THE INFLUENCE OF MENTAL HEALTH, EMOTIONAL INTELLIGENCE, AND LEADERSHIP ON EMPLOYEE PERFORMANCE

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ABSTRACT

The purpose of this research is to determine the influence of mental health, emotional intelligence, and leadership on employee performance at PT. XYZ. Researchers distributed questionnaires to all employees working at PT. XYZ with a sample size of 100 respondents. The research method used in this research is a quantitative research method using saturated sampling techniques. The data analysis method in this research uses Structural Equation Modeling (SEM), which is processed with SmartPLS 3.0 Software. The results of this research show that mental health, emotional intelligence, and leadership have a positive and significant effect on employee performance at PT. XYZ. The results of this research are expected to provide real benefits for employees at PT. XYZ, and this benefit is very important because it can solve various problems related to mental health, emotional intelligence and leadership on employee performance. Companies can take steps to improve mental health, such as providing mental health programs, work-life balance training, or psychological support resources. Companies can integrate emotional intelligence training in employee development programs to improve managerial and interpersonal skills. Companies must strive to pay special attention to developing leadership skills, either through training, mentoring, or leadership development programs so that they will improve overall employee performance.

Keywords: Mental Health, Emotional Intelligence, Leadership, Employee Performance

1. INTRODUCTION

In general, employee performance reflects the results of the work they do, and this is often the basis for assessing employee contributions to a company. Performance is a very important and interesting part because with successful performance by employees, the company's vision, mission and goals can be achieved perfectly. Employees can also feel satisfaction if the performance carried out and given to the company contributes greatly to the success of the company's goals. A strong level of performance is an indication that the company's human resource management has done its job well. Employee performance can be influenced by several factors such as mental health which shows how employees and leaders behave at work, emotional intelligence which shows how a person manages emotions well, makes the right decisions and adapts to the environment, as well as the last factor which will be discussed in This research is a leadership style that influences employee performance where many employees hope to find a leader who has a flexible, supportive, understanding and trustworthy attitude.

Mental health has become a topic of conversation that has attracted quite a lot of attention from researchers because mental health includes a person's emotional and psychological well-being, influences how employees socialize and build good relationships in the workplace, how an employee thinks, and how employees behave at work. Based on data from the World Health Organization (WHO), 264 million people experience depression due to work that is too hard. Depression and anxiety disorders are signs that employees have poor mental health. Poor mental health can affect the productivity of each employee. Having a job is a very good thing because it

can make money and is something that is not easy because there is a lot of competition, but if the company where you work does not support mental health then this will actually have a negative impact on employees which will then affect employee performance. If the company has not created a work environment that cares about employee mental health, there will be several risks such as poor company management and communication which will of course have a negative impact on employee performance, limited employee participation in making decisions, and can even result in high performance costs due to not good at managing work. For this reason, it is important for a company to pay attention to the mental health of employees so that it remains stable so that they are able to work well.

Paying attention to mental health is a good thing, but emotional intelligence is the level of understanding a person has about their emotions and those of others along with the ability to manage them, turning negative emotions into a positive perspective. Emotional intelligence influences employee orientation and regulates employees' way of thinking at work, such as how employees solve problems at work, influences interpersonal effectiveness, especially when working in a team, and improves communication in managing good relationships within the company. Emotional intelligence has been studied as a construct by several researchers. Emotional intelligence has a different impact on each employee, so it is hoped that this research can help find out how Emotional Intelligence affects employee performance. Employees who have high Emotional Intelligence can solve problems in the company well, think more creatively and have a calmer personality. This behavior is really needed and must be scrutinized by the company in order to achieve the goals and vision and mission of a company.

Leadership has been studied for almost a century now. Starting by looking at the condition of current leaders and leaders in the past who were considered very effective in completing tasks. The characteristics of a leader are still the focus of several studies because several researchers continue to try to define what makes a leader great at carrying out important tasks and roles for a company, where the characteristics and attitudes of a leader will influence the performance of employees in the company. All internal and external factors of employee performance are influenced by the implementation of a work system prepared by a leader. The relationship between leaders and employees is something that is mutually bound to each other because employees need leaders as role models and references in their work, and leaders need employees to help the company's vision and mission succeed.

