



The Influence of Emotional Intelligence, Intellectual Intelligence and Job Satisfaction on the Performance

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ABSTRACT

This research is motivated by a decrease in the target quantity of work that can be realized. This study aims to: 1) partially analyze the influence of emotional intelligence on the performance of PDAM Padang City employees. 2) Analyze the influence of intellectual intelligence partially on the performance of PDAM Padang City employees. 3) Analyze the effect of partial job satisfaction on the performance of PDAM Kota Padang employees. The population of this research is all employees in the field of distribution at PDAM Kota Padang, as many as 268 people. The sampling technique in this study was a proportional random sampling technique using the Slovin formula to obtain a sample size of 166. The data analysis technique used in this study was multiple regression analysis. Based on the research results, the conclusions of this study can be described as follows: 1) Emotional intelligence has a positive and significant effect on employee performance at PDAM Kota Padang. That is, the higher the level of emotional intelligence of employees, the more 2) Intellectual intelligence has a positive and significant effect on employee performance at PDAM Kota Padang. 3) Job satisfaction positively and significantly affects employee performance at PDAM Kota Padang.

1. Introduction

The era of globalization requires companies to be able to make appropriate strategic decisions to compete in an increasingly tight and competitive industrial environment. These decisions involve decisions in all functional areas (Mukherjee, 2018; Vecchiato, 2012). One of the things that companies must pay attention to in managing their management functions is how to manage human resources to increase work efficiency and effectiveness (Prieto & Pérez-Santana, 2014; Raj Adhikari, 2010). Sinambela (2021) explains that performance is the level of success of a person or institution in carrying out their work. According to Gilbert

(2013), employee performance is very necessary, because with this performance, it will be known how far the employee can carry out the tasks assigned to him. For this reason, it is necessary to determine clear, measurable, and jointly determined criteria that serve as a reference. Problems regarding performance are problems that will always be faced by company management. Therefore, management needs to know the factors that influence employee performance. The factors that can influence employee performance will enable company management to adopt various necessary policies so that they can improve employee performance to match company expectations.

The presence of clean water is hope for all Indonesians. One of them can be obtained through the Regional Drinking Water Company (PDAM). The Regional Drinking Water Company, under Regional Regulation No. 4 of 1982, is a BUMD with the main tasks and obligations of managing drinking water in the Padang City area, which include public services, economic aspects, and social aspects to improve community welfare. According to its vision, the Padang City Regional Drinking Water Company has reliable and dynamic public services and has been faced with many challenges. One of them is the performance of its employees. Every company has the aim of advancing production or taking part in the domestic economy. Likewise, the Regional Drinking Water Company (PDAM), which is a regionally owned enterprise (BUMD), was established to provide clean water services to the community while also providing profits to increase regional original income (PAD). Apart from the above, PDAM's main task is to improve community welfare, which includes social aspects, welfare, and public services.

The phenomenon in the field shows that the quantity of work for PDAM Kota Padang from 2018 to 2020 has decreased from the target quantity of work that can be realized, where the total units that have been realized are 131,606 consumers. Meanwhile, the number of targets that have not been realized until 2020 is 68,394 consumers, with a total realization percentage of 65.8%. Emotional intelligence, spiritual intelligence, and intellectual intelligence are all factors that affect organizational performance (Animasahun, 2010). Goleman (2021) defines emotional intelligence as the ability to explore one's feelings and the feelings of others, motivate oneself, and manage emotions well in oneself and one's relationships with others. The extent to which a person can recognize himself by understanding his strengths and weaknesses. Usually, someone who has good emotional intelligence can make decisions correctly and firmly. Many examples around us show that people who are intelligent and have many degrees may not necessarily be successful in the world of work. Emotional intelligence allows a person to develop heart intelligence, such as resilience, initiative, optimism, and adaptability. Currently, many people are highly educated, but

their careers are hampered, or perhaps even worse, they are eliminated due to their low emotional intelligence. There is an impact of emotional intelligence (EQ) on performance (Bar-On et al., 2013; Kopp & Jekauc, 2018; Mishra & Mohapatra, 2010; Rexhepi & Berisha, 2017; Wong & Law, 2017).

Another intelligence that influences performance is intellectual. Intellectual intelligence is the ability needed to carry out mental activities, think, reason, and solve problems. IQ tests, for example, are designed to ascertain a person's general intellectual abilities (Robbins & Judge, 2007). Padang City PDAM employees believe that intelligence, especially intellectual ability, is a tool that forms mental abilities that are important in carrying out tasks or work. This can be understood because at work, there are not only actions to carry out work but also intelligence in solving problems. Intellectual intelligence alone is not sufficient because intellectual intelligence is only a tool (Ben-Ze'ev, 2016; Dasborough et al., 2022). The same research was conducted Pambudi et al. (2018), which states that intellectual intelligence (IQ) has a negative and significant effect on performance.

Another form of intelligence that is currently popular is spiritual intelligence (SQ). Spiritual intelligence can integrate IQ and EQ. Spiritual intelligence can make humans complete creatures both intellectually, emotionally, and spiritually. Paloutzian et al. (2010) define spiritual intelligence as intelligence to deal with issues of meaning or value, namely intelligence to place our behavior and life in the context of a broader and richer meaning and intelligence to judge that a person's actions or way of life are more meaningful than others. other. Spiritual intelligence deals more with the enlightenment of the soul. People who have high SQ can interpret life's suffering by giving positive meaning to every event, problem, and even suffering they experience. By giving it a positive meaning, he can awaken his soul and carry out positive deeds and actions. If the spiritual quotient (SQ) has developed well, then the description or characteristics of people who have high spiritual intelligence (SQ) according to Zohar (2012), namely: 1) the ability to be flexible (spontaneously adaptive and active), 2) a high level of awareness, 3) the ability to adapt and

utilize suffering, 4) the ability to face and transcend pain, 5) the quality of life inspired by vision and mission, 6) the reluctance to cause unnecessary harm, 7) the tendency to see the connection between various things (holistic view), 8) a real tendency to ask "why or what if" to look for basic answers, 9) a dedicated and responsible leader.

