

**ANALYSIS OF EMOTIONAL INTELLIGENCE, STRESS, AND STYLES OF PARTICIPATIVE LEADERSHIP EFFECT TO WORK SATISFACTION IN IMPROVING PERFORMANCE OF EMPLOYEES PT. WASKITA BETON PRECAST Tbk.**

**Rio Radityo Kusumo<sup>1</sup>  
Indi Djastuti<sup>2</sup>  
Syuhada Sufian<sup>3</sup>**

**<sup>1,2,3</sup> Master of Management, Faculty of Economics and Business, Diponegoro University**

**ABSTRACT**

*The purpose of this study was to analyze the influence of emotional intelligence, stress and participative leadership style to employee performance with job satisfaction as mediation. This research type is explanatory research. Population and sample in this research is all employees of marketing department of PT. Waskita Beton Precast totaling 112. The method of data collection questionnaire. The data type is the primary data. The method of data collection is questionnaire. Data analysis technique used is structural equation model. The results showed that: 1). Emotional intelligence has effect positive and significant on job satisfaction. 2). Stress has effect negative and significant on job satisfaction. 3). Participatory leadership style has effect positive and significant on job satisfaction. 4). Job satisfaction has effect positive and significant on employee performance. 5). Emotional intelligence has effect positive and significant on employee performance. 6). Stress has effect negative and significant on employee performance. 7). Participative leadership style has effect positive and significant on employee performance*

**Keywords:** *Emotional Intelligence, Stress, Participative Leadership Style, Job Satisfaction, Employee Performance.*

**INTRODUCTION**

Organization is established to achieve goals through the people within them. For that every person who is in it is required to work maximally, so that can be known its performances. The management from the organization will evaluate the employees' work through their performances. Employee performance is the

result of work that someone has achieved from his work behavior in carrying out work activities (Sutrisno, 2012: 151). If the work achieved has been in accordance with the standards set, then the performance is good.

A job has certain requirements to be accomplished in achieving a goal which is also called the standard of work. To determine the employee's performance is good or not, depending on the result of comparison with the work standard. Performance standards are the levels that a particular job is expected to accomplish, and are a benchmark against the goals or targets to be achieved. The results of the work is the result obtained by an employee in doing work according to job requirements or performance standards. An employee is succeed when can perform a job or has good work, if the result of the work is higher than the performance standard. To know that it is necessary to assess the performance of each employee in the company (Build, 2012: 231). Many factors can affect employee performance. According to Karambut and Noormijati (2012), Supriyanto and Troena (2012) and Media (2013), factors that may affect employee performance are emotional intelligence, stress, participative leadership style and job satisfaction.

This research takes object at PT. Waskita Beton Precast, Tbk, one of the subsidiaries of PT. Waskita Karya (Persero), Tbk that is engaged in the manufacturing of precast and ready mix concrete. The company's capacity development is quite rapid. This is because employees of the marketing department showed good performance and the need for precast and ready mix products are increasing so that the company expands to develop the business into one of the largest manufacturers of precast concrete and ready mix. However, there is stiff competition from many other companies, therefore, the performance of the marketing department has decreased. Based on the data, then the assessment of marketing performance of PT. Waskita Beton Precast, Tbk, during the year 2012 - 2016 is as follows:

**Tabel 1**  
**Marketing Employee Achievement Index of PT Waskita Beton Precast**  
**Jakarta on 2012-2016**

| IPS<br>Assessment | Year  |       |       |       |       | Average |
|-------------------|-------|-------|-------|-------|-------|---------|
|                   | 2012  | 2013  | 2014  | 2015  | 2016  |         |
| Fair              | 14,29 | 16,78 | 19,31 | 21,48 | 24,34 | 19,24   |
| Good              | 69,29 | 72,73 | 67,59 | 63,09 | 58,55 | 66,25   |
| Excellent         | 16,42 | 10,49 | 13,1  | 15,43 | 17,11 | 14,51   |
| Total             | 100   | 100   | 100   | 100   | 100   | 100     |

Source: HRD PT Waskita Beton Precast Jakarta, 2017

Based on Table 1. above explained the individual performance standards of employees of PT. Waskita Beton Precast, Tbk experienced a considerable increase in category of appraisal, which in 2012 was 14.29%, increased by 16.78% in 2013, increased by 19.31% in 2014, increased to 21.48% in 2015, and in 2016 increased again to 24.34%. This phenomenon needs to be fixed considering the fair category is simply the lowest rating. Moreover, increasing in fair category rating, increased more by 10% while the excellent category is just increased by 1%, yet the good category decreased more by 10%, this shows that there is decreasing of the employees performance.

The purpose of this research is to develop research model on emotional intelligence, stress, participative leadership style on employee performance, and job satisfaction as intervening variable. In accordance with the formulation of problems and research questions the purpose of this study are:

1. Analyzing the influence of emotional intelligence on job satisfaction
2. Analyzing the influence of stress on job satisfaction
3. Analyze the influence of participative leadership style on job satisfaction
4. Analyzing the effect of job satisfaction on employee performance
5. Analyzing the influence of emotional intelligence on employee performance
6. Analyzing the effect of stress on employee performance
7. Analyzing the influence of participative leadership style on employee performance.

## LITERATURE REVIEW

### Employee Performance

Employee performance is the result of work achieved by the employees based on the requirements of work (Bangun,2012:231). Another concept of performance is the work that someone has achieved from his work behavior in carrying out work activities (Sutrisno, 2012: 151). Another definition of performance is the level of achievement of individual work (employees) after trying or working hard or the end result of an activity (Silalahi, 2013: 408). Another definition of performance is the achievement or accomplishment of a person with regard to the tasks assigned to him (Marwansyah, 2016: 229).

