

**THE MEDIATION ROLE OF EMPLOYEE PERFORMANCE ON THE EFFECT OF
SELF LEADERSHIP, COMMUNICATION COMPETENCY, AND EMOTIONAL
INTELLIGENCE ON PERFORMANCE OF PT. PERTAMINA (PERSERO)
(Case Study on Marketing Operation Region 1 Banda Aceh)**

Fachrizar, Muhammad Adam and Mukhlis Yunus
Management Department, Universitas Syiah Kuala, Indonesia

<http://doi.org/10.35409/IJBMER.2022.3399>

ABSTRACT

This study aims to examine the mediating role of employee performance on the self-leadership, communication competence, and emotional intelligence effect on the performance of PT. Pertamina (Persero) in Marketing Operation Region 1 Banda Aceh (Pertamina). The population was all employees of Pertamina Marketing Operation Region 1 Banda Aceh as many as 137 people. The test results reveal that self-leadership and emotional intelligence do not affect Pertamina's performance; Communication competence and employee performance affect Pertamina's performance; Self-leadership, emotional intelligence, and communication competence affect Pertamina's employee performance; employee performance fully mediates the self-leadership and emotional intelligence effect on Pertamina's performance; and employee performance partially mediates the communication competence effect on Pertamina's performance. This finding states that Pertamina's performance improvement model is a function of strengthening self-leadership, increasing communication competence, increasing emotional intelligence, and improving employee performance.

Keyword: Self Leadership, Communication Competence, Emotional Intelligence, Employee Performance, Organizational Performance.

1. INTRODUCTION

PT. Pertamina (Persero) or commonly called Pertamina, is a company owned by the Indonesian government which is tasked with carrying out oil and gas (oil and gas) mining operations, starting from managing oil and gas from oil wells throughout Indonesia into products for oil and gas fuel needs for all Indonesian people. . As one of the largest contributors to the total revenue of State-Owned Enterprises (BUMN) in Indonesia, Pertamina continues to seek profits based on the principles of effective and efficient company management. All state-owned companies must meet performance standards, namely the very good category with an average score of 9-10. Therefore, Pertamina continuously improves the company's system.

Pertamina already has several marketing units spread throughout Indonesia, one of which is in Aceh, namely Pertamina Marketing Operation Region 1 Banda Aceh, which is an oil and gas marketing and distribution operational unit whose main task is to meet the needs of fuel oil and non-fuel oil in Indonesia. the working area of Marketing Unit I, namely the entire Banda Aceh, Aceh Besar, and Sigli areas.

However, Pertamina's condition is not always smooth, it has many problems, resulting in a decrease in net profit. In terms of external factors, which resulted in a decrease in net profit, mainly

due to the unbalanced price of the dollar and continued to rise, then the factor of the Covid-19 pandemic which in the last two years has spread throughout the country. Apart from these factors, the main factor causing the decline in Pertamina's net profit can not be separated from the performance of employees.

Pertamina applies the principle of Good Corporate Governance/GCG (Transparency, Accountability, Responsibility, Independence, and Fairness) so that the Company can survive in the face of increasingly fierce competition. The performance appraisal system implemented by Pertamina is an evaluation system for employee work performance which is carried out in the employee's work environment. The form and system for evaluating employee performance are called a work performance appraisal report (LPHK). Pertamina's employee/staff performance appraisal is still less objective and is more determined by their superiors. Pertamina Marketing Operation Region 1 Banda Aceh usually conducts performance appraisals once or twice a year. The results of the performance appraisal are the basis for making decisions in the field of employment such as promotions, bonuses, salary increases, application of discipline, training, and termination of employment.

From the data on the results of employee performance assessments at Pertamina Marketing Operation Region 1 Banda Aceh, it is known that in the last 5 (five) years there has been a decline in employee performance, whereas in 2015 the average employee performance got a very good score, but the value continued to decline in 2015. - the year ahead of where in 2020 the average performance of employees who get a score of 6 (six) or is in the category not yet good (Pertamina, 2020). Many factors cause the decline in employee performance at Pertamina Marketing Operation Region 1 Banda Aceh. In this study, researchers focused on employee internal factors, namely self-leadership, emotional intelligence, and communication competence. Pertamina Marketing Operation Region 1 Banda Aceh which was felt to be still low as the results of the annual performance assessment conducted by the Company.

Many researchers have confirmed that emotional intelligence determines employee performance. However, this was (Akbar et al, 2020) state that emotional intelligence does not affect employee performance. From these results, it concludes that there is still a research gap on the correlation between the two factors, so this research is important to do to confirm that previous findings can be rejected or even accepted.

2.LITERATURE

Organizational Performance

Organizational performance is broadly measured in two ways: financial performance and non-financial performance. (Obeidat et al., 2016; Ogunyomi & Bruning, 2016; Theriou & Chatzoglou, 2014). Non-financial performance is measured through customer satisfaction, HRM practices, product and service quality, ability to attract and retain employees, new product development, manager-employee relationships, and employee-to-employee relations (Akhtar, Syed, & Mir, 2014; Miah & Islam, 2017; Singh & Kassa, 2016); Chahal, Jyoti, & Rani, (2016).

