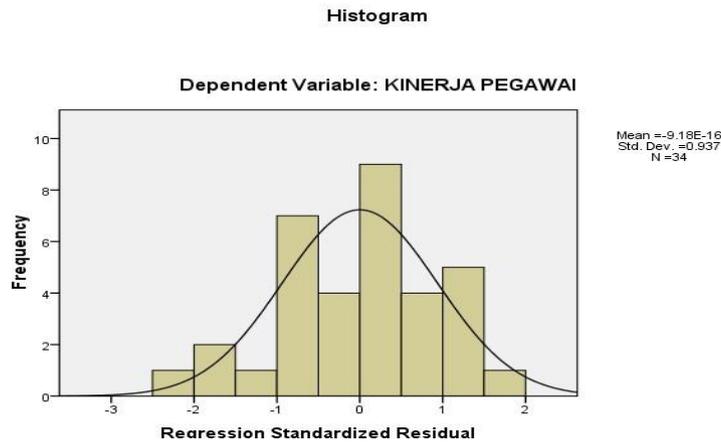
**Normal P-P Plot of Regression Standardized Residual**



**Source:** Data processed by SPSS 24.0 2020

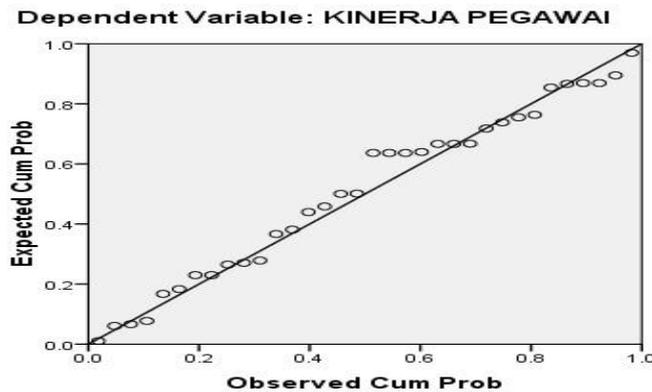
**Figure 2** Normality Test (P-Plot) Effect of Emotional Intelligence, Quality of Human Resources and Work Discipline on Job Satisfaction (Model 1)

Graph Histogram and PP Plot (Model 1) can be seen that the data spreads around the diagram and follows the regression model so that it can be concluded that the processed data is normally distributed data so that the normality test is fulfilled. Below is a diagram of the normality test of the Effect of Emotional Intelligence, Human Resource Quality, Work Discipline and Job Satisfaction on Employee Performance (Model 2).



**Source:** Data processed by SPSS 24.0 2020  
**Figure 3** Normality Test (Histogram) The Effect of Emotional Intelligence, Quality of Human Resources, Work Discipline and Job Satisfaction on Employee Performance (Model 2)

**Normal P-P Plot of Regression Standardized Residual**



**Source:** Data processed by SPSS 24.0 2020  
**Figure 4** Normality Test (P-Plot) The Effect of Emotional Intelligence, Quality of Human Resources, Work Discipline and Job Satisfaction on Employee Performance (Model 2)

Graph Histogram and PP Plot (Model 2) can be seen that the data spreads around the diagram and follows the regression model so that it can be concluded that the data processed is data that is normally distributed so that the normality test is fulfilled.

**b. Multicollinearity Test**

Multicollinearity is a condition in which the independent variables in the regression equation have a relationship with one another. Multicollinearity can cause the independent

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variables to explain the same variance in estimating the dependent variable. The way to detect multicollinearity is to look at the Tolerance Value and Variance Inflation Factor (from the computer output of the SPSS program for Windows 24.0). Variables that cause multicollinearity can be seen from a tolerance value that is greater than 0.1 (> 0.1) and a VIF that is less than 10 (Ghozali, 2011). The multicollinearity test results of all research models are described as follows:

Table 3 Multicolonierity Test Output Data The Influence of Emotional Intelligence, Quality of Human Resources and Work Discipline Against Job Satisfaction (Model 1)

Model	Unstandardized		Standardize	Collinearity	
	B	Std. Error	Bet	Toleranc	VI
1 (Constant)	2.87	12.89			
KECERDASAN	.559	.256	.500	.340	2.94
EMOSIONAL	-.025	.485	-.012	.320	3.12
	.814	.343	.344	.844	1.18

Source: Data processed by SPSS 24.0 2020

The results of the data output showed that the tolerance value X1 0.340, X2 0.320, X3 0.844 > 0.1 and VIF X1 2.944, X2 2.121, X3 1.185 < 10, this means that the model 1 research does not occur multicolonierity.