In a world tinged with global competition, especially in business and economic aspects, companies need high performance from all of their employees. At the same time, employees need feedback on the performance of employees as a guideline for improving the working behavior in the future. This need is

particularly noticeable among new employees, who are trying to understand the job and the workplace. Employees with long tenure also want positive feedback on what they do. Upon corrective feedback received, employees may object. However, this kind of feedback will bring benefits to the employees and, in turn, also the organization (Marwansyah, 2016: 228).

Supervisors and managers must evaluate performance in order to know what action or steps to take next. Specific feedback can assist employees in career planning, training and development, salary improvement, promotion, and other decisions. The Human Resources Division uses information derived from performance appraisals to evaluate the success of the recruitment, selection, orientation, placement, training and other activities (Marwansyah, 2016: 228).

### **Job Satisfaction**

Job satisfaction is a pleasure or displeasure of employees in looking at and carry out their work (Sutrisno, 2012: 75). Another definition of job satisfaction is the assessment of a job whether pleasant or unpleasant to work (Build, 2012: 327). According Sunyoto (2013: 26), job satisfaction is to reflect one's feelings towards his work. This has an impact on the employee's positive attitude towards the job and everything faced in his working environment. The personnel department or management should always monitor job satisfaction as this affects absenteeism, labor turnover, job satisfaction and other important issues. Meanwhile, according to Riva and Sagala (2013: 856), job satisfaction is an evaluation that describes someone on his happy or not happy feeling attitude, satisfied or not satisfied at work. Also according to Wirawan (2013: 698), job satisfaction is the perception of people about various aspects of their work. Perception is the feelings and attitudes towards work. Feelings and attitudes can be positive or negative. If an individual feels and is positive about his job, he is satisfied with his job. If an individual feels and is being negative about his works, then he is not satisfied with his job.

If a person is happy with his work, then the person is satisfied with his work (Sutrisno, 2012: 75). Employees who do not get job satisfaction will never achieve psychological satisfaction and will eventually arise a negative attitude or behavior and in turn will be frustrating. On the other hand, satisfied employees will be able to work well, energetically, actively, and can perform better than employees who do not get job satisfaction.

Basically, job satisfaction is individual. Each individual has a different level of satisfaction in accordance with the system of values that apply to him. This is due to the differences in each individual. The more aspects of the job that are in accordance with the individual desire, the higher the level of satisfaction he feels,

the less the aspects of the job in accordance with the individual desire, the lower the level of satisfaction he feels (Sutrisno, 2012: 76).

### **Emotional Intelligence**

Emotional intelligence is a human capacity possessed by a person and is very useful for dealing with, strengthening oneself, or changing unfavorable living conditions into a natural thing to overcome (Karambat dan Noormijati, 2012: 657).

Emotional intelligence is an ability of somebody to accept, to assess, to manage, and also to control their and other people emotion around him. In this case, emotion refers to the feeling of information about a relationship. Meanwhile, intelligence refers to the capacity to provide a valid reason for a relationship. Emotional intelligence (EQ) lately is considered not less important with intellectual intelligence (IQ). A study reveals that emotional intelligence is two times more important than intellectual intelligence in contributing to one's success (Karambat and Noormijati, 2012: 657).

The employee's emotional intelligence can be improved through a high commitment to self-development. Emotional intelligence is a psychological ability to understand and to use emotional information, as individuals, all have different innate abilities in doing things and people can learn from life ways of improving emotional intelligence through practice and experience (Karambat dan Noormijati, 2012: 657) .

Emotional intelligence refers to a particular feeling and thought, a biological and psychological state and a set of tendencies for action. Emotion is essentially an impulse to action. Usually the emotion is a reaction to stimuli from outside and within the individual (Supriyanto and Troena, 2012: 695).

According to Howard Gardner (1983) there are five main points of emotional intelligence a person, which is able to recognize and manage emotions themselves, are sensitive to the emotions of others, able to respond and negotiate with others emotionally, and can use emotion as a tool to motivate yourself (Karambat and Noormijati, 2012: 657).

### **Stress**

Stress is the consequence of every action and environmental situation that raises excessive psychological and physical demands on a person (Sunyoto, 2012: 61). Another concept of stress is one's adaptive response to stimuli that puts psychological or physical demands excessively on the person (Moorhead and Griffin, 2013: 175). Another province of stress is a state of tension that creates a physical and psychological imbalance, affecting the emotions, thinking processes, and conditions of an employee (Rivai and Sagala, 2013: 1008). Another notion of

stress is an influential response that is influenced by individual characteristics and / or psychological processes, which are the result of external actions, situations, or events that impose physical and psychological demands on one's self (Kreitner and Kinicki, 2014: 289). Another description of stress is the feeling of depression experienced by employees in the face of work (Mangkunegara, 2016: 157).

This stress can be seen from a person's behavior such as unstable emotions, feelings of uneasiness, aloofness, sleeplessness, excessive smoking, cannot relax, anxiety, tension, nervousness, increased blood pressure, and indigestion (Mangkunegara, 2016: 157).

Excessive stress can threaten a person's ability to cope with the environment. People who experience stress can become nervous and feel chronic worries. They often become irritable and aggressive, unable to relax, or show an uncooperative attitude (Rivai and Sagala, 2013: 1008).

Stress is the interaction between the individual and the environment is the interaction between stimulation and response. Stress is not something strange or unrelated to the normal state that occurs in normal people or not all stress is negative. Stress experienced by employees due to the environment it faces will affect the performance and satisfaction of its work, so that management needs to improve the quality of organizational environment for employees (Sunyoto, 2012: 61).

### **Participative Leadership Style**

The style of leadership is a pattern of behavior that deliberately done by a leader to influence the members of the organization to realize its vision (Tukiran, 2016: 121). Another description of the style of leadership is the specific behavior that leaders undertake in influencing employees to achieve goals (Robbins and Judge, 2016: 251).