Organizational performance is a total result of the entire organization produced by employees (Shahzad, Xiu, & Shahbaz, 2017) ; (Atiq, Farooq, Ahmad, & Humayoun, 2015). Bowra, Sharif, Saeed, & Niazi, (2012) have found that successful organizations tend to increasingly recognize that there is a volume of factors that contribute to organizational performance but human resources are the most important. From some of the above understanding, organizational

performance is the overall performance. In this study, organizational performance can be measured using indicators of Pertamina's Good Corporate Governance principles, namely: (1) Transparency, (2) independence, (3) accountability, (4) responsibility, (5) fairness.

Employee Performance

Robbins & Judge, (2017) and Bernardin & Russell, (2013) mentioning Performance is a record of the results obtained from certain job functions or activities over a certain period. More opinions Zainal, Hadad, & Ramly, (2019) defines performance as a real behavior that is displayed by everyone as a work evaluation produced by employees according to their role and an important thing in achieving goals. Torang, (2013) and Moehariono, (2014) state that employee performance is a result of performance that can be achieved by a person or group.

Griffin, Phillips, & Gully, (2016) and (Koopmans, Bernaards, Hildebrandt, & Buuren, 2014) mention Individual performance is one of the key indicators of company performance that contributes to company competitiveness. Employee performance can be measured using indicators of (1) punctuality, (2) optimal plan, (3) work performance, (4) problem solving, (5) ability.

Self Leadership

Self-leadership is the foundation of any leadership development initiative (McShane & Glinow, 2010). Self-leadership is not always beneficial at the team level but at the individual level, it improves work performance and attitude (Stewart, Courtright, & Manz, 2010) ; (Neck & Manz, 2012). Bryant & Kazan, (2012) defines self-leadership as a tool for developing an understanding of who you are (self), what you can do (your abilities), which you combine with the ability to influence your communications, emotions, and behavior. on the road to reaching your goal. Neck & Manz, (2012) proposes "Self-leadership as a normative model of self-influence that operates within the framework of more descriptive and deductive theories such as self-regulation & cognitive theory"

Thus, self-leadership is the process by which one influences oneself and the self-motivation necessary to achieve personal and organizational performance goals. Measuring self-leadership can be done using indicators as expressed by (Neck & Manz, 2012) namely: (1) self-expectation, (2) practice, (3) self-goal setting, (4) self-compensation, (5) self-criticism, (6) Constructive thinking.

Communication Competence

Communication is an important part of the world of work because it has a far-reaching effect on organizational life. Experts have come up with many definitions of 'communication'. Zeffane, Tipu, & Ryan, (2011) and (Eman, 2014) say to carry out this communication function, communication competence is needed. Communication competence combines characteristics that include knowledge, skills, and abilities (KSA) of individuals to be effective in sharing information, ideas, thoughts, and feelings with others (Slocum & Hellriegel, 2010). Communication competence facilitates the formation of productive and cooperative teams, improves employee performance and reduces conflicts within the organization, encourages employee participation (Elbaz, Haddoud, & Shehawy, 2018) : (Femi, 2014).

Communication competence refers to the ability to choose among available communicative behaviors to achieve one's interpersonal goals during a meeting while maintaining the conditions

and situations of fellow interaction processes taking place (Potnuru & Sahoo, 2016). (Hoy & Miskel, 2015) consider competence communication as a set of skills and research possessed by an interacting person (Suher et al. 2016). (Duwit, 2015) states that measuring communication competence can be done by using indicators in the form of: (1) downward communication, (2) upward communication, (3) horizontal communication, (4) placing oneself in the position of others, (5) concentration.

Emotional Intelligence

Emotional intelligence has a long process of development, Salovey and Mayer formally proposed the concept of “emotional intelligence” in 1990. In 1995, the concept of emotional intelligence received a lot of attention worldwide due to the publication of the book Emotional Goleman. intelligence: Why it could be more important than IQ. Since then, an important research subject has emerged in the field of industrial and organizational psychology (Salovey & Mayer, 1990).

Emotional intelligence describes the possible outcomes that can be mental and physical health, well-being, and social support (Atiq et al, 2015) ; (Shehu & Isa, 2017) ; (Woolfolk, 2018). Most of the previous research conceptualizing emotional intelligence has four dimensions introduced by Goleman, (2018) The four dimensions of emotional intelligence are recognizing emotions, managing emotions, recognizing emotions in others, and building relationships. In the business world, emotional intelligence are measured in the recruitment process, performance management, and career development (Çetinkaya & Alparslan, 2011).

Based on some of the opinions of the experts above, it concludes that emotional intelligence is a person's ability to control himself starting from thoughts, words, and actions. (Goleman, 2018) states that measuring emotional intelligence can be conducted using indicators in the form of: (1) knowing yourself (self-awareness), (2) managing emotions, (3) motivating yourself, (4) recognizing other people's emotions (empathy), and (5) manage personal communication (build relationships with other people)

Research Model and Hypothesis

The formulation of the model and hypothesis are figured below.

