

THE INFLUENCE OF INTELLECTUAL INTELLIGENCE AND EMOTIONAL INTELLIGENCE ON EMPLOYEE PERFORMANCE MEDIATED BY JOB SATISFACTION

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ABSTRACT

The success of PT Fast Food Indonesia Tbk. in becoming the best fast food restaurant brand in Indonesia, as mentioned on the Top Brand website from 2020 to 2022, is certainly supported by highly performing human resources. This situation sparks the researchers' curiosity to analyze the influence of intellectual intelligence and emotional intelligence and job satisfaction as an intervening variable on employee performance. The data was collected through the distribution of questionnaires using a google form. A total of 100 respondents were included in the sample for analysis. SmartPLS software with PLS-SEM approach is used in this analysis. According to the findings of this study, intellectual intelligence and emotional intelligence have a significant and positive effect on job satisfaction. Intellectual intelligence, emotional intelligence and job satisfaction also have a significant and positive effect on employee performance. Job satisfaction can mediate the influence of intellectual intelligence and emotional intelligence on employee performance.

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

1. PREFACE

Introduction

The modern era's development has led people to desire practicality and speed in various aspects of life. This is primarily driven by the busy and time-consuming activities that individuals engage in, leaving them with limited leisure time for other activities such as meal preparation. As a result, they choose to consume fast food, providing opportunities for entrepreneurs to open fast-food restaurants (Chun & Nyam-Ochir, 2020) [1]. The increasing growth of fast-food restaurants has led to intense competition.

Based on the Top Brand website for the Fast-Food restaurant sub-category, five restaurants have been nominated as the best Fast-Food brands in Indonesia from 2020-2022 namely KFC, McDonald's, Hoka-Hoka Bento, A&W, and Richeese Factory. Behind the success of the aforementioned fast-food restaurants, there are human resources that support the company's development. Every organization has high expectations for its employees' performance, which consists of behaviors and contributions that determine the organization's success (Colquitt et al., 2015) [2]. Therefore, companies need to understand the factors that influence employee performance.

When seeking an employee, almost every organization will consider an applicant with high grades or achievements since it is assumed that they will also perform well. According to Murtza et al. (2020) [3], individuals with high intellectual intelligence are beneficial to organizations as they can learn and plan more effectively. Additionally, emotional intelligence also actively influences an employee's performance in carrying out tasks.

Individuals with high emotional intelligence can better control their emotions in the workplace (Lona et al., 2020) [4].

However, studies conducted by Lona et al. (2020) [4] and Nasrul and Alfalah (2020) [5] have found that intellectual intelligence does not have a significant impact on employee performance. Furthermore, other research conducted by Febrina et al. (2021) [6] and Darman and Adha (2021) [7] found that emotional intelligence does not have a significant impact on employee performance. The lack of significant results from previous studies has prompted researchers to address this research gap. To fill this research gap, the researcher adopted the variable of job satisfaction

Murtza et al. (2020) [3] stated that individuals with high intellectual intelligence will also have high job satisfaction because they can better understand, complete tasks, and solve problems. Additionally, Trivellas et al. (2013) [8] stated that individuals with high emotional intelligence are likely to have high job satisfaction because they are skilled at identifying feelings of frustration and can regulate their emotions and develop strategies to overcome their negative effects, ultimately leading to higher job satisfaction. When individuals are satisfied with their work, their performance tends to improve (Story & Castanheira, 2018) [9].

Literature Review

Attribution Theory

The main theory or grand theory in this research is Attribution Theory. According to Hewett et al. (2017) [10], Fritz Heider was the first to propose Attribution Theory, which explains how individuals identify the causes and motives behind someone's behavior. The causes of behavior can be classified into dispositional attributions (internal factor) and situational attributions (external factor). Intellectual Intelligence and Emotional Intelligence falls within the realm of internal factors mentioned by Fritz Heider that can influence job satisfaction. When employees feel satisfied with their work, they tend to become more enthusiastic and responsible in performing their tasks. As a result, employees exhibit good performance.

