

## THE EFFECT OF EMOTIONAL INTELLIGENCE AND COMPENSATION ON EMPLOYEE PERFORMANCE MEDIATED BY JOB SATISFACTION



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### Abstract

This study aims to analyze the influence of emotional intelligence and compensation on employee performance mediated by job satisfaction. This study uses a quantitative approach with a population of 80 employees of PT. Hanazono Engineering Indonesia. Data were processed using SPSS software version 26. Data analysis techniques include respondent descriptions, variable descriptions, validity tests, reliability tests, F tests,  $R^2$  tests, t tests, and Sobel Tests. The results of the study state that emotional intelligence has a positive effect on job satisfaction, compensation has a positive effect on job satisfaction, emotional intelligence has a positive effect on employee performance, compensation has no effect on employee performance, job satisfaction has a positive effect on employee performance, job satisfaction mediates the effect of emotional intelligence on employee performance, and job satisfaction mediates the effect of compensation on employee performance.

**Keywords:** Emotional Intelligence, Compensation, Job Satisfaction, Employee Performance

## INTRODUCTION

Private companies are currently expected to be able to face competition. This is supported by a professional workforce that meets competitors' work standards (Subagio, 2015). In this intense competition, performance quality is a key determinant for a company (Gani et al., 2018). Optimal performance is essential to ensure target achievement. Mangkunegara (2021) explains that employee performance is the quality and quantity of work achieved by an employee in carrying out their duties in accordance with their assigned responsibilities.

PT. Hanazono Engineering Indonesia is a private company engaged in the fabrication sector, Serang Regency, Banten Province. The employee performance problem that occurred was experiencing delays in completing several projects during the period 2020 to 2024. This indicates that the performance of PT. Hanazono Engineering Indonesia employees is not optimal in maximizing their performance achievements. From this, to achieve more optimal employee performance in terms of quantity and quality, it is assumed that there are several factors that influence employee performance, including emotional intelligence, compensation and job satisfaction.

Goleman (Noviantoro et al., 2024) explains that emotional intelligence is the ability to motivate oneself and endure frustration, control impulses and not exaggerate pleasure, maintain mood and prevent stress from paralyzing the ability to think, empathize and pray. The results of research by Gunu & Oladepo (2014) show that emotional intelligence affects performance. This research is in line with research by Gong et al. (2019), Rangarajan & Jayamala (2025), Edward & Purba (2020), Krisnanda & Surya (2019), Gani et al. (2018), Ramadhani (2019), Akbar et al. (2022), and Wati & Surjanti (2018) which state that emotional intelligence has a positive effect on employee performance. Meanwhile, the results of research by Ridwan et al. (2024) state that emotional intelligence does not affect employee performance.

Bangun (2012) explains that compensation is a reward paid to employees for the services they contribute to their work. Research conducted by Saman (2020), Asriani et al. (2020), Ramadhani (2019), and Fahlevi & Chalil (2024) indicates that compensation influences employee performance. This research aligns with research by Maizar et al. (2023), Januaryty et al. (2020), and Govinda & Mujiati (2022), which states that compensation has a positive effect on employee performance. Meanwhile, research by Rizal et al. (2014) indicates that compensation has no effect on employee performance.

Gibson et al. (Edison et al., 2022) explain that job satisfaction is a person's attitude toward their work. Research conducted by Berliana et al. (2018), Korir & Ndegwa (2020), Kuncorowati et al. (2022), Barasa et al. (2018), Febrianti et al. (2020), Azhari (2020), and Fahlevi & Chalil (2024) states that job satisfaction influences employee performance. This research is in line with research by Harahap & Tirtayasa (2020) and Govinda & Mujiati (2022), which states that job satisfaction has a positive effect on employee performance. Meanwhile, research by Hanifah (2016) states that job satisfaction has no effect on employee performance.

Previous research by Jufrizen et al. (2022) and Kyoo & Young (2021) found that emotional intelligence influences job satisfaction. This research aligns with research by Elias & George (2012), Atman et al. (2020), Nuraningsih & Putra (2015), Auda (2016), Sani & Soliha (2022), Dewi & Wibawa (2022), and Parawitha & Gorda (2017), which found that emotional intelligence positively influences job satisfaction. Meanwhile, research by Akbar et al. (2020) found that emotional intelligence had no effect on job satisfaction.

