



ORIGINAL ARTICLE

Work Engagement and Emotional Intelligence on Personnel Performance: The Mediating Role of Job Satisfaction

Jufrizen^{1*}, Hazmanan Khair¹, Fint Boy Loviky¹

¹Universitas Muhammadiyah Sumatera Utara

Jln. Kapten Mukhtar Basri No. 3 Medan, Sumatera Utara - Indonesia

*Email: jufrizen@umsu.ac.id

ABSTRACT

Purpose – This study aims to test and analyze the effect of work engagement and emotional intelligence on personnel performance through job satisfaction directly or indirectly.

Methodology – The approach used in this research is causal. The population in this study were all personnel of the Medan City Police Resort Detective section. This study used a saturated sample of 98 people, all personnel of the Medan City Police Resort Detective Section. Data collection techniques in this study using documentation, observation, and questionnaire techniques. The data analysis technique in this study uses a quantitative approach using statistical analysis using SEM-PLS using the PLS (Partial Least Square) 4.0 software program.

Findings – The results of this study indicate that directly, work engagement, emotional intelligence, and job satisfaction have a significant effect on personnel performance, work engagement, and emotional intelligence have a significant impact on personnel job satisfaction, and indirectly, work attention and emotional intelligence have a significant effect on personnel performance through job satisfaction.

Originality/Novelty – Combining two main concepts, namely work engagement and emotional intelligence, in one research model can provide a deeper understanding of the complexity of the relationship between the variables of work engagement, emotional intelligence, job satisfaction and employee performance.

Implications – Provides valuable insights for Human Resources Management (HRM) practitioners about the importance of work engagement and emotional intelligence in improving employee performance. HRM can use these findings to develop more effective recruitment, training, and development strategies.

Keywords: Work Engagement, Emotional Intelligence, Job Satisfaction, Performance

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INTRODUCTION

The human resources owned by the company certainly have a very important role in supporting the achievement of the company's goals. If employees have good performance, it will certainly have a beneficial impact on the company and vice versa. If employee performance is high, the company will experience difficulties and gains in achieving the goals set by the company (Nasution, 2018).

Employee performance greatly determines a company's progress because performance is crucial in an organization's efforts to achieve its goals. If employees have good performance, of course, it will benefit the company and vice versa. If employee performance is high, the company will experience difficulties and gains in achieving the goals set by the company. Fachrezei & Khair, (2020). Apart from that, employee performance is also the level of work results of employees in achieving the job requirements that have been given. Employee performance is a matter that needs to be considered quite seriously by a company because employee performance with various aspects will directly impact the overall performance of a company (L'opez-Cabarcos et al., 2022).

Even though research has conducted many studies on employee performance, the treatment of performance in different companies is not the same as research (Alqudah et al., 2022). Performance emphasizes the aspects of quality, quantity, working time, and cooperation to achieve the goals set by the organization. Whereas (Siyal et al., 2023) emphasize a worker's aptitude and interest, aptitude and acceptance of the explanation of task delegation, and role and level of motivation. There are differences in treatment between the studies, so it is undoubtedly intriguing to compare them.

Emotional intelligence is a new discourse in the field of psychology after many years of people strongly believing that the determining factor for a person's success in life is IQ. Based on research in psychology, a person's abilities are not only measured based on logical and linguistic intelligence. Other intelligences can open up many people's thinking about success factors in life, one of which is emotional intelligence. Therefore, the achievements obtained in work are influenced by emotional intelligence, which is in the first position, and intellectual intelligence, which is in the second position (Arfara & Samanta, 2016). The results of previous research conducted by (Dhani & Sharma, 2017); (Shamsuddin & Rahman, 2014); (Altındağ & Köseadağı, 2015), and (Altındağ & Köseadağı, 2015) prove that emotional intelligence influences employee performance. Meanwhile, based on the results of previous research conducted by (Borman & Westi, 2021); (Saraswati et al., 2021), and (Lansart et al., 2019), it was concluded that emotional intelligence does not affect performance.

