

The Effect of Emotional Intelligence, Work-Family Conflict, Job Autonomy Company Performance: The Role Job Satisfaction and Job Stress as Mediating Variable

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ABSTRACT

The purpose of this study was to determine the effect of emotional intelligence, work-family conflict, job autonomy and company performance on job satisfaction mediated by job stress variables. The research approach used in this study is a quantitative approach. The object of this research is a property company in Tangerang City. The data in this study were distributed using a questionnaire technique through the G-Form. In this study, the exact number of the population is not known by the researcher. The sample in this study was selected by quota sampling technique. The data analysis used a structural approach to the Equation Model (SEM) assisted by the smart PLS application. The results of this study found that Emotional Intelligence has an effect on company performance, EI has no effect on performance mediated by job stress, job satisfaction is able to mediate ei's relationship to work stress, job autonomy has an effect on performance, job autonomy has an effect on company performance mediated by job stress, job autonomy has an effect on company performance mediated by job satisfaction, work family conflict has a significant negative effect on company performance, and job autonomy has an effect on company performance mediated by job stress.

Keywords: Company Performance, Emotional Intelligence, Job Autonomy, Job Satisfaction, Work-Family Conflict

JEL Classification: J28, D91, L25

INTRODUCTION

In general, the primary purpose of establishing a company is to improve the welfare of shareholders. Welfare can be improved through good company performance. Good company performance is also meaningful for consumers, communities, employees, and suppliers, including creditors. The quality of its human resources greatly influences the company's performance (Tutik & Arief, 2016). Human resources are dynamic factors that can determine the progress or decline of an organization. The success or failure of a company in achieving its goals is inseparable from the role of employees; having a qualified workforce is the main differentiating factor for most companies. Talented employees who stay in their jobs are essential in the success of a company. Nurturing and keeping well-performing employees in the company is a top priority. The ability to retain potential employees will make the company more advanced and growing (Lengnick-Hall et al., 2011).

Azmadahadid et al., (2019) found that there were factors that caused the performance of property companies in DIY to decline due to aspects of decision-making by management before the company was acquired. Several decisions made the company's performance poor, such as choosing a contractor, pricing strategy, and the decision to include a 100 percent refund guarantee in PPJB if the customer cancels the unit. After the acquisition process, the company's internal and external environmental conditions are in cell V (maintain and maintain) with an IFE score of 2.5 and an EFE score of 2.96. The company's main strength is contractor PT Tata Bumi Raya (PT TBR), who scored 0.36. The company's weakness that has not been appropriately handled is the absence of employee training and development with a score of 0.04. From the external side, the company has responded well to the development of information technology and social media, the location of apartments and condotels between the UGM and UII campuses, and the many tourist attractions in the DIY Province.

Companies should be able to empower their human resources to the fullest. Gutierrez-Gutierrez et al., (2018) stated that HR is one of the sources of competitive advantage of the organization as an integral part of a company. HR has a very strategic function within the company itself because it is one of the driving components of the company. HR greatly determines whether a company may develop well or not.

Not everyone can work in a company. In several studies, a person's inability to work in a company is influenced by many factors. One of them is Emotional intelligence (Kim, 2020); (Boohene et al., 2020); (Akgün & Keskin, 2014); (Lyons & Schneider, 2005). Emotional intelligence is a success factor that determines achievement in organizations, including decision-making, leadership, technical and strategic breakthroughs, open and honest communication, teamwork and trusting relationships, customer loyalty, and creativity and innovation. Goleman states that intelligence cannot work correctly without emotional intelligence. These two things complement each other, and if they interact well, emotional intelligence will increase and intellectual intelligence. Intellectual intelligence and emotional intelligence are one of the determining factors in improving employee performance. With the increase in employee performance, it will be able to provide benefits for the company. In findings (Kim, 2020); (Ramadani & Hoy, 2015); (Derks et al., 2016); (Derks et al., 2015); (Delanoetje et al., 2019); (Mansour & Tremblay, 2016) emotional intelligence is one of the predictors that affect the occurrence of work stress.