Previous research by Fahlevi & Chalil (2024) stated that compensation influences job satisfaction. This research aligns with research by Permadi et al. (2018), Atman et al. (2020), Akbar

et al. (2020), Marina et al. (2023), Riduansah et al. (2021), Adelia & Mujiati (2016), and Govinda & Mujiati (2022), which states that compensation positively influences job satisfaction. Meanwhile, research by Tamali & Munasip (2019) states that compensation has a negative and significant effect on job satisfaction.

Previous research by Winandar et al. (2021) and Rahmawati et al. (2022) suggests that job satisfaction can mediate the effect of emotional intelligence on employee performance. This research aligns with Kirono & Anwar (2024) study, which found that job satisfaction can mediate the positive effect of emotional intelligence on employee performance. Meanwhile, research by Ridwan et al. (2024), Akbar et al. (2020), and Ramadhona et al. (2022) suggests that job satisfaction does not mediate the effect of emotional intelligence on employee performance.

Previous research by Lingga et al. (2023), Usu et al. (2024), Hamdani & Priambodo (2024), and Fahlevi & Chalil (2024) suggests that job satisfaction can mediate the effect of compensation on employee performance. This research aligns with Riza & Fazri (2023) study, which found that job satisfaction can mediate the positive effect of compensation on employee performance. Meanwhile, Utami & Setiawati (2024) study found that compensation does not mediate the effect of compensation on employee performance.

Based on the above issues and the research gap identified in previous studies, this study aims to analyze the influence of emotional intelligence and compensation on employee performance, mediated by job satisfaction. This research was conducted in the context of a fabrication company, PT. Hanazono Engineering Indonesia, in Serang Regency, Banten Province.

## REVIEW OF LITERATURE

### Emotional Intelligence

Goleman (Noviantoro et al., 2024) explains that emotional intelligence is the ability to motivate oneself and persist in the face of frustration, control impulses and avoid overindulging in pleasure, maintain a balanced mood, and prevent stress from crippling the ability to think, empathize, and pray. Goleman (Pratama & Suhaeni, 2017) provides five dimensions for measuring emotional intelligence: self-awareness, self-regulation, motivation, empathy, and social skills. The self-awareness dimension has three indicators: emotional awareness, self-assessment, and self-confidence. The self-regulation dimension has three indicators: self-control, trustworthiness, and vigilance. The motivation dimension has four indicators: drive for achievement, commitment, initiative, and optimism. The empathy dimension has four indicators: understanding others, service orientation, developing others, and coping with diversity. The social skills dimension has nine indicators: influence, communication, leadership, change catalyst, conflict management, networking, collaboration, cooperation, and teamwork.

### Compensation

Bangun (2012) explains that compensation is the reward paid to employees for the services they contribute to their work. Edison et al. (2022) have two dimensions: normative and policy. The normative dimension has seven indicators: wages meet the minimum requirements set by the government, position allowances are commensurate with the workload and responsibilities, wages are distributed commensurate with performance, family allowances are provided outside the minimum wage calculation, other allowances (e.g., side dish allowances) are received monthly without reducing the minimum wage, BPJS allowances are received in accordance with statutory provisions, and holiday allowances are received. The policy dimension has seven indicators: meal allowances upon arrival at work, transportation allowances upon arrival at work, incentive

allowances for meeting targets, annual service allowances, proportional and fair bonuses, annual leave paid by the company, and annual vacations with all employees.

### **Job Satisfaction**

Gibson et al. (Edison et al., 2022) explain that job satisfaction is a person's attitude toward their job. This attitude stems from their perception of their job. There are five dimensions to measure job satisfaction, namely wages, work, promotion opportunities, supervisors, and coworkers. The wage dimension has two indicators, namely the salary/wage i receive is adequate, i am satisfied, and in addition to salary/wage, i receive other benefits. The work dimension has three indicators, namely the work i do is very interesting and enjoyable, i am given ample opportunities to learn, this is very enjoyable, and i am given responsibility and trust in my work. The promotion opportunity dimension has 2 indicators, namely I am satisfied with the existing promotion system because it is carried out transparently based on achievement and I have the same opportunity as others to achieve a better position. The supervisor dimension has 3 indicators, namely the supervisor shows attention by always giving advice to me, the supervisor praises me when I achieve good results, and the supervisor always helps me when I have difficulties in work. The co-worker dimension has 3 indicators, namely my co-worker is quite intelligent and very helpful in working, my co-worker is very pleasant and responsible for his work can be emulated, and my co-worker always encourages me to do my job well so that I feel satisfied.