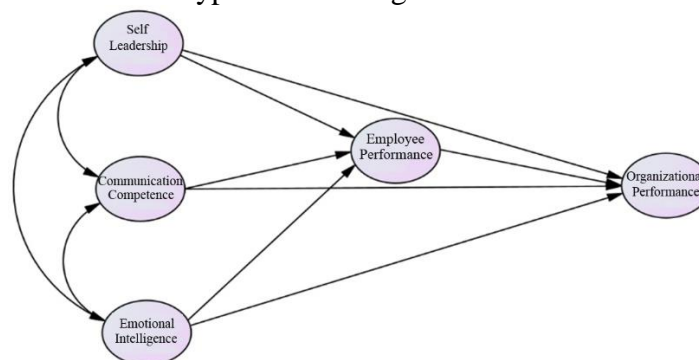


Figure 1. Paradigm

H1 : Self-leadership affects Pertamina's performance.

H2 : Self-leadership affects Pertamina’s employee performance

-
- H3 : Communication Competence affects Pertamina's Performance.
H4 : Communication competence affects Pertamina's employee performance.
H5 : Emotional intelligence affects Pertamina's performance
H6 : Emotional intelligence affects Pertamina's employee performance
H7 : Pertamina's employee performance affects Pertamina's Performance
H8 : Self-leadership affects Pertamina's performance through Pertamina's employee performance
H9 : communication competence affects Pertamina's performance through Pertamina's employee performance
H10 : Emotional intelligence affects Pertamina's performance through Pertamina's employee performance

3.METHOD

This study was conducted at Pertamina - Marketing Operation Region 1 Banda Aceh whose office is located in the city of Banda Aceh, Indonesia. The location selection was done deliberately with the consideration of being able to obtain the necessary data following the research. Meanwhile, the object of research is self-leadership, emotional intelligence, communication competence, employee performance, and organizational performance. The population was all employees of Pertamina - Marketing Operation Region 1 Banda Aceh as many as 137 people.

Table 1. Employees of Pertamina Region 1 Banda Aceh

No	Work unit	Number of employees
1	Krueng Raya Fuel Terminal	50
2	Sales Area	30
3	Pertamina Trans Continental	27
4	Fleet Management	30
Total		137

Source: Pertamina (2021)

The sampling technique used was a census where the entire population is sampled. Data was collected by distributing questionnaires to all respondents, which were measured with the Likert scale. The data were analyzed through AMOS-SEM.

4. RESULT

Direct Effect

The structural test is figured out below.

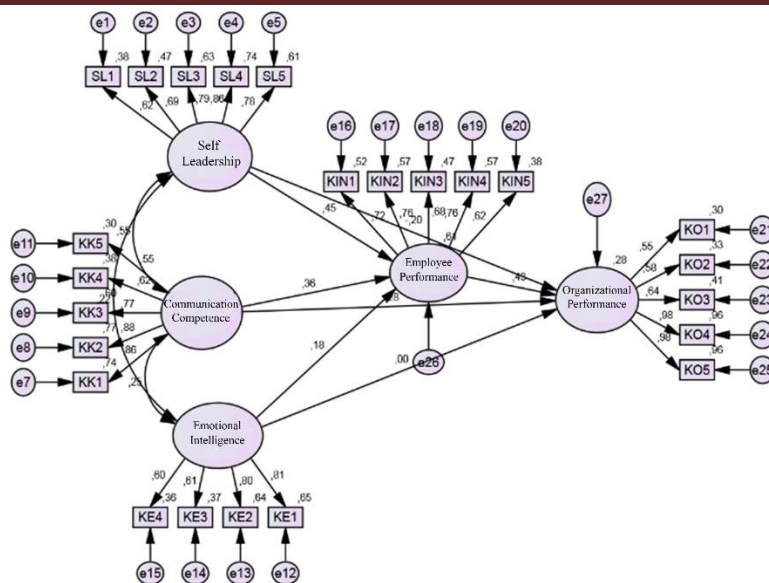


Figure 2. Structural Test

The test results are shown below.

Table 2. Structural Test

		Estimate	S.E.	C.R.	P
Employee Performance	<--- Self_Leadership	0.486	.120	4.048	***
Employee Performance	<--- Communication Competence	0.285	.078	3.672	***
Employee Performance	<--- Emotional Intelligence	0.166	.075	2.214	.027
Pertamina Performance	<--- Employee Performance	0.338	.133	2.540	.011
Pertamina Performance	<--- Self_Leadership	-0.170	.112	-1.510	.131
Pertamina Performance	<--- Emotional Intelligence	0.003	.068	.041	.967
Pertamina Performance	<--- Communication Competence	0.173	.077	2.241	.025

The table is explained as follows:

H1: Self-leadership affects Pertamina’s performance.

The result for H1 test shows that the significance of the self-leadership effect on organizational performance is 0.131 or >0.05. Thus, it states that self-leadership does not affect Pertamina’s performance.

This result rejects previous research by (Manshi & Sunil K. Mishra, 2019); (Yu & Ko, 2017) Self-leadership, a personal factor, is another important factor influencing organizational performance. Self-leadership is the most effective tool for improving one's performance at work and subsequently influencing organizational performance (Manshi & Sunil K. Mishra, 2019)

H2: Self-leadership affects Pertamina's employee performance

The result for H2 test shows that the significance of the self-leadership effect on Pertamina's employee performance is *** or $0.00 < 0.05$. This reveals that self-leadership affects Pertamina's employee performance. This study supports (Carmeli, Meitar, & Weisberg, 2006) that said the creativity of an employee who practiced self-leadership would be enhanced by using reward strategies, and self-leadership was positively related to innovative or creative behavior. Self-leadership is positively correlated with employee performance (Yu & Ko, 2017). There is a relationship between self-leadership and proficiency, adaptive and proactive directed at both individual and team tasks (Hauschildt & Konradt, 2012). Self-leadership helps to succeed and motivates teams to improve themselves and increase their work productivity (Manshi & Sunil K. Mishra, 2019).