Based on the results of previous research conducted by Lu *et. al.* (2022) who found that mental health factors did not have a significant influence on employee performance. Therefore, critical questions arise regarding what must be done so that mental health can have a positive and significant influence on employee performance. To address this research gap, this study adds two supporting independent variables such as emotional intelligence and leadership so that the research results are stronger, more optimal, and the discussion is more comprehensive so that it can explain the influence of each variable accurately.

The problems in this research are that a closed attitude at work will affect mental health, less assertive leadership will affect employee performance, inappropriate leadership attitudes in making decisions will affect employee performance, employee performance is not in accordance with the company's vision and mission, and emotional intelligence is lacking. still has limitations in managing emotional management and has not been able to improve employee performance. Therefore, how does PT. XYZ improves employee performance by using mental health, emotional intelligence and leadership variables. With this research, researchers want to prove directly and

comprehensively the influence of mental health, emotional intelligence, and leadership on employee performance at PT. XYZ.

Employee Performance. According to Mangkunegara (2016:67), performance is the result of work which includes quality and quantity aspects, which is achieved by an employee in carrying out his duties in accordance with the responsibilities given. Performance is measured based on the results of a process over a certain period of time, referring to previously established provisions or agreements (Edison 2016: 190). Another opinion from Ilyas (2005:55) states that performance can be interpreted as the appearance and work results of personnel, both in terms of quality and quantity, both at the individual and work group levels. Evaluation of work results is not limited to personnel who occupy functional or structural positions, but includes all levels of personnel within the organization. Rivai (2012:309) defines performance as real behavior shown by each individual as work achievement produced in accordance with the role they play in the company. According to Ivancevich in June (2015:270) According to Abubakar et. al. (2019), performance is related to work and its results, what must be done, and how to achieve it. Performance has also been explained by Çetin and Aşkun (2018) as a person's ability to carry out activities that contribute to the development of the organization's core capabilities.

Mental Health. According to Frank, L. K. (in Notosudirjo and Latipun, 2005), the definition of mental health is formulated more comprehensively with a positive approach. Frank stated that mental health includes a continuous process of growth, development and maturity in a person's life. Mental health also includes a person's ability to accept responsibility, find adjustments in his participation in maintaining social rules, and carry out actions that are appropriate to the culture in which the individual finds himself. According to Pieper and Uden (2006), mental health can be defined as a condition where a person does not feel guilty about himself. Mental health also involves having a realistic estimate of oneself, being able to accept one's shortcomings or weaknesses, and having the ability to face various problems in one's life. Vaillaint (in Notosoedirjo & Latipun, 2005), said that mental or psychological health is "as the presence of successful adjustment or the absence of psychopathology". This understanding is contrary to contemporary views on mental health. In this perspective, a person is considered psychologically healthy if they do not experience any psychological disorders, and conversely, individuals who have psychological disorders are considered sick people.

Emotional Intelligence. According to Salovey and Mayor (Kuswana, 2014:243) emotional intelligence is an individual's capacity to detect, understand and manage emotions, both those that arise in oneself and in others. This ability involves a series of emotional skills that are essential in supporting daily life. Meanwhile, according to Goleman, Daniel (Saptono, 2011) the definition of social intelligence is self-control, a spirit of perseverance, and self-motivation. According to Woolfolk et. al. (2008) who define emotional intelligence as an individual's ability to process emotional information accurately and efficiently. Emotional intelligence is also defined as the ability to understand one's own feelings better than others, motivate oneself, and be good at managing our emotions and relationships with others. Meanwhile, according to Goh and Kim (2021) emotional intelligence is described as an individual's strength in learning new knowledge and several aspects by thinking as problem solving, interpretation, and abstract thinking.

Leadership. According to Jack Welch, as quoted by Anung Pramudyo (2013), a leader is defined as a figure who provides inspiration with a clear vision of how a task can be carried out better. Leadership, in the view of Wirawan (2013), is understood as a process in which the leader creates a vision and interacts with his followers to realize that vision. Setyowati (2013) states that

leadership is a process of influencing a group to achieve certain goals. Rivai and Murni (2009) stated that leadership has a significant impact on the interpretation of events by followers, organizers, and the activities carried out to achieve goals. Based on the definition of leadership expressed above, it can be concluded that leadership situations involve a person's ability to influence, move and direct the behavior of individuals or groups. In an organizational context, leadership factors have a crucial role, because the leader becomes the driver and guide of the company in achieving the goals that have been set (Jen and Andani, 2021).