### **Employee Performance**

Mangkunegara (2021) explains that employee performance is the quality and quantity of work achieved by an employee in carrying out their assigned responsibilities. Mangkunegara (Hardina & Vikaliana, 2020) provides five dimensions for measuring employee performance, namely work quantity, work quality, cooperation, responsibility, and initiative. The work quantity dimension has two indicators, namely speed in completing work and the ability to complete work according to specified targets. The work quality dimension has three indicators, namely neatness in completing work, accuracy in completing work, and work results meeting company expectations. The cooperation dimension has two indicators, namely the ability to work well within a group and the ability to follow directions given by the group. The responsibility dimension has two indicators, namely the ability to account for work results and the ability to make decisions. The initiative dimension has one indicators, namely the ability to use skills to complete work.

### **Hypothesis Development**

#### **The Influence of Emotional Intelligence on Job Satisfaction**

Goleman (Noviantoro et al., 2024) explains that emotional intelligence is the ability to motivate oneself and persist in the face of frustration, control impulses and avoid exaggerating pleasure, maintain a balanced mood, and prevent stress from crippling the ability to think, empathize, and pray.

Jufrizen et al. (2022) and Kyoo & Young (2021) state that emotional intelligence influences job satisfaction. This research aligns with research by Elias & George (2012), Atman et al. (2020), Nuraningsih & Putra (2015), Auda (2016), Sani & Soliha (2022), Dewi & Wibawa (2022), and Parawitha & Gorda (2017), which all state that emotional intelligence has a positive effect on job satisfaction. Based on this explanation, the following can be formulated:

H1: Emotional Intelligence has a positive effect on Job Satisfaction.

#### **The Effect of Compensation on Job Satisfaction**

Bangun (2012) explains that compensation is a reward paid to employees for the services they contribute to their work.

Fahlevi & Chalil (2024) state that compensation influences job satisfaction. This research aligns with research by Permadi et al. (2018), Atman et al. (2020), Akbar et al. (2020), Marina et al. (2023), Riduansah et al. (2021), Adelia & Mujiati (2016), and Govinda & Mujiati (2022), which states that compensation has a positive effect on job satisfaction. Based on this explanation, the following hypothesis can be formulated:

H2: Compensation has a positive effect on Job Satisfaction.

### **The Influence of Emotional Intelligence on Employee Performance**

Gunu & Oladepo (2014) stated that emotional intelligence influences performance. This research aligns with research by Gong et al. (2019), Rangarajan & Jayamala (2025), Edward & Purba (2020), Krisnanda & Surya (2019), Gani et al. (2018), Ramadhani (2019), Akbar et al. (2022), and Wati & Surjanti (2018), which all found that emotional intelligence positively influences employee performance. Based on this explanation, the following hypothesis can be formulated:

H3: Emotional Intelligence has a positive effect on Employee Performance

### **The Effect of Compensation on Employee Performance**

Saman (2020), Asriani et al. (2020), Ramadhani (2019), and Fahlevi & Chalil (2024) found that compensation influences employee performance. This research aligns with research by Maizar et al. (2023), Januarty et al. (2020), and Govinda & Mujiati (2022), which found that compensation has a positive effect on employee performance. Based on this explanation, the following hypothesis can be formulated:

H4: Compensation has a positive effect on employee performance.

### **The Influence of Job Satisfaction on Employee Performance**

Gibson et al. (Edison et al., 2022) explain that job satisfaction is a person's attitude toward their work.

Berliana et al. (2018), Korir & Ndegwa (2020), Kuncorowati et al. (2022), Barasa et al. (2018), Febrianti et al. (2020), Azhari (2020), and Fahlevi & Chalil (2024) state that job satisfaction influences employee performance. This research aligns with research by Harahap & Tirtayasa (2020) and Govinda & Mujiati (2022), which states that job satisfaction positively influences employee performance. Based on this explanation, the following hypothesis can be formulated:

H5: Job Satisfaction positively influences Employee Performance.

### **The Effect of Emotional Intelligence on Employee Performance Mediated by Job Satisfaction**

Winandar et al. (2021) and Rahmawati et al. (2022) stated that job satisfaction can mediate the effect of emotional intelligence on employee performance. This research aligns with the research of Kirono & Anwar (2024), which states that job satisfaction can mediate the positive effect of emotional intelligence on employee performance. Therefore, the research hypothesis is as follows:

H6: The Effect of Emotional Intelligence on Employee Performance is Mediated by Job Satisfaction.