Table 4 Multicolonierity Test Output Data Effect of Emotional Intelligence, Quality of Human Resources Work Discipline and Job Satisfaction with Employee Performance (Model 2)

Model	Unstandardized		Standardi	Collinearity	
	B	Std	Bet	Toleran	VI
1 (Constant)	15.5	9.3			
KECERDASAN	.688	.199	.774	.293	3.4
EMOSIONAL	-.762	.350	-.465	.320	3.1
	.279	.270	.148	.711	1.4
	.263	.132	.330	.533	1.8

Source: Data processed by SPSS 24.0 2020

The results of the data output showed that the tolerance value X1 0.293, X2 0.320, X3 0.711, Z 0.533 > 0.1 and VIF X1 3.414, X2 3.121, X3 1.406, Z 1.876 < 10, this means that model 2 of this research does not occur multicolonierity. The results of the data output show that the tolerance value > 0.1 and VIF < 10 means that there is no multicolonierity. And it was concluded that there was no multicollinearity in the regression model 1 and model 2.

2. Test Hypothesis

Hypothesis testing is analyzed by multiple regression test which is an analysis to determine the effect of emotional intelligence, quality of human resources and work discipline on job satisfaction at Batam Special KSOP (Model 1) and the influence of emotional intelligence, quality of human resources, work discipline and job satisfaction on performance. Employees at the Batam Special KSOP (Model 2). This section will discuss each regression model for each research model.

1) The Effect of Emotional Intelligence, Quality of Human Resources and Work Discipline on Job Satisfaction at the Batam Special KSOP (Model 1)

The first model analyzes The Effect of Emotional Intelligence, Quality of Human Resources and Work Discipline on Job Satisfaction at Batam Special KSOP partially and simultaneously with multiple linear regression as follows :

**Table 5** X1,X2 and X3 The Influence of Emotional Intelligence, Quality of Human Resources and Work Discipline Against Job Satisfaction at the Batam Special KSOP

Model	Unstandardized		Standardized	t	Sig.
	B	Std.	Beta		
1 (Constant)	2.87	12.89		.22	.82
KECERDA	.559	.256	.500	2.18	.03
SAN	-	.485	-.012	-	.95
EMOSION	.814	.343	.344	2.36	.02

Source: Data processed by SPSS 24.0 2020

Based on Table5 above, it can be seen that :

- A constant value of 2.872 means that the value of the Job Satisfaction variable is 2.872, if it is not influenced by the independent variable.
- The regression coefficient value for variable X1 is 0.559, which means that the variable X1 has a positive influence direction. That is, if there is an increase of 1 unit of the Emotional Intelligence variable, it will increase the value of the Job Satisfaction variable by 0.559 units.
- The regression coefficient value for variable X2 is -0.025, which means that the variable X2 has a negative influence direction. That is, if there is a decrease in 1 unit of the Quality of Human Resources variable, it will decrease the value of the Job Satisfaction variable by 0.025 units.
- The regression coefficient value for the X3 variable is 0.814, which means that the X3 variable has a positive influence direction. That is, if there is an increase of 1 unit of the Work Discipline variable, it will increase the value of the Job Satisfaction variable by 0.814 units.

a. T test (Model 1)

To see the magnitude of the influence of Emotional Intelligence, Quality of Human Resources and Work Discipline on Job Satisfaction at the Batam Special KSOP, the t test

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is used partially, while to see the magnitude of the influence, the beta or standardized coefficient numbers are used in Table 1.5 above.

- Effect of Emotional Intelligence (X1) on Job Satisfaction (Z) Based on the results of the study, a significance value of  $0.037 < 0.05$  was obtained, with a t-table value of  $2.042 < t\text{-count } 2.187$ . The direction of the influence of the coefficient has a positive direction, which means that the higher the Emotional Intelligence, the more it is high anyway Job satisfaction. This means that "Emotional Intelligence has a significant positive effect on Job Satisfaction.
- Effect of Human Resource Quality (X2) on Job Satisfaction (Z). Based on the research results, it was obtained a significance of  $0.959 > 0.05$ , with a t - table value of  $2.042 > t\text{-count } -0.052$ . The direction of the influence of the coefficient has a negative direction, which means that the lower the Quality of Human Resources, the more also low Job Satisfaction. Meaning "Quality of Human Resources has a negative and insignificant effect on job satisfaction.
- Effect of Work Discipline (X3) on Job Satisfaction (Z). Based on the research results, it was obtained a significance of  $0.024 < 0.05$ , with a t - table value of  $2.042 < t\text{-count } 2.369$ . The direction of the influence of the coefficient has a positive direction, which means that the higher the work discipline, the more Job Satisfaction is also high. This means that "Work Discipline has a significant positive effect on Job Satisfaction.