Additionally, employees who experience employment satisfaction can enhance their performance. Employment satisfaction is a feeling that every employee experiences while performing all his duties, whether happy or unhappy. Each employee's performance will indicate their level of job satisfaction. Satisfaction with one's employment is reflected in a person's performance (Tanjung, 2019). The importance of job satisfaction for employees' self-actualization cannot be overstated. Psychological development cannot occur in employees who lack job satisfaction. Compared to employees who are dissatisfied with their jobs, those who are satisfied with their jobs typically have better attendance, attrition, and performance records. The importance of job satisfaction in fostering an environment conducive to maximizing employee performance in the workplace cannot be overstated. Consequently, leadership development, promotions, and employment satisfaction impact employee performance (Syahputra & Jufrizen, 2019). Based on previous research conducted (Widhiastuti, 2013); (Hayati & Caniogo, 2012); (Saputra et al, 2016); (Jufrizen, 2017); (Fu & Deshpande, 2014) and (Adhan, et al., 2020) concluded that job satisfaction influences performance.

The job satisfaction variable in the research is used as an intervening variable or intermediary variable. This is to prove again whether the job satisfaction variable in this research can be intervening because previous research (Sajdah & Lukiyana, 2018) found that work engagement indirectly influences employee performance through job satisfaction. Meanwhile, the results of previous research (Munparidi & Sayuti, 2020) must prove that work engagement influences employee performance through job satisfaction. Based on previous research, there are differences in

research results, so the researchers want to prove again whether the job satisfaction variable in this research can be intervening.

Based on the author's observations of Medan City Police Resort personnel, the author found a phenomenon that shows the low performance of several Medan Polrestabes personnel in carrying out their work. This can be seen from the presence of several personnel who were unable to complete the work on time, in addition to the need for optimal work engagement. This can be seen during working hours (operational). Workspaces are often found to be empty because officers leave their work to carry out activities unrelated to their office duties.

In addition, the need for more work engagement was also shown by Medan City Police Resort personnel in managing Medan City Police Resort's social media. In the current digital era, people use social media, such as Facebook, Twitter, and Instagram, to convey criticism, suggestions, or reports of incidents in the Medan Police area. This situation was not responded to quickly and swiftly by the Medan Police, so various forms of questions, criticism, or reports submitted by the public via social media have yet to receive immediate follow-up.

Apart from that, during effective working hours, it is still seen that some members are not enthusiastic and lack focus in their work, namely not immediately carrying out tasks or delaying completing work but prefer to chat about things that are not related to work responsibilities so that the completion of main tasks is neglected. Apart from that, Medan City Police Resort personnel are not fully involved in completing the work because the work is considered less important and can be done with the help of other people. The personnel also do not use their time to complete work. They mostly relax and chat with other personnel. Personnel also feel burdened when given other tasks because they cannot complete previous tasks on time.

The following is the conceptual framework resulting from the analysis of the literature review on this research model:

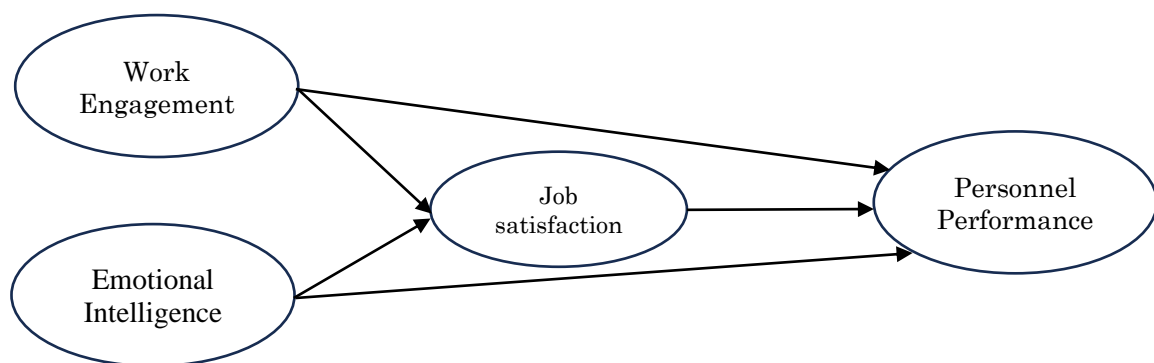


Figure 1. Conceptual Framework

METHOD

This research is survey research because it utilizes a population sample. This study employs an explanatory research methodology to establish the causal connection between the research variables and the testing hypothesis. This research falls under the category of quantitatively-based causal research. The population in this study were all personnel of the Medan Police Polrestabes Intelligence division, totaling 100 people. In that case, the researcher can use samples taken from that population to determine the number/size of the sample in this study using the saturated sample method, in which all members of the population were sampled, i.e., as many as 98 people excluding the researchers and the Head of the Medan Police Intelligence Unit. The methods employed for data collection encompassed interviews and questionnaires. The present study used partial regression analysis, specifically Partial Least Squares (PLS), to examine the four hypotheses in this research. The abovementioned analysis is commonly denoted as the second iteration of multivariate analysis

(Ghozali, 2013). Each hypothesis will be analyzed using the Smart PLS 3.0 software to determine the relationship between variables.

