

## Enhancing Employee's Accomplishments Through Job Satisfaction and Emotional Intelligence: Does Motivation Play a Mediating Role?

Dr. Anupum Sharma<sup>1</sup>, Dr. S. Varalakshmi<sup>2</sup>, Dr. Chandra Sekhara Reddy Kamireddy<sup>3</sup>,  
Krishna Murthy Meesaala<sup>4\*</sup> and Dr. Kaipa Raghu Ram<sup>5</sup>

<sup>1,3,&4</sup>Faculties, Department of Business Studies, College of Economics and Business Administration, University of Technology and Applied Sciences, Sultanate of Oman.

<sup>2</sup>Assistant Professor, Mazoon College, Sultanate of Oman,

<sup>5</sup>Department of Management, NSB Academy, Bengaluru, India,

<sup>1</sup>[anupum.sharma@utas.edu.om](mailto:anupum.sharma@utas.edu.om), <sup>2</sup>[s.varalakshmi@mazcol.edu.om](mailto:s.varalakshmi@mazcol.edu.om), <sup>3</sup>[chandrasekhra.reddy@utas.edu.om](mailto:chandrasekhra.reddy@utas.edu.om),

<sup>4</sup>[krishna.murthy@utas.edu.om](mailto:krishna.murthy@utas.edu.om) and <sup>5</sup>[raghuram@nsb.edu.in](mailto:raghuram@nsb.edu.in)  
[krishna.murthy@utas.edu.om](mailto:krishna.murthy@utas.edu.om)

**How to cite this article:** Anupum Sharma, S. Varalakshmi, Chandra Sekhara Reddy Kamireddy, Krishna Murthy Meesaala, Kaipa Raghu Ram (2024). Enhancing employee's accomplishments through job satisfaction and emotional intelligence: Does Motivation play a mediating role? *Library Progress International*, 44(3), 14773-14783.

### ABSTRACT

This particular study was conducted to identify the determinants of emotional intelligence and job satisfaction on employee accomplishments mediated by employee motivation. The study also proposed as explanatory approach by using quantitative technique with the help of teaching and non-teaching staff of various educational institutions as sample respondents in Sultanate of Oman. Total of 173 respondents have been taken for the investigation by analysing regression technique. The data in the study shows there is no collinearity issues in the data which qualify for further analysis. This part of the research is proposed to detect the insightful outcomes for further study on employee emotional intelligence, employee job satisfaction, employee motivation and employee performance by considering samples of various industrial sectors.

This specific research study is also expected to provide understandings for educational institutions for establishing different policies to resolve the issues of educational institutions of both private and public sector. It is ensured there is definite and significance association among employee performance and employee emotional intelligence and job satisfaction which concluded that 63.6% of the employee performance is explained by emotional intelligence of employees and employee job satisfaction. The second part of the research shows positive association between employee performance and employee emotional intelligence, job satisfaction of employee and employee motivation which is concluded as 99.6% employee performance is influenced by employee motivation which is mediator of EI and job satisfaction.

**Keywords:** Emotional Intelligence, Job Satisfaction, Employee Motivation and Employee Performance

### INTRODUCTION

Employees achievements are governed by the discharge of employee tasks and responsibilities as part of employee performance (Samsuddin H 2018). Overall accomplishment of an entity is inclined by the sustainable increase in employee performance (Putra R et al., 2021). Strengthening the intensity in employee performance is the objective of every organization that improves productivity which subsequently survives in the global competition (Pratama A Y & Suhaeni T 2017). Raise in employee performance depends on the optimistic results in organization, which increase in the growth and development of the entity and productivity. Decrease in employee performance be determined by on the negative impact of the organization, less consumer satisfaction and company efficacy (Goni, G. H et al., 2021). Employee motivation and employee intelligence helps to achieve employee goals through disciplined activities with a development in performance. (Pratama A Y., & Suhaeni, T 2017). A management approach is required to use effective Human Resources and enhanced institutions success which is significant for business entities (Jena, L.K., & Pradhan, R. K 2017). Emotional intelligence is defined as social intelligence, capability to determine and manage people to behave consciously in human relationships. Emotional Intelligence consists of fixed skills interrelated and the capacity to perceive, evaluate, and extract emotions precisely. It is also referred as the ability to find and induce, facility to find the

emotions and information. Moreover, it is the capability to evaluate the emotions and emotional knowledge (Contreras-Pacheco, O. E., et., al., 2019).

Employees job satisfaction is the outcome of the combination of the psychological and environmental factors implied as the state in which the employee feels contented with the job (Hoopock, 1935). Employees job satisfaction is a feeling towards an employee's current job (Vroom, 1964). Job satisfaction is a major concern in all job situations. Therefore, the Job satisfaction is the cheerful outlook of the individuals' outcome of the various physiological and environmental factors. EI is the capability to manage one's emotions logically. EI is a group of learned expertise with proficiencies that prophesy positive results at back home with one's family as well as work. People who have EI are healthy, less unhappy, productive at work and have better personal associations (Amabile, T 1988). Emotional Intelligence is referred as a facility to inspire themselves in a complex condition, decrease any reckless emotion, and have compassion with others (Goleman, 1998). EI identified to be one of the key factors affecting the performance of leaders that affects job satisfaction for different jobs (Bar-On, R. 2000). The main constituents of Emotional Intelligence highlighted as the identification of self-emotions, emotions of others, differentiating between the competence to utilize emotive knowledge in one is intellectual and action (Mayer, and Stevens 1994).

