

The Effect of Emotional Intelligence and Mental Health Towards Employee Performance Mediated by Job Satisfaction

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Abstract

This study aims to determine the effect of emotional intelligence and mental health on employee performance mediated by job satisfaction at Bank Rakyat Indonesia X Regency employees. This study used a quantitative research method by distributing questionnaires to 100 employees of Bank Rakyat Indonesia in X Regency. The sampling technique used in this study is saturated or census sampling. The final sample in the study amounted to 75 respondents. The analytical tool used in this study uses SmartPLS version 3.0 analysis with the structural equation modelling or SEM analysis method. The results of this study explain that; (1) there is no positive and significant effect of emotional intelligence on job satisfaction, (2) there is a positive and significant effect of mental health on job satisfaction, (3) there is a positive and significant effect of job satisfaction on employee performance, (4) there is no effect of satisfaction work mediates emotional intelligence on employee performance, and (5) there is an effect of job satisfaction mediating mental health on employee performance.

Keywords: emotional intelligence, mental health, job satisfaction, employee performance

Introduction

Along with the times, people began to pay attention to other factors that affect job satisfaction and employee performance in the workplace. These other factors are influenced by the realization that the driving factors of job satisfaction and employee performance are not only influenced by the company environment, but also influenced from within themselves such as emotional intelligence and mental health factors. Emotional intelligence or emotional quotient (EQ) is human intelligence that rests on the relationship between feelings, character, and moral instincts (Goleman, 1995). Emotional intelligence includes self-control, passion, perseverance, and the ability to motivate oneself. Spencer & Spencer (1993) studied L'oreal sales agents where they found that sales agents with high emotional intelligence achieved higher sales targets and decreased employee turnover by 63%. With these studies, it can be assumed that emotional intelligence has a positive relationship with job satisfaction and employee performance.

In addition to emotional intelligence affecting job satisfaction and employee performance, based on meta-analysis in the research of Martins et al. (2010) and Schutte et al.

(2007) emotional intelligence can estimate the output a person produces related to mental health through several adaptive coping strategy mechanisms accompanied by the ability to understand emotions and manage negative emotions accurately. Mental health is a condition or state where a person does not have feelings of guilt towards himself, has a realistic assessment of himself and can accept his shortcomings and strengths, face problems in his life, have satisfaction in his social life, and have happiness in his life (Pieper & Van Uden, 2005). Mental health can also be defined as the realization of personality integrity, harmony with identity, growth towards self-realization and healthy relationships with others (Ihrom, 2008). In addition, Goldstein defines mental health as a balance between organs and the environment in an individual's progress towards self-actualization. Based on these definitions, it can be seen that biological, psychological and environmental factors affect mental health. Another thing that can be known is that mental health can also affect the emotions and behavior of individuals in their daily lives. Allan et al. (2018) examined mental health has a positive relationship with job satisfaction. The results showed that employees' mental health improves when work can fulfill employees' values, wants, and needs, which also increases employees' job satisfaction.

Job satisfaction is an individual's positive feelings or emotions related to their job role. Employees can feel this job satisfaction through stable employment, career growth and development, and the achievement of work-life balance. According to Locke (1969), job satisfaction can be interpreted as a positive or pleasant reaction from the assessment of a job, work achievement, and work experience. Another opinion from Dawis & Lofquist (1984) states that job satisfaction is a pleasant affective condition resulting from a person's assessment of the work situation when the job meets the needs, values, and expectations of the individual. Positive employee reactions due to job satisfaction result in behavior that leads employees to achieve better performance (Sonnentag & Frese, 2002). With this research studies, job satisfaction can be conceptualized as a personalistic evaluation of the conditions on the job or the results that arise from a job that can affect employee performance.

Employee performance according to Wirawan (2009) is the output produced by the functions or indicators of a job within a specific time. Performance is a stage of individual achievement achieved from his work (Simanjuntak, 2011) which is influenced by three main factors, namely support from the company (organizational support), leadership ability or effectiveness (management effectiveness), and employee performance in the company. In addition, in the book *Employee Performance Management and Evaluation* by Abdullah (2014), several things can build good employee performance, including competence, empowerment, compensation, and human resource development.