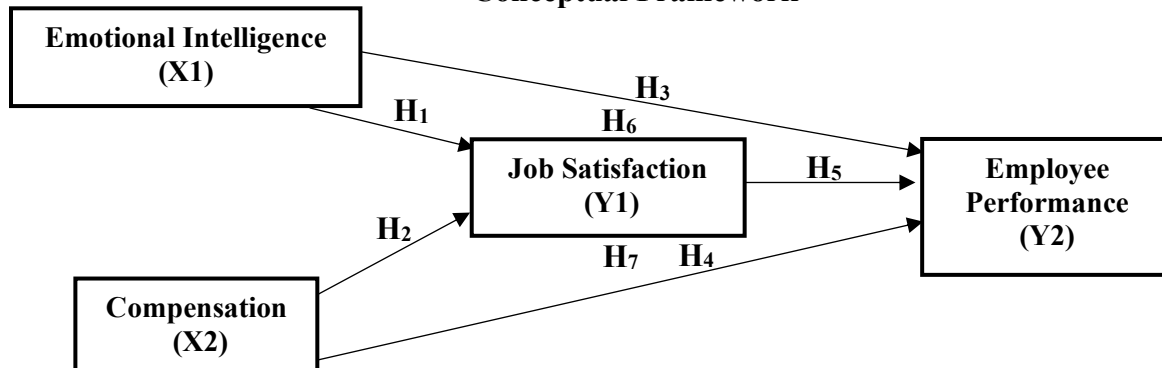
### **The Effect of Compensation on Employee Performance is Mediated by Job Satisfaction**

Lingga et al. (2023), Usu et al. (2024), Hamdani & Priambodo (2024), and Fahlevi & Chalil (2024) state that job satisfaction can mediate the effect of compensation on employee performance. This research aligns with Riza & Fazri's (2023) study, which found that job satisfaction can mediate the positive effect of compensation on employee performance. Therefore, the research hypothesis is as follows:

H7: The Effect of Compensation on Employee Performance is Mediated by Job Satisfaction

The conceptual framework used in this study consists of emotional intelligence, compensation as the independent variable, job satisfaction as the mediating variable, and employee performance as the dependent variable. The graphical model is shown in Figure 1.

**Figure 1**  
**Conceptual Framework**



**RESEARCH METHOD**

This research is an explanatory research, which explains the influence between certain variables through hypothesis testing. The purpose of this study is to analyze the influence of emotional intelligence and compensation on employee performance mediated by job satisfaction. The population used is all employees of PT. Hanazono Engineering Indonesia totaling 80 respondents. Data tabulation uses a Likert Scale 5. The analysis technique uses SPSS software version 26. Data testing includes respondent descriptions, variable descriptions, validity tests, reliability tests, F tests, R<sup>2</sup> tests, t tests, and mediation tests using the Sobel test.

**RESULTS AND DISCUSSION**

**Respondent Description**

**Table 1**  
**Respondent Description**

Category	Criteria	Frequency	Percentage
Age	20-30 years	40	50,0
Gender	Male	59	73,8
Last Education	High School	46	57,5
Length of Service	1-5 years	60	75,0
Job Title/Position	Staff	48	60,0

Source: Data Processed in 2025

Based on table 1, it can be seen that the majority of respondents were aged 20-30 years, as many as 40 people (50%), with male gender as many as 59 people (73.8%), the majority had a high school education as many as 46 people (57.5%), work experience of 1-5 years as many as 60 people (75%), and had a staff position as many as 48 people (60%).

**Variable Description**

**Table 2**  
**Emotional Intelligence Variables**

Indicator	Mean	Indicator	Mean	Indicator	Mean
X1.1	4,29	X1.9	4,36	X1.17	4,16
X1.2	4,25	X1.10	4,39	X1.18	3,96
X1.3	4,46	X1.11	4,29	X1.19	4,08
X1.4	4,35	X1.12	4,34	X1.20	4,16
X1.5	4,41	X1.13	4,18	X1.21	4,34
X1.6	4,45	X1.14	4,19	X1.22	4,36
X1.7	4,47	X1.15	4,34	X1.23	4,39
X1.8	4,45	X1.16	4,36	X1	4,30

Source: Data Processed in 2025

**Table 3**  
**Compensation Variables**

Indicator	Mean	Indicator	Mean
X2.1	4,29	X2.9	4,01
X2.2	4,06	X2.10	3,86
X2.3	4,11	X2.11	3,83
X2.4	3,83	X2.12	3,98
X2.5	3,94	X2.13	3,91
X2.6	4,38	X2.14	3,81
X2.7	4,41	X2	4,03
X2.8	4,05		