Employees with higher emotional intelligence administer emotions efficiently, create extraordinarily strong associations and possess effective communication skills. Emotional Intelligence helps to manage work stress effectively, manage conflicts and to facilitate change in the work atmosphere (Contreras-Pacheco, O. E., et., al., 2019). There is a positive association between EI and the performance of employees (Pratama A. Y., & Suhaeni, T 2017). Job satisfaction motivates employees to perform their assigned duties effectively. Higher job satisfaction of the employees inherently or extrinsically encourages employees to achieve effective goals to reach higher results with improved productivity and performance. Satisfaction at the workplace shows a considerable impact on performance (Kuswati Yetri 2020). EI mediates the correlation among employee's emotional intelligence and employees job satisfaction that has positive impact. This research study has been carried out to assess the role of EI and satisfaction at workplace on employee performance mediating the influence of staff motivation in educational institutions by considering both teaching and non-teaching staff. This specific study would help the management of both public and private educational institutions to identify the issues relating to the employee's performance which are influenced by the emotional intelligence, job satisfaction and employee motivation. It is also help them to regulate necessary policies to get rid of the issues and to have a peaceful work environment at the workplace. Outcome of the analysis of this study showed that there is substantial connection among performance of the staff and EI and satisfaction at work. It is also found there is important link among employee performance and emotional intelligence, job satisfaction and motivation of employees.

#### **SIGNIFICANCE AND SCOPE OF THE STUDY**

Motivation and emotional intelligence build a good environment and employee performance. Employee performance in terms of quality and quantity attained by discharging the duties and accepting the commitments (Ansory, Al Fadjar., et al, 2018). Employee performance refers to the job achievements employing the required activities related to assigned duties, specified job profile, and caring employee circle (Karakas F 2010). Employees possessing high motivation own higher quality or work. The employees show maximum attention on the job performance and focus with maximum attention along with colleagues to reach the high principles to complete the tasks on time that subsequently enhance the productivity. Employee motivation shares a positive association with employee performance. Stress management is a significant factor that is managed with the help of emotional intelligence for effective performance and productivity (Setyaningrum, R., et al., 2016). Higher emotional intelligence manages emotions effectively and efficiently in the assigned duties and activities. Higher emotional intelligence leads to higher level of employee commitment (Shafa D. A., et. al., 2021).

Employees with higher level of emotional intelligence incline to involve hugely with the work. Increase in emotional intelligence results in maximum performance along with the employee motivation to solve the conflicts and related issues. This would help to reduce the complication easily and to enhance better results. Employee motivation intervene the association among EI and performance of the staff that has significant and positive impact. The turnover and profitability also recognized based on Job satisfaction. (Greiner and Ennsfellner 2010). Higher job satisfaction is connected with higher level of employee motivation. It is imperative that the employees having more job satisfaction have intended to have higher motivation to reach the objectives, contribute and connected with emotional intelligence to work activities (Larasati., et., al., 2014). Higher job satisfaction helps the employees to motivate and involve in the work activities effectively, focus on the work activities and involved in the tasks. High level of job satisfaction helps to achieve with the high level of commitments. Higher level of emotional intelligence with employee motivation produces better results (Lestari, D. E., 2022).

Recognition of one's emotion and identifying the different emotions of the other's reflected in one's behavior (Mayer and Salovey, 1993). (Greiner and Ennsfellner, 2010) highlighted employees emotional intelligence used to intend productivity in the form of self-emotional awareness, emotional motivation, emotional control, and behavior. Past research has indicated that EI caused a significant impact on satisfaction of staff (Kerr et al., 2006); (MacCann et al., 2020); (Malik & Shujja, 2013). Researchers namely, (Scaduto, A., 2008) emphasized a significant and significant correlation between emotional intelligence and work satisfaction. It is also predicted that job satisfaction can be enhanced with the help of improving their EI through training, improving the facilities, and required satisfaction (Din, G. R. A., 2021).

The current global environment requires better inter-relationships, understanding and more productivity. Most of the researchers revealed that there is an extremely highly substantial bond among EI and Satisfaction of the staff. Although it exhibits title of the staff do not change satisfaction of staff and EI, capability and connubial mode have significant effects on both (Ealias and George, 2012). Burnout, a state of complete exhaustion in terms of mental, physical, and emotional that leads to stress is also affected by EI which in turn will affect job satisfaction and job activity of the managers (Psilopanagioti et al. 2012). The study focusses on determining the association among EI, work satisfaction and motivation of the staff and performance. The research study has helped to identify the emotional intelligence influence on work motivation, job satisfaction influence on employee motivation, emotional intelligence influence on employee performance, job satisfaction stimulus on performance and employee motivation effect on performance of the employee.