According to Küçük (2022) study, employee job satisfaction is not just about doing work but is also related to other aspects such as interacting with co-workers and superiors and following certain rules and work environments, which are often inadequate or undesirable. So far, job satisfaction has been identified as a variable that is related to performance. Previous research has shown the influence of job satisfaction on performance (Nauman et al., 2021). Previous research results also show that job satisfaction is influenced by several factors, including the job itself, salary, promotion opportunities, supervisor, co-workers, responsibilities, work situation, recognition of work results, and the company's concern for employee welfare. It is known that several PDAM Padang City employees do not get job satisfaction, resulting in negative attitudes or behaviors such as not doing their work on time, often arriving late, and being absent without notice. There are also several employees who feel that the company does not pay attention to the results of its work, which causes frustration and will hurt the company.

2. Literature Review

Performance

Many experts have opinions about the meaning of performance. Rivai (2009) stated that performance is something or behavior that exists in a person as an achievement resulting from that person carrying out their role in the company. According to Mangkunegara (2017), the quality and quantity of the output from the duties and responsibilities of the work are indicators of performance. According to Hasibuan (2016), performance or work achievement is an output that a person has achieved in completing a task that has been given, which is based on skill, experience, seriousness in doing it, and punctuality. On the basis of this understanding, it is possible to draw the conclusion that an

employee's performance is an output or final result that he or she has achieved and that is measurable in terms of the caliber and volume of what he or she produces.

Emotional Intelligence

Emotional intelligence is a person's ability to detect and manage emotional cues and information (Robbins & Judge, 2018). Emotional intelligence is a person's ability to recognize their emotions so that they know their strengths and weaknesses, a person's ability to manage these emotions, a person's ability to motivate and provide encouragement for oneself, a person's ability to recognize the emotions and personalities of other people, a person's ability to build relationships with other parties well. If we can understand and implement the five main areas of emotional intelligence, then whatever business or career journey we undertake will have a better chance of running smoothly (Goleman & Boyatzis, 2017). Emotional intelligence is the ability to monitor one's own and other people's feelings, beliefs, and personal circumstances and use the information obtained to guide the thoughts and actions of both oneself and others (Hess & Bacigalupo, 2011). Emotional intelligence is one of the characteristics that is important for individual success, especially in service-based businesses. Based on several definitions previously explained, it can be concluded that emotional intelligence is a person's ability to use and manage emotions, which begins with controlling emotions in oneself and when dealing with other people and using them effectively to motivate oneself and withstand pressure, as well as controlling oneself to achieve a productive relationship.

Intellectual Intelligence

Gardner stated that intellectual intelligence is the ability to solve problems or create a valuable product from one or several cultural backgrounds. In everyday life, people work and think using their minds (intellect). We can judge whether someone is smart or stupid based on their level of intelligence (Luthans et al., 2021). The world of work is closely related to a person's intellectual intelligence. A worker who has a high IQ is expected to produce better performance than those who have a low IQ. This is because those who have a high IQ find it easier

to absorb the knowledge provided, so their ability to solve problems related to their work will be better (Sagala & Rivai, 2013). Most people believe that a person's level of intellectual intelligence (IQ) determines how successful they will be. This roughly means that only people who have high intellectual, academic, and mathematical intelligence can realize their success, including success in the world of work. A worker who has a high IQ is expected to produce better performance than those who have a lower IQ. This is because those who have a high IQ tend to more easily absorb the knowledge provided, so their ability to solve problems at work will be better (Richardson & Norgate, 2015).

Job satisfaction

The degree of enjoyment a person experiences at work or in their role within an organization is known as job satisfaction. Job satisfaction is the level of individual satisfaction with which they receive adequate rewards from various aspects of the work situation at the organization where they work. As a result, job satisfaction is a psychological issue that affects people in the organization because of how they perceive their surroundings. Job satisfaction is an evaluation that describes a person's feelings of attitude, happy or unhappy, satisfied or dissatisfied at work (Munir & Rahman, 2016). According to Handoko (2016), job satisfaction is the pleasant or unpleasant emotional state of employees when viewing their work. According to Judge et al. (2020) provides a comprehensive definition of job satisfaction that includes cognitive, affective, and evaluative reactions or attitudes and states that job satisfaction is a happy emotional state or positive emotion that comes from assessing one's job or work experience. Job satisfaction is the result of employees' perceptions of how well their work provides things that are considered important (Bogler & Nir, 2012). According to Robbins (2018), job satisfaction is a general attitude towards a person's work, which shows the difference between the amount of appreciation workers receive and the amount they believe they should receive. According to Saputra and Mulia (2020), job satisfaction is defined as an assessment or reflection of workers' feelings towards their work. This can be seen in the

positive attitude of workers towards their work and everything they encounter in their work environment.