Source: Data Processed in 2025

**Table 4**  
**Job Satisfaction Variables**

Indicator	Mean	Indicator	Mean
Y1.1	4,31	Y1.8	4,14
Y1.2	4,00	Y1.9	4,15
Y1.3	4,26	Y1.10	4,25
Y1.4	4,39	Y1.11	4,35
Y1.5	4,33	Y1.12	4,33
Y1.6	4,24	Y1.13	4,28
Y1.7	4,28	Y1	4,25

Source: Data Processed in 2025

**Table 5**  
**Employee Performance Variables**

Indicator	Mean	Indicator	Mean
Y2.1	4,31	Y2.6	4,24
Y2.2	4,00	Y2.7	4,28
Y2.3	4,26	Y2.8	4,25
Y2.4	4,39	Y2.9	4,35
Y2.5	4,33	Y2.10	4,33
Y2.6	4,24	Y2	4,28
Y2.7	4,28		

Source: Data Processed in 2025

The mean value of 4.30 in Table 2 for emotional intelligence indicates that respondents tend to agree with 23 indicators. The mean value of 4.03 in Table 3 for compensation indicates that respondents tend to agree with 14 indicators. The mean value of 4.25 in Table 4 for job satisfaction indicates that respondents tend to agree with 13 indicators. Furthermore, the mean value of 4.38 in Table 5 for employee performance indicates that respondents tend to agree with 10 indicators.

**Validity Test Results**

**Table 6**  
**Validity Test Results**

Variable	KMO	Component Matrix	Criteria
Emotional Intelligence	0,834	>0,5	Valid
Compensation	0,895	>0,5	Valid
Job Satisfaction	0,877	>0,5	Valid

Employee Performance	0,881	>0,5	Valid
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Source: Data Processed in 2025

Based on table 6, it can be shown that the KMO of emotional intelligence, compensation, job satisfaction, and employee performance is greater than 0.5, thus it can be concluded that the sample adequacy is met. The component matrix value of 23 emotional intelligence indicators, as many as 20 indicators have a component matrix >0.5 so they are declared valid. Meanwhile, 3 indicators, namely X1.1, X1.11, and X1.13 have a component matrix value <0.5 so they are declared invalid and excluded from further analysis. The component matrix value of 14 compensation indicators, 13 job satisfaction indicators, and 10 employee performance indicators has a value >0.5 meaning all indicators are valid.

**Reliability Test Results**

**Table 7**  
**Reliability Test Results**

Variable	Cronbach's Alpha	Cut-off	Criteria
Emotional Intelligence	0,921	>0,7	Valid
Compensation	0,951	>0,7	Valid
Job Satisfaction	0,928	>0,7	Valid
Employee Performance	0,951	>0,7	Valid

Source: Data Processed in 2025

Based on table 7, it can be shown that Cronbach's alpha for emotional intelligence, compensation, job satisfaction, and employee performance is >0.7, meaning that all variables are declared reliable.

**Results of Multiple Linear Regression Analysis**

**Table 8**  
**Results of Multiple Regression Analysis**

Model	Independent Variables	Adjusted R <sup>2</sup>	Anova		Standardized Coefficients		Information
			F	Sig	Beta	Sig	
<b>Model I: Y1 = 0,235 X1 + 0,638 X2</b>							
<b>Model I:</b> The Influence of Emotional Intelligence and Compensation on Job Satisfaction	Emotional Intelligence	0,623	66,232	0,000	0,235	0,006	Hypothesis 1 is accepted
	Compensation				0,638	0,000	Hypothesis 2 is accepted
<b>Model II: Y2 = 0,381 X1 - 0,239 X2 + 0,681 Y1</b>							
<b>Model II:</b> The Influence of Emotional Intelligence,	Emotional Intelligence	0,605	41,315	0,000	0,381	0,000	Hypothesis 3 is accepted
	Compensation				-0,239	0,039	Hypothesis 4 is rejected

Compensation and Job Satisfaction on Employee Performance	Employee Performance				0,681	0,000	Hypothesis 5 is accepted
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Source: Data Processed in 2025

**Based on table 8, the test results for Model I can be shown:**

- a. The F-test results show a significant value of  $0.000 < 0.05$ , indicating a good fit for further analysis.
- b. The coefficient of determination test results show an adjusted R2 of 0.623, indicating that the emotional intelligence and compensation variables explain 62.3% of the job satisfaction variable, while the remaining 37.7% is explained by variables outside the research model.
- c. H1: Emotional intelligence has a positive effect on job satisfaction.  
The significant value of  $0.006 < 0.05$  and the beta value of 0.235 are positive, indicating that emotional intelligence has a positive effect on job satisfaction. Therefore, H1 is accepted.  
H2: Compensation has a positive effect on job satisfaction.  
The significant value of  $0.000 < 0.05$  and the beta value of 0.638 are positive, indicating that compensation has a positive effect on job satisfaction. Therefore, H2 is accepted.