H3: Communication Competence affects Pertamina's Performance.

The result for H3 test shows that the significance of communication competence effect on Pertamina's performance is 0.025 or < 0.05 . Thus, it figures that communication competence affects Pertamina's performance directly. These results are in line with previous research by Yu & Ko, (2017) Communication competence, is another important factor that affects organizational performance. Communication competence facilitates the formation of productive and cooperative teams, improves employee performance and reduces conflicts within the organization, encourages employee participation (Elbaz et al., 2018), and increases employee productivity, job satisfaction, and loyalty to the organization (Femi, 2014). The level of interpersonal communication significantly determines organizational performance and information transmission (Ustuner & Kis, 2014).

H4: Communication Competence affects Pertamina's employee performance.

The result for H4 test shows that the significance of the communication competence effect on Pertamina's employee performance is 0.00 or < 0.05 . Thus, it explains that communication competence affects Pertamina's employee performance.

These results support previous studies by Elbaz et al., (2018); Femi, (2014) that found communication competence facilitates the formation of productive and cooperative teams, improves employee performance and reduces conflicts within the organization, encourages employee participation, and increases employee productivity, job satisfaction, and loyalty to the organization. Communication competence is very important. Smooth communication is the main means of resolving conflicts and conflicts between organizational members and is also related to job performance, so efforts to improve communication within employee organizations are very important (Lim, Park, & Kim, 2012).

H5: Emotional intelligence affects Pertamina's performance

The result for H5 test shows that the significance of emotional intelligence effect on Pertamina's performance is 0.967 or > 0.05 . Thus, it reveals that emotional intelligence does not have a significant impact on organizational performance directly.

This research supports Akbar et al. (2022) who stated that emotional intelligence does not affect organizational performance. Thus, rejecting previous research by Zehir et al, (2019) states that emotional intelligence plays an important role in influencing employee performance

improvement. Other researchers have also linked job performance with emotional intelligence, arguing that it is not only the ability to manage one's own feelings but also the ability to understand others in the organization (Salovey & Mayer, 1990). So, an employee's emotional intelligence plays an important role in maintaining work consistency that leads to better team performance or organizational performance.

H6: Emotional intelligence affects Pertamina's employee performance

The result for H6 test shows that the significance of emotional intelligence on Pertamina's employee performance is 0.027 or <0.05 . Thus, it reveals that emotional intelligence affects Pertamina's employee performance directly.

Employees' perceptions and evaluations of their emotions have the potential to bring about positive variations in their eventual performance. Likewise, being aware of the emotions of supervisors, coworkers, and subordinates and the ability to deal with them will help to create a progressive work environment (Khalid et al, 2018). Communication competence is positively correlated with employee performance (Yu & Ko, 2017). Emotional intelligence positively affects employee performance (Anita Rahmawati, et al, 2022). Emotional intelligence and competence affect work motivation and employee performance positively (Marlina et al, 2018). Emotional intelligence affects employee performance (Fadhli, et al, 2022).

H7: Pertamina's employee performance affects Pertamina's performance

The result for H7 test shows that the significance of employee performance on organizational performance is $0.011 < 0.05$. Thus, it reveals that Pertamina's employee performance affects on organizational performance.

These results support a previous study by Moehariono (2012) which found that employee performance as a result of performance is following their respective authorities, duties, and responsibilities to legally achieve the goals of the organization concerned. Employee performance is the main key that can influence and improve organizational performance (Fahmi, Musnadi, & Nadirsyah, 2019).

Indirect Effect

H8 : Self-leadership affects the Pertamina's performance through Pertamina's employee performance.

The results of the self-leadership indirect influence on organizational performance through employee performance are described as follows.

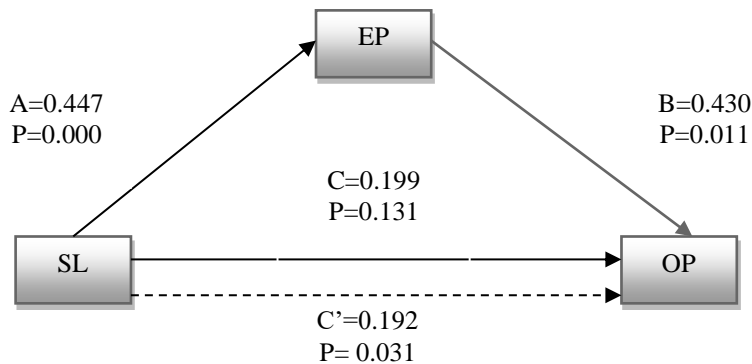


Figure 3. Mediation Test of Self-leadership-Employee Performance-Organizational Performance

Information:

- SL = Self-leadership (Exogenous Variable)
- EP = Employee Performance (Mediation Variable)
- OP = Organizational Performance (Endogenous Variables)
- A = Coefficient of influence X1 to Y
- B = Coefficient of Influence Y to Z
- P = Probability or significant value

The picture above can be explained that self-leadership significantly affects Pertamina’s employee performance, self-leadership does not significantly affect organizational performance and employee performance significantly affects Pertamina’s performance, while the results of the mediation test (path-C') have a significant value of $0.031 < 0.050$. Baron and Kenny (1986) says if the third equation (path c) is not significant (zero), then it is called full mediation. The results of this study state that employee performance variables mediate fully (Full Mediation) on the self-leadership effect on organizational performance.