Participatory leadership style is a leadership style in which gives the subordinates an opportunity to actively participate mentally, spiritually, physically, and materially in their work in the organization (Sutrisno, 2012: 222).

The style of leadership is influenced by one's orientation in performing his duties as a leader. The leader's main orientation is differentiated into relationship orientation, where leaders emphasize interaction between people by building emotional ties and motivating subordinates to improve subordinate performance, and orientation to tasks, in which leaders emphasize achieving a work target (Tukiran, 2016: 121 ).

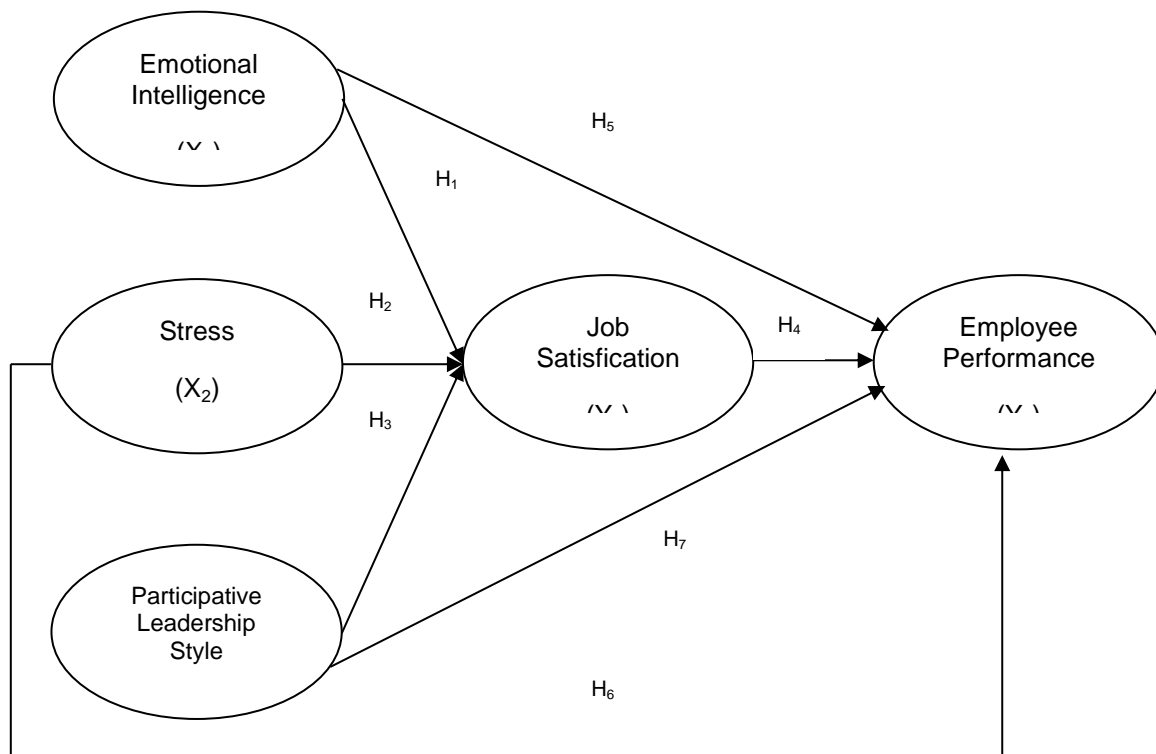
In reality, more employee-oriented leaders will in some ways deliver more effective results. This does not mean the leader ignores the needs of the task

within the organization. Successful leadership requires a deep understanding of subordinates (Tukiran, 2016: 122).

### Theoretical Framework

Based on the results of the literature review above, the theoretical framework that will be developed in this study is as follows:

**Figure 1**  
**Research Framework**



Source : Karambut dan Noormijati (2012), Supriyanto and Troena (2012), also Media (2013)

## RESEARCH METHOD

### Sampling

Population and sample of this research is all employees of marketing department of PT. Waskita Beton Precast totaling 112. According to Ferdinand (Ferdinand, 2014: 109), when using SEM analysis techniques, then the sample used between 100 - 200 respondents. Based on the population, the number of 112

employees in the top 100 or meets the criteria that have been set so that the sample in this study were 112 employees.

### Research Variable and Operational Definition

Operational Variable Definition in this study consists of:

**Table 2**  
**Variable and Indicator**

| No. | Variable                       | Conceptual definition   | Operational Definition   |
|-----|--------------------------------|---|--|
| 1   | Emotional Intelligence         | Emotional intelligence is a human capacity possessed by a person and is very useful for dealing with, strengthening oneself, or changing unfavorable living conditions into a natural thing to overcome (Karambat dan Noormijati, 2012: 657). | <ul style="list-style-type: none"> <li>a. Empathy</li> <li>b. Social skills</li> <li>c. Self motivation</li> <li>d. Self awareness (Karambut dan Noormijati,2012:657-658)</li> </ul>   |
| 2   | Stress                         | Stress is the consequence of every action and environmental situation that raises excessive psychological and physical demands on a person (Sunyoto, 2012: 61).   | <ul style="list-style-type: none"> <li>a. Excess workload</li> <li>b. Role ambiguity</li> <li>c. Interpersonal conflicting demands</li> <li>d. Kurangnya kerjasama (Sanjoko dan Nugraheni,2015:4)</li> </ul>   |
| 3   | Participative Leadership Style | Participatory leadership style is a leadership style in which gives the subordinates an opportunity to actively participate mentally, spiritually, physically, and materially in their work in the organization (Sutrisno, 2012: 222).        | <ul style="list-style-type: none"> <li>a. Communication</li> <li>b. Teamwork</li> <li>c. Subordinates involvement</li> <li>d. Decision making (Media,2013:685)</li> </ul>  |
| 4   | Job Satisfication              | Job satisfication is a pleasant or unpleasant feeling of the employee in considering and doing their jobs. (Sutrisno,2012: 75).   | <ul style="list-style-type: none"> <li>a. Satisfied with salary</li> <li>b. Satisfied with work</li> <li>c. Satisfied with supervision</li> <li>d. Satisfied with promotion</li> <li>e. Satisfied with coworkers (Sanjoko dan Nugraheni,2015:4)</li> </ul> |
| 5   | Employee Performance           | Employee Performance is the result of work achieved by individual from their work behavior in carrying out work activities. (Sutrisno,2012: 151).   | <ul style="list-style-type: none"> <li>a. Quantity</li> <li>b. Quality</li> <li>c. Punctuation</li> <li>d. Cost Efficiency (Difayoga dan Yuniawan,2015:4)</li> </ul>   |