In the short term, stress that is left alone without serious handling from the company will make employees uncomfortable and even depressed and unmotivated so that work is

disrupted and the tasks carried out cannot be completed optimally (Schilpzand et al., 2016).

A person's emotional intelligence can be improved by developing a high commitment to self-development. Emotional intelligence is a psychological ability to understand and use emotional information. Each individual has a different ability to act. Emotional intelligence can be done through practice and experience (Mayer et al., 2016). Therefore, employee behavior by work standards can produce the expected job satisfaction. Job satisfaction consists of the feelings and behaviors that a person has about their job. All important aspects of work, good and bad, positive and negative, contribute to developing feelings of satisfaction (or dissatisfaction). In addition, high employee job satisfaction will positively affect overall organizational performance (Sahito & Vaisanen, 2017).

In addition to emotional intelligence, (Rüdiger Hahn, 2013); (Halkias et al., 2011); (Itani et al., 2011); (Jennings & Brush, 2013); (Ramadani & Hoy, 2015); (Kirkwood & Tootell, 2008); (Mathew, 2010) found that the presence of Work-Family Conflict also influences the company's performance. A person who works and has a family has two equally important roles; wherein job he is required to be professional in carrying out his duties. In contrast, he has responsibilities and obligations related to his household when he is in the family. Carrying out these two roles simultaneously is not easy so that in its implementation, there will be a clash of responsibilities between work and family life. So, according to (Radcliffe & Cassell, 2015) difficulties in meeting the often-conflicting demands of work and family can lead to work-family conflict.

When employees are faced with too many work demands and cannot manage the balance between family and work, they will feel emotional instability which has an impact on the emergence of work stress and reduced performance (Armstrong et al., 2015); (Ghislieri et al., 2017)(Darvishmotevali et al., 2017); (Di Stefano & Gaudiino, 2018); (Nohe, 2015); (Kayaalp et al., 2020); (Glavin & Peters, 2015) Job stress occurs when there is an imbalance between physical and psychological abilities in carrying out the work given by business organizations affecting various aspects that trigger conflicts. Conflicts that arise between the two dimensions of different roles create an imbalance, on the other hand the balance between work and family is a big responsibility and should be fulfilled because both are important elements in life.

From the findings (Soomro et al., 2018); (Armstrong et al., 2015);(Vipraprastha et al., 2018); (Ghislieri et al., 2017) show that Work-Family Conflict will provide a relationship to job satisfaction. WFC often makes it difficult for a person to fulfill the needs of other roles (work/family), such as changing time for activities and relaxing with family due to obligations towards office work.

Human resources are potential assets and function as capital (non-material/non-financial) in business organizations, be it large or small companies. After all, the company has modern equipment with high technology, humans are the driving factor, without humans a company will not function. Therefore, consistency in the quality of human resources needs to be considered. Even though an organization has a valid SOP, the company must also provide opportunities for its human resources to be creative and innovate in completing their tasks. This is often known as Job Autonomy. According to (Wilkins, 2014) autonomy refers to the freedom and independence that people carry out, having the duty to determine how to carry out their duties.

Job autonomy can improve performance because workers with high job autonomy will see that they are trusted to carry out the task (C. X. Chen et al., 2020); (Pomares et al., 2016); (Kelling et al., 2015); (Shahzad et al., 2018); (Harari et al., 2018). This view has

a positive impact on the effects of intrinsic motivation and effectiveness at work. Saragih, (2015) found that work autonomy is significantly negative on job stress (Madigan et al., 2019). (Itani et al., 2011); (Wittmer & Rudolph, 2014); (Mahazir Ismail et al., 2015) desire to move, and work and family conflicts. Furthermore, (Ahakwa et al., 2021) also found a positive relationship between work autonomy and worker competence and creativity. Job autonomy will increase the self-reliance of employees because with it they will feel that they can do their own work without much guidance, causing employees to develop favorable affective and behavioral responses to their own work (Feri et al., 2016); (Deci et al., 2017); (Gagne M et al., 2018); (Ljubin-Golub et al., 2020). In contrast, a low sense of job autonomy can make employees feel belittled, where they feel they have little or no control over the task at hand. given.p Feelings of being belittled have consequences on self-esteem and impact on the leadership capacity of employees. Understanding the impact of autonomy on workplace stressors is important because decreasing work-related stress may have relevance for increasing productivity, minimizing burnout, and supporting more positive work-life balance (Schiff & Leip, 2018).