These results support a previous study by Yu & Ko (2017) states Communication competence partially mediates the employee self-leadership effect on individual performance, and subsequently influencing organizational performance (Manshi & Sunil K. Mishra, 2019). Communication competence is very important. Smooth communication is the main means for resolving conflicts and conflicts between members of the organization and is also related to work performance, so efforts to improve communication within employee organizations are very important (Lim, Park, & Kim, 2012). Communication competence, self-leadership, and personal factors are other important factors that affect organizational performance (Yu & Ko, 2017). Bryant, Kazan (2012) define self-leadership as a tool to develop an understanding. Thus, it reveals that self-leadership can indirectly affect organizational performance through the performance of the employees themselves.

H9 : Communication competence affects Pertamina’s performance through Pertamina’s employee performance

The results of the communication competence's indirect influence on organizational

performance through Pertamina’s employee performance is described as follows.

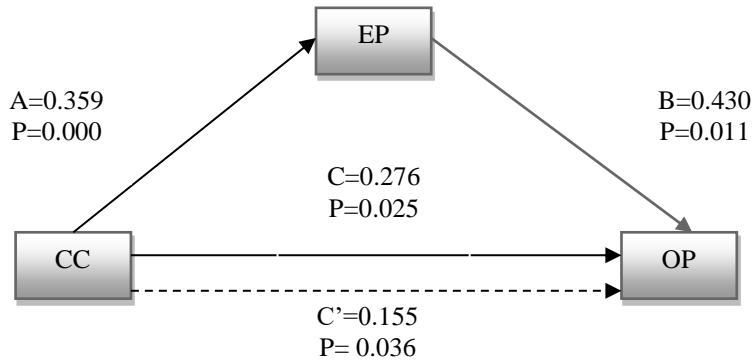


Figure 4. Mediation Test of Communication Competency-Employee Performance-Organizational Performance

Information:

- CC = Communication Competency (Exogenous Variable)
- EP = Employee Performance (Mediation Variable)
- OP = Organizational Performance (Endogenous Variables)
- A = Coefficient of influence X2 to Y
- B = Coefficient of Influence Y to Z
- P = Probability or significant value

The picture above can be explained that communication competence significantly affects Pertamina’s employee performance, communication competence significantly affects Pertamina’s performance and employee performance significantly affects Pertamina’s performance, while the results of the mediation test (path-C') are significant, because it has a significant value of $0.054 > 0.050$. (Baron & Kenny, 1986) reveal if the third equation (path c) is significant (zero), then it is called partial mediation. These results state that the employee performance variable partially mediates the communication competence effect on organizational performance.

These results support Elbaz et al., (2018) that found communication competence facilitates the formation of productive and cooperative teams, improves employee performance and reduces conflict within the organization, encourages employee participation, and increases employee productivity (Femi, 2014). Communication competence is very important. Smooth communication is the main means of resolving conflicts and conflicts between organizational members and is also related to job performance, so efforts to improve communication within employee organizations are very important (Lim, Park, & Kim, 2012) ; (Ustuner & Kis, 2014). Communication competence is another important factor that affects organizational performance (Yu & Ko, 2017).

H10: Emotional intelligence affects Pertamina’s performance through Pertamina’s employee performance

The results of the emotional intelligence indirect influence on Pertamina’s performance through Pertamina’s employee performance can be described as follows.

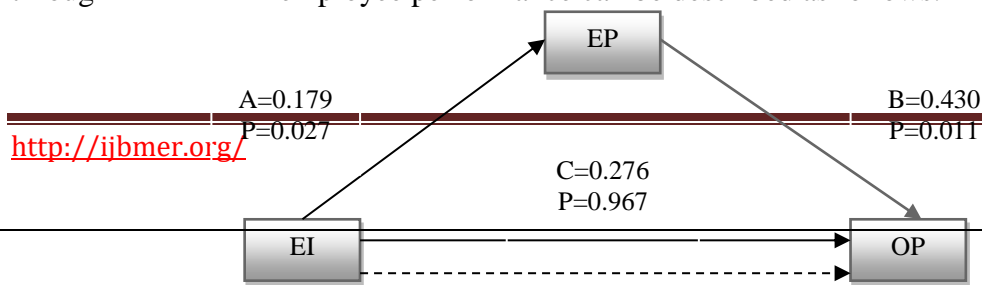


Figure 5 Mediation Test of Emotional Intelligence-Employee Performance-Organizational Performance

Information:

- EI = emotional intelligence (Exogenous Variable)
- EP = Employee Performance (Mediation Variable)
- OP = Organizational Performance (Endogenous variables)
- A = Coefficient of influence X3 to Y
- B = Coefficient of Influence Y to Z
- P = Probability or significant value

The picture above can be explained that Emotional intelligence significantly affects Pertamina's employee performance, Emotional intelligence does not significantly affect organizational performance and employee performance significantly affects Pertamina's performance while the results of the mediation test (path C) have a significant value of $0.040 < 0.050$. Baron and Kenny (1986) state if the third equation (path C) is not significant (zero), then it is called full mediation. The results of this study state that employee performance variables mediate fully (Full Mediation) on the emotional intelligence effect on organizational performance.