### **LITERATURE REVIEW**

In research, between emotional intelligence and job performance an investigation was done to find the importance of EI as a predictor on the performances like academic performance, job performance, negotiation, leadership, emotional labor, trust, work-family conflict, and stress. The meta-analysis was to evaluate the previous studies on the effect of Emotional intelligence on job performance (Katebi, A., et., al., 2022). It was ascertained that, EI accounts for exceptional variance in envisaging job performance beyond the Five Factor Model (FFM) and cognitive ability. (Churchill et al, 2018), identified some of the factors that affect job satisfaction, such as bosses, wages, jobs, and colleagues. Motivation is a psychological practice comprised of energy, direction, and persistence. (Robbins et al, 2011). The word Motivation is derived from the word "movere" a Latin word, the meaning of that is to move. Motivation theories states that one of the least supplied needs motivate majority of people. Motivational practices do not reflect the full consideration of the expectations of the employees (Petronio and Colacino, 2008). The difference between the expectations, needs, and values of the employees about the work and what it delivers is elucidated by job satisfaction. Managers are having an agreement on the idea that motivation is a significant indicator of job performance in organizations but the consensus on the explanation of motivation is lacking (Heslop et al., 2002).

Employees are the most important among all the available resources as they have inordinate potential to improve a firm's overall performance. Bearing in mind the prominence of human resources in the success of an organization, the significance of employee satisfaction and work motivation is increasing companies (Stefurak et al., 2020). A study that analyzed the effect of work motivation on the satisfaction of staff and the effect of the work environment on the satisfaction of staff at a private university indicate that motivation effect on job satisfaction was highly significant. This study proves both theoretical and previous empirical studies affirmed that increasing motivation at work leads to better job satisfaction. Motive factors, the ones that make individuals act in a certain way. Job achievement and career progression are established to increase job satisfaction among staff (Sahinidis & Bouris, 2008); (Santos- Vijande et al 2021). It was observed in the employees shown to receive low incentives both monetary as well as non-monetary along with the low appreciation as equated with their managerial equals. The pay and other fringe benefit the managerial levels earn are twice or triple times more than the other positions.

In research on examining the role of motivation by (Kumari et al, 2021), a significant impact of motivation and rewards determined on the employee performance. It also demonstrated that financial rewards play the most key role in motivating employees. Although intrinsic motivation also has a significant effect on employee's productivity. Another research analyzed the effect of motivation and job satisfaction on performance with employee engagement as a facilitating variable. The Empirical findings proved that motivation has a positive effect on the performance of employees. Although, job satisfaction is independent, Employee engagement is not directly found to affect employee performance, yet the effect of mediation through motivation and job satisfaction can be found to have a significant effect on employee performance (Riyanto, Endri and Herlisha, 2021). The dimension of work motivation regulates the goals, behavioral perseverance, and work-related passion that every organization requires, (Virgiawan et al, 2021); (Arshadia, 2010). Demotivation affects the welfare of the people who are directly connected to it which in turn negatively impacts their work in terms of performance that creates prohibitive costs to organization (Kakepoto et al., 2012). To enhance job satisfaction and to enhance employee performance a company must look in to these demotivational practices in their

organization otherwise the declined productivity will lead to huge losses (Aung, Santoso and Dodanwala, 2023).

Job Satisfaction anticipated a positive linear change in the two major financial indicators of an organization's performance. The results of the study showed the effects of Job satisfaction on the performance of an organization that establishes with the passage of time and not immediately (Kessler et al, 2020). Job satisfaction is defined in several ways and contented or positive emotions that is the result by assessing someone's work and work experience (Permana et al., 2021). Performance is an important valuation for a company for its sustainability (Zhang 2010). Performance also evaluates the role of employees in completing the responsibilities mentioned in the formal contract given to them by the company (Biswas, 2009). Employee performance comprises controlled behavior that provides limits for inappropriate behavior (Dewettinck & van Ameijde, 2011). Employee performance appraisal gives feedback based on programs that are arranged to improve the performance of employees by developing their skills to maximize their capabilities (Cascio, 2014). Another study conducted to understand the effect of the de-motivational practices on the job satisfaction and performance of the employees and identified that job satisfaction is direct predecessor of the job performance. Job satisfaction is the mediating factor between the demotivational factors and job performance, the demotivational practices like inadequate reward system and no recognition, affects the job satisfaction that further affects the employee performance (Aung, Santoso and Dodanwala, 2023).

## RESEARCH METHODOLOGY AND DATA ANALYSIS

This specific research study is explanatory type proposed to measure the association between given variables namely, independent, and dependent nature. This is also a type of quantitative research to identify the relationship between emotional intelligence, satisfaction of employees, employee motivation, and employee performance. The researchers have considered the teaching and non-teaching multinational staff working in Sultanate of Oman in various educational institutions. A questionnaire has been prepared and circulated to 213 respondents but only 173 respondents have answered the questionnaire from various educational institutions selected in the study. The researchers have used a stratified method of probability sampling by dividing the samples into two categories namely teaching and non-teaching staff and all the respondents had an equal opportunity to respondent to the questionnaire circulated. Researchers have used Cronbach Alpha co-efficiencies to assess the validity of the questionnaire. Regression analysis is carried out to measure the association among the variables considered with the help of latest version of SPSS software.