According to Jewell and Siegall in Mulia (2021), job satisfaction is an attitude that arises based on an assessment of the work situation and is a generalization of attitudes towards various jobs. Job satisfaction is closely related to emotional states that are pleasant or unpleasant, according to the way employees view their work. Job satisfaction is the emotional attitude of being happy and loving one's job. This attitude is reflected in work morale, discipline, and work performance. Employee job satisfaction must be created as well as possible so that employee morale, dedication, love, and discipline increase. According to Hasibuan (2016), employees are every person who works by selling their energy (physical and mental) to a company and receives compensation for the services provided to the company (Hasibuan, 2016). Work requires interaction with co-workers and superiors, following organizational rules and policies, meeting performance standards, living with working conditions that are often less than ideal, and the like. Job satisfaction reflects attitudes, not behavior. Job satisfaction is the main dependent variable for two reasons, namely: (1) it shows a relationship with performance factors, and (2) it is a value preference held by many organizational behavior researchers (Wibowo, 2010). According to several definitions regarding job satisfaction, it can be concluded that job satisfaction is a person's attitude towards their work, whether employees feel happy or not with the way they view their work.

3. Hypothesis

The Relationship between Emotional Intelligence and Employee Performance

Employee performance these days is not only determined by intellectual factors but also emotional factors. Someone who can control their emotions well will also produce a good performance. This is what Miao et al. (2017) that emotional intelligence is a factor that is as important as a combination of technical and analytical abilities to produce optimal performance. In a study conducted by Goleman (2017), there were several research subjects in several companies, and the results obtained

showed that employees who have high emotional intelligence scores will produce better performance, which can be seen from the quality and quantity provided by these employees to the company. Even though someone has quite good performance, if they have a closed nature and do not interact with other people well, then their performance will not develop.

H1: It is suspected that emotional intelligence has a partially significant effect on the performance of PDAM Padang City employees.

The Relationship between Intellectual Intelligence and Employee Performance

According to Eysenck (2018), the world of work is closely related to a person's intellectual intelligence. A worker who has a high IQ is expected to produce better performance than those who have a lower IQ. This is because those who have a higher IQ find it easier to absorb the knowledge provided, so their ability to solve problems related to their work is better. Research conducted by Nasus (2019) found that cognitive intelligence has a significant positive correlation with work performance. Yes, he stated that a worker's work performance will lead him to more satisfactory results to improve his performance. In this research, it contributes 30% in achieving a person's work performance and performance.

H2: It is suspected that intellectual intelligence has a partially significant effect on the performance of Padang City PDAM employees.

The Relationship between Job Satisfaction and Employee Performance

Job satisfaction is a very important factor in getting optimal results. When a person feels satisfied at work, of course, he will try as hard as possible with all his abilities to produce his work assignments. The job satisfaction received and felt by an employee will influence the results obtained from their work. Obtaining job satisfaction by employees, whether by providing appropriate salaries, work given according to their skills, or having good relationships with superiors, will improve their performance (Luthans et al., 2021). By obtaining employee job satisfaction, employee performance will increase because employees feel cared for by the company, so there is an influence between

employees and the company; namely, employees will have job satisfaction, and the company will get high performance from its employees. This is following the opinion of Robbins (2018), who states that "performance is the level of efficiency and effectiveness as well as innovation in achieving goals by management and divisions within the organization. Performance is said to be good and successful if the desired goals can be achieved well. Performance is also seen as a function of the interaction between ability, motivation, and opportunity, so that a person's performance is influenced by job satisfaction."

H3: It is suspected that job satisfaction has a partially significant effect on the performance of PDAM Padang City employees.

The Simultaneous Influence of Emotional Intelligence, Intellectual Intelligence and Job Satisfaction on Employee Performance

According to Goleman (2017), emotional intelligence is a person's greater ability to motivate themselves, be resilient in the face of failure, control emotions, delay gratification, and regulate mental states. According to Zohar (2012), they say that intellectual intelligence is intelligence that is used to solve logical and strategic problems. The job satisfaction received and felt by an employee will influence the results obtained from their work. Obtaining job satisfaction by employees, whether by providing appropriate salaries, work given according to their skills, or having good relationships with superiors, will improve their performance (Rad & Yarmohammadian, 2006; Raziq & Maulabakhsh, 2015). From the definition above, it can be said that someone who has emotional intelligence, intellectual intelligence, and high job satisfaction will be able to complete their work well. This is in line with research conducted by Fareed et al. (2021), who said that emotional intelligence and intellectual intelligence together influence employee performance, while the results of research conducted by Katebi et al. (2022) stated that job satisfaction has a significant influence on performance.

H4: It is suspected that emotional intelligence, intellectual intelligence and job satisfaction have a significant simultaneous effect on the performance of PDAM Padang City employees.

Based on the explanation of the hypothesis that has been described, the

conceptual framework in this research is as follows:

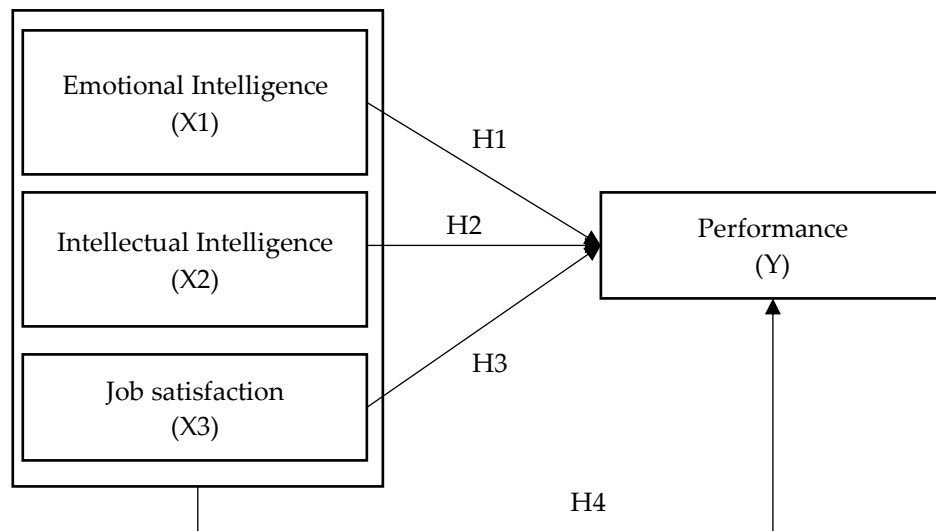


Figure 1. Conceptual Framework

4. Methods

The measurement instrument in this research uses a Likert scale. According to Riduwan (2015), "the Likert scale is used to measure the attitudes, opinions, and perceptions of a person or group regarding social events or phenomena." To support research, the type of data used is quantitative data, namely data in the form of numbers obtained from the distribution section of Padang City PDAM, such as the number of employees and other data that supports research. The population of this research is 268 employees in the PDAM distribution sector in Padang City. The total number of employees that have been determined as the population will, in part, be used as a research sample. A sample, according to Burhan Bungin (2017), is a conclusion drawn from a generalization of the population, so that sampling is intended to represent the entire population. Meanwhile, according to Sugiyono (2018), the sample is part of the number of characteristics possessed by the population. Based on the nature or characteristics of the population that have been determined, the sampling technique in this research uses a proportional random sampling technique. This technique is used because all members have the same opportunity to be sampled according to their proportions (Sugiyono, 2018). The sample

taken in this research is representative. This aims to ensure that the conclusions can describe the population as a whole.

Based on calculations from the Yamane formula, 166 Padang City PDAM employees were included in this research sample. The sampling technique used in this research uses the probability sampling method with a simple random sampling technique. According to Sugiyono (2018), the proportional stratified random sampling technique is taken directly from the population at random, each element of the population has the same probability of selection. Furthermore, every possible sample of this particular size has the same desirability of being chosen independently of every other element, and the sample is obtained by a random procedure from the sampling frame. According to Schroeder et al. (2016), regression analysis is a mathematical equation that defines the relationship between two or more variables. In testing the research hypothesis, a multiple linear regression test was used. The aim of using multiple regression is to predict the magnitude of the variables emotional intelligence, intellectual intelligence, and job satisfaction, both partially and simultaneously, on employee performance at PDAM Kota Padang.

5. Result

Respondent Characteristics

In this research, the respondents were PDAM Padang City employees. The data used is primary data obtained using a list of statements (a questionnaire). The number of respondents who were research subjects was 166, including PDAM Padang City employees. The table below

presents some general information regarding the conditions of respondents found in the field. The table contains the information presented, including age, gender, and education.

Characteristics of respondents based on age

Age is an internal characteristic of an individual. The number of respondents based on age can be seen in the following table:

Table 1. Description of Respondents Based on Age

No.	Age	Amount	Percentage (%)
1	20-30 Years	24	14,5
2	31-40 Years	142	85,5
3	41-50 Years	0	0,0
4	51-60 Years	0	0,0
5	61-70 Years	0	0,0
Total		166	100

Source: 2023 Research Results

Based on the table above, 24 employees are in the 20–30 year age group. They make up around 14.5% of the total employees at PDAM Padang City. This group has the largest number of employees, with a total of 142. Employees in this age group occupy approximately 85.5% of the total employees. The majority of Padang City PDAM employees are in the 31–40 year age group, with a proportion of 85.5%. There is a tendency for PDAM Kota Padang to have younger staff because 100% of employees are in

the 20–40 year age range. Thus, for PDAM Kota Padang, it is important to consider appropriate development programs for the younger age group as well as succession and recruitment strategies to fill potential future vacancies when current employees reach retirement age.

Characteristics of respondents based on gender

The characteristics of respondents based on gender can be seen in the following table:

Table 2. Description of Respondents Based on Gender

No	Gender	Amount	Percentage (%)
1	Male	139	83,7
2	Female	27	16,3
Total		166	100

Source: 2023 Research Results

Based on the table above, male employees dominate PDAM Padang City with a fairly large proportion, amounting to 83.7%. Female employees only make up around one-sixth of the total employees, namely 16.3%. There is a gender imbalance in the composition of employees at PDAM Padang City. This may indicate certain preferences or tendencies in recruitment or may also be related to the nature of work and work culture at PDAM Kota Padang.

PDAM Kota Padang needs to consider more inclusive recruitment and retention policies to create a more diverse and gender-balanced work environment, which can promote diversity of views and improve organizational performance.

Respondent characteristics based on education level

The characteristics of respondents based on education can be seen in the following table:

Table 3. Description of Respondents Based on Education Level

No.	Level of education	Amount	Percentage (%)
1	Elementary School	0	0,0
2	Junior High School	0	0,0
3	Senior High School	103	62,0
4	Associate Expert (D3)	9	5,4
5	Bachelor's degree	49	29,5
6	Master's degree	5	3,0
Total		166	100

Source: 2023 Research Results

Based on the table above, it was found that 103 employees had a high school educational background. They make up approximately 62.0% of total employees, making them the education group with the largest proportion. There are nine employees with a D3 educational background. They make up about 5.4% of total employees. A total of 49 employees has a bachelor's degree and an and an educational background. They make up about 29.5% of total employees, making them the second largest education group after high school. There are 5 employees with postgraduate educational backgrounds. They make up about 3.0% of total employees. The majority of employees at PDAM Kota Padang have a high school educational background, with a proportion of 62.0%. The undergraduate education level is also quite significant, with a proportion of 29.5%. Although there are some employees with higher education, such as D3, S1, and S2, they together only make up less than 40% of the total employees. This shows that although

most employees have secondary education, PDAM Kota Padang also accepts employees with higher educational qualifications. Based on this data, PDAM Kota Padang may need to consider providing employee training and development, especially for those with a high school education background, to increase their capacity and qualifications according to job and industry demands.