**Method of Collecting Data**

Data collection method used in this research is using questionnaire. The questionnaire is data collection by providing a list of questions that have been carefully prepared in advance.

**Analysis Technique**

The data in this study Structural Equation Model (SEM) is a set of statistical techniques that allow testing of a series of relationships that are relatively "complex" simultaneously (Ferdinand, 2014: 6).

Structural Equation (Ferdinand, 2014: 52)

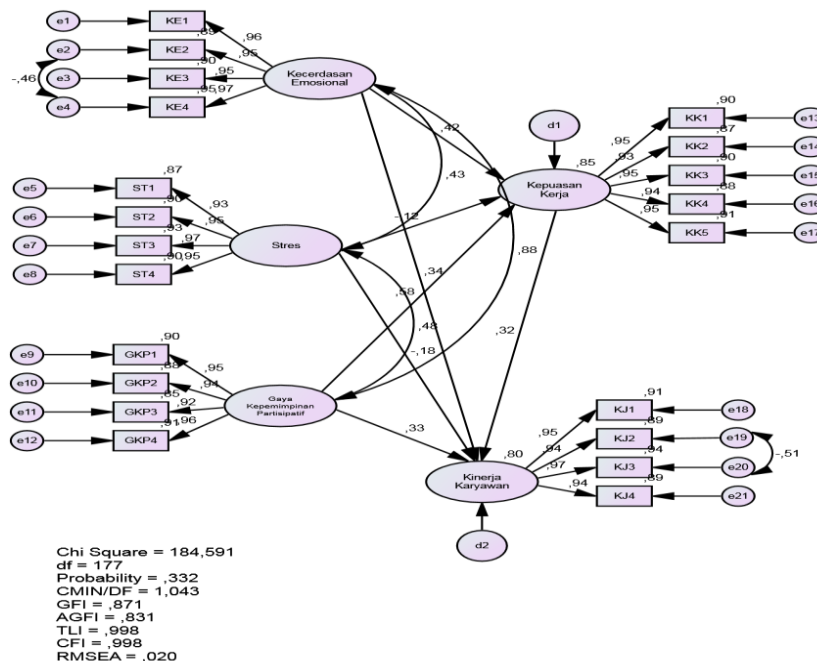
$$\text{Job Satisfaction} = \beta_1 \text{ Emotional Intelligence} + \beta_2 \text{ Stress} + \beta_3 \text{ Participative Leadership Style} + \delta_1$$

$$\text{Employee Performance} = \beta_1 \text{ Emotional Intelligence} + \beta_2 \text{ Stress} + \beta_3 \text{ Participative Leadership Style} + \beta_4 \text{ Job Satisfaction} + \delta_2$$

**DATA ANALYSIS AND DISCUSSION**

**SEM analysis result  
Path diagram developing**

**Figure 2  
Path Diagram**



## Hypothesis

Testing of the proposed hypothesis can be done based on the value of the critical ratio and the probability contained in the regression weight, where the required value of  $cr \geq 2.00$  and  $prob. \leq 0.05$  as a condition of acceptance of hypothesis. Results of  $cr$  and probability values. Between the hypothesized variables can be seen the results as in table 3.

**Table 3**  
**Hypothesis Testing**

|                      |                                     | Estimate | S.E  | C.R.   | P    |
|----------------------|-------------------------------------|----------|------|--------|------|
| Job_Satisfaction     | <--- Emotional_Intelligence         | ,417     | ,098 | 4,276  | ***  |
| Job_Satisfaction     | <--- Stress                         | -,120    | ,047 | -2,561 | ,010 |
| Job_Satisfaction     | <--- Participative_Leadership_Style | ,547     | ,097 | 5,626  | ***  |
| Employee_Performance | <--- Emotional_Intelligence         | ,359     | ,121 | 2,974  | ,003 |
| Employee_Performance | <--- Stress                         | -,183    | ,056 | -3,274 | ,001 |
| Employee_Performance | <--- Participative_Leadership_Style | ,323     | ,133 | 2,432  | ,015 |
| Employee_Performance | <--- Job_Satisfaction               | ,338     | ,135 | 2,497  | ,013 |

Source: Processed Primary Data, 2017

Based on the results obtained then it can be done as follows :

1. The value of emotional intelligence to job satisfaction  $cr\ 4,276 > 2,00$  with  $prob.\ *** < 0,05$ . Based on the results obtained then it receives a hypothesis that states emotional intelligence has a positive and significant impact on job satisfaction.
2. The value of stress towards job satisfaction  $cr\ -2,561 > 2,00$  with  $prob.\ 0,010 < 0,05$ . Based on the results obtained then it receives a hypothesis that states stress has a negative and significant impact on job satisfaction.
3. The value of participative leadership style towards job satisfaction  $cr\ 5,626 > 2,00$  with  $prob.\ *** < 0,05$ . Based on the results obtained then it receives a hypothesis that states participative leadership style has a positive and significant impact on job satisfaction.
4. The value of job satisfaction towards employee performance  $cr\ 2,497 > 2,00$  with  $prob.\ 0,013 < 0,05$ . Based on the results obtained then it receives a hypothesis that states job satisfaction has a positive and significant impact on employee performance.
5. The value of emotional intelligence towards employee performance  $cr\ 2,974 > 2,00$  with  $prob.\ 0,003 < 0,05$ . Based on the results obtained then it receives a hypothesis that states emotional intelligence has a positive and significant impact on employee performance.