**Table No.1**

Variables	Cronbach Alpha Co-efficiencies
Emotional Intelligence	0.905
Job Satisfaction	0.893
Employee Motivation	0.921
Employee Performance	0.936

*Source:* Questionnaire

The above table No.1 shows the Cronbach Alpha co-efficient validate the reliability of the questionnaire as the assessment values are greater than 0.70. It shows positive and significant to evaluate the validity of the questionnaire before proceeding for the statistical analysis. (Fornell & Larcker 1981). Regression analysis is proposed to conduct and to decide the correlation between the employee's emotional intelligence and employee performance, satisfaction of employee and employee performance and motivation and employee performance.

**Table No.2**

Collinearity Diagnostics <sup>a</sup>						
Model	Dimension	Eigenvalue	Condition Index	Variance Proportions		
				(Constant)	Job Satisfaction	Emotional Intelligence
1	1	2.910	1.000	.00	.01	.01
	2	.064	6.756	.01	.69	.41
	3	.027	10.462	.99	.30	.58
2	1	3.878	1.000	.00	.00	.00
	2	.081	6.907	.02	.09	.39
	3	.027	12.055	.79	.16	.53
	4	.034	11.800	.18	.75	.08

*Source:* Questionnaire

The above table No.2 shows the collinearity that occur when the study has two predictors with strong higher correlation. Collinearity is connection between the given independent variable without considering dependent variables. The above table shows the collinearity value, with condition index value above 15 resulting

collinearity problem. All the variables in the above table are less than 15 and considered noncollinearity which is useful for further analysis of the data.

### Descriptive Analysis

**Table No.3**

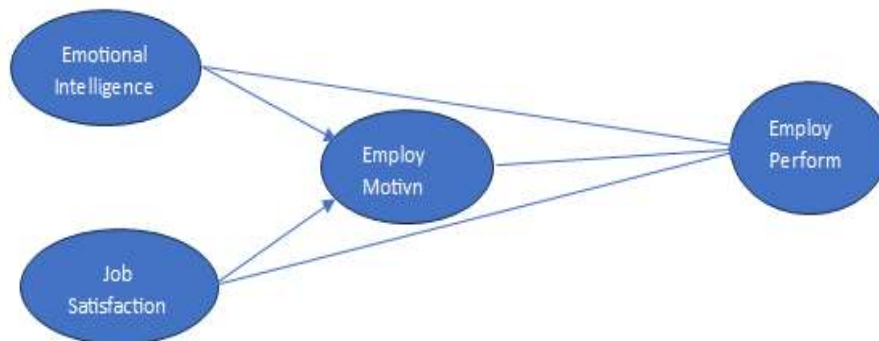
Descriptive Statistics			
Variables	Mean	Std. Deviation	N
Employee Performance	3.21	.849	173
Job Satisfaction	3.25	.955	173
Emotional Intelligence	3.21	.837	173
Employee Motivation	3.21	.838	173

*Source:* Questionnaire

The above table No.3 of descriptive analysis shows that standard deviation of employee performance 0.849, Job satisfaction 0.955, Emotional Intelligence 0.837 and employee motivation 0.838. Standard deviation is a measure of data scattering to identify the data falls from the arithmetic mean. The mean values of the variables show 3.21, 3.25, 3.21 and 3.21 for employee performance, employee job satisfaction, employee emotional intelligence, and motivation of employees respectively.

### Theoretical Framework

**Diagram No.1**



*Source:* Questionnaire

The above pictorial diagram depicts the association between the variables considered in the study. The research object is to identify the relationship among variables namely employee emotional intelligence and performance of employee, job satisfaction and performance of employee and motivation of the employee and employee performance. Theoretical framework helps the researchers to determine the research flow and consequent issues that would occur while measuring the relationship between the selected variables. Motivation has been considered as the intervening variable, emotional intelligence and satisfaction of employee are independent variables and employee performance is dependent variables.

**Correlation - Table No.4**

Correlations				
		Employee Performance	Job Satisfaction	Emotional Intelligence
Pearson Correlation	Employee Performance	1.000		
	Job Satisfaction	.796	1.000	
	Emotional Intelligence	.043	.113	1.000
	Employee Motivation	.998	.792	.042
Sig. (1-tailed)	Employee Performance	.	.000	.285
	Job Satisfaction	.000	.	.070
	Emotional Intelligence	.285	.070	.
	Employee Motivation	.000	.000	.292

*Source:* Questionnaire

**Table No.5**

Variables	
Job satisfaction → Employee performance	0.796

Emotional Intelligence→ Employee performance	0.043
Emotional Intelligence→ Job satisfaction	0.113
Employee Motivation →Employee Performance	0.998
Employee motivation→ Job satisfaction	0.792
Employee motivation→ Emotional Intelligence	0.042