Based on the theory explained above, it can be said that employee performance in a company can be influenced by mental health, emotional intelligence and leadership. Employee performance as a dependent variable is influenced by independent variables in the form of mental health, emotional intelligence and leadership which form a research model presented in Figure 1:
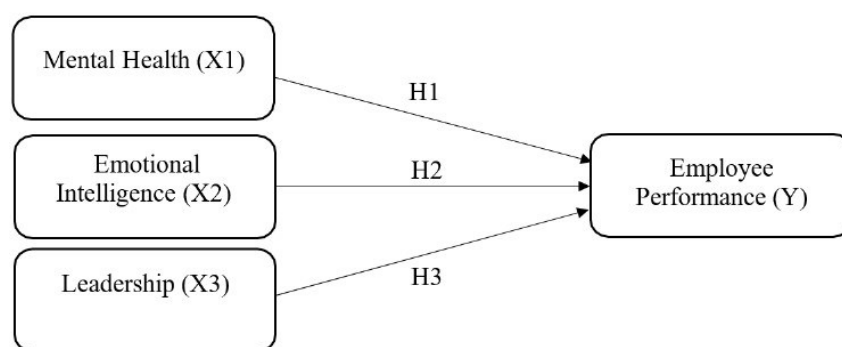

Figure 1. Research Model

2. RESEARCH METHOD

The research design used in this research is a survey research design with a comparative causal approach which aims to identify the influence of one variable on another variable and look for potential causal variables. Survey research design aims to collect accurate data related to research subjects, by implementing a survey research design. A survey research design was chosen for the purpose of obtaining information from respondents through the sample studied. Questionnaires were distributed to 100 employees of PT. XYZ as the main data collection method in this research uses saturated sampling and uses a Likert scale measurement. For data analysis, researchers will use SmartPLS software version 3.2.8 as a tool. This approach is expected to provide a deep understanding of the relationships between the variables studied, thereby supporting more comprehensive data collection and more accurate analysis.

3. RESULTS AND DISCUSSIONS

This research applies a Structural Equation Modeling (SEM) approach using path diagrams, which allows researchers to integrate all observed variables according to the theoretical model they have developed. SEM analysis was carried out using Smart Partial Least Square (SmartPLS), with the calculation process facilitated by the SmartPLS 3.0 software application. This approach was chosen to provide a more comprehensive basis for analysis of the relationships between variables contained in the research model, thereby supporting the accuracy and precision of data analysis.

In this research, validity testing can be measured based on the loading factor and average variance extracted values. Meanwhile, to measure reliability using the Cronbach Alpha (α) statistical test and composite reliability via PLS (Partial Least Square), a variable can be declared reliable if it

has a value of more than 0.7. The following are the results of the loading factor testing which are presented in Figure 2, and the results of validity testing using the average variance extracted approach and reliability testing using the Cronbach's alpha and composite reliability approaches which are presented in Table 2 below:
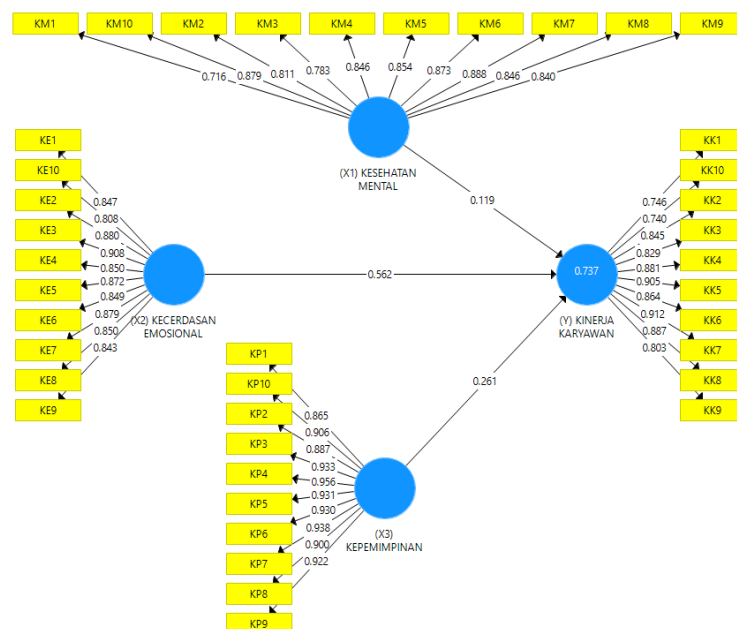

Figure 2. Loading Factor Results
Source: SmartPLS Data Processing Results (2023)

Based on the loading factor test in Figure 2 above, it shows that all indicators meet the validity criteria because they have a value of more than 0.7.