6. The value of stress towards employee performance  $t = -3,274 > 2,00$  with prob.  $0,001 < 0,05$ . Based on the results obtained then it receives a hypothesis that states stress has a negative and significant impact on employee performance.
7. The value of participative leadership style towards employee performance  $t = 2,432 > 2,00$  with prob.  $0,015 < 0,05$ . Based on the results obtained then it receives a hypothesis that states participative leadership style has a positive and significant impact on employee performance.

### Direct, Indirect, and Total Effect

Based on the results of research can be seen the strength of the influence of direct, indirect, and the total influence of emotional intelligence, stress, participative leadership style on employee performance through job satisfaction as mediation. The full results can be seen in the following tables:

**Table 4**  
**Direct Effect**

|                      | Participative<br>_Leadership<br>_Style | Stress | Emotional<br>Intelligence | Job<br>Satisfaction | Employee<br>Performance |
|----------------------|--|--------|---------------------------|---------------------|-------------------------|
| Job_Satisfaction     | ,585                                   | -,124  | ,418                      | ,000                | ,000                    |
| Employee_Performance | ,331                                   | -,182  | ,345                      | ,324                | ,000                    |

Source: Processed Primary Data, 2017

The results of direct influence indicate that emotional intelligence directly affects employee performance of 0.345. Stress directly affects employee performance of -0.182. Participatory leadership style effect on employee performance of 0.331. As for the results of indirect influence can be seen in table 5

**Table 5**  
**Indirect Effect**

|                         | Participative<br>Leadership Style | Stress | Emotional<br>Intelligence | Job<br>Satisfaction | Employee<br>Performance |
|-------------------------|-----------------------------------|--------|---------------------------|---------------------|-------------------------|
| Job_Satisfaction        | ,000                              | ,000   | ,000                      | ,000                | ,000                    |
| Employee<br>Performance | ,189                              | -,040  | ,135                      | ,000                | ,000                    |

Source: Processed Primary Data, 2017

The result of indirect effect shows that the emotional intelligence indirectly effects towards the employee performance through job satisfaction by 0,135. Stress indirectly effect towards employee performance through job satisfaction by -0,040. Participative leadership style indirectly effect towards the employee performance through job satisfaction by 0,189.

## Discussion

The results of research on the analysis of emotional intelligence, stress, and participative leadership style influence towards job satisfaction in improving the performance of employees of PT. Waskita Beton Precast Tbk can be further analyzed as follows:

### 1. Emotional Intelligence Impact on Job Satisfaction

The results showed that emotional intelligence has a positive and significant effect on job satisfaction, with the  $t$  obtained of  $4,276 > 2,00$  with prob.  $*** < 0.05$ . This implies that the emotional intelligence of the employees of PT. Waskita Beton Precast Tbk needs to be improved in order to increase job satisfaction. Based on the indicator of emotional intelligence that is about empathy to other employees can be shown by always hearing the complaints submitted by colleagues so that this can improve the sense of sharing and assist in the implementation of tasks. As for the ability to establish good relationships with others indicators can be shown with a better communication braids such as more frequent chat with colleagues or leaders at rest or at leisure so as to establish a good relationship and full of proximity. While the ability to motivate themselves in the career indicators, can be shown with the desire to achieve better in work such as trying to achieve the target sales of precast and readymix products so that if the target is achieved, it will be easier to improve the career. In an ability to maintain and control emotions indicators can be shown with patience in work. The results obtained support the research Supriyanto and Troena (2012) which shows that emotional intelligence affects job satisfaction.

### 2. Stress Impact on Job Satisfaction

The research conducted showed that stress had a negative and significant effect on job satisfaction, with  $t$  obtained of  $-2,561 > 2,00$  with prob.  $0,010 < 0,05$ . This implies that the stress of employees of PT. Waskita Beton Precast Tbk needs to be lowered in order to increase job satisfaction. Based on the indicator of job stress is to accept excessive workload needs to be more adjusted again, such as employees in charge of product marketing is not burdened with other tasks such as administrative tasks because with the excessive task of making employees can not focus on work. Meanwhile, for indicators performing every task with unclear functions and roles, need to be addressed by providing functions and roles more clearly according to the field of tasks in the field of marketing such as sales employees in charge of marketing precast and readymix products and not concurrently other tasks such as billing though still in one marketing division. The results of the research supported Afrizal, et al (2014), Tukimin (2014), Sanjoko and Nugraheni (2015),

Pratama and Sriathi (2015) and Dewi and Netra (2015) studies which showed that stress influenced job satisfaction.

### **3. Participative Leadership Style Impact on Job Satisfaction**

The results showed that participative leadership style had positive and significant effect on job satisfaction, with  $t_{cr} 5,626 > 2,00$  with prob.  $*** < 0,05$ . This implies that within PT. Waskita Beton Precast Tbk needs to be implemented participative leadership style to increase job satisfaction. Based on the indicator of participative leadership style, which is indicator of the leader able to establish good communication with subordinates, can be further enhanced with the tangle of communication with more intense as in leisure or at break with the subordinates to meet each other talking while eating lunch so that it can be a means to establish good communication between the leader with subordinates. In the indicator of leadership can work together with subordinates to solve the problem, can be shown by inviting employees to discuss and ask for advice or input to solve the problems that occur. In the indicators of the leader wants to involve subordinates to issue ideas at the time of the meeting can be done by giving time for employees who invited the meeting to convey their opinions so as to give employees the opportunity to give ideas and thoughts for the progress of the company. While the leader can make the right decision, it can be done by considering various suggestions or ideas, such as employees as the executor of the decision asked to provide input so that later policies made can be implemented by the employees. The results of the research support the research of Adnyana and Riana (2015) which shows that participative leadership style has an effect on job satisfaction.