**Source:** Questionnaire

The above table No.4 and 5 shows the Correlation co-efficient between the variables demonstrates the intensity and tendency of the association and how the two variables are similar. Pearsons's correlation coefficient between emotional intelligence and employee performance 0.043 which do not have any significant relationship between emotional intelligence and employee performance as the p value of 0.285 which is greater than 0.5 level of significance. Correlation coefficient between job satisfaction and employee performance is 0.796 which shows positive association between the job satisfaction and employee performance as the p value @5% level of significance shows that 0.000 which is less than 5% level of significance. Emotional intelligence and employee performance has positive relationship with Pearson coefficient value of 0.998 which shows positive association with p value of 0.000 which is less than 5% level of significance. Similarly, correlation coefficient between the Emotional Intelligence and Job satisfaction shows very less association with the p value of 0.070 which greater than 5% level of significance, therefore concluded that there is no relationship between emotional intelligence and job satisfaction

**Table No. 6**

Model Summary <sup>c</sup>						
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics	
					R Square Change	F Change
1	.798 <sup>a</sup>	.636	.632	.515	.636	148.581
2	.998 <sup>b</sup>	.996	.996	.054	.360	15234.830

**Source:** Questionnaire

Table No. 7 ANOVA <sup>a</sup>						
	Model	Sum of Squares	df	Mean Square	F	Sig.
1	Regression	78.867	2	39.434	148.581	.000 <sup>b</sup>
	Residual	45.118	170	.265		
	Total	123.985	172			
2	Regression	123.490	3	41.163	14053.660	.000 <sup>c</sup>
	Residual	.495	169	.003		
	Total	123.985	172			

**Source:** Questionnaire

a. Dependent Variable: Employee Performance

b. Predictors: (Constant), Emotional Intelligence, Job Satisfaction

c. Predictors: (Constant), Emotional Intelligence, Job Satisfaction, Employee Motivation

The above table No.6 & 7 shows the employee performance is considered as dependent variable and emotional intelligence and job satisfaction are considered as independent variables. The above shows the F value is 148.581 and p value of 0.000 which is less than 5% level of significance. It is ensured there is positive and significance relationship between employee performance and emotional intelligence and job satisfaction. The second part of the study shows that F value is 14053.660 and p value of 0.000 which is less than 5% level of significance, it is proved there is positive relationship between employee performance and emotional intelligence, job satisfaction and employee motivation.

**Co-Efficient - Table No.8**

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	1.044	.195		5.353	.000
	Job Satisfaction	.712	.041	.801	17.213	.000

2	Emotional Intelligence	-.048	.047	-.047	-1.010	.314
	(Constant)	-.043	.022		-1.929	.055
	Job Satisfaction	.013	.007	.014	1.764	.080
	Emotional Intelligence	.000	.005	.000	.078	.938
	Employee Motivation	1.000	.008	.987	123.429	.000

*Source:* Questionnaire

The above table No.8 shows the co-efficient of the variables considered for the study. The direct effect of job satisfaction and employee performance is positive with the co-efficient value of 0.801 and p value of 0.000 which is less than 5% level of significance hence concluded that there is direct relationship and impact between job satisfaction and employee performance. It is also found in the study that the relationship between emotional intelligence and employee performance has no significant and there is no direct impact as the p value of 0.314 which is 31.4% that is which is more than 5% level of significance with negative coefficient of -0.047.

The mediation effect of the variables considered for the study found that the job satisfaction has no direct impact on employee performance as p value of 0.080 which is more than 5% level of significance and co-efficient value is 0.014. Employee motivation has no significant influence on employee performance with the p value of 0.938 which is greater than 5% level of significance. Coefficient value of 0.000 employee motivation has direct impact on employee performance as p value of 0.000 which is less than 5% level of significance and coefficient value is 0.987.

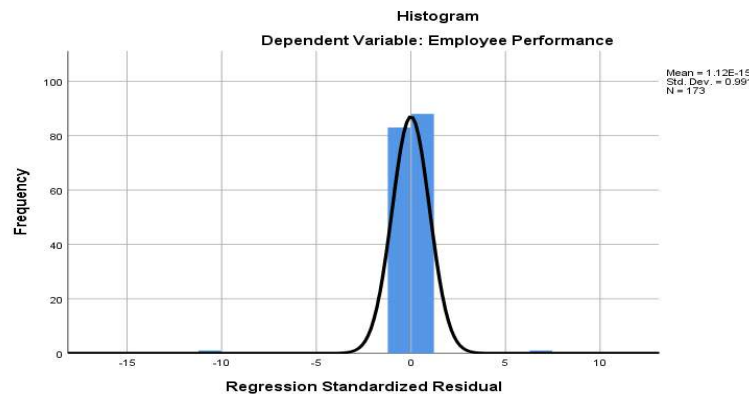
**Table No.9**

Residuals Statistics <sup>a</sup>					
	Minimum	Maximum	Mean	Std. Deviation	N
Predicted Value	.97	5.02	3.21	.847	173
Residual	-.571	.381	.000	.054	173
Std. Predicted Value	-2.642	2.138	.000	1.000	173
Std. Residual	-10.547	7.046	.000	.991	173