Classic assumption test

Normality test

The normality test is carried out to determine whether the data comes from a normally distributed population or not. The normality test was carried out using the Kolmogorov-Smirnov test. If the value of Asymp. Sig (2-tailed) is greater than 0.05, it can be concluded that the data is normally distributed. For more details, see the table below:

Table 4. Normality Test Results

No	Variable	Sig value.	Information
1	Emotional Intelligence (X ₁)	0,200	Normal
2	Intellectual Intelligence (X ₂)	0,200	Normal
3	Job satisfaction (X ₃)	0,200	Normal
4	Employee performance (Y)	0,200	Normal

Source: 2023 Research Results

From the table above it can be seen that the significance value is greater than 0.05. Because the significance is more than 0.05, the value of each variable is normally distributed.

Multicollinearity Test

The multicollinearity test aims to test whether the regression model finds any

correlation between the independent variables. If independent variables are correlated with each other, then these variables are not orthogonal. Orthogonal variables are independent variables whose correlation value between independent variables is equal to zero. To detect the presence or absence of multicollinearity in the regression model, do as follows:

Table 5. Multicollinearity Test Results

No	Variable	VIF value	Tolerance	VIF limits	Information
1	Emotional Intelligence (X ₁)	1,282	0,780	10	Multicollinearity does not occur
2	Intellectual Intelligence (X ₂)	1,392	0,718	10	Multicollinearity does not occur
3	Job satisfaction (X ₃)	1,236	0,809	10	Multicollinearity does not occur

Source: 2023 Research Results

The results of the tolerance value calculation show that there are no independent variables that have a tolerance value of less than 10%, which means there is no correlation between independent variables whose value is more than 90%. The results of calculating the variance inflation factor (VIF) value also show the same thing, not one independent variable has a VIF value of more than 10. So, it can be concluded that there is no multicollinearity between the independent variables in the regression model.

Heteroscedasticity Test

The heteroscedasticity test is used to test whether there is an inequality of variance from

the residuals of one observation to another. If heteroscedasticity occurs, this shows that the residual variance is not the same or constant, so the use of regression becomes inefficient. A good regression model is homoscedastic or free from symptoms of heteroscedasticity. The heteroscedasticity test can be carried out using the Spearman correlation method. The heteroscedasticity test is carried out to find out whether the predictors have a significant influence on the residual value. Normal residuals are those that have a significant value >0.05 . For more details, it can be explained in the following table:

Table 6. Heteroscedasticity Test Results

No	Variable	Sig value.	Sig Limit.	Information
1	Emotional Intelligence (X ₁)	0,145	0,05	Heteroscedasticity does not occur
2	Intellectual Intelligence (X ₂)	0,863	0,05	Heteroscedasticity does not occur
3	Job satisfaction (X ₃)	0,514	0,05	Heteroscedasticity does not occur

Source: 2023 Research Results

According to the table above, the emotional intelligence variable (X₁) has a significance value of 0.145, which is greater than 0.05 ($0.145 > 0.05$), which means that the data for this variable is homogeneous. The intellectual intelligence variable (X₂) has a significance value of 0.863, which is also greater than 0.05 ($0.863 > 0.05$), which means that the data for this variable is also homogeneous. Finally, the job satisfaction variable (X₃) has a significance value of 0.514, which means that the data is not significantly different.

Hypothesis testing

Multiple Regression Analysis

The analysis used in this research is a multiple linear regression analysis with three predictors, namely emotional intelligence (X₁), intellectual intelligence (X₂), job satisfaction (X₃), and employee performance (Y). This regression model can be used to determine the influence of emotional intelligence, intellectual intelligence, and job satisfaction on the performance of PDAM Kota Padang employees simultaneously and partially. Based on the SPSS for Windows release

24.0 calculation results, the following regression analysis table is obtained:

Table 7. Multiple Regression Analysis

Model	Unstandardized Coefficients		Standardized Coefficients
	B	Std. Error	Beta
1 (Constant)	15,354	2,778	
Emotional Intelligence (X ₁)	0,197	0,045	0,289
Intellectual Intelligence (X ₂)	0,186	0,041	0,311
Job satisfaction (X ₃)	0,158	0,039	0,265

Source: 2023 Research Results

The table above shows that the multiple regression equation obtained from the analysis results is as follows:

$$Y = 15,354 + 0,197X_1 + 0,186X_2 + 0,158X_3$$

If the variables emotional intelligence, intellectual intelligence, and job satisfaction are considered constants, then the average performance is 15.354. From the multiple regression calculation, the coefficient value (b₁) is 0.197. This means that if the emotional intelligence variable increases by 1 point while the intellectual intelligence and job satisfaction variables are considered constant, it will cause an increase in employee performance of 0.197. The coefficient value (b₂) is 0.186. This means that if the intellectual intelligence variable increases by 1 point while the emotional intelligence and job satisfaction variables are considered constant, it

will cause an increase in employee performance of 0.186. The coefficient value (b₃) is 0.158. This means that if the job satisfaction variable increases by 1 point while the emotional intelligence and intellectual intelligence variables are considered constant, it will cause an increase in employee performance of 0.158.