### **4. Job Satisfaction Impact on Employee Performance**

The results showed that job satisfaction had a positive and significant effect on employee performance, with  $t_{cr}$  obtained at  $2.497 > 2.00$  with prob.  $0.013 < 0.05$ . The implication of the results of this study is the job satisfaction of PT. Waskita Beton Precast Tbk needs to be improved so that their performance increases. Based on the indicators of job satisfaction, namely the salary indicator is sufficient, according to the workload, it can be done by adding a bonus if it reaches the target, additional incentives if you have to work outside the city and also if there is additional work to be carried out. . On the indicators of work provided according to ability, it can be done by giving work in accordance with the background knowledge of employees such as the task of marketing staff and marketing administration to recruit more economically educated employees to run it than educated S1 engineering students who technically master the product but the ability to market products such as the ability to establish communication with clients is not necessarily good so that it

will be difficult in carrying out the task. The results of the research obtained support the research of Supriyanto and Troena (2012), Digayoga and Yuniawan (2015) and Noor, et al (2016) which show that job satisfaction affects employee performance.

#### **5. Emotional Intelligence Impact on Employee Performance**

The results showed that emotional intelligence had a positive and significant effect on employee performance, with  $t_{2,974} > 2,00$  with prob.  $0,003 < 0,05$ . The implication of this research is emotional intelligence of employees of PT. Waskita Beton Precast Tbk needs to be improved in order to improve employee performance. Based on the indicators of emotional intelligence that is about empathy to other employees can be indicated by always give a response if there are colleagues who need help such as helping to meet clients who want to make purchases of precast and readymix products and use the services of PT. Waskita Beton Precast Tbk. Meanwhile, for able to establish good relationships with others indicators can be demonstrated by a closer relationship by doing various activities together such as sports together or lunch together so as to strengthen better relationships with others such as with leaders and co-workers. The results of the research supported Supriyanto and Troena (2012), Karambut and Noormijati (2012) and Rizkansyah, et al (2015) studies that showed that emotional intelligence influenced employee performance.

#### **6. Stress Impact on Employee Performance**

The research conducted shows that stress has a negative and significant effect on employee performance, with  $t_{3,274} > 2,00$  with prob.  $0,001 < 0,05$ . The implication of this research is work stress of PT. Waskita Beton Precast Tbk employee needs to be lowered in order to improve employee performance. Based on the indicator of job stress that is accepting excessive work load can be done by giving only one task field such as employees who served as marketing/ sales engineering staff performing tasks in the field of sales or marketing of products and not burdened with the preparation of the budget despite the marketing and budgeting in one department. With a stand-alone marketing department employee will only be focused on the job in marketing or sales so it is more comfortable to go through it. While the indicators with colleagues have conflicting demands in terms of facilities need to be addressed by the same facilities, as now all parts run the task based on information technology so that all employees need to get laptop facilities to support the fluency in the task. The results of the research support the research of Karambut and Noormijati (2012), Digayoga and Yuniawan

(2015) and Noor, et al (2016) which shows that stress affects employee performance.

### **7. Participative Leadership Style Impact on Employee Performance**

The results showed that participative leadership style had positive and significant effect on employee's performance, with  $t$  obtained  $2,432 > 2,00$  with prob.  $0,015 < 0,05$ . The implications of this research are in PT. Waskita Beton Precast Tbk needs to be implemented participative leadership style in order to increase employee performance. Based on indicators of participative leadership style, that is indicator of the ability of leader to establish good communication with subordinates can be further enhanced by getting used to give briefings every day before carrying out the task so that it can be a means to communicate with the subordinate leadership. In the indicator of the leader can work together with subordinates to solve the problem, can be done by asking for help workers and how to solve problems to employees so that leaders and subordinates can work together to solve problems. In the indicators of the leader wants to involve subordinates to issue ideas at the meeting, can be done by appointing some employees to make exposure in the meeting about their thoughts in helping improve the company's progress. The results obtained support Media research (2013) which shows that the leadership style participative effect on employee performance.

### **8. Emotional Intelligence Affects Employee Performance Through Job Satisfaction**

Interval test results show that emotional intelligence affects the job satisfaction and then job satisfaction affect the improvement of employee performance of PT. Waskita Beton Precast Tbk. This suggests that there needs to be an increase in emotional intelligence of employees with a higher display empathy to others shown by always hear complaints by colleagues, so this can increase the sense of sharing and assist in the execution of duties. Employees also have good relationships with others who are shown with better communication links such as talking more often with colleagues or leaders at rest or at leisure so as to establish a good relationship and full of closeness. Employees must also be able to motivate themselves in their careers, which can be demonstrated with the desire to achieve better in work such as trying to achieve the sales target of precast and readymix products so that the target is achieved will be easier in the career enhancement. The results obtained support in Supriyanto and Troena (2012) study which shows that emotional intelligence affects the performance of employees through job satisfaction as an intervening.

### **9. Working Stress towards Employee Performance Through Job Satisfaction**

Interval test results show that job stress affect the job satisfaction and then job satisfaction affect on the improvement of employee performance of PT. Waskita Beton Precast Tbk. This suggests that there should be a decrease in the stress of the employees by adjusting the workload as employees on duty in the field of product marketing is not burdened with other tasks such as marketing administrative tasks for the redundant tasks that employees can not focus on work. Employees also have more clearly defined functions and roles in the field of marketing tasks such as salespeople in charge of marketing precast and readymix products and not serving other tasks such as billing, even within a marketing division. Employees and co-workers do not have conflicting demands on facilities, with the same facilities as vehicle facilities for all marketing employees on duty both in marketing and marketing administration which sometimes also go to the field to collect data and create reports so that need means for mobility.