Research related to Emotional Intelligence, Work-Family Conflict, Stress has been conducted by (Sharma et al., 2016) where stress acts as a mediator between work-family conflict and the psychological health of the female nurses. Research (Masduki Asbari et al., 2020) shows that work-family conflict has a negative and significant effect on job satisfaction. Interestingly, this study found that work-family conflict did not directly affect the performance of female employees. However, work-family conflict indirectly has a significant effect on performance through job satisfaction variables. In addition, job satisfaction has a positive and significant effect on employee performance. The sample in this study was still dominated by female gender, so other studies were still needed by involving different samples in order to produce more general findings. This research focuses on property companies in Tangerang City. This research involves all staff in property companies in the marketing division. In this study, the researcher did not limit the gender analyzed which made this research more interesting to analyze. So that in the end this research will contribute both theoretically and managerially to the factors that affect the performance of property companies in Indonesia. Based on the previous explanation, this study aims to determine The Effect of Emotional Intelligence, Work-Family Conflict, Job Autonomy Company Performance: The Role Job Satisfaction and Job Stress as Mediating Variable.

LITERATURE REVIEW

Emotional Intelligence

American Psychologist Salovey & Mayer in (Wen et al., 2019) first explained the concept of emotional intelligence as part of social intelligence which is defined as the ability of individuals to understand their own emotions and those of those around them, and the ability to recognize emotions and use emotional information to guide them. thinking and behavior, and that emotional intelligence includes 3 abilities, namely; the ability to evaluate and express emotions, the ability to regulate emotions and the ability to use emotions in solving problems. Emotional intelligence is a concept that has been studied intensively over the last few decades. When it comes to employee performance, emotional intelligence is a virtue associated with employee success in both personal and professional life. Meanwhile, Dartey-Baah & Mekpor, (2017) define emotional intelligence as intelligence about self-awareness and managing feelings and emotions, being sensitive to and influencing others, motivating and balancing motivation and self-monitoring to achieve intuition, awareness and ethical behavior. The dimensions and indicators used to measure emotional intelligence according to (Goleman & Boyatzis, 2017) are as follows:

Table 1. Dimension and Indicator of Emotional Intelligence

Dimension	Indicator
Personal Competence	1. Self Confidence 2. Self-Deprecating sense of Humor
Social Competence	1. See Other Perspective 2. Service Oriented
Self-Regulation	1. Transparency 2. Integrity
Social Skills	1. Persuasiveness 2. Conflict Management

Work-Family Conflict

Work-family conflict is a psychological situation of imbalance between work and home life (Romero, 2011). Based on the theory (Rabenu et al., 2017), work-family conflict is the result of a mismatch of role demands between work and family from time, tension, or behavior (Bennett et al., 2017). Work-family conflict can occur in two directions; from work to family or from family to work (Jou et al., 2013). This may have an asymmetric impact because work variables appear to be more strongly associated with work-family conflict than family variables appear to be associated with family-to-work conflict (Obrenovic et al., 2020). Work-family conflict is also known as WFC and is understood as a situation when experiences at work interfere with family life (van der Lippe & Lippényi, 2020), or family-work conflict (FWC), which occurs when family events interfere with work life (French & Allen, 2020). There are many causes behind work-family conflict (French et al., 2018), and the consequences can vary according to the cause (Soomro et al., 2018).