RESULTS AND DISCUSSION

Characteristics of Respondents

To find out the identity of the respondent, it can be seen the following characteristics of the respondent:

Table 1. Characteristics of Respondents

No.	Characteristics	Description	freq	%
1	Gender	Man	89	95.70%
		Woman	4	4.30%
2	Education	High School	21	22.58%
		Diploma-3	2	2.15%
		S1 Graduate	68	73.12%
		Master Graduate	2	2.15%
3	Age	> 30 Years	28	30.11%
		30-39 Years	34	36.56%
		40-50 Years	24	25.81%
		> 50 Years	7	7.52%
4.	Marital Status	Married	80	86.02%
		Not Married Yet	13	13.98%

From the data in Table 1, the characteristics based on sex show that the majority of male respondents, namely 89 police personnel from the Medan City Police Resort, mostly do work in the field. Therefore, men do more field work than women. Characteristics based on education: It is known that the majority of respondents' education was in high school, namely 21 people or 22.52%; D3 graduates, namely two people or 2.15%; S1 graduates, namely 68 people or 73.12%; Masters graduates, namely two people or 2.15%. From the data above, the majority of respondents graduated with bachelor's degrees, namely 68 people, where the education of the Medan City Police Resort personnel, the majority of whom were undergraduates, showed that the competence of personnel in carrying out work was quite high. Based on age characteristics, it is known that the majority of respondents are aged > 30 years, namely 28 people or 30.11%; aged between 30-39 years, namely 34 people or 36.56%; aged between 40-50 years, namely 24 people or 25.81%, age > 50 years, namely seven people or 7.52%. From the data above, the majority of respondents aged 30-39 years were 34 people. This shows that personnel aged 30-39 will be more enthusiastic and more productive in their work. The dominance of the productive age of the Medan City Police Resort personnel will impact the implementation of their respective main tasks and functions more optimally. In characteristics based on marital status, it is known that the majority of respondents were married, as many as 80 people (86.02%), and those who were not married were 13 people (13.98%). The marital status of personnel will affect the contribution of employees in carrying out work; for example, employees who are still single will be more willing to carry out office work outside working hours (overtime), so personnel performance will increase. In contrast to personnel with married or family status, they tend to consider time for family and time for work.

Outer Model Analysis

The statistical measures used to assess the reliability of a composite or construct Cronbach's alpha and DG rho (PCA). Cronbach's alpha is a statistical measure that represents the minimum threshold of reliability for a given construct, whereas composite reliability quantifies the actual level of reliability for that construct. Composite reliability levels are often considered acceptable if they exceed 0.6, whereas Cronbach's alpha values are deemed satisfactory if they surpass 0.6. Based on these measures, it can be inferred that a construct exhibits high dependability if the attained value exceeds 0.60

Table 2. Composite Reliability

Construct	Cronbach's Alpha
Emotional Intelligence	0.904
Job satisfaction	0.942
Work Engagement	0.896
Personnel Performance	0.916

The table above shows that the composite reliability value for emotional intelligence is 0.904; job satisfaction was 0.942, work engagement was 0.896, and performance was 0.916. The four latents obtained Cronbach's alpha values above 0.6, so it can be said that all factors have good reliability as measuring tools. The concept of Average Variance Extracted (AVE) pertains to the extent to which the variance in a set of items can be accounted for by the items themselves relative to the variance attributed to measurement error. According to the established criterion, a construct possesses satisfactory convergent validity if its Average Variance Extracted (AVE) value exceeds 0.5. This implies that latent variables can account for, on average, over 50% of the variability observed in the indicators.

Table 3. Average Variance Extracted (AVE)

Construct	Average Variance Extracted (AVE)
Emotional Intelligence	0.527
Job satisfaction	0.576
Work Engagement	0.550
Personnel Performance	0.638

The table above shows that the AVE value for emotional intelligence is 0.527, job satisfaction is 0.576, work engagement is 0.550, and performance is 0.638. The four variables exhibit an average variance extracted (AVE) that exceeds 0.5, indicating strong convergent validity. This suggests that the latent variable can explain over 50% of the variance observed in the indicators.