### **10. Participatory Leadership Style Influence towards Employee Performance Through Job Satisfaction**

Interval test result showed that participative leadership style have an effect on to job satisfaction and then job satisfaction have an effect on improvement of employee performance of PT. Waskita Beton Precast Tbk. This indicates that there needs to be an enhancement of participative leadership style which is indicated by the leader able to establish good communication with subordinates, that is in the spare time such as during break with the subordinate subordinates meet each other to chat while lunch break so that it can be a means to establish good communication between leaders and subordinates. Leaders should also be able to work together with subordinates to solve the problem, which is shown by getting employees to discuss and ask for advice or feedback to solve problems that occur. Leaders want to involve subordinates to issue ideas during meetings can be done by giving time for employees who are invited to a meeting to express their opinion so as to allow the employees to give their ideas and thoughts for the betterment of the company.

## **CONCLUSIONS AND IMPLICATIONS**

### **Implications**

1. Employee's emotional intelligence needs to be further enhanced such as giving empathy to other employees who can be shown by always responding when there are co-workers who need help such as helping to meet clients. The ability



to build good relationships with others that can be demonstrated by doing various activities together such as doing sports together or having lunch together so as to strengthen better relationships with others such as with leaders and colleagues.

2. Working stress can be lowered by reducing the workload, such as an employee who serves as a marketing / sales engineering staff in the sales or marketing task of the product and is not burdened with budget preparation even though the marketing and budgeting department is in one department.
3. The style of participative leadership within the company can be better demonstrated with the leadership that is able to establish good communication with subordinates, by getting used to give briefings every day before carrying out the task so that it can be a means to communicate with the subordinate leadership.
4. Employee satisfaction can be increased by paying the salary according to the workload, which can be done by adding bonus when achieving the target, additional incentives if it is to work outside the city and also if there is additional work to be done so that it will give a more appropriate salary based on workload.

### **Limitations**

1. The scope of the research is at PT. Waskita Beton Precast Tbk so it cannot be generalized to a broader scope.
2. The variables used limit the influence of emotional intelligence, stress, and participative leadership style on employee performance with job satisfaction as mediation (intervening).

### **Suggestions for future research**

1. For researchers in the future should take a broader scope of research that is PT Waskita Karya (Persero), Tbk as the parent company of PT. Waskita Beton Precast Tbk.
2. Adding new variables such as work environment variables raised by Difayoga and Yuniawan (2015), so it can be known other variables that affect employee performance PT. Waskita Beton Precast Tbk.

### **REFERENCES**

Adnyana, I Gede Made Putra dan I Gede Riana, 2015, "Pengaruh Kepemimpinan Partisipatif, Imbalan Finansial Dan Lingkungan Kerja Fisik Terhadap Kepuasan Kerja Karyawan PT. Nadia Kencana Di Denpasar", E-Jurnal

Manajemen Unud, Vol. 4, No. 8, Page. 2145-2162, University of Udayana, Bali.

Afrizal, Poundra Rizky, Mochammad Al Musadieq dan Ika Ruhana, 2014, "Pengaruh Konflik Kerja Dan Stres Kerja Terhadap Kepuasan Kerja (Studi pada Karyawan PT. TASPEN (PERSERO) Cabang Malang)", *Jurnal Administrasi Bisnis (JAB)*, Vol. 8, No. 1, Page. 1-10, University of Brawijaya, Malang.

Bangun, Wilson, 2012, *Manajemen Sumber Daya Manusia*, Erlangga, Jakarta.

Dewi, Ni Putu Erika Lestari dan I. Gusti Salit Ketut Netra, 2015, "Pengaruh Stres Kerja Dan Motivasi Kerja Terhadap Kepuasan Kerja Karyawan Pada Matahari Bungalow *Restaurant And Spa* Legian Kuta-Bali", *E-Jurnal Manajemen Unud*, Vol. 4, No. 7, Page. 1933-1948, University of Udayana, Bali.

Difayoga, Rama dan Ahyar Yuniawan, 2015, "Pengaruh Stres Kerja, Kepuasan Kerja, Dan Lingkungan Kerja Terhadap Kinerja Perawat (Studi pada RS Panti Wilasa Citarum Semarang)", *Diponegoro Journal of Management*, Vol. 4, No. 1, Page. 1-10, University of Diponegoro, Semarang

Ferdinand, Augusty, 2014, *Structural Equation Model Dalam Penelitian Manajemen : Aplikasi Model-Model Rumit Dalam Penelitian untuk Skripsi, Tesis dan Disertasi Doktor*, 5<sup>th</sup> Edition, Publisher : Undip Press, Semarang.

Ghoniem, Abdulazim, Sayed ElKhouly and Ghada Mohsen and Mohammed Ibrahim, 2011, "Impact of Emotional Intelligence and Gender on Job Satisfaction among Egyptian Government Sector Employees", *Current Research Journal of Social Sciences*, 3(1), Page. 22-27, Egypt Future University, Egypt.

Insan, Pribadi Darmawan dan Ahyar Yuniawan, 2016, "Pengaruh Gaya Kepemimpinan Partisipatif, Lingkungan Kerja, Kompensasi Dan Budaya Organisasi Terhadap Kinerja Karyawan (Studi Pada Bagian Keperawatan Rsud Tugurejo Semarang)", *Diponegoro Journal of Management*, Vol. 5, No. 1, Page. 1-13, University of Diponegoro, Semarang.