This research was conducted on Bank Rakyat Indonesia Regency X employees to determine whether there is an influence of emotional intelligence and mental health on employee performance mediated by job satisfaction.

Literature Review and Hypotheses

Relationship between Emotional Intelligence and Job Satisfaction

Miao et al. (2017) show that emotional intelligence has a positive and significant effect on job satisfaction. When individuals have high emotional intelligence, they can manage their emotions positively so that they can support their work which can improve performance even better. Wen et al. (2019) provide results that workers with high emotional intelligence can better control their emotional conditions at work because these workers realize that positive emotions can provide positive aspects to their work environment. Ouyang et al. (2015) show that when companies strive for good employee job satisfaction, it will create individuals who have positive traits, accompanied by training to understand and regulate positive emotions so that employee performance also increases.

H1: There is a positive and significant influence of emotional intelligence on job satisfaction.

Relationship of Mental Health to Job Satisfaction

The results of research by Kader et al. (2021) show that mental health has a positive and significant effect on job satisfaction. The existence of adequate internal and external support makes employees' mental health good so that employee job satisfaction increases. Scanlan & Still (2019) provide results that when employees do not experience burnout, their job satisfaction will increase, this is the result of a positive response after employees can overcome stress caused by job demands and supportive work resources. Allan et al. (2018) show the results of extraordinary work affecting employees' mental health for the better when the work can meet the values, desires, and needs of employees, thereby increasing employee job satisfaction.

H2: There is a positive and significant influence of mental health on job satisfaction.

Relationship between Job Satisfaction and Employee Performance

The results of research by Gul et al. (2018) show that job satisfaction has a positive and significant effect on employee performance. Person environment fit affects employees to have the knowledge, skills, and abilities needed to carry out tasks that will lead employees to job satisfaction. This job satisfaction will lead employees to high performance. Al & Anil (2016) show that as long as employees feel happy and motivated, their performance will increase. Eliyana et al. (2019) show that the relationship between job satisfaction and employee performance is significant and positive in mid-level leaders at Pelabuhan Indonesia III.

H3: There is a positive and significant effect of job satisfaction on employee performance.

The Relationship between Job Satisfaction Mediating Emotional Intelligence on Employee Performance

Wirawan's (2016) research results found that there is an effect of emotional intelligence on employee performance through job satisfaction. Employee performance which can be measured through indicators such as quantity and quality of work, timeliness, job completion, attendance, and cooperation at work is influenced by emotional intelligence (self-awareness, self-regulation, self-motivation, social awareness, and social skills) which is mediated by job satisfaction which is measured based on indicators of satisfaction, salary, co-workers, and promotions. Winandar et al. (2021) show PLS (Partial Least Square) data analysis proves that job satisfaction driven by promotion, salary, and working conditions mediates emotional intelligence which encourages a positive attitude resulting in high performance. Sibasopait (2018) provides the results of a questionnaire recap which shows that respondents have the perception of agreeing that job satisfaction mediates emotional intelligence factors such as self-emotion (self-awareness), managing self-emotion (self-management), self-motivation (motivation), empathy (social care), and fostering relationships (relationship management) affect employee performance.

H4: There is an effect of job satisfaction mediating emotional intelligence on employee performance.

The Relationship between Job Satisfaction Mediating Mental Health on Employee Performance

The results of research by Agbozo et al. (2017) show that mental health affects employee performance through job satisfaction. Employee job satisfaction is caused by conducive work environment conditions and employees feel safe at work which results in increased employee performance. Arianto & Choliq (2019) shows the results of job satisfaction created due to a

conducive workplace atmosphere will improve employee performance. Creating good mental health and improving performance.