When the company offers new property or housing products, sales will increase sharply but decline in the following years. One of the difficulties experienced by property companies is the difficulty of selling the products they offer. This was followed by a decrease in income due to old consumers' decreased sales of apartment and condotel units and arrears in installment payments (Aznar, 2016). In such conditions, the workers in the marketing division are the ones who receive the most impact. Because they are the company's milestones that affect the income earned. The pressure from the company to sell products as soon as possible has resulted in workers in this division being vulnerable to WFC.

Table 2. Dimension and Indicator of Work-Family Conflict

Dimension	Indicators
Time Based Conflict	1. Time for family 2. Time for social life 3. Holidays from work
Stain Based Conflict	4. Family problems affect work time 5. Family problems affect working time 6. The demands of work affect family life 7. Complaints of family members
Behavior Based Conflict	8. Role support 9. Tired after work

Greenhause dan Beutell dalam (Allen et al., 2020)

Job Autonomy

Job autonomy refers to the extent to which individuals have discretion over when, where, and how to do their jobs (Vui-Yee & Yen-Hwa, 2020). According to the Job

Characteristics Model (Y. Choi et al., 2020), job autonomy is a core job characteristic that can lead to a psychological state of experienced responsibility, which in turn can lead to favorable work attitudes and behaviors (for an overview, see (Deci et al., 2017). (Yagil & Oren, 2021) explain that work autonomy is defined as the extent to which work provides substantial freedom, independence, and discretion to individuals in scheduling work and in determining the procedures used in carrying it out (Lin et al., 2013). Property company workers in the marketing division generally work with targets. Property companies typically give autonomy to their employees to be able to sell company products. So, it is not surprising that sales of property products are often found easily at exhibitions, large malls, car-free days, and distributing leaflets for transportation drivers.

Table 3. Dimension and Indicator of Job Autonomy

Dimension	Indicator
Individual Levels	<ol style="list-style-type: none"> 1. exercising autonomy over one's own money resources 2. serving the intended customers 3. having opportunities for self-rated performance appraisal 4. Providing opinions about one's own disciplines and rewards
Organizational Levels	<ol style="list-style-type: none"> 1. planning and using the government-funded budgets 2. making decisions 3. arranging and planning

Job Satisfaction

Job satisfaction is an important nursing outcome, which is influenced by the quality of the work environment. Although many studies have been conducted on job satisfaction, a high level of job dissatisfaction among nurses persists (Furnham et al., 2009; Hayes et al., 2010; Lu et al., 2012) defining job satisfaction as the extent to which employees are satisfied with their work. This is often the case where two concepts are discussed together because it is said that a person is confident at work because some factors and conditions motivate him. Bakotić (2016) stated that Job Satisfaction is a general behavior towards work performance as long as there are fair rewards and achievements. Everyone is different in feeling the level of job satisfaction. The employee feels job satisfaction after comparing the expectations to be obtained with what is obtained from his work. If what is obtained is according to his expectations, he will be satisfied, and vice versa.

Apart from getting a basic salary in the marketing division, SPG/SPB also receives additional bonuses from their sales. SPG/SPB are entitled to compensation or commission for their responsibilities and contributions to the company. Payment is provided outside of the basic salary and allowances by the company. The pay is given because the SPG/SPB is an employee of the company. In contrast, the commission is given because the salesperson has succeeded in selling the company's products or services. In addition to compensation or bonuses, companies also usually provide bonuses. Rewards are usually given as an appreciation from the company for excellent employee performance and benefit the company. The amount of compensation and bonuses received is generally more significant than the basic salary. The existence of appropriate rewards for the version given by the marketing division of property companies makes them have job satisfaction. Better job satisfaction makes employees

have good loyalty to the company. According to (Mihiravi & Perera, 2016) customer satisfaction can be measured using the following indicators:

Table 4. Dimension and Indicator of Job Satisfaction

Dimension	Indicator
Work Itself	Time Utilization Communication
Pay	Primary Equity Intencive
Supervision	Problem Solving Communication
Co-Worker	Working with others Point out mistakes
Working Condition	Machine placement Policies