*Source:* Questionnaire

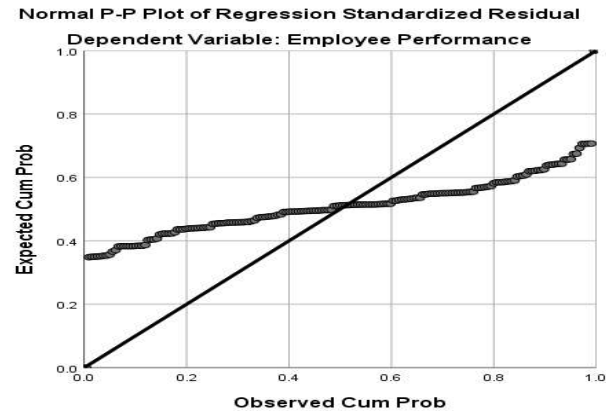
a. Dependent Variable: Employee Performance

**Diagram No.2**



*Source:* Questionnaire

**Diagram No.3**



*Source:* Questionnaire

The above table shows residual statistics and histogram of predicted value and residuals from regression analysis.

**Table No.10**

Model Summary <sup>c</sup>						
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics	
					R Square Change	F Change
1	.798 <sup>a</sup>	.636	.632	.515	.636	148.581
2	.998 <sup>b</sup>	.996	.996	.054	.360	15234.830

*Source:* Questionnaire

The above model summary shows that 63.6% of the employee performance is explained by emotional intelligence and job satisfaction. 99.6% employee performance is influenced by employee motivation which is mediator of emotional intelligence and job satisfaction.

## CONCLUSION

The study determined the implications of the emotional intelligence and satisfaction of employees on the performance of employee mediated by motivation. Motivation of employees mediates the influence of employee emotional intelligence on the staff work performance. Employee motivation mediates the influence of the job satisfaction on employee work performance. This specific analysis is proposed to determine the impact for further research related to employee emotional intelligence, satisfaction, and employee performance. This study also would help the educational institutions of both private and public sector to understand and provide valuable suggestions to resolve the issues of the staff for overall performance of the organizations. As per the current study it is significant to highlight the employee motivation for the benefit of the organization that would directly benefit the employees work-life balance conditions for the sustainable future. This subsequently motivate many organisations to concentrate on the reinforcement employee motivation, by granting different counselling and training programs for the employee career development, encouraging communication network, and providing helpful exertion code. Employee motivation is significant and priority for the employees that generate a positive association and job backdrop that provides efficiency, inspiration, and employee work fulfilment. Emotional intelligence is a crucial in an organizational environment to standardise the counselling and training sessions for the employees consistently, by providing emoluments, rewards, and bonuses. It is also imperative to create smooth and peaceful work environment at the workplace by conducting mutual meeting and connection amid the employees to have better performance and productivity.

The study revealed that there is no significant association among employee emotional intelligence and employee work performance, there is positive association between the job satisfaction and employee performance. Emotional intelligence and employee performance has positive relationship. Similarly, correlation coefficient between the Emotional Intelligence and Job satisfaction shows there is no relationship between emotional intelligence and job satisfaction. In the present study the employee performance is considered as dependent variable and emotional intelligence, and job satisfaction are considered as independent variables. It is ensured there is positive and significance relationship between employee performance and emotional intelligence and job satisfaction which concluded that 63.6% of the employee performance is explained by emotional intelligence and job satisfaction. The second part of the study shows there is positive relationship between employee performance and emotional intelligence, job satisfaction and employee motivation which is concluded



as 99.6% employee performance is influenced by employee motivation which is mediator of emotional intelligence and job satisfaction.