H5: *There is an effect of job satisfaction mediating mental health on employee performance.*

Research Method

The research was conducted on employees of Bank Rakyat Indonesia Regency X using a quantitative approach. The sampling technique uses a saturated sample or census. The population and sample of this study were all employees of Bank Rakyat Indonesia with the number of questionnaires distributed as many as 100 and the number of returned questionnaires was 75. Each point for answering questionnaire questions uses a Likert scale with measurements 1 = Strongly Disagree; 2 = Disagree; 3 = Neutral; 4 = Agree; 5 = Strongly Agree. The analytical tool used in this study uses SmartPLS version 3.0 analysis with the structural equation modelling or SEM analysis method.

Results and Discussion

Descriptive Analysis of Respondents

The characteristics of the respondents in this study were 30 male respondents with a percentage of 60% while the female respondents amounted to 30 people with a percentage of 40%. The largest age group of respondents was at the age of 25 years-30 years, totaling 30 with a percentage of 40%, while the lowest age group of respondents was at the age of more than 50 years, totaling 2 with a percentage of 2.7%. The highest group of respondents' last education was undergraduate (S1), totaling 59 with a percentage of 78.7%, while the lowest group of last education was high school, totaling 3 with a percentage of 4%. The largest group of respondents' tenure is 5 years-10 years, totaling 30 with a percentage of 40%, while the lowest group of tenure is 16 years-20 years, totaling 4 with a percentage of 5.3%.

Analysis of PLS Results

This research analysis uses PLS which consists of Evaluating the Measurement Model (Outer Model) and Evaluating the Structural Model (Inner Model).

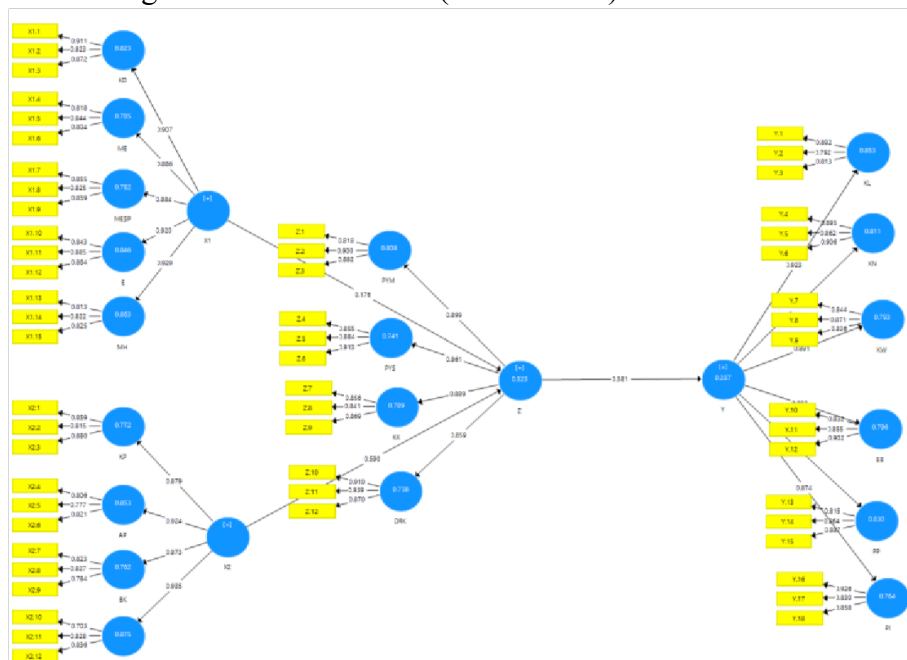


Figure 1. Measurement Model

Measurement Model Analysis (Outer Model)

Analysis of the measurement model or outer model consists of convergent validity, discriminant validity, and reliability tests.

An indicator can be said to have good reliability if its value is greater than 0.70. In each indicator there is an outer loading value on Table 1.