Job Stress

Job stress is different from general stress because stress occurs in the work environment (Jou et al., 2013). As a result, research on job stress has emphasized the different work environments and job characteristics that cause stress for employees rather than individual variables. The Job Demand-Control (JD-C) model (X. Wu et al., 2018) is a Job Stress model that emphasizes the importance of the external environment rather than individual variables. The model uses "psychological job demand" and "job attitude" as two characteristics that determine the level of job stress (Ekienabor, 2019). According to Nurhendar (2008:5) in (Yukongdi & Shrestha, 2020) means that "stress is an adaptive response, is limited by individual differences and psychological processes, which are a consequence of each activity (environment), external situations or events that impose excessive psychological or physical demands on a person. Positive stress is called eustress, while excessive and negative stress is called eustress with distress. Working as an SPG or SPB is not an easy thing. Many things are demanded, including appearance, attitude, and company targets that they must fulfill. Even though they get large bonuses and commissions, the existence of targets that are not met makes SPGs/SPBs often get reprimands from their superiors obtained, followed by economic needs make them often experience work stress, especially selling property products is not easy. This forces them to work hard to survive to meet their needs. Work stress experienced by employees, according to (J. Chen, 2020) can be measured by the following indicators:

Table 5. Dimension and Indicator of Job Stress

Dimension	Indicator
Task demands	Obtained information system Role ambiguity
Role demands	Limited time Workload
Interpersonal demands	Employee relations with employees Employee relations with superiors Supervisory supervisor

Company performance

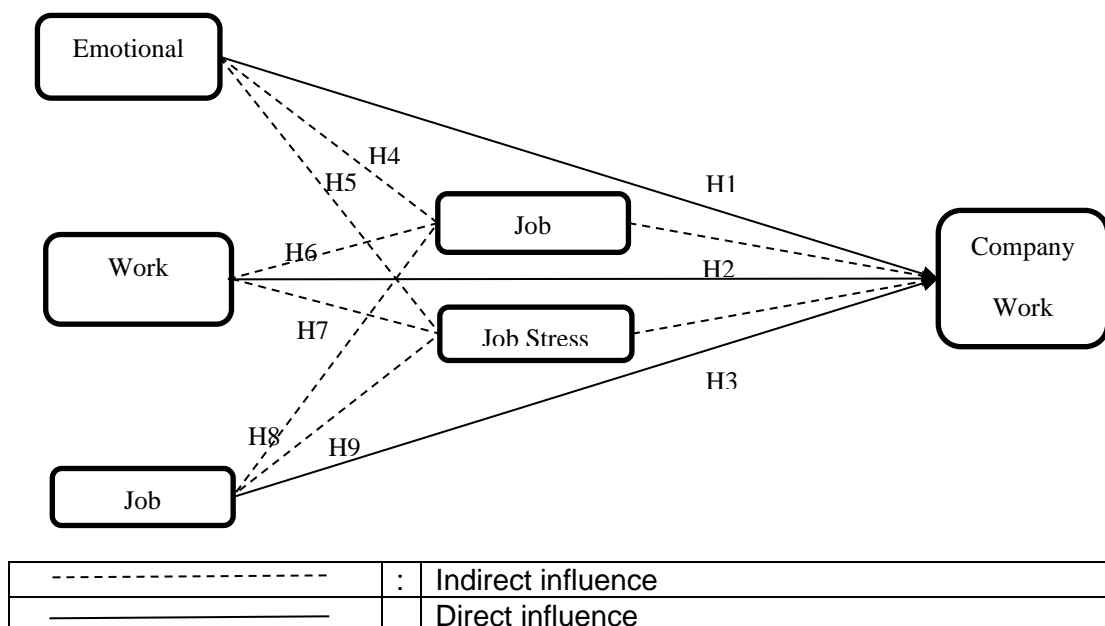
Dynamic organizations will always improve their performance and maintain their competitive advantage. Paying attention to physical resources, financial, marketability, and human resources are some of the important factors required for organizations to

remain competitive, this is expressed by (Teece et al., 2016). Performance can also be reflected through efficiency, growth (including expansion) market), job opportunities, professional prestige, personnel well-being, and group pride. In practice, performance measures may vary, depending on the type of industry. First, performance measures are based on the point of view of management, owners, or lenders. So, the measure used can be in the form of operational performance such as profit margin. Second, performance in an industry can be observed with added value, productivity, and efficiency. (Nagy et al., 2018).