**Based on table 8, the test results for Model II can be shown:**

- a. The F-test results show a significant value of  $0.000 < 0.05$ , indicating a good fit for further analysis.
- b. The coefficient of determination test results obtained an adjusted R2 of 0.605, indicating that emotional intelligence, compensation, and job satisfaction explain 60.5% of employee performance, while the remaining 39.5% is explained by variables outside the research model.
- c. H3: Emotional intelligence has a positive effect on employee performance.  
The significant value of  $0.000 < 0.05$  and the beta value of 0.381 are positive, indicating that emotional intelligence has a positive effect on employee performance. Therefore, H3 is accepted.  
H4: Compensation has a positive effect on employee performance.  
The significant value of  $0.039 < 0.05$  and the beta value of -0.239 are negative, indicating that compensation has a negative effect on employee performance. Therefore, H4 is rejected.  
H5: Job satisfaction has a positive effect on employee performance  
The sig value is  $0.000 < 0.05$  and the beta value is 0.680, indicating that job satisfaction has a positive effect on employee performance. Therefore, H5 is accepted.

**Mediation Test Results**

**H7: The effect of emotional intelligence on employee performance is mediated by job satisfaction.**

**Table 9**  
**Mediation Test 1**

Variable	Sobel test statistic	One-tailed probability	Two-tailed probability	Information
X1 → Y1 → Y2	1,966	0,024	0,049	Hypothesis 6 is accepted

Description: X1=Emotional Intelligence; Y1=Job Satisfaction; Y2 = Employee Performance, Two-tailed probability with a significance level <0.05 is 0.049

Based on Table 9, the two-tailed probability value of 0.049 < 0.05 means that job satisfaction mediates the effect of emotional intelligence on employee performance. Thus, H6 is accepted.

**H7: The effect of compensation on employee performance is mediated by job satisfaction.**

**Table 10**  
**Mediation Test 2**

Variable	Sobel test statistic	One-tailed probability	Two-tailed probability	Information
X2 → Y1 → Y2	5,480	0,000	0,000	Hypothesis 7 is accepted

Description: X2 = Compensation; Y1 = Job Satisfaction; Y2 = Employee Performance, Two-tailed probability with a significance level <0.05 is 0.000

Based on Table 10, the two-tailed probability value of 0.000 < 0.05 means that job satisfaction mediates the effect of compensation on employee performance. Thus, H7 is accepted.

**Emotional Intelligence Positively Influences Job Satisfaction**

Based on respondents descriptions, the majority of employees aged 20-30 with a high school education indicated that they are of productive age, actively working, and driven by self-development. In this context, emotional intelligence is a crucial skill for employees in managing emotions, adapting to the work environment, and building positive work relationships. This ability contributes to a comfortable work environment, which in turn increases employee job satisfaction.

Based on the description of the emotional intelligence variable, several indicators have mean values above the mean, including self-confidence, self-control, trustworthiness, alertness, drive to achieve, commitment, initiative, optimism, service orientation, influence, communication, collaboration, cooperativeness, and teamwork. This condition reflects that good emotional intelligence can create a positive work atmosphere and support feelings of comfort and satisfaction with one's work.

Employees with high levels of emotional intelligence tend to be able to recognize, understand, and manage their own emotions and those of others effectively in the work environment. This ability fosters a comfortable work environment, thereby increasing employee satisfaction with their work. The better an employee's emotional intelligence, the higher their perceived level of satisfaction. This finding is supported by Jufrizen et al. (2022) and Kyoo & Young (2021), who state that emotional intelligence influences job satisfaction.

This research aligns with research by Elias & George (2012), Atman et al. (2020), Nuraningsih & Putra (2015), Auda (2016), Sani & Soliha (2022), Dewi & Wibawa (2022), and Parawitha & Gorda (2017), which states that emotional intelligence positively influences job satisfaction.

### **Compensation Has a Positive Influence on Job Satisfaction**

Based on respondents descriptions, the majority of employees were aged 20-30 with a high school education, were male, had 1-5 years of service, and held staff positions. This indicates that respondents were of productive age and still in the early to mid-career stages. At this stage, compensation plays a crucial role as a form of organizational recognition that can provide a sense of security and increase employee job satisfaction.