Discriminant Validity

This study aims to evaluate the discriminant validity of the reflective measurement model through cross-loading analysis and comparing the average variance extracted (AVE) value with the square of the correlation across constructs. The cross-loading assessment examines the association between indicators and their constructs and the constructs of other blocks. A robust discriminant validity is characterized by its ability to account for a greater proportion of the variance in the indicator variables compared to its ability to explain the variance in indicators of other constructs. The subsequent data represents the discriminant validity values for each indicator.

Table 4. Discriminant Validity (Cross Loading)

	Emotional Intelligence	Job satisfaction	Work Engagement	Personnel Performance
WE1	0.548	0.558	0.606	0.622
WE2	0.500	0.539	0.654	0.606
WE3	0.741	0.819	0.844	0.835
WE4	0.658	0.748	0.824	0.744
WE5	0.542	0.660	0.725	0.572
WE6	0.683	0.723	0.755	0.789
WE7	0.757	0.788	0.802	0.874
WE8	0.473	0.582	0.647	0.485
WE9	0.606	0.713	0.776	0.618
EI.1	0.765	0.812	0.827	0.894
EI2	0.792	0.809	0.805	0.863

	Emotional Intelligence	Job satisfaction	Work Engagement	Personnel Performance
EI3	0.744	0.794	0.766	0.833
EI4	0.719	0.531	0.444	0.472
EI5	0.743	0.547	0.507	0.476
EI6	0.791	0.615	0.550	0.555
EI7	0.763	0.577	0.580	0.525
EI8	0.666	0.464	0.443	0.405
EI9	0.616	0.400	0.349	0.374
EI.10	0.631	0.394	0.430	0.389
PP1	0.548	0.558	0.606	0.622
PP2	0.500	0.539	0.654	0.606
PP3	0.753	0.801	0.822	0.883
PP4	0.797	0.812	0.803	0.867
PP5	0.750	0.798	0.766	0.838
PP6	0.665	0.794	0.740	0.841
PP7	0.669	0.713	0.751	0.786
PP8	0.778	0.805	0.821	0.893
JS1	0.757	0.805	0.772	0.841
JS2	0.640	0.777	0.714	0.806
JS3	0.674	0.772	0.680	0.616
JS4	0.687	0.809	0.673	0.670
JS5	0.711	0.832	0.717	0.697
JS6	0.715	0.776	0.639	0.680
JS 7	0.726	0.841	0.738	0.713
JS 8	0.717	0.832	0.773	0.763
JS 9	0.402	0.554	0.488	0.482
JS 10	0.596	0.683	0.667	0.664
JS 11	0.488	0.591	0.641	0.560
JS 12	0.715	0.782	0.790	0.820
JS 13	0.604	0.718	0.768	0.654
JS 14	0.693	0.790	0.749	0.702

The provided table illustrates that each variable's discriminant validity or loading factor exhibits a stronger correlation with the respective variable than other variables. Similarly, the indicators for each variable should be taken into consideration. This demonstrates that the positioning of indicators on each variable is accurate. Another measurement criterion is the Heretroit-Monotrait Ratio (HTMT) value. If the HTMT value < 0.90, a construct has good discriminant validity (Juliandi, 2018).

Table 5. Heretroit-Monotrait Ratio (HTMT)

	Emotional Intelligence	Job satisfaction	Work Engagement
Emotional Intelligence			
Job satisfaction	0.877		
Work Engagement	0.859	0.804	
Personnel Performance	0.870	0.883	0.826

The table shows that the value of discriminant validity or *Heretroit-Monotrait Ratio*(HTMT) for each variable correlates smaller than 0.90. Similarly, the indicators for each variable should be taken into consideration. This demonstrates that the positioning of indicators on each variable is accurate.

Table 6. Fornell-Larcker Criteria

	Emotional Intelligence	Job satisfaction	Work Engagement	Personnel Performance
Emotional Intelligence	0.726			
Job satisfaction	0.868	0.759		
Work Engagement	0.838	0.929	0.741	
Personnel Performance	0.863	0.920	0.938	0.799

The table 6, presented above illustrates that the discriminant validity value, as measured by the Fornell-Larcker criteria, exhibits a stronger correlation with its respective variable when compared to the correlations observed between other variables. Similarly, the indications for each variable should also be considered. This observation demonstrates that the positioning of indicators on each variable is accurate.