Employee Performance

Employee Performance is the efforts made by employees to fulfill their responsibilities in the workplace (Obrenovic et al., 2020) [11]. The role of performance is to ensure that work behavior becomes predictable, allowing basic tasks within the organization to be organized and controlled with the aim of achieving predetermined targets (Fu et al., 2015) [12]. According to Chrisshyaren & Erdiansyah (2022) [13], when an employee demonstrates good performance and enthusiasm for their work, the company can achieve its established goals and increase profitability.

Intellectual Intelligence

According to Robbins and Judge (2019) [14], Intellectual Intelligence is the ability required to engage in various mental activities such as thinking, reasoning, and problem-solving. With high Intellectual Intelligence, individuals can understand, respond to, and act appropriately in the situations they encounter (Pierson, 2012) [15]. Therefore, someone with high intellectual intelligence has greater advantages (Murtza et al., 2020) [3].

Furthermore, individuals with high levels of Intellectual Intelligence tend to have high job satisfaction because they possess strong verbal, logical, and quick and accurate computational abilities. These capabilities enable them to efficiently and effectively accomplish tasks and better handle work challenges (Gafur et al., 2022) [16]. They also have a better understanding and effectively complete tasks. As a result, they are more likely to feel satisfied with their work outcomes (Murtza et al., 2020) [3].

H1: Intellectual Intelligence has a significant positive influence on Job Satisfaction.

Employee's Intellectual Intelligence plays a crucial role in carrying out their job as it equips them with knowledge, abilities, and skills to work effectively, efficiently, and productively (Darman and Adha, 2021) [7]. Employees with high levels of Intellectual Intelligence demonstrate superior performance. This is attributed to their strong abilities in critical thinking and problem-solving skills (Mamangkey et al., 2018) [17], as well as their capacity to quickly absorb knowledge to perform various tasks in a job (Robbins & Judge, 2019) [14].

H3: Intellectual Intelligence has a positive and significant influence on Employee Performance.

Emotional Intelligence

Goleman (2018) [18] provides a definition of Emotional Intelligence as the capacity of individuals to comprehend their own selves, exhibit self-awareness, display social sensitivity, express empathy, and possess effective communication skills when interacting with others. In a similar vein, Mayer and Salovey, as cited by Prentice et al. (2019) [19], describe Emotional Intelligence as the aptitude to comprehend, react to, and regulate emotions without the requirement of completely experiencing or undergoing those emotions.

According to Meisler (2014) [20], employees with high levels of Emotional Intelligence possess better abilities in managing their emotions and maintaining a positive mood. They are also less likely to be overly focused on disruptive events that occur in the workplace. Additionally, Trivellas (2013) [8] suggests that they have skills in recognizing feelings of frustration and are capable of developing strategies to overcome the negative effects caused by these emotions. Through these abilities, they can achieve higher levels of job satisfaction.

H2: Emotional Intelligence has a significant positive influence on Job Satisfaction.

Employees with high Emotional Intelligence consider their actions comprehensively, leading to ethical behavior, self-control, and improved performance (Sitepu et al., 2020) [21]. Strong Emotional Intelligence helps employees maintain mental clarity, adhere to ethical principles, and stay motivated for high performance even in stressful situations (Wen et al., 2019) [22].

H4: Emotional Intelligence has a significant positive influence on Employee Performance.

Job Satisfaction

Job Satisfaction is defined as a positive or pleasant emotional state that arises as a result of an individual's evaluation or assessment of their job or work experience (Locke as cited in Pang and Lu, 2018) [23], and the fulfillment of certain desires and needs through work activities (Abubakar et al., 2014) [24]. Each individual has a different level of job satisfaction, depending on their personal value system (Chrisshyaren & Erdiansyah, 2022) [13]. Wang et al. (2020) [25] state that employee diversity in terms of age, education, and social background results in varied job expectations and levels of job satisfaction.

When employees are satisfied with their job, their positive feelings are reflected in their work and all the activities they engage in, which is associated with high-quality performance (Rojikinnor et al., 2022) [26]. Salary, incentives, and performance evaluations are major factors that can influence the level of job satisfaction among employees. Additionally, Michelle and Rostiana (2019) [27] also highlight important factors beyond salary that can enhance job satisfaction, such as the ability to collaborate with colleagues in problem-solving and flexibility in managing work schedules.