These results support previous studies which state that there is a relationship of self-leadership and proficiency, adaptive and proactive (Hauschildt & Konradt, 2012) ; (Anita Rahmawati, et al, 2022). Employee performance is the main key that can influence and improve organizational performance (Fahmi et al , 2019). Thus, it figures that employee emotional intelligence can indirectly affect organizational performance through the intermediary of communication competence and employee performance

Managerial Implications

From the results of research that has been done, it was found that among the factors that influence organizational performance are employee performance, self-leadership, emotional intelligence, and communication competence. Communication competence and self-leadership were found not to have a direct impact on organizational performance, but must go through the role of employee performance, meaning that employee performance becomes a full determinant or full mediation in improving organizational performance. This result is following the opinion (Bowra et al., 2012) have found that successful organizations tend to be increasingly aware that there is a volume of factors that contribute to organizational performance but human resources are clearly the most important of all factors.

The emotional intelligence of good employees will make employees work more calmly in

facing challenges at work. Employees who have good emotional intelligence will not easily get emotional under any difficult conditions. Likewise with employee self-leadership. Employees who have good self-leadership will be more effective and efficient in their work because. They tend to have their own creativity to complete their work and can make small decisions without having to involve the leadership.

Communication competence is one factor that is no less important than other factors to improve employee and organizational performance. Employees will more easily understand the direction of the leadership in doing every job if they have good communication competence with employees and superiors. No matter how difficult the work will be completed if employees can establish good relationships. (Robbins & Judge, 2017) reveals that Self-leadership, communication competence, and emotional intelligence are factors that can affect employee performance, so to improve organizational performance, management needs to pay attention to and improve these factors together.

5.CONCLUSION

The test results reveal that self-leadership and emotional intelligence do not affect Pertamina's performance; Communication competence and employee performance significantly affect Pertamina's performance; Self-leadership, emotional intelligence, and communication competence affect on Pertamina's employee performance; employee performance fully mediates the self-leadership and emotional intelligence effect on Pertamina's performance; and employee performance partially mediates the communication competence effect on Pertamina's performance. This finding states that Pertamina's performance improvement model is a function of strengthening self-leadership, increasing communication competence, increasing emotional intelligence, and improving employee performance. This finding also explains that increasing self-leadership and emotional intelligence is able (only indirectly) to change employee performance in a better direction and will further improve Pertamina's company performance while improving communication competence can directly change Pertamina's company performance in a more positive direction. good, besides being able to have an indirect impact through improving the performance of its employees which in the end also indirectly has an impact on improving the performance of Pertamina's company. This tested model can be the basis for strengthening the theory, and the novelty lies in the model formed from the integration of previous theories. Theory development can be done by making this model the basis for further studies by adding new variables in the model test. For practitioners, this model becomes the basis for the formation and improvement of future policies, especially for the research subject in this study, namely Pertamina.

Some recommendations can be mapped from the survey results. To improve organizational performance at Pertamina Marketing Operational Region 1 Banda Aceh, what must be considered is improving employee self-leadership, communication competence, and good employee emotional intelligence to grow employee performance which will ultimately have an impact on improving organizational performance. Self-leadership can be improved by providing employees with more task experience to gain insight into carrying out these tasks and train themselves to be more familiar with more challenging tasks. Increase employee career ladder with training and development. Motivating employees to be determined to achieve their goals and willing to correct any mistakes.

Communication competence can be improved with supporting facilities fulfilled properly

and mutual support will make employees more enthusiastic at work and will ultimately improve their performance. Emotional intelligence can be improved by training and developing psychological knowledge for each employee, creating a teamwork group so that employees are accustomed to helping each other, and understanding fellow employees in difficult or easy conditions.