Karambut, Christien A. dan Eka Afnan T. Noormijati, 2012, "Analisis Pengaruh Kecerdasan Emosional, Stres Kerja dan Kepuasan Kerja terhadap Komitmen Organisasional (Studi pada Perawat Unit Rawat Inap RS Panti Waluya Malang)", *Jurnal Aplikasi Manajemen*, Vol. 10, No. 3, Page. 656-668, University of Brawijaya, Malang.

- Kreitner, Robert dan Angelo Kinicki, 2014, *Perilaku Organisasi*, 9<sup>th</sup> Edition, Book 2, Salemba Empat, Jakarta
- Mangkunegara, Anwar Prabu, 2016, *Manajemen Sumber Daya Manusia Perusahaan*, Cetakan Ketigabelas, PT. Remaja Rosdakarya, Bandung.
- Media, La, 2013, "Pengaruh Kepemimpinan Partisipatif Dan Iklim Organisasi Terhadap Kinerja Pegawai Kantor X", Seminar Nasional Sistem Informasi Indonesia, 2-4 December 2013, Page. 683-688, CENDEVIP (*Center Of Development for Indonesian People/NGO*), Bogor.
- Marwansyah, 2016, *Manajemen Sumber Daya Manusia*, Edisi Kedua, CV. Alfabeta, Bandung.
- Moorhead, Gregory dan Ricky W. Griffin, 2013, *Perilaku Organisasi : Manajemen Sumber Daya Manusia dan Organisasi*, Book 1, 9<sup>th</sup> Edition, Salemba Empat, Jakarta.
- Noor, Nasyadizi Nilamsar, Kusdi Rahardjo dan Ika Ruhana, 2016, "Pengaruh Stres Kerja Dan Kepuasan Kerja Terhadap Kinerja Karyawan (Studi Pada Karyawan PT. JasaRaharja (Persero) CabangJawaTimur di Surabaya)", *Jurnal Administrasi Bisnis (JAB)*, Vol. 31 No. 1, Page. 9-15, University of Brawijaya, Malang.
- Pratama, Ida Bagus Winastya dan Anak Agung Ayu Sriathi, 2015, "Pengaruh Stres Kerja Dan Pemberdayaan Terhadap Kepuasan Kerja Karyawan Di Prama Hotel", *E-Jurnal Manajemen Unud*, Vol. 4, No. 11, Page. 3565-3591, University of Udayana, Bali.
- Rivai, Veithzal dan Ella Jauvani Sagala, 2013, *Manajemen Sumber Daya Manusia untuk Perusahaan : Dari Teori ke Praktik*, 2<sup>nd</sup> Edition, 5<sup>th</sup> Printing, PT. Rajagrafindo Persada, Jakarta.
- Rizkansyah, Irfan, Mukhlis Yunus dan Amri, 2015, "Pengaruh Kecerdasan Emosional, Kompensasi Dan Komitmen Terhadap Kinerja Karyawan Serta Implikasinya Terhadap Kinerja Kantor Pelayanan Pajak Pratama Banda Aceh", *Jurnal Manajemen*, Vol. 4, No. 2, Page. 108-117, Universitas Syiah Kuala, Banda Aceh.
- Robbins, Stephen P. dan Timothy A. Judge, 2016, *Perilaku Organisasi*, 16<sup>th</sup> Edition, 3<sup>rd</sup> Printing, Salemba Empat, Jakarta.
- Sanjoko, Deny Cahyadinanto dan Rini Nugraheni, 2015, "Analisis Pengaruh Stres Kerja Dan Lingkungan Kerja Non Fisik Terhadap Kepuasan Kerja Dan Dampaknya Terhadap *Turnover Intention* Karyawan", *Diponegoro Journal*

of Management, Vol. 4. No. 2, Page. 1-14, University of Diponegoro, Semarang.

Sanusi, Anwar, 2014, Metodologi Penelitian Bisnis, Salemba Empat, Jakarta.

Siregar, Syofian, 2013, Metode Penelitian Kuantitatif : Dilengkapi Perhitungan Manual & SPSS, 1<sup>st</sup> Edition, 1<sup>st</sup> Printing, Kencana Prenada Media Group, Jakarta.

Sutrisno, Edy, 2012, Manajemen Sumber Daya Manusia, 1<sup>st</sup> Edition, 4<sup>th</sup> Printing, Prenada Media Group, Jakarta.

Silalahi, Ulber, 2013, Asas-Asas Manajemen, 2<sup>nd</sup> Printing, PT. Refika Aditama, Bandung.

Sunyoto, Danang, 2012, Teori, Kuesioner, dan Analisa Data Sumber Daya Manusia, Center for Academic Publishing Service (CAPS), Yogyakarta.

Supriyanto, Achmad Sani dan Eka Afnan Troena, 2012, "Pengaruh Kecerdasan Emosional dan Kecerdasan Spiritual terhadap Kepemimpinan Transformasional, Kepuasan Kerja dan Kinerja Manajer (Studi di Bank Syari'ah Kota Malang)", Jurnal Aplikasi Manajemen, Vol. 10, No. 4, Page. 693-709, State University of Islam, Maulana Malik Ibrahim Malang, Malang.

Tukimin, 2014, "Pengaruh Stres Kerja Terhadap Kepuasan Kerja Pada Dinas Pertanian Sumatera Utara", Jurnal Kultura, Vol. 15, No. 1, Page. 4189-4384, UMN Al Washliyah, Medan

Tukiran, Martinus, 2016, Membangun Organisasi Unggul, 1<sup>st</sup> Printing, Leutikaprio, Yogyakarta.

Wirawan, 2013, Kepemimpinan, Teori, Psikologi, Perilaku Organisasi, Aplikasi dan Penelitian, 1<sup>st</sup> Edition, 1<sup>st</sup> Printing, PT. Rajagrafindo Persada, Jakarta.