H5: Job Satisfaction has a significant positive influence on Employee Performance.

Mediating role of job satisfaction

Employees with high Intellectual Intelligence possess abilities such as logical thinking, which can be applied broadly in various aspects of daily life (Murtza et al., 2020) [3]. They also have speed and ease in understanding and analyzing decision-making processes within the company, as well as effective problem-solving skills, which have the potential to increase job satisfaction (Anjarini, 2017) [28]. Better performance is likely to be demonstrated by individuals who are satisfied with their job.

H6: Intellectual Intelligence has a significant positive influence on Employee Performance through Job Satisfaction.

Emotional Intelligence and Employee Performance because employees with high Emotional Intelligence can identify feelings of frustration, stress, and possess effective skills in dealing with them (Shooshtarian, 2013) [29]. Additionally, they tend to have an optimistic attitude and can manage pressure from the organization and job demands (Khan et al., 2016) [30]. They are also capable of adapting to the work environment. Adaptable employees are more readily accepted by colleagues and their surroundings, leading to higher job satisfaction. This, in turn, results in increased work effort and improved job performance (Mulki et al., 2015) [31].

H7: Emotional Intelligence has a significant positive influence on Employee Performance through Job Satisfaction

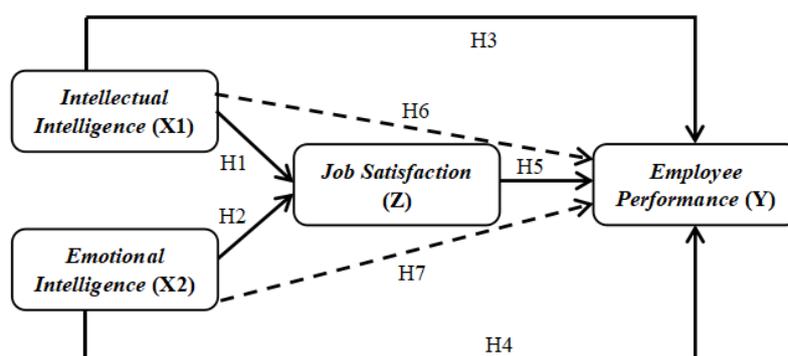


Figure 1. Conceptual Framework of This Study

2. RESEARCH METHOD

This study adopts a quantitative research method. The population in this study includes all employees working in fast-food restaurants listed under the Fast-Food Restaurant sub-

category on the Top Brand website from 2020-2022. The sample for this study is employees working at the fast-food restaurant that dominates the market share or ranks first on the Top Brand website during the years 2020-2022, namely employees of KFC (PT Fast Food Indonesia, Tbk). The sampling technique used in this study is Purposive Sampling with specific criteria. SmartPLS 3.2.9 software with PLS-SEM approach is used in this analysis.

In this study, the Employee Performance variable is measured based on 11 items proposed by Rojikinnor et al. (2022) [26], the Job Satisfaction variable is measured based on 10 items proposed by Rojikinnor et al. (2022) [26], the Intellectual Intelligence variable is measured based on 7 indicators proposed by Robbins and Judge (2019) [14], and the Emotional Intelligence variable is measured based on 16 items proposed by Darvishmotevali et al. (2018) [32].

3. RESULT AND DISCUSSION

Table 1. Convergent Validity Test Results

Variable	Average Variance Extracted (AVE)
Intellectual Intelligence	0.634
Emotional Intelligence	0.669
Job Satisfaction	0.666
Employee Performance	0.636

Source: Data Analysis Conducted by Researcher using SmartPLS Version 3.2.9.

Based on the results of the convergent validity test above, it can be seen that the AVE (Average Variance Extracted) values for all variables are greater than 0.5. Therefore, it can be concluded that each variable in this study is considered valid.