REFERENCES

- Akbar, R., Musnadi, S., & Putra, T. R. I. (2020). The Effect of Organizational Commitment, Emotional Intelligence and Compensation on Performance of Satpol PP and WH Aceh Employee Through Job Satisfaction. *International Journal of Scientific and Management Research*, 3(3), 8–22.
- Akhtar, N., Syed, A., & Mir, G. M. (2014). Impact of HRM practices on perceived organizational performance. *International Journal of Academic Research*, 6(5), 23–30. <https://doi.org/10.7813/2075-4124.2014/6-5/B.3>
- Anita Rahmawaty, Wahibur Rokhman, Anton Bawono, & Nafis Irkhani. (2021). Emotional Intelligence, Spiritual Intelligence and Employee Performance: The Mediating Role of Communication Competence. *International Journal of Business and Society*, 22(2), 734–752. <https://doi.org/10.33736/ijbs.3754.2021>
- Atiq, M. M., Farooq, A., Ahmad, H. M., & Humayoun, A. A. (2015). The Impact of Emotional Intelligence on Motivation, Empowerment and Organization Structures: A Case of Universities in Islamabad. *Journal of Basic and Applied Scientific Research*, 5(6), 22–31.
- Baron, R. M., & Kenny, D. A. (1986). The moderator–mediator variable distinction in social psychological research: Conceptual, strategic, and statistical considerations. *Journal of Personality and Social Psychology*, 51(6), 1173.
- Bernardin, H. J., & Russell, J. E. A. (2013). *Human Resource Management* (6th ed.). New York: McGraw-Hill.
- Bowra, Z. A., Sharif, B., Saeed, A., & Niazi, M. K. (2012). Impact of human resource practices on employee perceived performance in banking sector of Pakistan. *African Journal of Business Management*, 6(1), 323–332. <https://doi.org/10.5897/AJBM11.2312>
- Bryant, A., & Kazan, A. L. (2012). *Self-Leadership: How to Become a More Successful, Efficient, and Effective Leader from the Inside Out*. New York: McGraw Hill.
- Carmeli, A., Meitar, R., & Weisberg, J. (2006). Self-leadership skills and innovative behavior at work. *International Journal of Manpower*, 27(1), 75–90. <https://doi.org/https://doi.org/10.1108/01437720610652853>
- Çetinkaya, O., & Alparslan, A. M. (2011). The effect of emotional intelligence on communication skills: An investigation on university students. *Süleyman Demirel University Faculty of Economics and Administrative Sciences Journal*, 16(1), 363–377.
- Chahal, H., Jyoti, J., & Rani, A. (2016). The Effect of Perceived High-performance Human Resource Practices on Business Performance: Role of Organizational Learning. *Global Business Review*, 17(3), 107–132. <https://doi.org/https://doi.org/10.1177/0972150916631193>

-
- Duwit, F. (2015). The Influence of Communication Competence, Emotional Intelligence, and Organizational Culture on Employee Performance. *Jurnal EMBA: Jurnal Riset Ekonomi, Manajemen, Dan Akuntansi*, 3(4), 130–141. <https://doi.org/https://doi.org/10.35794/emba.3.4.2015.10637>
- Elbaz, A. M., Haddoud, M. Y., & Shehawy, Y. M. (2018). Nepotism, employees' competencies and firm performance in the tourism sector: A dual multivariate and Qualitative Comparative Analysis approach. *Tourism Management*, 67, 3–16. <https://doi.org/https://doi.org/10.1016/j.tourman.2018.01.002>
- Eman, M. R. A. (2014). The effect of emotional intelligence on supervisor performance with communication effectiveness as a mediating variable. *Jurnal Ilmu Manajemen (JIM) UNESA*, 2(4), 1666–1678.
- Fadhli, Z., Lubis, A. R., Salmi, M. A., & Idris, S. (2020). Effect of Emotional Intelligence on Job Satisfaction and Organizational Commitment and Its Impact on Employee Performance (A Case Study of Work Unit of Aceh Jaya District , Aceh Province , Indonesia). *East African Scholars Journal of Economics, Business and Management*, 4464(2), 159–163. <https://doi.org/10.36349/easjebm.2020.v03i02.008>
- Fahmi, H. K., Musnadi, S., & Nadirsyah, N. (2019). Role Conflict, Self Efficacy, Employees' Performance and Organizational Performance. *Journal of Accounting Research, Organization and Economics*, 2(1), 31–40. <https://doi.org/10.24815/jaroe.v2i1.13013>
- Femi, A. F. (2014). The Impact of Communication on Workers' Performance in Selected Organisations in Lagos State, Nigeria. *IOSR Journal of Humanities and Social Science*, 19(8), 75–82. <https://doi.org/10.9790/0837-19827582>
- Goleman, D. (2018). *Emotional Intelligence, The Shocking Book Redefining What Smart Means* (25th ed.; T. Hermaya, ed.). Jakarta: Gramedia Pustaka Utama.
- Griffin, R. W., Phillips, J. M., & Gully, S. M. (2016). *Organizational Behavior: Managing People and Organizations* (12 Th Edit). Boston: Cengage Learning.
- Hauschildt, K., & Konradt, U. (2012). Self-leadership and team members' work role performance. *Journal of Managerial Psychology*, 27(5), 497–517. <https://doi.org/10.1108/02683941211235409>
- Hoy, W. K., & Miskel, C. G. (2015). *Educational Administration: Theory, Research and Practice* (S. Turan, ed.). Ankara: Yayın Dağıtım.
- Khalid, J., Khaleel, M., Ali, A. J., & Islam, M. S. (2018). Multiple dimensions of emotional intelligence and their impacts on organizational commitment and job performance. *International Journal of Ethics and Systems*, 34(2), 221–232. <https://doi.org/10.1108/IJOES-07-2017-0096>
- Koopmans, L., Bernaards, C., Hildebrandt, V., & Buuren, S. van. (2014). Improving the Individual Work Performance Questionnaire using Rasch Analysis. *Journal of Applied Measurement*, 15(2), 160–175. <https://doi.org/10.1136/oemed-2013-101717.51>
- Manshi, & Sunil K. Mishra. (2019). Self-Leadership as a Tool for Enhancing Performance at