F Test (Simultaneous)

The F test is used to determine whether the independent variables simultaneously have a significant effect on the dependent variable. The degree of confidence used is 0.05. If the calculated F value is greater than the F value according to the table, the alternative hypothesis is stated, which states that all independent variables simultaneously have a significant effect on the dependent variable. For analysis of the SPSS output, you can see the table below:

Table 8. Simultaneous Test Results (F)

Model Summary					
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	
1	.668 ^a	0,447	0,436	2,976	
a. Predictors: (Constant), Job satisfaction (X3), Emotional Intelligence (X1), Intellectual Intelligence (X2)					
ANOVA ^a					
Model	Sum of Squares	df	Mean Square	F	Sig.
1 Regression	1158,459	3	386,153	43,599	.000 ^b
Residual	1434,818	162	8,857		
Total	2593,277	165			
a. Dependent Variable: Kinerja (Y)					
b. Predictors: (Constant), Job satisfaction (X3), Emotional Intelligence (X1), Intellectual Intelligence (X2)					

Source: 2023 Research Results

In the Model Summary table, it can be seen in the Adjusted R Square column that it is 0.436. This means that simultaneously, the contribution of the variables emotional intelligence (X_1), intellectual intelligence (X_2), and job satisfaction (X_3) has a contribution to the employee performance variable at PDAM Kota Padang (Y) of 0.436, or 43.6%, which means the remaining 56.4% is influenced by other variables. From the ANOVA table, the F_{count} value is 43.599 with a probability value (sig) of 0.000. F_{count} value $43,599 > F_{\text{table}} 2,660$, and sig value. smaller than the probability value of 0.05 or the value of $0.000 < 0.05$; then H_1 is accepted, meaning that together (simultaneously) emotional intelligence (X_1), intellectual intelligence (X_2), and job

satisfaction (X_3) have a significant effect on employee performance at PDAM Kota Padang (Y).

Partial Test (t)

The t-test is used to determine whether the independent variables partially have a real effect on the dependent variable or not. The degree of significance used is 0.05. If the significant value is smaller than the degree of confidence, then we accept the alternative hypothesis, which states that an independent variable partially influences the dependent variable. The t-test analysis can also be seen in the table below:

Table 9. T-test Results

No	Variable	T Count	T Table	Sig.	Information	
					H_0	H_1
1	Emotional Intelligence (X_1)	4,365	1,974	0,000	-	✓
2	Intellectual Intelligence (X_2)	4,512	1,974	0,000	-	✓
3	Job satisfaction (X_3)	4,081	1,974	0,000	-	✓

Source: 2023 Research Results

In the table above, the emotional intelligence variable (X_1) obtained a value of 4.365 with a significance of 0.000, where $0.000 < 0.05$, so that H_0 is rejected and H_a is accepted, namely, "there is a significant influence of emotional intelligence on employee performance at PDAM Kota Padang." In the intellectual intelligence variable (X_2), the value obtained is 4.512 with a significance of 0.000, where $0.000 < 0.05$, so H_0 is rejected and H_a is accepted, namely, "there is a significant influence of intellectual intelligence on employee performance at PDAM Kota Padang." In the job

satisfaction variable (X_3), the value obtained is 4.081 with a significance of 0.000, where $0.000 < 0.05$, so H_0 is rejected and H_a is accepted, namely "there is a significant influence of job satisfaction on employee performance at PDAM Kota Padang."

Coefficient of Determination Test

The coefficient of determination (r^2) is useful for showing how much the independent variable contributes to the dependent variable partially. Further details can be seen in the following table:

Table 10. Coefficient of Determination Test Results

No	Variable	Adjusted Rsquare	%
1	Emotional Intelligence (X_1)	0,256	25,6
2	Intellectual Intelligence (X_2)	0,298	29,8
3	Job satisfaction (X_3)	0,229	22,9

Source: 2023 Research Results

Based on the table above, it can be seen that the adjusted R-square value of emotional intelligence (X_1) is 0.256. This means that the contribution of emotional intelligence (X_1) to employee performance at PDAM Padang City is

0.256, or 25.6%. The coefficient of determination (r^2) is useful for showing how much the independent variable contributes to the dependent variable. Furthermore, for the intellectual intelligence variable (X_2), the

adjusted R-square was obtained at 0.298. This means that the contribution of intellectual intelligence (X2) to employee performance at PDAM Kota Padang is 0.298, or 29.8%. The coefficient of determination (r^2) is useful for showing how much the independent variable contributes to the dependent variable. Furthermore, for the job satisfaction variable (X3), an adjusted R-square of 0.229 was obtained. This means that the contribution of job satisfaction (X3) to employee performance at PDAM Kota Padang is 0.229, or 22.9%. The coefficient of determination (r^2) is useful for showing how much the independent variable contributes to the dependent variable.

6. Discussion

Based on the results of the statistical regression analysis that has been presented, a regression line equation is known. This regression equation is useful for the parties concerned to predict the increase or decrease in employee performance at PDAM Padang City in the future with emotional intelligence (X1), intellectual intelligence (X2), and job satisfaction (X3) as predictors. Based on the results of regression analysis with the help of the SPSS 24.0 program, it appears that the four hypotheses proposed are accepted. The discussion is as follows:

The Influence of Emotional Intelligence on Employee Performance at PDAM Padang City

Based on the results of testing the first hypothesis, it is known that there is a significant influence of emotional intelligence on employee performance. This is shown by obtaining a T value of 4.356 with a significance of 0.000, where $0.000 < 0.05$, so that H_0 is rejected and H_a is accepted, namely "there is an influence of emotional intelligence on employee performance at PDAM Kota Padang." Furthermore, the contribution amount of the adjusted R square value is 0.256. This means that the emotional intelligence variable (X1) has a partial contribution of 0.256, or 25.6%, to employee performance (Y). Emotional intelligence, also known as EQ (emotional quotient), is an individual's ability to understand, manage, and express their own emotions, as well as to understand and respond appropriately to the emotions of others. The relationship between

emotional intelligence and employee performance has been widely researched and proven to be interconnected. Employees with high emotional intelligence tend to have several advantages that can have a positive impact on their performance at work.