Table 1. Validity and Reliability Test Results
Source: SmartPLS Data Processing Results (2023)

Variable	Cronbach's Alpha	Composite Reliability	AVE
Mental Health	0,951	0,958	0,697
Emotional Intelligence	0,960	0,966	0,738
Leadership	0,979	0,981	0,841
Employee Performance	0,954	0,961	0,711

Based on Table 1 above, all research variables that have an Average Variance Extracted (AVE) value of more than 0.5 can be said to be valid because they have met the validity testing requirements. Based on the results of reliability testing, the Cronbach's alpha value and composite reliability value for the Mental Health, Emotional Intelligence, Leadership and Employee Performance variables were obtained for each latent variable where all values were greater than 0.7, meaning that the reliability test in this study was met.

R-Square has a value range from 0 to 1, where the higher the value, the greater the influence of the exogenous variable on the endogenous variable. The following are the results of the R-Square (R^2) test which are presented in Table 2 below:

Table 2. R-Square Test Results
Source: SmartPLS Data Processing Results (2023)

Variable	R Square	R Square *Adjusted*
Employee Performance	0,737	0,728

Source: SmartPLS Data Processing Results (2023)

Based on the table 2 above, it can be explained that the independent variable has an influence of 0.737 or 73.7% on the dependent variable, while the remaining 26.3% is influenced by variables that are not included in this study.

The Q square test is used to determine the predictive capacity of each indicator using the blindfolding procedure. In its category the value of Q square is a small 0.02; 0.15 medium; and 0.35 large.

Table 3. Predictive Relevance Test Results (Q^2)
Source: SmartPLS Data Processing Results (2023)

Variable	Q^2
Employee Performance	0,514

In Table 3 above, it can be seen that employee performance has a Q^2 value of 0.514, so it can be said that the exogenous variables in this model have good predictive relevance for predicting endogenous variables.

To evaluate the suitability of a model to the data, Goodness of Fit is used, and to measure this the Normed Fit Index (NFI) value can be used. NFI has a value between 0-1 and is calculated from a comparison between the hypothesized model and a certain independent model. The closer the value is to 1, the higher the fit of the model to the data.

Table 4. Goodness of Fit (GoF) Evaluation Test Results
Source: SmartPLS Data Processing Results (2023)

	Saturated Model	Estimated Model
SRMR	0,068	0,068
d_ULS	3,846	3,846
d_G	4,178	4,178
Chi-Square	1739,275	1739,275
NFI	0,708	0,708

Based on Table 4 above, the NFI value is 0.708. With the assessment criteria, the model is declared good if the NFI value is between 0 - 1, it can be concluded that this research model is suitable for use.

Statistical tests basically show how much influence an explanatory (independent) variable individually has in explaining variations in the dependent variable. The following are the results of hypothesis testing using the t-statistics and p-values approach which are presented in Table 5 below:

Table 5. Hypothesis Testing Results
Source: SmartPLS Data Processing Results (2023)

Hypothesis	T Statistics	P Values	Conclusion
Mental Health → Employee Performance	2,072	0,039	Accepted
Emotional Intelligence → Employee Performance	6,675	0,000	Accepted
Leadership → Employee Performance	3,178	0,002	Accepted

Of the total 100 respondents, there were 43 respondents who were male, or around 43% of the total respondents. Meanwhile, there were 57 respondents who were female, or around 57% of the total respondents. Thus, based on these data, researchers can conclude that the majority of respondents in this study are women. The following is the demographic table data based on gender which is presented in table 6:

Table 6. Demographic Data By Gender
Source: Primary Data Processing Results (2023)

Gender	Amount	Percentage (%)
Men	43	42%
Women	57	48%
Total	**100**	**100%**

The results of research based on the first hypothesis test show that emotional intelligence on performance has a positive influence on PT XYZ. The statistic of 2.072 is greater than 1.96 so it is declared significant. So it can be said that the first hypothesis (H1) is accepted and there is a positive and significant influence of mental health on performance. The analysis in this research shows that there is a positive influence of mental health on performance, so that the better the mental health of employees, the better their performance. On the other hand, when employees experience mental health problems, performance will decrease. The results of this study are in line with Scanlan *et. al.* (2019) which provides positive mental health results on performance where employees can overcome mental health disorders experienced well with supportive work resources. In research by Kader et. al. (2021) employees do not experience mental health problems as a result of support from the company, support from colleagues, wage increases and promotions. Research by Allan *et. al.* (2018) provide significant results that employee mental health becomes better when the work is able to fulfill the employee's values, desires and needs, so that this also improves employee performance.