Table 1. Outer Loading Value

Code	Emotional Intelligence	Mental Health	Employee Performance	Job Satisfaction	Description
X1.1	0.911				Valid
X1.2	0.823				Valid
X1.3	0.872				Valid
X1.4	0.818				Valid
X1.5	0.844				Valid
X1.6	0.804				Valid
X1.7	0.855				Valid
X1.8	0.825				Valid
X1.9	0.859				Valid
X1.10	0.843				Valid
X1.11	0.885				Valid
X1.12	0.864				Valid
X1.13	0.813				Valid
X1.14	0.822				Valid
X1.15	0.825				Valid
X2.1		0.859			Valid
X2.2		0.815			Valid
X2.3		0.880			Valid
X2.4		0.806			Valid
X2.5		0.777			Valid
X2.6		0.821			Valid
X2.7		0.823			Valid
X2.8		0.827			Valid
X2.9		0.784			Valid
X2.10		0.703			Valid
X2.11		0.828			Valid
X2.12		0.836			Valid
Y1			0.892		Valid
Y2			0.792		Valid
Y3			0.813		Valid
Y4			0.895		Valid
Y5			0.862		Valid
Y6			0.906		Valid
Y7			0.844		Valid
Y8			0.871		Valid
Y9			0.836		Valid
Y10			0.832		Valid
Y11			0.855		Valid
Y12			0.902		Valid
Y13			0.815		Valid
Y14			0.864		Valid
Y15			0.887		Valid
Y16			0.926		Valid
Y17			0.830		Valid
Y18			0.858		Valid
Z1				0.818	Valid
Z2				0.900	Valid
Z3				0.882	Valid

Z4	0.855	Valid
Z5	0.884	Valid
Z6	0.913	Valid
Z7	0.856	Valid
Z8	0.841	Valid
Z9	0.869	Valid
Z10	0.910	Valid
Z11	0.939	Valid
Z12	0.870	Valid

Table 1 shows the results that all indicators have an outer loading value above 0.70 which means that all indicators in this study have good or valid reliability so that they can be used in research.

The loading value on the construct under study must be greater than the other values, and the standardized value for each variable must reach above 0.70. The results of the discriminant validity test can be seen in Table 2.

Table 2. Cross-Loading Value

Code	Emotional Intelligence	Mental Health	Employee Performance	Job Satisfaction
X1.1	0.911	0,519	0,786	0,484
X1.2	0.823	0,585	0,687	0,562
X1.3	0.872	0,484	0,696	0,405
X1.4	0.818	0,409	0,616	0,428
X1.5	0.844	0,465	0,690	0,426
X1.6	0.804	0,552	0,584	0,463
X1.7	0.855	0,465	0,673	0,356
X1.8	0.825	0,609	0,601	0,502
X1.9	0.859	0,600	0,637	0,587
X1.10	0.843	0,488	0,708	0,446
X1.11	0.885	0,517	0,717	0,456
X1.12	0.864	0,530	0,688	0,359
X1.13	0.813	0,515	0,711	0,322
X1.14	0.822	0,562	0,677	0,425
X1.15	0.825	0,605	0,602	0,462
X2.1	0,454	0.859	0,532	0,458
X2.2	0,567	0.815	0,531	0,367
X2.3	0,557	0.880	0,561	0,502
X2.4	0,498	0.806	0,367	0,539
X2.5	0,602	0.777	0,587	0,520
X2.6	0,447	0.821	0,464	0,545
X2.7	0,322	0.823	0,320	0,633
X2.8	0,439	0.827	0,421	0,694
X2.9	0,547	0.784	0,590	0,424
X2.10	0,471	0.703	0,419	0,547
X2.11	0,581	0.828	0,597	0,526
X2.12	0,565	0.836	0,524	0,507
Y1	0,747	0,614	0.892	0,577
Y2	0,669	0,498	0.792	0,424
Y3	0,641	0,519	0.813	0,507
Y4	0,638	0,427	0.895	0,464
Y5	0,704	0,441	0.862	0,434
Y6	0,696	0,507	0.906	0,427
Y7	0,646	0,491	0.844	0,394
Y8	0,725	0,510	0.871	0,396
Y9	0,683	0,547	0.836	0,418