The world of work has various problems and challenges that employees must face. These problems in the world of work are not something that only requires intellectual abilities, but solving them also requires emotional abilities or emotional intelligence. Goleman & Boyatzis (2017), a well-known psychologist, once said in his book that to achieve success in the world of work, not only cognitive intelligence is needed but also emotional intelligence. These days, emotional factors are just as important as intellectual ones in determining employee performance. Someone who can control their emotions well will be able to produce a good performance too. This follows what Mayer (psikologi.com, 2004) stated emotional intelligence is a factor that is as important as a combination of technical and analytical abilities to produce optimal performance.

According to Goleman & Boyatzis (2017), emotional intelligence includes aspects of the ability to motivate oneself, overcome frustration, control impulses, regulate mood, have empathy, and collaborate. Goleman further said that the intellectual quotient (IQ) factor only contributes 20% to career success, while 80% is contributed by other factors, including emotional intelligence. In line with Goleman's opinion, Mishra & Mohapatra (2010) also states the importance of emotional intelligence, especially in work matters. According to him, emotional intelligence has an important role in the workplace, besides also playing a role in the family environment, society, romantic experiences, and spiritual life. Emotional awareness makes the state of the soul more attentive, making it possible to make better choices about what to do, how to maintain a balance between personal needs and the needs of other people, and when choosing a life partner.

Based on the two opinions above, it can be seen that emotional intelligence contains very important aspects needed in work. Such as the ability to motivate oneself, control emotions,

recognize other people's emotions, overcome frustration, regulate mood, and other important factors. If each employee can manage these aspects well at work, it will help realize good performance. Thus, it can be seen that emotional intelligence influences employee performance. Although emotional intelligence has a positive effect on employee performance, it's important to keep in mind that other factors like technical abilities, knowledge, and a supportive work environment also have an impact. Emotional intelligence is an important aspect, but it is not the only factor that determines an employee's success in the workplace.

The Influence of Intellectual Intelligence on Employee Performance at PDAM Padang City

Based on the results of testing the second hypothesis, it is known that there is a significant influence of intellectual intelligence on employee performance. This is shown by obtaining a T value of 4.512 with a significance of 0.000, where $0.000 < 0.05$, so that H_0 is rejected and H_a is accepted, namely "there is an influence of intellectual intelligence on employee performance at PDAM Kota Padang." Furthermore, the contribution size of the adjusted R square value is 0.298. This means that the intellectual intelligence variable (X_2) has a partial contribution of 0.298, or 29.8%, to employee performance (Y). This means that the greater the intellectual intelligence that is applied, the better the performance of PDAM Kota Padang employees will be, and vice versa, the lower the intellectual intelligence, the lower the employee's performance will be. The results above follow the conditions that exist in PDAM Kota Padang, namely that employees use intellectual intelligence in completing work. This situation is very clear because the work of PDAM Kota Padang is related to consumers, which requires them to always display good performance.

This research is from research conducted by Aditya et al. (2017) which states that intellectual intelligence (IQ) has a negative and significant effect on performance. Research conducted (Khairat, 2017) with the title "The influence of emotional intelligence, intellectual intelligence, spiritual intelligence, and organizational commitment on auditor

performance" shows that intellectual intelligence has a significant effect on auditor performance. Likewise, research conducted by Fareed et al. (2021) stated that there is a positive and significant influence between intellectual intelligence and performance. Utilizing intellectual intelligence in Islam is something that is highly recommended. Because by thinking, humans can enrich knowledge. Humans think about themselves, the people around them, and the universe. It is through this ability to think that humans can try to improve the quality of life and achieve what they want in their lives.

Contemporary human resource management theory, namely the science of human resource management, has a positive impact on managing human resources in organizations. All developments that occur can be concluded to lead to a very fundamental principle, namely that humans cannot possibly be treated the same as other means of production but must be treated according to their dignity. The emergence of various motivations emphasizes that humans have very complex needs, not only regarding increasing the standard of living in material terms, but various other needs such as security, social, testicular, and self-development must be fulfilled. According to Jiang et al. (2012), human resource management (HRM) refers to policies, practices, and systems that influence employee behavior, attitudes, and performance. Many companies refer to the HRM concept as a form of human practice. The strategies underlying these practices need to be considered to maximize their influence on company performance (Noe et al., 2015). Thus, human resources in an agency must be able to align policies, practices, and systems so that they can improve performance and influence employee behavior and attitudes.

That emotional intelligence is the ability to feel, understand, and actively apply power and sensitivity to emotions as a source of human energy, information, connection, and influence (Kelly & Kaminskienė, 2016). Therefore, an employee must be able to feel and understand his own emotions and understand other people to create good performance. According to Karimi et al. (2014), the role of EQ plays a very important role in building effective human relationships as

well as in improving performance. Apart from understanding one's emotions, emotional intelligence also plays an important role for an employee in building relationships with other people to achieve good performance. This is in line with research conducted by Bayighomog & Arasli (2022), which found that emotional intelligence and spiritual intelligence simultaneously have a significant effect on employee performance.