Inner Model Analysis

Goodness Of Fit (GoF)

The Goodness of Fit (GoF) assessment validates the comprehensive structural model. The GoF index serves as a singular metric for assessing the efficacy of both the integrated measurement model and the structural model. The GoF value is calculated by taking the square root of the average communalities index (AVE) and multiplying it by the R^2 value of the model. The range of the GoF values spans from 0 to 1, and these values can be interpreted as follows: 0.1 indicates a little GoF, 0.25 represents a moderate GoF, and 0.36 signifies a high GoF (Hair et al., 2016). The higher the GoF value, the better the model is or more fit with the data. The following is the result of the goodness of fit model calculation:

Table 7. Average Communalities Index

Variable	AVE	R Square
Emotional Intelligence	0.527	
Job satisfaction	0.576	0.890
Work Engagement	0.550	
Personnel Performance	0.638	0.905
Average	0.573	0.898
GOF		0.717

According to the provided table, the mean value for commonality is 0.573. The value mentioned above is multiplied by R^2 and then subjected to the square root operation. Based on the obtained calculation results, it is evident that the Goodness-of-Fit (GoF) value is 0.717, surpassing the threshold of 0.36. Consequently, the model may be classified as having a substantial GoF, indicating its commendable capacity to elucidate empirical data effectively.

The coefficient of determination, sometimes referred to as R-square, quantifies the extent to which the variability in a set of values, namely those impacted by endogenous factors, can be accounted for by the variables that exert exogenous influence on them. This feature is beneficial for assessing the efficacy of the model. The R-square value of 0.75 for the endogenous latent variable suggests that the model is considerable. In contrast, a value of 0.50 indicates a moderate model, and a value of 0.25 suggests a poor model (Juliandi, 2018). The R-Square value, achieved by data processing using the smartPLS 3.0 tool, is presented in the figure and table below.

Table 8. R-Square

	R Square	Adjusted R Square
Job satisfaction	0.890	0.888
Personnel Performance	0.905	0.902

Based on the presented table 8, it is evident that the impact of work engagement, emotional intelligence, and job satisfaction on performance is statistically significant, as indicated by an r-square value of 0.905. This value suggests that approximately 90.5% of the variations in performance can be accounted for by variations in work engagement, emotional intelligence, and job satisfaction. Consequently, the model can be considered substantial or effective. The remaining 9.5% of the variations in performance are likely influenced by other variables not included in the analysis. Furthermore, the influence of work engagement and emotional intelligence on job satisfaction is also noteworthy, as reflected by an r-square value of 0.890. This value implies that approximately 89% of the variations in job satisfaction can be explained by variations in work engagement and emotional intelligence. Similar to the previous model, this indicates a substantial relationship. The remaining 11% of the variations in job satisfaction are likely influenced by other factors not accounted for in the analysis.

The F-Square statistic is commonly employed in academic research to evaluate the relative influence of an exogenous variable on an endogenous one. The criteria for concluding are as follows: If the F^2 value is 0.02, it can be inferred that the exogenous variable exerts a relatively small and weak influence on the endogenous variable. If the F^2 value is 0.15, it can be inferred that the exogenous variable has a moderate impact on the endogenous variable. If the F^2 value is 0.35, it indicates a significant positive effect of the exogenous variable on the endogenous variable (Juliandi, 2018). The F-Square value, derived by data processing using the smartPLS 3.0 tool, is presented in the figure and table below:

Table 9. F-Square

	Job satisfaction	Personnel Performance
Emotional Intelligence	0.240	0.092
Job satisfaction		0.062
Work Engagement	1,250	0.441
Personnel Performance		

Based on the table 9, it is known that The effect of work engagement on performance has an F^2 value of 0.441, indicating that there is a large (good) effect. The effect of work engagement on job satisfaction has an F^2 value of 0.1,250, indicating a large (good) effect. The effect of emotional intelligence on performance has an F^2 value of 0.092, indicating a small (weak) effect. The effect of emotional intelligence on job satisfaction has an F^2 value of 0.240, indicating a moderate effect. The effect of job satisfaction on performance has an F^2 value of 0.062, indicating a small (weak) effect.