The results of research based on the second hypothesis test show that emotional intelligence on performance has a positive influence on PT XYZ. The statistic of 6.675 is greater than 1.96 so it is declared significant. So it can be said that the first hypothesis (H2) is accepted and there is a positive and significant influence of emotional intelligence on the performance of PT XYZ employees. The results of this research are in line with the research results of Wen *et. al.* (2019) and Ouyang *et. al.* (2015) which results in a strong relationship between emotional intelligence and performance. High emotional intelligence is able to provide positive emotions that lead to positive perspectives or thoughts that will have an impact on performance, but performance must be accompanied by the individual's ability to manage their emotions at work, organizational support, work environment, awards, and so on.

The results of research based on the third hypothesis test show that leadership on employee performance has a positive influence on PT XYZ. The statistic of 3.178 is greater than 1.96 so it is declared significant. So it can be said that the third hypothesis (H3) is accepted and there is a

positive and significant influence of leadership on employee performance. Based on the analysis in this research, the results show that there is a positive and significant influence between leadership on employee performance, so that the higher the leadership, the higher the employee's performance. The results of this research are supported by research by Gul *et. al.* (2018) which provides positive leadership results on employee performance where leadership will lead employees to high performance. In research by Eliyana *et. al.* (2019) stated that leadership will lead to achieving good performance as long as there are appropriate awards and achievements. Research by Al et. al. (2016) provide positive and significant results that employees will work with higher performance if they have leadership.

4. CONCLUSIONS AND SUGGESTIONS

Mental health has a positive and significant influence on employee performance at PT. XYZ. This means good mental health among employees at PT. XYZ contributes positively to their performance level. Therefore, the management of PT. XYZ can take positive action to support and improve employee mental health as a strategy to improve overall performance. This may include implementing employee wellbeing policies and programs that focus on aspects of mental health.

Emotional intelligence has a positive and significant influence on employee performance at PT. XYZ. This means that employees at PT. XYZ who have a high level of emotional intelligence tend to have better performance. Emotional intelligence can be considered a key competency relevant for success in the world of work, and PT. XYZ can include it in employee assessments or in hiring criteria to ensure that they have a more effective, high-performing team.

Leadership has a positive and significant influence on employee performance at PT. XYZ. This means that the leadership applied at PT. XYZ tends to have a positive impact on employee performance. Good leadership can motivate, guide and provide clear direction, thereby encouraging increased productivity and work results. Leadership can be considered as an organizational success factor, and these results confirm the importance of the leader's role in achieving good performance. Management can ensure that leaders at PT. XYZ has the leadership skills and traits that support the company's growth and success.

In this study, of course, it has limitations, such as the research conducted still has a less broad scope due to limitations in the use of variables, namely transformational leadership, transfer of knowledge, organizational commitment, and work performance so that there are many other factors that are not included. This research was conducted with limited access to respondents so that the distribution of questionnaires was carried out online.

Suggestions for future researchers are to consider increasing the number of samples and research variables. By increasing the number of samples, researchers can increase the validity and representativeness of research results. In addition, the addition of research variables can provide deeper insight into the relationships between the variables studied, make the analysis more comprehensive, and enrich understanding of the phenomenon being investigated. Selection of larger samples and variables can provide more varied and reliable data, increasing confidence in the generalization of research results. As well as preparing the right dimensions and indicators according to the company's conditions in order to get the desired results. In addition, researchers hope that future research can explore other independent variables besides mental health, emotional intelligence and leadership to determine the magnitude of their influence on employee performance. Other independent variables can be psychological contracts, organizational

citizenship behavior, environmental behavior, and so on. In addition, if other researchers want to examine the same variables for use, they can be expected to add or replace the independent variables with other variables that can influence the dependent variable. And researchers also suggest adding a larger number of respondents to provide more optimal results.

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