b. Coefficient of Determination (Model 1)

The magnitude of the influence of the variable Influence of Emotional Intelligence, Quality of Human Resources and Work Discipline on Job Satisfaction at the Batam Special KSOP, can be seen in Table 1.6 below :

**Table 6 R-Square (Model 1)**

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the
1	.683a	.467	.414	5,469

Source: Data processed by SPSS 24.0 2020

Obtained the adjusted R square of 0.414. This means that the contribution of the Emotional Intelligence variable, the Quality of Human Resources and Work Discipline on Job Satisfaction at the Batam Special KSOP is 41.4 percent, the remaining 100 percent - 41.1 percent of 58.9 percent Job Satisfaction is influenced by other variables outside the model.

c. F Test / Simultaneous Test (Model 1)

Test To see how the influence of all independent variables together on the dependent variable. The basis for decision making by comparing the significance value of the ANOVA Table output results, if  $Sig < 0.05$  and the value of  $F\text{ count} > F\text{ table}$ , then the independent variables together have an effect on the dependent variable.

**Table 7** ANOVA / F Test Table (Model 1)

ANOVA					
Model	Sum of	df	Mean	F	Sig.
1	785.87	3	261.96	8.75	.000
Regression	897.18	30	29.90		
Residual	1683.05	33			

Source: Data processed by SPSS 24.0 2020

The Effect of Emotional Intelligence, Quality of Human Resources and Work Discipline on Job Satisfaction at Batam Special KSOP. Based on the research results, obtained a significance of  $0.000 < 0.05$ , with an F-table value of  $2.92 < 8.759$  F-count. The meaning The Effect of Emotional Intelligence, Quality of Human Resources and Work Discipline have a joint effect on Job Satisfaction at the Special KSOP Batam.

2) The Influence of Emotional Intelligence, Quality of Human Resources, Work Discipline and Job Satisfaction on Employee Performance at the Special KSOP Batam (Model 2)

The second model analyzes the effect of emotional intelligence, quality of human resources, work discipline and job satisfaction on employee performance at the Batam Special KSOP. partially and simultaneously with multiple linear regression as follows :

**Table 8** X1, X2, X3, Z $\square$ Y (Model 2) The Effect of Emotional Intelligence, Quality of Human Resources, Work Discipline and Job Satisfaction on Employee Performance (Model 2)  
Coefficientsa

Model		Unstandardized		Standardized	t	Sig.
		B	Std.	Beta		
1	(Constant)	15.5	9.3		1.6	.10
	KECERDASAN	.688	.199	.774	3.4	.00
	EMOSIONAL	-.762	.350	-.465	-	.03
		.279	.270	.148	1.0	.31
		.263	.132	.330	1.9	.05

Source: Data processed by SPSS 24.0 2020

Based on Table 8 above, it can be seen that :

- The constant value of 15,536 means that the employee performance variable (Y) is 15,536 if it is not influenced by the independent variable.
- The regression coefficient value for variable X1 is 0.688, meaning that X1 variable has a positive influence direction. That is, if there is an increase of 1 unit of the Emotional Intelligence variable, it will increase the variable value by 15,536 0.419 units.
- The regression coefficient value for variable X2 is -0.762, which means that the variable X2 has a negative influence direction. That is, if there is a decrease in 1 unit of the Quality of Human Resources variable, it will decrease the value of the Employee Performance variable by 0.762 units.

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- d. The regression coefficient value for the X3 variable is 0.279, which means that the X3 variable has a positive influence direction. That is, if there is an increase of 1 unit of Work Discipline variable, it will increase the value of the Employee Performance variable by 0.279 units.
- e. The regression coefficient value for variable Z is 0.263, meaning that the Z

Variable has a positive influence direction. That is, if there is an increase of 1 unit of the Job Satisfaction variable, it will increase the value of the Employee Performance variable by 0.263 units.

a. T test (Model 2)

To see the magnitude of the influence of Emotional Intelligence, Human Resource Quality, Work Discipline and Job Satisfaction on Employee Performance at the Batam Special KSOP, the t test is partially used, while to see the magnitude of the influence, the beta or standardized coefficient numbers are used in Table 8 above :