## REFERENCES

- Aung, Z. M., San Santoso, D., & Dodanwala, T. C. (2023). Effects of demotivational managerial practices on job satisfaction and job performance: Empirical evidence from Myanmar's construction industry. *Journal of Engineering and Technology Management*, 67, 101730.
- Amabile, T. (1988). The intrinsic motivation principle of creativity. In Staw, B. and Cummings, L.L.(Eds.), *Research in organizational behavior*, volume 10. Greenwich, CT: JAI Press.
- Arshadia, N. (2010). Basic need satisfaction, work motivation, and job performance in an industrial company in Iran. *Procedia – Social and Behavioral Sciences*, 5, 1267- 1272. <https://doi.org/10.1016/j.sbspro.2010.07.273>
- Ansory, Al Fadjar., & Indrasari, Meithiana. (2018). *Manajemen Sumberdaya Manusia*. Sidoarjo: Indomedika
- Pustaka Bar-On, R. (2000). Presentation at Linkage Emotional Intelligence Conference, London, May 18.
- Biswas, S. (2009). HR practices as a mediator between organizational culture and transformational leadership: Implications for employee performance. *Psychological Studies*, 54(2), 114-123. <https://doi.org/10.1007/s12646-009-0014-5>
- Cascio, W. F. (2014). Leveraging employer branding, performance management, and human resource development to enhance employee retention. *Human Resource Development International*, 17(2), 121-128. <https://doi.org/10.1080/13678868.2014.886443>
- Contreras-Pacheco, O. E., Talero-Sarmiento, L. H., & Camacho-Pinto, J. C. (2019). Effects of corporate social responsibility on employee organizational identification: Authenticity or fallacy. *Contaduria y Administracion*, 64(4), 1–22. <https://doi.org/10.22201/fca.24488410e.2018.1631>
- Churchill, G. A., Ford, N. M., & Walker, O. C., (2018). Measuring the job satisfaction of industrial salesmen. *Journal of Marketing Research*, 11(3), 254–260. <https://doi.org/10.1177/002224377401100303>
- Din, G. R. A., Shahani, N. U. N., & Baloch, M. N. (2021). Impact of rewards system in employee's motivation in the organizational context: A quantitative study of manufacturing industry in UAE. *Liberal Arts and Social Sciences International Journal (LASSIJ)*, 5(1), 105–122.<https://doi.org/10.47264/idea.lassij/5.1.8>
- Dewettinck, K., & van Ameijde, M. (2011). Linking leadership empowerment behavior to employee attitudes and behavioural intentions: Testing the mediating role of psychological empowerment. *Personnel Review*, 40(3), 284-305. <https://doi.org/10.1108/00483481111118621>
- Goni, G. H., Manoppo, W. S., & Rogahang, J. J. (2021). Pengaruh Motivasi Kerja Terhadap Peningkatan Kinerja Karyawan Pada PT. Bank Rakyat Indonesia Cabang Tahuna. *Productivity*, 2(4), 330-335. <https://doi.org/10.33627/pk.v4i2.524>
- Goleman, D. (1998). *Working with emotional intelligence*. New York: Bantam Books.
- Greiner, L., & Ennsfellner, I. (2010). Management consultants as professionals, or are they? *Organisational Dynamics*, 39(1), 72–83. <https://doi.org/10.2190/DUGG-P24E-52WK-6CDG>
- Heslop, P., Davey Smith, G., Metcalfe, C., Macleod, J., Hart, C., 2002. Change in job satisfaction, and its association with self-reported stress, cardiovascular risk factors and mortality. *Soc. Sci. Med* 54, 1589–1599. [https://doi.org/10.1016/S0277-9536\(01\)00138-1](https://doi.org/10.1016/S0277-9536(01)00138-1).
- Hoppock, R. (1935). *Job Satisfaction*, Harper and Brothers, New York, p. 47
- Jena, L. K., & Pradhan, R. K. (2017). Employee Performance at Workplace: Conceptual Model and Empirical Validation. *Business Perspectives and Research*, 5(1), 69–85. <https://doi.org/10.1177/2278533716671630>
- Karakas, F. (2010). Spirituality and performance in organizations: A literature review. *Journal of Business Ethics*, 94, 89-106. <https://doi.org/10.1007/s10551-009-0251-5>
- Kakepoto, I., Hadina, H., Omar, N.O.M., Omar, H., 2012. Conceptions on low motivation of engineers in engineering workplace of Pakistan. *Eur. J. Bus. Manag.* 4, 149.
- Katebi, A., HajiZadeh, M. H., Bordbar, A., & Salehi, A. M. (2022). The relationship between “job satisfaction” and “job performance”: A meta-analysis. *Global Journal of Flexible Systems Management*, 23(1), 21-42