The researchers measured the relevance of the model's prediction (Q^2) after determining the effect size (f^2) value to calculate the model's predictive power. (Hair Jr. et al., 2016) claim that Q^2 evaluates the parameter estimates and model defaults. The researcher calculates Q^2 using the blindfolding procedure of PLS, which achieves the estimation of the variable score. In addition, the researcher obtained a variable score from a cross-validated redundancy score. Endogenous construction predictions are determined by the extracted cross-validation results, which also indicate the level of model quality. According to (Hair Jr. et al., 2016), $Q^2 > 0$ in reflective endogenous variables indicates the predictive relevance of the model, while $Q^2 < 0$ indicates a lack of predictive power.

Table 10. Predictive Relevance (Q^2)

	SSO	SSE	$Q^2 (=1 - SSE/SSO)$
Emotional Intelligence	930,000	930,000	
Job satisfaction	1302,000	649,332	0.501
Work Engagement	837,000	837,000	
Personnel Performance	744,000	324,778	0.563

As shown in the table 10 above, it can be seen that the model has a predictive relevance of 0.501 for job satisfaction and 0.563 for performance. Based on these results, the Q^2 value of both endogenous constructs is far above zero. Therefore, the model has good predictive relevance.

Hypothesis test

This examination aims to ascertain the path coefficients of the structural model. The objective is to assess the statistical significance of all associations or evaluate hypotheses. The research incorporates hypothesis testing, which is categorized into two distinct forms: direct influence and indirect influence. The direct effect hypothesis test results are displayed in the table of path coefficients below.

Table 11. Path Coefficient Direct and *Specific Indirect Effects*

Hypothesis	Original Sample (O)	Standard Deviation (STDEV)	T Statistics (O/STDEV)	P Values
Emotional Intelligence → Job Satisfaction	0.298	0.071	4,188	0.000
Emotional Intelligence → Personnel Performance	0.191	0.059	3,235	0.001
Job Satisfaction → Personnel Performance	0.231	0.098	2,347	0.019
Work Engagement → Job Satisfaction	0.680	0.064	10,604	0.000
Work Engagement → Personnel Performance	0.563	0.098	5,770	0.000
Emotional intelligence → Job Satisfaction → Personnel Performance	0.169	0.035	2,946	0.011
Work engagement → Job Satisfaction → Personnel Performance	0.157	0.068	2,313	0.021

The assessment of hypotheses based on the table is as follows: The relationship between job satisfaction and performance has a path coefficient of 0.563. This influence has a probability value (p-value) of 0.0000.05, indicating that work engagement has a significant positive effect on the performance of personnel at the Medan City Police Resort. The path coefficient between work engagement and job satisfaction is 0.68. This influence has a probability value (p-value) of 0.000 0.05, indicating that work engagement significantly positively affects personnel's job satisfaction at the Medan City Police Resort. The path coefficient for the effect of emotional intelligence on performance is 0.191. This influence has a probability value (p-value) of 0.0010.05, indicating that emotional intelligence significantly improves the performance of Medan City Police Resort personnel. The path coefficient between emotional intelligence and job satisfaction is 0.298%. This influence has a probability value (p-value) of 0.0000.05, indicating that emotional intelligence

significantly positively affects personnel's job satisfaction at the Medan City Police Resort. The path coefficient between job satisfaction and performance is 0.231. This influence has a probability value (p-value) of 0.0190.05, indicating that job satisfaction has a significant positive effect on the performance of personnel at the Medan City Police Resort.

The effect of work engagement on performance through job satisfaction has a path coefficient of 0.157. This influence has a probability value (p-value) of $0.021 < 0.05$, meaning that work engagement significantly positively affects personnel performance through job satisfaction of Medan City Police Resort personnel. The effect of emotional intelligence on performance through job satisfaction has a path coefficient of 0.169. This effect has a probability value (p-value) of $0.011 < 0.05$, meaning that emotional intelligence has a significant positive effect on personnel performance through job satisfaction of Medan City Police Resort personnel

Discussion

From the results of the hypothesis testing analysis, it was found that work engagement significantly affected the performance of Medan Police personnel. This shows that work engagement can improve the performance of Medan Police personnel, whereby by increasing personnel work engagement, personnel performance will increase. Personnel who have work engagement will always show that they are full of enthusiasm, always concentrate on work, and have professionalism. High performance when carrying out their work, including being proactive, creative, and productive in their work, thus the performance of personnel will increase. The findings of this investigation are consistent with those of previous research conducted by (Jufrizen et al., 2022); (Breevaart et al., 2015), and (Jufrizen & Erika, 2021), proving that work engagement influences employee performance.