- The Effect of Emotional Intelligence (X1) on Employee Performance (Y). Based on the results of the study, a significance value of  $0.02 < 0.05$  was obtained, with a t-table value of  $2.045 < t\text{-count of } 3.463$ . The direction of the influence of the coefficient has a positive direction, which means that the higher the Emotional Intelligence, the more high performance too. This means that "Emotional Intelligence has a positive and significant effect on Employee Performance".
- Effect of Human Resources Quality (X2) on Employee Performance (Y). Based on the results of the study, a significance value of  $0.038 < 0.05$  was obtained, with a t-table value of  $2.045 < t\text{-count } 2.175$ . The direction of the influence of the coefficient has a negative direction, which means that the lower the Quality of Human Resources low anyway Employee Performance. Meaning "Quality of Human Resources significant negative effect on Employee Performance".
- Effect of Work Discipline (X3) on Employee Performance (Y). Based on the results of the study, a significance value of  $0.310 > 0.05$  was obtained, with a t - table value of  $2.045 > t\text{-count of } 1.033$ . The direction of the influence of the coefficient has a positive direction, which means that the higher the work discipline, the more high anyway Employee Performance. Meaning "Work Discipline positive and insignificant effect on Employee Performance".
- Effect of Job Satisfaction (Y) on Employee Performance (Y). Based on the research results, a significance value of  $0.056 > 0.05$  was obtained, with a t - table value of  $2.045 > t\text{-count } 1.991$ . The direction of the influence of the coefficient has a positive direction, which means that the higher the Job Satisfaction, the more high performance too. Meaning "Job satisfaction positive and insignificant effect on Employee Performance".

b. Coefficient of Determination (Model 2)

The magnitude of the influence of emotional intelligence, human resource quality, work discipline and job satisfaction on employee performance at the Batam Special KSOP, can be seen in Table 1.9 below, the result is an adjusted R square of 0.517.

**Table 9** R-Square (Model 2)  
Model Summary

Model	R	R Square	Adjusted R	Std. Error of the
1	.759 <sup>a</sup>	.575	.517	3,949

Source: Data processed by SPSS 24.0 2020

This means that the contribution of the influence of Emotional Intelligence, Quality of Human Resources, Work Discipline and Job Satisfaction on Employee Performance at the Batam Special KSOP is 51.7 percent, the remaining 100 percent - 51.7 percent is 48.3. percent is influenced by other variables outside the research model.

c. F Test / Simultaneous Test (Model 2)

Test To see how the influence of all independent variables together on the dependent variable. The basis for decision making by comparing the significance value of the ANOVA Table output results, if Sig <0.05 and the value of F count > F table, then the independent variables together have an effect on the dependent variable.

**Table 10** Anova Table / F Test (Model 2)  
ANOVA

Model		Sum of	df	Mean Square	F	Sig.
1	Regression	612,79	4	153,19	9,82	.000 <sup>a</sup>
	Residual	452,14	29	15,59		
	Total	1064,94	33			

Source: Data processed by SPSS 24.0 2020

The Influence of Emotional Intelligence, Quality of Human Resources, Work Discipline and Job Satisfaction on Employee Performance in Batam Special KSOP. Based on the research results, obtained a significance of 0.000 <0.05, with an F - table value of 2.68 <9.826 F-count. Emotional Intelligence, Quality of Human Resources, Work Discipline and Job Satisfaction have a joint effect on Employee Performance at the Batam Special KSOP.

## 5. CONCLUSION

1. Emotional Intelligence has a significant positive effect on Job Satisfaction
2. Human Resources Quality has a negative and insignificant effect on Job Satisfaction
3. Work Discipline has a significant positive effect on Job Satisfaction
4. Emotional intelligence has a positive and significant effect on employee performance
5. The quality of human resources has a significant negative effect on employee performance
6. Work Discipline has a positive and insignificant effect on employee performance
7. Job Satisfaction has a positive and insignificant effect on employee performance

**THE EFFECT OF EMOTIONAL INTELLIGENCE, QUALITY OF HUMAN RESOURCES AND WORK DISCIPLINE ON EMPLOYEE PERFORMANCE WITH JOB SATISFACTION AS AN INTERVENING VARIABLES IN THE BATAM SPECIAL KSOP OFFICE**

Firdaus Afwindra, Indrayani, Muammar Khaddafi, Ngaliman, Chablullah Wibisono

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This research was only conducted at KSOP Special Batam with a relatively small population and sample of only 34 respondents. This study cannot describe the overall performance conditions of employees in the Batam Special KSOP. So that further research is needed to be more outwardly related to new and comprehensive variables.

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