- Kuswati, Yetri. (2020). The Effect Of Motivation On Employee Performance. *Budapest International Research And Critics Institute-Journal (BIRCI-Journal)*, 3(2), 995-1002. <https://doi.org/10.33258/birci.v3i2.928>
- Kerr, R., Garvin, J., Heaton, N., & Boyle, E. (2006). Emotional intelligence and leadership effectiveness. *Leadership & Organization Development Journal*, 27(4), 265–279. <https://doi.org/10.1108/01437730610666028>
- Kessler, S. R., Lucianetti, L., Pindek, S., Zhu, Z., & Spector, P. E. (2020). Job satisfaction and firm performance: Can employees' job satisfaction change the trajectory of a firm's performance?. *Journal of Applied Social Psychology*, 50(10), 563-572.
- Kumari, K., Barkat Ali, S., Un Nisa Khan, N., & Abbas, J. (2021). Examining the role of motivation and reward in employees' job performance through mediating effect of job satisfaction: An empirical evidence. *International Journal of Organizational Leadership*, 10(4), 401-420.
- Larasati, Sindi., & Gilang, Alini. (2014). Pengaruh Motivasi Kerja terhadap Kinerja Karyawan Wilayah Telkom Jabar Barat Utara (Witel Bekasi). *Jurnal Manajemen Dan Organisasi*, 5(3). <https://doi.org/10.29244/jmo.v5i3.12167>
- Lestari, D. E., Gunawan, J., & Sapruwan, M. (2022). Achievement Motivasi Training, Kepuasan Kerja dan Lingkungan Kerja Terhadap Kinerja Karyawan di Kawasan Cikarang. *MASTER: Jurnal Manajemen Strategik Kewirausahaan*, 2(1), 61–72. <https://doi.org/10.37366/master.v2i1.426>
- Mayer, J. D., & Stevens, A. (1994). An emerging understanding of the reflective (meta-) experience of mood. *Journal of Research in Personality*, 28, 351-373.
- Mayer, J. D., & Salovey, P. (1997). *What is emotional intelligence?* New York, NY: Basic Books.
- Pratama, A. Y., & Suhaeni, T. (2017). Pengaruh kecerdasan emosional terhadap kinerja karyawan. *Jurnal Riset Bisnis Dan Investasi*, 3(2), 51-62. <https://doi.org/10.35313/jrbi.v3i2.933>
- MacCann, C., Jiang, Y., Brown, L. E. R., Double, K. S., Bucich, M., & Minbashian, A. (2020). Emotional intelligence predicts academic performance: A meta-analysis. *Psychological Bulletin*, 146(2), 150–186. <https://doi.org/10.1037/bul0000219>
- Malik, F., & Shujja, S. (2013). Emotional intelligence and academic achievement: Implications for children's performance in schools. *Journal of the Indian Academy of Applied Psychology*, 39(1), 51–59
- Psilopanagioti, A., Anagnostopoulos, F., & Mourtou, E. (2012). Emotional intelligence, emotional labor, and job satisfaction among physicians in Greece. *BMC Health Services Research*, 12(1), 1–12. <https://doi.org/10.1186/1472-6963-12-463>
- Permana, A., Aima, M. H., Ariyanto, E., Nurmahdi, A., Sutawidjaya, A. H., & Endri, E. (2021). The effect of compensation and career development on lecturer job satisfaction. *Accounting*, 7(6), 1287-1292. <https://doi.org/10.5267/j.ac.2021.4.011>
- Petronio, A., Colacino, P., 2008. Motivation strategies for knowledge workers: evidences and challenges. *J. Technol. Manag. Innov.* 3, 21–32. <https://doi.org/10.4067/S0718-27242008000100003>.
- Pratama, A. Y., & Suhaeni, T. (2017). Pengaruh kecerdasan emosional terhadap kinerja karyawan. *Jurnal Riset Bisnis Dan Investasi*, 3(2), 51-62. <https://doi.org/10.35313/jrbi.v3i2.933>
- Putra, R., lima Krisna, N., & Ali, H. (2021). a Review Literature Employee Performance Model: Leadership Style, Compensation and Work Discipline. *Dinasti International Journal of Management Science*, 3(1), 56-66. <https://doi.org/10.31933/dijms.v3i1.979>
- Riyanto, S., Endri, E., & Herlisha, N. (2021). Effect of work motivation and job satisfaction on employee performance: Mediating role of employee engagement. *Problems and Perspectives in Management*, 19(3), 162.
- Robbins, S. P., & Judge, T. A. (2011). *Organizational Behavior*. London, UK: Pearson.
- Samsuddin, H. (2018). *Kinerja Pegawai: Tinjauan dari Dimensi Gaya Kepemimpinan, Budaya Organisasi dan Komitmen Organisasi (Pertama)*. Sidoarjo: Indomedia Pustaka.
- Sahinidis, A. G., & Bouris, J. (2008). Employee perceived training effectiveness relationship to employee attitudes. *Journal of European Industrial Training*. <https://doi.org/10.1108/03090590810846575>
- Santos-Vijande, M. L., López-Sánchez, J. Á., Pascual-Fernández, P., & Rudd, J. M. (2021). Service innovation management in a modern economy: Insights on the interplay between firms' innovative culture and project-level

success factors. *Technological Forecasting and Social Change*, 165(November 2020). <https://doi.org/10.1016/j.techfore.2020.120562>

Scaduto, A., Lindsay, D., & Chiaburu, D. S. (2008). Leader influences on training effectiveness: Motivation and outcome expectation processes. *International Journal of Training and Development*, 12(3), 158–170. <https://doi.org/10.1111/j.1468-2419.2008.00303>

Setyaningrum, R., Utami, H. N., & Ruhana, I. (2016). Pengaruh Kecerdasan Emosional Terhadap Kinerja. *Jurnal Administrasi Bisnis*, 36(1).

Shafa, D. A., Sutrisna, A., & Barlian, B. (2021). Pengaruh Kecerdasan Emosional dan Kemampuan Adaptasi terhadap Employee Engagement (Effect of Emotional Intelligence and Adaptability on Employee Engagement). *Jurnal Akuntansi, Keuangan, dan Manajemen (Jakman)*, 3(4), 307-322. <https://doi.org/10.35912/jakman.v3i4.1295>

Stefurak, T., Morgan, R., & Johnson, R. B. (2020). The Relationship of Public Service Motivation to Job Satisfaction and Job Performance of Emergency Medical Services Professionals. *Public Personnel Management*, 49(4), 590-616.

Virgiawan, A. R., Riyanto, S., & Endri, E. (2021). Organizational Culture as a Mediator Motivation and Transformational Leadership on Employee Performance. *Academic Journal of Interdisciplinary Studies*, 10(3), 67. <https://doi.org/10.36941/ajis-2021-0065>

Vroom, V.H. (1964). *Work and motivation*, John Wiley and Sons, New York, p.99

Zhang, J. (2010). Employee Orientation and Performance: An Exploration of the Mediating Role of Customer Orientation. *Journal of Business Ethics*, 91, 111-121. <https://doi.org/10.1007/s10551-010-0570-6>