-
- Workplace. *GIS Business*, 14(6), 76–88. <https://doi.org/10.26643/gis.v14i6.11628>
- Marlina, D., Majid, M. S. A., & Madjid, I. (2018). *Mediated Effect of Motivation on the Influences of Emotional Intelligence and Competency on Employees ' Performance Mediated Effect of Motivation on the Influences of Emotional Intelligence and Competency on Employees ' Performance*. (August). <https://doi.org/10.9790/487X-2008062735>
- McShane, S., & Glinow, M. A. Von. (2010). *Organizational Behavior* (5th ed.). New York: Mc Graw Hill.
- Miah, mohammad K., & Islam, mohammad mahmudul. (2017). Human Resource Management Practices and Organizational Performance: Evidence from Japanese and US Subsidiaries/Joint Venture in Bangladesh. *Journal of Human Resource Management*, XX(1), 54–67.
- Moehersono. (2014). *Pengukuran Kinerja Berbasis Kompetensi* (Revision). Jakarta: Raja Grafindo Persada.
- Neck, C. C., & Manz, C. P. (2012). *Mastering Self Leadership: Empowering Yourself for Personal Excellence*. Britania Raya: Pearson.
- Obeidat, B., Al-Sarayrah, S., Tarhini, A., Al-Dmour, R., Al-Salti, Z., & Sweis, R. (2016). Cultural Influence on Strategic Human Resource Management Practices: A Jordanian Case Study. *International Business Research*, 9(10), 94–114. <https://doi.org/10.5539/ibr.v9n10p94>
- Ogunyomi, P., & Bruning, N. S. (2016). Human resource management and organizational performance of small and medium enterprises (SMEs) in Nigeria. *The International Journal of Human Resource Management*, 27(6), 612–634. <https://doi.org/https://doi.org/10.1080/09585192.2015.1033640>
- Potnuru, R. K. G., & Sahoo, C. K. (2016). HRD interventions, employee competencies and organizational effectiveness: an empirical study. *European Journal of Training and Development*, 40(5), 345–365. <https://doi.org/https://doi.org/10.1108/EJTD-02-2016-0008>
- Robbins, S. P., & Judge, T. A. (2017). *Essential of Organisational Behaviour* (14th ed.). New Jersey: Pearson.
- Salovey, P., & Mayer, J. D. (1990). *Emotional Intelligence*. New York: Baywood Publishing.
- Shahzad, F., Xiu, G., & Shahbaz, M. (2017). Organizational culture and innovation performance in Pakistan's software industry. *Technology in Society*, 51, 66–73. <https://doi.org/https://doi.org/10.1016/j.techsoc.2017.08.002>
- Shehu, L., & Isa, K. M. (2017). The Effect of Emotional Intelligence on Employees Performance. *Review of Public Administration and Management*, 6(12), 22–32. <https://doi.org/10.12816/0043957>
- Singh, N. R., & Kassa, B. (2016). The impact of human resource management practice on organizational performance: A study on Debre Brehan University. *International Journal of Recent Advances in Organizational Behaviour and Decision Sciences*, 1(1), 643–662.
- Slocum, J. W., & Hellriegel, D. (2010). *Principles of Organizational Behavior* (Internatio).

America: South-Western.

- Stewart, G. L., Courtright, S. H., & Manz, C. C. (2010). Self-Leadership: A Multilevel Review. *Journal of Management*, 37(1), 185–222. <https://doi.org/https://doi.org/10.1177/0149206310383911>
- Suher, I. K., Bir, C. S., Engin, E., & Akgoz, B. E. (2016). Employee Satisfaction: Communication Competence and Leadership Oriented Approach. *International Journal of Innovative Research and Development*, 1(7), 194–202.
- Theriou, G. N., & Chatzoglou, P. (2014). The impact of best HRM practices on performance – identifying enabling factors. *Employee Relations*, 36(5), 535–561. <https://doi.org/https://doi.org/10.1108/ER-02-2013-0025>
- Torang, S. (2013). *Organization and Management: Behavior, Structure, Culture & Organizational Change*. Bandung: Alfabeta.
- Ustuner, M., & Kis, A. (2014). The Relationship between Communication Competence and Organizational Conflict: A Study on Heads of Educational Supervisors. *Eurasian Journal of Educational Research*, (56), 23–44.
- Woolfolk, A. (2018). *Psychology in Education* (14th ed.). Britania Raya: Pearson.
- Yu, S., & Ko, Y. K. (2017). Communication competency as a mediator in the self-leadership to job performance relationship. *Collegian*, 24(5), 421–425. <https://doi.org/10.1016/j.colegn.2016.09.002>
- Zainal, V. R., Hadad, M. D., & Ramly, M. (2019). *Leadership and Organizational Behavior* (4 Ed). Depok: Raja Grafindo Persada.
- Zeffane, R., Tipu, S. A., & Ryan, J. C. (2011). Communication, Commitment & Trust: Exploring the Triad. *International Journal of Business and Management*, 6(6), 77–87. <https://doi.org/10.5539/ijbm.v6n6p77>
- Zehir, C., Üzmez, A., Köle, M., & Öztürk, H. Y. (2019). Effect of emotional intelligence on organizational performance: mediating role of organizational identification. *Social & Behavioural Sciences*, 22(03), 262–273. <https://doi.org/https://doi.org/10.15405/epsbs.2019.12.03.22>