Y10	0,619	0,528	0.832	0,481
Y11	0,682	0,604	0.855	0,446
Y12	0,718	0,555	0.902	0,512
Y13	0,566	0,498	0.815	0,373
Y14	0,717	0,563	0.864	0,451
Y15	0,683	0,454	0.887	0,449
Y16	0,754	0,560	0.926	0,447
Y17	0,673	0,568	0.830	0,489
Y18	0,675	0,481	0.858	0,383
Z1	0,492	0,607	0,528	0.818
Z2	0,583	0,526	0,509	0.900
Z3	0,422	0,444	0,393	0.882
Z4	0,469	0,633	0,494	0.855
Z5	0,375	0,586	0,414	0.884
Z6	0,324	0,526	0,354	0.913
Z7	0,448	0,486	0,409	0.856
Z8	0,430	0,628	0,414	0.841
Z9	0,574	0,552	0,566	0.869
Z10	0,459	0,509	0,480	0.910
Z11	0,311	0,499	0,313	0.939
Z12	0,475	0,566	0,480	0.870

The results of Table 2 show that the cross-loading value for each item is greater with each construct than with other constructs, so it can be said that the discriminant validity in this study is good.

The second validity test can be seen by assessing the root of the Average Variance Extracted (AVE) by comparing construct correlations. In testing discriminant validity, it is considered sufficient if the AVE root value for each construct is greater than the correlation between the construct and other constructs. This value can be seen in Table 3.

Table 3. Discriminant Validity

Variables	Emotional Intelligence	Mental Health	Employee Performance	Job Satisfaction
Emotional Intelligence	0,764*			
Mental Health	0,688	0,734*		
Employee Performance	0,880	0,673	0,773*	
Job Satisfaction	0,605	0,712	0,581	0,769*

Notes: *AVE Root Value

The results of the table above can be concluded that the AVE root value on all constructs is greater than the correlation between variables and other variables. It can be seen that the emotional intelligence variable has an AVE coefficient of 0.584 and an AVE root value of 0.764. This AVE root value is greater than the correlation coefficient on the emotional intelligence variable with other variables (mental health, employee performance, and job satisfaction) which has a correlation coefficient on the mental health variable of 0.688, employee performance of 0.880, and job satisfaction of 0.605. Thus the emotional intelligence construct can be declared valid because the AVE root value > correlation coefficient. Other constructs or variables can be seen in the same way, so it can be stated that all variables have high discriminant validity.

Each indicator will be said to be valid if it is highly correlated with its construct, where the AVE value is above 0.50. The results of testing the AVE value are on Table 4.

Table 4. AVE Value

Variables	Average Variance Extracted (AVE)	Criteritia	Description
Emotional Intelligence	0,584	>0,5	Valid
Mental Health	0,538	>0,5	Valid
Employee Performance	0,598	>0,5	Valid
Job Satisfaction	0,592	>0,5	Valid

The results of Table 4 show that each variable has an AVE value above 0.50 so it can be said to be valid.

A reliability test measures the instrument's consistency in testing a concept or variable. The construct is declared reliable if the reliability test value is above 0.7. The following are the results of the Cronbach's Alpha or Composite Reliability test on Table 5.

Table 5. Reliability Test Result-Composite Reliability

Variables	Cronbach's Alpha	Composite Reliability	Criteria	Description
Emotional Intelligence	0,949	0,950	>0,7	Reliable
Mental Health	0,922	0,922	>0,7	Reliable
Employee Performance	0,960	0,961	>0,7	Reliable
Job Satisfaction	0,937	0,938	>0,7	Reliable

Based on Table 5, it can be seen that all variables in the study has a Cronbach's Alpha and Composite Reliability value above 0.7, so it can be said that all variables tested are valid and reliable so that they can be continued for structural model testing.

Structural Model Evaluation (Inner Model)

Evaluation of the structural model (Inner model) consists of R^2 and Q^2 Predictive Relevance. The R^2 value criteria consist of three classifications, namely R^2 values of 0.75, 0.50, 0.25 which indicate strong, moderate, and weak models.