From the results of the hypothesis testing analysis, it is known that emotional intelligence significantly affects the performance of Medan City Police Resort personnel. This shows that emotional intelligence can improve the performance of Medan City Police Resort personnel, whereby increasing the emotional intelligence of personnel, the performance of personnel will increase, with emotional intelligence possessed by personnel who can control their emotions in carrying out their work so that the work of personnel will be completed on time, In this way, personnel performance will increase. The results of this research align with previous research conducted by (Farisi, 2018) and (Helmiatin, 2018), proving that emotional intelligence influences employee performance.

From the results of the hypothesis testing analysis, it is known that job satisfaction significantly affects the performance of Medan Police personnel. Medan City Police Resort personnel. This shows that job satisfaction can improve the performance of Medan City Police Resort personnel, whereby by increasing personnel job satisfaction, personnel performance will increase. With personnel who feel satisfied with what they receive, accompanied by a good relationship with leadership, the personnel will be more serious in carrying out their work so that the performance of these personnel will increase. The significance of job satisfaction in facilitating employees' self-actualization cannot be overstated. Individuals who do not experience job satisfaction are unlikely to attain psychological maturity and may ultimately experience feelings of frustration. Job satisfaction can be succinctly categorized as an assessment or manifestation of employees' sentiments toward their occupation (Adhan et al., 2020). Employees are more likely to achieve peak performance when they have high levels of job satisfaction, encompassing various factors such as work environment, salary, and relationships with colleagues. The level of job satisfaction can be inferred from an employee's performance, as high performance indicates contentment with one's job (Tanjung, 2019). Job satisfaction in a company is needed to boost employee performance. The results of this research are in line with the results of previous research conducted by (Sembiring et al., 2020); (Marbun & Jufrizen, 2022); (Jufrizen & Sitorus, 2021); (Nurhasanah, 2018); (Jufrizen & Rahmadhani, 2020); (J Jufrizen, 2016); (Syahputra & Jufrizen, 2019) and (Adhan et al., 2020) concluded that job satisfaction influences performance.

From the analysis of hypothesis testing, the results obtained were that work engagement significantly affected the job satisfaction of Medan City Police Resort personnel. This shows that work engagement can increase the job satisfaction of Medan City Police Resort personnel, whereby by increasing the work engagement of personnel, the job satisfaction of personnel will increase with personnel who have high work engagement. Personnel will feel satisfied with what they receive. In this way, job satisfaction will increase. This study's results align with previous research conducted by (Sajdah & Lukiyana, 2018) and (Samud et al., 2021), who concluded that work engagement affects job satisfaction.

The results of the hypothesis testing analysis show that emotional intelligence significantly affects the job satisfaction of Medan City Police Resort personnel. This shows that emotional intelligence can increase the job satisfaction of Medan City Police Resort personnel, whereby increasing the emotional intelligence of personnel, the work satisfaction of personnel will increase, with emotional intelligence possessed by personnel able to manage their own emotions well towards other co-workers so that it has an impact on satisfaction personnel work. Employees can exhibit competence and communication skills by effectively meeting deadlines and completing tasks for their supervisors. This accomplishment can contribute to their overall job satisfaction and sense of contentment. This research's results align with previous research conducted by (Al-Hamami et al., 2015) and (Suleman et al., 2020), concluding that emotional intelligence influences job satisfaction.

From the analysis of hypothesis testing, the results obtained were that work engagement significantly affected personnel performance through job satisfaction of Medan City Police Resort personnel. This shows that work engagement can improve performance through the job satisfaction of the Medan City Police Resort personnel, whereby increasing the work engagement of personnel, the work satisfaction of personnel will increase, thereby the performance of personnel will also increase, with personnel who have high work engagement, the personnel will feel satisfied with what they receive and feel, in this way, job satisfaction will increase. Employee engagement is employee enthusiasm for work because employees direct their energy to work, which aligns with the company's strategic priorities (Imran et al., 2020). If employees feel involved in their work, they will feel satisfied with what the company has provided, which will improve their performance. Likewise, if employees are not truly involved with the organization and are dissatisfied with their work, the employee will have low performance (Azoury et al., 2013).