The Influence of Job Satisfaction on Employee Performance at PDAM Padang City

Based on the results of testing the third hypothesis, it is known that there is a significant influence of job satisfaction on employee performance. This is shown by obtaining a T value of 4.081 with a significance of 0.000, where $0.000 < 0.05$, so that H_0 is rejected and H_a is accepted, namely "there is an influence of job satisfaction on employee performance at PDAM Kota Padang." Furthermore, the contribution amount of the adjusted R square value is 0.229. This means that the job satisfaction variable (X_3) has a partial contribution of 0.229, or 292.9%, to employee performance (Y). This means that the better job satisfaction, the more employee performance will increase. On the other hand, if job satisfaction is not good, employee performance will decrease. Based on observations and research results, it was found that job satisfaction has a direct effect on employee performance.

The results of field research support Koo et al. (2020), who researched drivers of hospitality industry employees' job satisfaction, commitment, and job performance. The research results show that employee job satisfaction directly and positively influences organizational commitment but does not directly influence performance. As for the partial results of Y. McCallum et al. (2014) research, only affective commitment and continuance commitment have a positive and significant influence on performance, while normative commitment does not affect employee performance. Chordiya et al. (2017) stated that job satisfaction has a significant influence on normative and affective commitment. And job satisfaction does not have a significant influence on continued commitment.

These results are in line with the results of previous similar research by Juniantara (2015), who conducted research with the title "The Influence of Motivation and Job Satisfaction on the Performance of Cooperative Employees in Denpasar." The research results show that motivation has a positive and significant effect with a coefficient value of 0.391 and a statistical t value of 1,994, and job satisfaction has a positive and significant effect with a coefficient value of 0.537 and a statistical value of 5,683. Job satisfaction is a very important factor in getting optimal results. When a person feels satisfied at work, of course, he will try as hard as possible with all his abilities to produce his work assignments. The job satisfaction received and felt by an employee will influence the results obtained from their work. Obtaining job satisfaction by employees, whether by providing appropriate salaries, work given according to their skills, or having good relationships with superiors, will improve their performance (Luthans et al., 2021).

By obtaining employee job satisfaction, employee performance will increase because employees feel cared for by the company, so there is an influence between employees and the company; namely, employees will have job satisfaction, and the company will get high performance from its employees. This is the opinion of Robbins (2018), who states that "performance is the level of efficiency and effectiveness as well as innovation in achieving goals by management and divisions within the organization. Performance is said to be good and successful if the desired goals can be achieved well. Performance is also seen as a function of the interaction between ability, motivation, and opportunity, so that a person's performance is influenced by job satisfaction."

The Simultaneous Influence of Emotional Intelligence, Intellectual Intelligence and Job Satisfaction on Employee Performance at PDAM Padang City

Based on the results of testing the fourth hypothesis, it is known that there is a significant simultaneous influence of emotional intelligence, intellectual intelligence, and job satisfaction on employee performance. This is shown by obtaining an F_{count} value of 43.559 with a

significance of 0.000 where $0.000 < 0.05$ so that H_0 is rejected and H_a is accepted, namely "there is a simultaneous influence of emotional intelligence, intellectual intelligence, and job satisfaction on employee performance at PDAM Kota Padang." Furthermore, the contribution amount of the adjusted R square value is 0.436. This means that the variables emotional intelligence (X1), intellectual intelligence (X2), and job satisfaction (X3) have a simultaneous contribution of 0.436, or 43.6%, to employee performance (Y).

According to Goleman (2017), emotional intelligence is a person's greater ability to motivate themselves, be resilient in the face of failure, control emotions, delay gratification, and regulate mental states. According to Zohar and Marshall (in Nyoman Ari Sury Dharmawan 2013), they say that intellectual intelligence is intelligence that is used to solve logical and strategic problems (Nyoman Ari Sury Dharmawan 2013: 844). The job satisfaction received and felt by an employee will influence the results obtained from their work. Obtaining job satisfaction among employees, whether by providing appropriate salaries, work given according to their skills, or good relationships with superiors, will improve the performance of employees (Luthans, 2021).

From the definition above, it can be said that someone who has emotional intelligence, intellectual intelligence, and high job satisfaction will be able to complete their work well. This is in line with research conducted by Fareed et al. (2021), who said that emotional intelligence and intellectual intelligence together influence employee performance, while the results of research conducted by Katebi et al. (2022) stated that job satisfaction has a significant influence on performance.

7. Conclusion

Emotional intelligence has a positive and significant effect on employee performance at PDAM Padang City, with a T_{count} of 4.356 and a significance of 0.000 where $0.000 < 0.05$. This means that the higher the employee's level of emotional intelligence, the higher the employee's level of performance. Intellectual intelligence has a positive and significant effect on employee performance at PDAM Padang City, with a T_{value} of 4.512 and a significance of 0.000, where 0.000

< 0.05 . This means that the higher the employee's level of intellectual intelligence, the higher the employee's level of performance. Job satisfaction has a positive and significant effect on employee performance at PDAM Padang City, with a T_{value} of 4.081 and a significance of 0.000, where $0.000 < 0.05$. As a result, the employee's performance will be higher the higher their level of job satisfaction. Emotional intelligence, intellectual intelligence, and job satisfaction have a simultaneous positive and significant effect on employee performance at PDAM Padang City, with a calculated F_{value} of 43.559 and a significance of 0.000 where $0.000 < 0.05$. This means that the higher the employee's level of emotional intelligence, intellectual intelligence, and job satisfaction, the higher the employee's level of performance.

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