Table 2. Discriminant Validity Test Results

Variable	Emotional Intelligence	Employee Performance	Intellectual Intelligence	Job Satisfaction
Emotional Intelligence				
Employee Performance	0.890			
Intellectual Intelligence	0.663	0.793		
Job Satisfaction	0.883	0.899	0.697	

Source: Data Analysis Conducted by Researcher using SmartPLS Version 3.2.9.

Based on the results of the discriminant validity test conducted using the HTMT (Heterotrait-Monotrait Ratio of Correlations) method, it can be concluded that the HTMT values for each variable in this study are < 0.9, which indicates that they meet the minimum requirement for each variable to be considered valid.

Table 3. Reliability Test Results

Variable	Composite Reliability	Cronbach's Alpha
Intellectual Intelligence	0.903	0.924
Emotional Intelligence	0.967	0.970
Job Satisfaction	0.944	0.952
Employee Performance	0.942	0.950

Source: Data Analysis Conducted by Researcher using SmartPLS Version 3.2.9.

Based on the results of the reliability test, it can be observed that the composite reliability values and the Cronbach's Alpha values for each variable in this study are greater than 0.7. Therefore, it can be concluded that each variable in this study meets the criteria for reliability.

Table 4. Multicollinearity Test Results

	Intellectual Intelligence	Emotional Intelligence	Job Satisfaction	Employee Performance
Intellectual Intelligence			1.641	1.806
Emotional Intelligence			1.641	3.742
Job Satisfaction				4.002
Employee Performance				

Source: Data Analysis Conducted by Researcher using SmartPLS Version 3.2.9.

Based on the results of the Multicollinearity test above, it can be seen that the VIF values for each latent construct are below 5, indicating that all variables in the study are free from multicollinearity.

Table 5. R² Test Results

Variable	R²
Employee Performance	0.823
Job Satisfaction	0.750

Source: Data Analysis Conducted by Researcher using SmartPLS Version 3.2.9.

The coefficient of determination (R²) results indicates that 82.3% of the variation in Employee Performance can be explained by the variables used in this study, while the remaining 17.7% is explained by other variables not included in the study. Furthermore, the Job Satisfaction variable has an R² value of 0.750, indicating that 75% of the variation in Job Satisfaction can be explained by the variables used in this study, with the remaining 25% explained by other unexamined variables.

Table 6. Hypotheses Test Results

Hypotheses	Original Sample	t-statistics	p-Values	Results
H1	0.203	2.827	0.005	Supported
H2	0.724	12.528	0.000	Supported
H3	0.264	2.998	0.003	Supported
H4	0.395	3.095	0.002	Supported
H5	0.342	3.905	0.000	Supported
H6	0.070	2.339	0.020	Supported
H7	0.248	3.562	0.000	Supported

Source: Data Analysis Conducted by Researcher using SmartPLS Version 3.2.9.

The Influence of Intellectual Intelligence on Job Satisfaction

This study aligns with prior research by Murtza et al. (2020) [3] and Gafur et al. (2022) [16], indicating that Intellectual Intelligence positively influences Job Satisfaction. The majority of employees in this study demonstrate strong verbal comprehension and memory capabilities, enabling quick understanding, retention, and accurate application of information in their work. This reduces miscommunication and enhances job satisfaction as employees find their tasks easier to perform. Their supervisors also trust their competence, allowing for independent work and further increasing job satisfaction.

The Influence of Emotional Intelligence on Job Satisfaction

The results of this study are consistent with the research conducted by Trivellas (2013) [8] and Meisler (2014) [20], which state that Emotional Intelligence has a positive and significant influence on Job Satisfaction. This study shows that the majority of employees strongly agree with the statement that they have the ability to assess and understand the emotions of others based on their behavior. This enables them to respond appropriately to various emotional stimuli from their coworkers, leading to good relationships between employees. When good relationships are established among coworkers, job satisfaction can increase.

The Influence of Intellectual Intelligence on Employee Performance

The results of this study are consistent with the research conducted by Murtza et al. (2020) [3] and Darman and Adha (2021) [7], which state that Intellectual Intelligence has a positive and significant influence on Employee Performance. This study shows that employees strongly agree that they have the ability to solve problems by considering potential risks. With such abilities, employees can complete their tasks as defined by the organization. They also make fewer mistakes because they anticipate potential risks when making decisions.