Based on the description of compensation variables, several indicators have a mean value above the mean of the variable, including wages that have met the minimum elements set by the government, existing position allowances are in accordance with the workload and responsibilities carried, wages distributed are in accordance with the achievements produced, receiving BPJS allowances in accordance with the provisions stipulated in the law, receiving holiday allowances, receiving meal allowances every time they come to work. This condition indicates that the basic needs and welfare of employees have been met, thus creating a positive perception of the compensation provided and increasing job satisfaction.

The better the compensation provided by the company, the higher the level of job satisfaction experienced by employees. This finding is supported by Fahlevi & Chalil (2024), who stated that compensation influences job satisfaction. This research aligns with research by Permadi et al. (2018), Atman et al. (2020), Akbar et al. (2020), Marina et al. (2023), Riduansah et al. (2021), Adelia & Mujiati (2016), and Govinda & Mujiati (2022), which states that compensation has a positive effect on job satisfaction.

### **Emotional Intelligence Has a Positive Influence on Employee Performance**

Based on respondents descriptions, the majority of employees are male, have a high school education, have worked for 1-5 years, and hold staff positions. This indicates that employees are of productive age and actively working, requiring them to adapt to the work environment, manage work pressure, and maintain good working relationships to support optimal performance.

Based on the description of emotional intelligence variables, several indicators have mean values above the mean, including self-confidence, self-control, trustworthiness, alertness, drive to achieve, commitment, initiative, optimism, service orientation, influence, communication, collaboration, cooperativeness, and teamwork. This condition reflects employee emotional readiness, which encourages employees to work with greater focus, discipline, responsibility, and the ability to carry out tasks optimally.

Each employee has a different level of emotional intelligence, depending on their ability to manage their personal emotions. Well-managed emotional intelligence allows employees to demonstrate a positive attitude, maintain emotional stability, and behave professionally in the workplace. These conditions contribute to improved performance outcomes. This finding is supported by research by Gunu & Oladepo (2014), which states that emotional intelligence influences performance. This research is in line with research by Gong et al. (2019), Rangarajan & Jayamala (2025), Edward & Purba (2020), Krisnanda &

Surya (2019), Gani et al. (2018), Ramadhani (2019), Akbar et al. (2022), and Wati & Surjanti (2018), which states that emotional intelligence positively influences employee performance.

### **Compensation Does Not Affect Employee Performance**

Adequate employee compensation is expected to drive performance improvements, such as providing salaries, incentives, and benefits commensurate with work contributions. However, among respondents, the majority of whom held staff positions and had worked for 1-5 years, compensation tended to be perceived as a basic right. This perception has prevented compensation from becoming a primary driver for employee performance improvement.

Based on the description of compensation variables, there are several indicators with mean values below the variable mean, including receiving family allowances outside the minimum wage calculation, receiving other allowances (for example, side dish allowances) that are fixed every month without reducing the UMK, receiving transportation allowances every time they come to work, receiving incentive allowances if they meet targets, receiving service allowances every year, providing bonuses that are carried out proportionally and fairly, receiving annual leave money from the company, and taking a vacation with all members every year. This condition shows that additional compensation has not been felt optimally by employees, so that compensation is perceived more as a fulfillment of rights, not as a driving factor for improving performance.

Based on the results of the hypothesis testing, it was found that compensation had no effect on employee performance. This indicates that employee performance is not entirely determined by the level of compensation received, but rather is influenced by other factors, such as job satisfaction. This finding aligns with research by Rizal et al. (2014), which found that compensation has no effect on employee performance.

### **Job Satisfaction Has a Positive Influence on Employee Performance**

Based on respondents descriptions, the majority of employees are aged 20-30, have a high school education, have worked for 1-5 years, and hold staff positions. This indicates that the respondents are of a productive working age. At this stage, job satisfaction plays a crucial role in shaping employees' work attitudes, discipline, and commitment to carrying out their duties and responsibilities.

Based on the description of job satisfaction variables, several indicators have a mean value above the mean of the variable, including the salary/wages received are appropriate and I feel satisfied, the work I do is very interesting and enjoyable, I am given the widest opportunity to learn, this is very enjoyable, I am given responsibility and trust in the work and I feel satisfied, I have the same opportunity as others to achieve a better position, the supervisor always helps me when I have difficulties in work, my coworkers are quite intelligent and very helpful in working, my coworkers are very pleasant and responsible for their work and can be emulated, coworkers always encourage me to carry out my work well so I feel satisfied. This condition shows that a high level of job satisfaction encourages employees to work more seriously and contribute optimally, thus affecting employee performance.