From the results of the hypothesis testing analysis, it is known that emotional intelligence significantly affects personnel performance through job satisfaction of Medan City Police Resort personnel. This shows that emotional intelligence can improve personnel performance through job satisfaction of Medan City Police Resort personnel, whereby increasing personnel emotional intelligence, personnel job satisfaction will increase thereby, personnel performance will increase, with emotional intelligence possessed by personnel capable of managing their own emotions well towards other colleagues so that it has an impact on personnel job satisfaction. Personnel are inclined to exhibit competence and proficiency by effectively fulfilling their responsibilities within designated timeframes, fostering a sense of contentment and fulfillment. Thus, personnel will always show enthusiasm, always concentrate on work, and have high professionalism when doing their work, including being proactive, creative, and productive. Thus, the performance of personnel will increase.

Emotional intelligence is the ability to read and understand others and use knowledge to influence others through regulating and using emotions. Emotional intelligence is the ability to feel, understand, and effectively apply emotional power and sensitivity as a source of human energy, information, connection, and influence (Goleman, 2009). The results of this research align with previous research conducted by (Mahdani et al., 2017) and (Ula, 2020), concluding that emotional intelligence significantly affects the mediating variable of job satisfaction and influences employee performance.

This research is a new contribution to the literature on work engagement, emotional intelligence, job satisfaction, and work-related performance of police personnel because this research adds to the current knowledge regarding the relationship between work engagement, emotional

intelligence, job satisfaction, and police personnel performance. Thus, these results constitute a starting point for future research that contributes to a better understanding of the factors that influence the performance of police personnel resulting from work engagement, emotional intelligence, and job satisfaction. The results of research related to work engagement, emotional intelligence, job satisfaction, and performance of police personnel found conclusions showing that police personnel are required to have work engagement, emotional intelligence, job satisfaction, and high performance in carrying out each of their duties and responsibilities as police in facing increasingly complex problems crime in this global era.

Implications

In the organizational and human resource management aspects, this research's findings can help organizations better understand the factors contributing to personnel performance. Practical implications include an increased focus on developing Emotional Intelligence in the workplace through appropriate training. In addition, the mediating role of job satisfaction highlights the importance of creating an adequate work environment and meeting employee needs, which can increase work engagement. These implications also stimulate thinking about better management strategies, improved communication, and recognition of personnel achievements. Organizational leaders can consider and understand the development of Emotional Intelligence personnel skills to motivate and guide teams more effectively. In addition, personnel performance measurement and evaluation can be enriched by considering work engagement and job satisfaction. These findings will help organizations increase productivity, employee welfare, and long-term success in managing personnel performance

CONCLUSION

Based on the results of the research and discussion that have been stated previously, conclusions can be drawn from the research regarding the Influence of Work Engagement and Emotional Intelligence on Performance through Job Satisfaction in Medan City Police Resort Personnel as follows: Work engagement has a significant positive effect on the performance of Medan City Police Resort personnel. Emotional intelligence has a significant positive effect on the performance of Medan City Police Resort personnel. Job satisfaction has a significant positive effect on the performance of Medan City Police Resort personnel. Work engagement significantly positively affects job satisfaction for Medan City Police Resort personnel. Emotional intelligence has a significant positive effect on job satisfaction for Medan City Police Resort personnel. Work engagement significantly positively affects performance through job satisfaction of Medan City Police Resort personnel. Emotional intelligence has a significant positive effect on performance through job satisfaction in Medan City Police Resort personnel.

Based on the conclusions above, suggestions that can be given in this research include the Medan Police Chief to increase the strength of female police personnel so that the implementation of duties in the field is more optimal, which incidentally also requires female police personnel to carry out intelligence duties in the field, especially those that require the presence of women. Because not all activities in the field can be handled by male officers, in this case, the leadership is expected to be able to pay attention to the relationship between their subordinates and to be able to foster cooperation between personnel. This can be done by having recreational activities such as outbound or family gatherings, which, in addition to increasing the welfare of personnel, will also increase cooperation between personnel so that personnel will always feel happy and show optimal performance. Leaders are expected to equip better and provide more self-protection when personnel are carrying out work in crime-prone environments and in increasing the workload of personnel so that they can see the capabilities of each personnel and the timing of job assignments. Future researchers should increase the number of independent variables based on human resources other than those utilized in this study while still relying on additional research. This investigation has been undertaken and conducted using scientific methods. However, it still has limitations, namely, only

work engagement, emotional intelligence, and job satisfaction serve as performance-influencing factors. In addition, numerous factors still influence performance, and researchers need to be more extensive in the number of questionnaires that can be returned (93 questionnaires maximum).

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