Table 6. R-Square Value

Variables	<i>R-Square</i>	<i>Adjusted R-Square</i>
Employee Performance	0,337	0,328
Job Satisfaction	0,523	0,510

The results of Table 6 show that the model of the effect of emotional intelligence, mental health, and job satisfaction on employee performance provides a value of 0.337 or it can be interpreted that the variability of the constructs of emotional intelligence, mental health, and job satisfaction on employee performance is 33.7%, while other variables are explained outside this study. The model of the effect of emotional intelligence and mental health on job satisfaction gives a value of 0.523 or it can be interpreted that the variability of the emotional intelligence and mental health constructs on job satisfaction is 52.3%, while other variables are explained outside this study.

A value of $Q^2 > 0$ indicates that the model has predictive relevance, while a value of $Q^2 < 0$ indicates otherwise (Ghozali & Latan, 2015). Q^2 calculates how well the observed value is produced by the model and also the parameter estimate. The Q^2 value has 3 criteria, namely 0.02, 0.15, 0.35 which indicates that the model is a weak, moderate and strong model.

Table 7. Q² Predictive Relevance

Variables	SSO	SSE	Q ² (=1-SSE/SSO)
Emotional Intelligence	1125.000	1125.000	
Mental Health	900.000	900.000	
Employee Performance	1350.000	1112.677	0,176
Job Satisfaction	900.000	638.666	0,290

The results of Table 7 show that the Q² value of each variable is above 0 so the variables of emotional intelligence, mental health, employee performance, and job satisfaction have good predictive relevance.

Hypothesis Test

If the significance value (P-Value) < 0.05 (5%) then the effect is significant, whereas if the significance value (P-Value) > 0.05 (5%) then the effect is not significant. Then if the T-Statistic value > 1.96 then the influence between variables is significant, while if the T-Statistic value < 1.96 then the influence between variables is not significant. On the direct effect of constructs, the analysis of the relationship between constructs obtained the results in Table 8.

Table 8. Hypothesis Test

Variables	Original Samples (O)	Samples Average (M)	Standard Deviation	T-Statistic	P-Value	Description
Emotional Intelligence -> Job Satisfaction	0,176	0,200	0,163	1,079	0,284	H1 Rejected
Mental Health -> Job Satisfaction	0,590	0,560	0,118	5,021	0,000*	H2 Accepted
Job Satisfaction -> Employee Performance	0,581	0,570	0,171	3,403	0,001*	H3 Accepted
Emotional Intelligence -> Job Satisfaction -> Employee Performance	0,103	0,135	0,124	0,826	0,411	H4 Rejected
Mental Health -> Job Satisfaction -> Employee Performance	0,371	0,353	0,096	3,877	0,000*	H5 Accepted

Notes: *Sig P-Values < 0.05

The results of Table 8 show the significance of the relationship between variables in H2, H3, and H5 have a P-Value of less than 0.05 and a T-Statistic value greater than 1.96, which means significant. Conversely, H1 and H4 have a P-Value of more than 0.05 and a T-Statistic value smaller than 1.96, which means insignificant. So that the results of this research hypothesis test H2, H3, and H5 are accepted while H1 and H4 are rejected.

The Effect of Emotional Intelligence on Job Satisfaction

In this study, the first hypothesis (H1) is rejected and states that there is no positive and significant effect of emotional intelligence on job satisfaction. Based on the results of the analysis, it is found that emotional intelligence does not have a positive influence on job satisfaction, so that the emotional intelligence of the individual does not affect the level of job satisfaction. The results of this study contradict the results of research by Wen et al. (2019) and Ouyang et al. (2015) which provide the results of a strong relationship between emotional intelligence and job satisfaction. High emotional intelligence can provide positive emotions that lead to a positive outlook or thinking which will have an impact on job satisfaction. However, job satisfaction must be accompanied by the individual's ability to manage their emotions at work, organizational support, work environment, rewards, and so on.