Employees who are satisfied with their jobs tend to have higher work motivation and are able to complete tasks more effectively. Therefore, a high level of job satisfaction can drive improvements in the quality and quantity of employee performance. This finding is supported by research by Berliana et al. (2018), Korir & Ndegwa (2020), Kuncorowati et al.

(2022), Barasa et al. (2018), Febrianti et al. (2020), Azhari (2020), and Fahlevi & Chalil (2024), which states that job satisfaction influences employee performance. This research aligns with research by Harahap & Tirtayasa (2020) and Govinda & Mujiati (2022), which states that job satisfaction positively influences employee performance.

### **Emotional Intelligence Has a Positive Influence on Employee Performance Mediated by Job Satisfaction**

Based on respondents descriptions, the majority of male employees are aged 20-30, with a high school education, 1-5 years of service, and hold staff positions. This indicates that these employees are in their productive age and face relatively high job demands. Therefore, the ability to manage emotions, manage work pressure, and build effective work interactions is crucial. Emotional intelligence serves as a personal skill that helps employees cope with the demands of their jobs and the work environment.

Based on the description of emotional intelligence variables, several indicators have mean values above the mean, including self-confidence, self-control, trustworthiness, alertness, drive to achieve, commitment, initiative, optimism, service orientation, influence, communication, collaboration, cooperativeness, and teamwork. This condition indicates that good emotional intelligence encourages job satisfaction, further motivating employees to work more optimally and improve their performance.

The results of the study indicate that job satisfaction plays a significant role as a mediating variable in the relationship between emotional intelligence and employee performance. This means that high emotional intelligence can improve employee performance through increased job satisfaction. This finding is supported by research by Winandar et al. (2021) and Rahmawati et al. (2022), which states that job satisfaction can mediate the effect of emotional intelligence on employee performance. This research aligns with research by Kirono & Anwar (2024), which states that job satisfaction can mediate the positive effect of emotional intelligence on employee performance.

### **Compensation Has a Positive Influence on Employee Performance Mediated by Job Satisfaction**

Based on respondents descriptions, the majority of male employees are aged 20-30 years old with a high school education, 1-5 years of service, and hold staff positions. This indicates that respondents are in a productive work phase, so meeting financial needs and a sense of fairness in employee compensation are key concerns. Compensation provided appropriately and commensurate with employee contributions plays a crucial role in fostering a positive work attitude and driving performance improvement.

Although the test results show that compensation does not affect employee performance. Based on the description of the compensation variable, there are indicators with a mean value below the mean of the variable, such as receiving family allowances outside the minimum wage calculation, receiving other allowances (for example, side dish allowances) that are fixed every month without reducing the UMK, receiving transportation allowances every time they come to work, receiving incentive allowances if they meet targets, receiving service allowances every year, providing bonuses that are carried out proportionally and fairly, receiving annual leave money from the company, and taking a vacation with all members every year. This shows that compensation has not been fully perceived as a direct driver of performance, but perceptions of compensation contribute to shaping employee job satisfaction.

The results of the study indicate that job satisfaction acts as a mediating variable that strengthens the influence of compensation on employee performance. By fulfilling job satisfaction, compensation provided by the company is not only seen as a financial reward, but also as a form of appreciation that encourages improved performance. This finding is supported by research by Lingga et al. (2023), Usu et al. (2024), Hamdani & Priambodo (2024), and Fahlevi & Chalil (2024) which states that job satisfaction can mediate the effect of compensation on employee performance. This research is in line with the research of Riza & Fazri (2023) which states that job satisfaction can mediate the positive effect of compensation on employee performance.

## CONCLUSION

Based on the results of hypothesis testing, it can be concluded that emotional intelligence has a positive effect on job satisfaction, compensation has a positive effect on job satisfaction, emotional intelligence has a positive effect on employee performance, compensation has no effect on employee performance, job satisfaction has a positive effect on employee performance, job satisfaction mediates the effect of emotional intelligence on employee performance, and job satisfaction mediates the effect of compensation on employee performance.

Practically, these results are useful for organizations, particularly in the manufacturing sector, as a basis for formulating policies that support the development of emotional intelligence and employee compensation management to improve job satisfaction and performance. This study still has limitations, particularly related to the sample size and characteristics. Therefore, further research is recommended to expand the number of respondents, involve various industrial sectors, and include other variables that could potentially influence employee performance.

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