The Influence of Emotional Intelligence on Employee Performance

The results of this study are consistent with the research conducted by Lona et al. (2020) [4], which stated that Emotional Intelligence has a positive and significant influence on Employee Performance. The majority of employees agree with the statement that they set goals for themselves and strive to achieve them. They also frequently tell themselves that they are

competent individuals. With high self-motivation, employees work diligently and aim to achieve their set goals. Additionally, Emotional Intelligence enables employees to work under pressure and effectively manage difficult situations, allowing them to perform well according to company standards and deadlines. Therefore, the higher the level of Emotional Intelligence possessed by employees, the better their performance at work.

The Influence of Job Satisfaction on Employee Performance

Job Satisfaction has a positive and significant influence on Employee Performance. The results of this study are consistent with the research conducted by Rojikinnor et al. (2022) [26] and Story and Castanheira (2018) [9]. This study shows that employees strongly agree that they can work independently and have supervisors who are highly motivated and supportive. As a result, employees enjoy working in this company. The more satisfied and happy they are with their work, the more they will strive to achieve the predetermined work targets set by the company, ultimately leading to good performance.

The Mediating Role of Job Satisfaction in the Influence of Intellectual Intelligence on Employee Performance

Intellectual Intelligence has a positive and significant influence on Employee Performance through Job Satisfaction. This study shows that employees with high Intellectual Intelligence tend to find no difficulty in performing their tasks because they possess various intellectual abilities that enable them to complete their tasks quickly and easily. With such abilities, employees enjoy their work as they have no burdens in performing their tasks and are given the opportunity to work independently, leading to greater job satisfaction. When employees feel satisfied, they exhibit high-quality performance for the company.

The Mediating Role of Job Satisfaction in the Influence of Emotional Intelligence on Employee Performance

Emotional Intelligence has a positive and significant influence on Employee Performance through Job Satisfaction. This study shows that employees with high Emotional Intelligence can assess their own emotions and those of others, as well as regulate and control their emotions. This enables them to have comprehensive considerations in their behavior and ethical conduct, fostering good relationships with their coworkers. When relationships with coworkers are good, job satisfaction increases. When employees feel satisfied, they are more motivated to work according to organizational expectations, ultimately leading to improved employee performance.

4. CONCLUSIONS AND RECOMMENDATIONS

In conclusion, this study provides compelling evidence supporting the positive and significant relationships between Intellectual Intelligence, Emotional Intelligence, Job Satisfaction, and Employee Performance. The findings highlight the importance of both cognitive and emotional abilities in influencing Job Satisfaction and subsequently impacting Employee Performance. Moreover, Job Satisfaction acts as a mediator, playing a vital role in translating the effects of Intellectual Intelligence and Emotional Intelligence into enhanced job performance. These findings contribute to our understanding of the factors that contribute to employee performance in the Fast-Food industry and underscore the significance of fostering

both intellectual and emotional abilities to promote job satisfaction and organizational success.

The researchers suggest for future studies to include different exogenous, mediating, or moderating variables in future studies on Employee Performance. Additionally, conducting research in different companies within the same category or exploring companies from different categories other than those studied in this research is recommended. Furthermore, researchers are advised to obtain a larger sample size to better represent the entire population of respondents. For organizations, the researchers recommend that companies measure the Intellectual Intelligence of job applicants using IQ tests. High IQ test scores indicate that applicants are more likely to perform well. Additionally, training programs should be implemented to enhance the Intellectual Intelligence of employees, focusing on developing knowledge and skills that align with job requirements and descriptions. Furthermore, companies can assess job applicants' Emotional Intelligence using EQ tests. Higher scores on these tests indicate applicants' better ability to predict their performance in the company. Providing Emotional Intelligence training to employees is also recommended, helping them manage emotions during challenging situations and fostering a positive mindset to handle organizational pressures and job-related stress. Companies should encourage employee creativity and autonomy within appropriate limits. They should prioritize supervisors with high motivation who can provide support and foster a comfortable work environment. This promotes job satisfaction and enhances employee performance.

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