The Effect of Mental Health on Job Satisfaction

In this study, the second hypothesis (H2) was accepted and stated that there is a positive and significant effect of mental health on job satisfaction. Based on the analysis, it is found that there is a positive influence of mental health on job satisfaction, so the better the mental health of employees, the better their job satisfaction. Conversely, when employees experience mental health problems, job satisfaction will decrease. The results of this study are in line with Scanlan & Still (2019) which provides positive results of mental health on job satisfaction where the employee can overcome mental health problems experienced well with the existence of supporting work resources. In Kader et al. (2021) research, employees did not experience mental health problems due to support from the company, co-workers support, wage increases, and promotions. Allan et al. (2018) provides significant results that employees' mental health gets better when the job can meet the values, wants, and needs of these employees, so this also increases employee job satisfaction.

The Effect of Job Satisfaction on Employee Performance

In this study, the third hypothesis (H3) was accepted and stated that there is a positive and significant effect on job satisfaction and employee performance. Based on the analysis, it is found that the positive effect of job satisfaction on employee performance, so the higher the job satisfaction, the higher the employee performance. The results of this study are supported by research by Gul et al. (2018) which provides a positive effect of job satisfaction on employee performance where job satisfaction will lead employees to high performance. Analysis by Eliyana et al. (2019) shows that job satisfaction will lead to achieving good performance as long as there are appropriate rewards and achievements. Research by Al & Anil (2016) provides positive and significant results that employees will work with higher performance if they have job satisfaction.

The Effect of Job Satisfaction Mediating Emotional Intelligence on Employee Performance

In this study, the fourth hypothesis (H4) is rejected and states that there is no effect of job satisfaction mediating emotional intelligence on employee performance. Based on the results of the analysis, it is found that job satisfaction mediates emotional intelligence on employee performance and there is no effect and this shows that the level of job satisfaction does not affect the level of emotional intelligence on employee performance. This study does not support Wirawan's (2067) research which states that emotional intelligence shows a strong relationship with job satisfaction. Job satisfaction correlates with employee performance but not with emotional intelligence. Winandar et al. (2021) suggest that emotional intelligence has a significant effect on job satisfaction, emotional intelligence has a significant effect on employee performance, and job satisfaction has a significant effect on employee performance. Sibasopait (2018) produces an agreed perception that emotional intelligence affects job satisfaction and employee performance.

The Effect of Job Satisfaction Mediating Mental Health on Employee Performance

In this study, the fifth hypothesis (H5) was accepted and stated that there is an effect of job satisfaction mediating mental health on employee performance. Based on the analysis obtained, job satisfaction mediates mental health on employee performance and there is a positive influence. The higher the job satisfaction, the better the mental health will improve employee performance. These results are supported by research by Agbozo et al. (2017) which suggests that conducive work environment conditions create job satisfaction and employees feel safe signalling good mental health so that employee performance increases. Research by Arianto & Choliq (2019) shows that job satisfaction will be achieved when job satisfaction is created

because a conducive atmosphere in the work environment will develop good mental health and improve performance.

Conclusion

Based on the results of data analysis in this study, the following conclusions were found: (1) there is no positive and significant effect of emotional intelligence on job satisfaction. (2) there is a positive and significant effect of mental health on job satisfaction. (3) there is a positive and significant effect of job satisfaction on employee performance. (4) there is no effect of job satisfaction mediating emotional intelligence on employee performance. (5) there is an effect of job satisfaction mediating mental health on employee performance.

Mental health owned by employees will affect job satisfaction, the better the mental health of employees the better their job satisfaction. Work environment conditions can influence mental health owned by individuals; this means that companies have an essential role in maintaining the mental health of their employees properly. In addition, companies can provide supportive work resources, company support, and employee needs to increase employee job satisfaction. Finally, job satisfaction will affect employee performance, so companies can pay attention to factors such as giving appropriate awards or salaries, fair promotion opportunities, and creating a conducive work atmosphere to encourage job satisfaction, where employee performance will indirectly increase.

In distributing questionnaires to employees of Bank Rakyat Indonesia Regency X, researchers could not directly accompany respondents when filling them out, so it caused different understanding for each individual.

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