Many factors affect the performance of property companies. Good company performance can be obtained from the cooperation of the whole team. Both contractors, management, quality control to the marketing division. Seeking maximum profit is the hope of all property companies wherever they are. The marketing and sales divisions are considered as the division that is the backbone of the company because they are the divisions that play a major role in bringing profits to the company. According to Tan & Thai, (2014) company performance can be seen based on the following indicators:

Table 6. Dimension and Indicator of Company performance

Dimensi	Indikator
Market performance	Market Share Sales Growth Market Development Reputation & Image Customer Satisfaction
Operational Performance	Service Quality Responsiveness Flexibility Cost Reduction Dependability Technological



H1: Emotional Intelligence affects company performance

H2: Work Family Conflict affects company performance

H3: Job Autonomy affects company performance

H4: Job satisfaction is able to mediate the relationship of Emotional Intelligence to company performance

H5: Job Stress is able to mediate the relationship of Emotional Intelligence to company performance

H6: Job satisfaction is able to mediate the relationship between Work Family Conflict and company performance

H7: Job Stress is able to mediate the relationship between Work Family Conflict and company performance

H8: Job satisfaction is able to mediate the relationship of Job Autonomy to company performance

H9: Job Stress is able to mediate the relationship of Job Autonomy to company performance

RESEARCH METHOD

The research approach used in this study is quantitative. Quantitative research methods aim to test the established hypotheses. The quantitative method is in the form of numbers derived from measurements using a scale on the variables in the study. The object of this research is a property company in Tangerang City. The data in this study were distributed using a questionnaire technique through the G-Form. In this study, the number of the population is not known with certainty. The sample in this study was selected by quota sampling technique. According to Sugiyono (2001), the definition of a side quota is a technique for determining a sample from a population that has certain characteristics to the desired amount (quota). The data in this research questionnaire uses a Likert scale of 5-4-3-2-1. The data analysis used the Equation Model (SEM) structural approach assisted by the smart PLS application (Civelek, 2018). The stages of data analysis in this study are:

Outer Model Analysis

Validity and Reliability Test

Validity and reliability tests are carried out to ensure that the measurement used is feasible to be used as a measurement (valid and reliable). Testing the validity and reliability can be seen from:

- a. Convergent Validity is an indicator that is assessed based on the correlation between the item score/component score with the construct score, which can be seen from the standardized loading factor which describes the magnitude of the correlation between each measurement item (indicator) and its construct. Individual reflexive measures are said to be high if the correlation is > 0.7 .
- b. Discriminant Validity is a measurement model with reflexive indicators assessed based on the cross loading of measurements with constructs. discriminant validity, which is to compare the value of the square root of average variance extracted (AVE).
- c. Composite reliability is an indicator to measure a construct that can be seen in the view of latent variable coefficients. In this measurement, if the value achieved is > 0.70 , it can be said that the construct has high reliability.
- d. Cronbach's Alpha is a reliability test carried out to strengthen the results of composite reliability. A variable can be declared reliable if it has Cronbach's alpha value > 0.7 .

Table 5. Instrument Testing

Instrument Test	Test used
Validity test	Convergent Validity AVE

Reliability Test

Cronbach Alpha
Composite Reliability

Inner Model Analysis

The Inner Model Analysis or commonly called the Structural Model is used to predict the causal relationship between the variables tested in the model. The analysis of the inner model in testing using Smart PLS is done by testing the hypothesis. In testing the hypothesis, it can be seen from the t-statistical value and probability value. To test the hypothesis by using statistical values, for alpha 5% the t-statistic value used is 1.96, while the beta score is used to determine the direction of the influence of the relationship between variables. The criteria for acceptance/rejection of the hypothesis are:

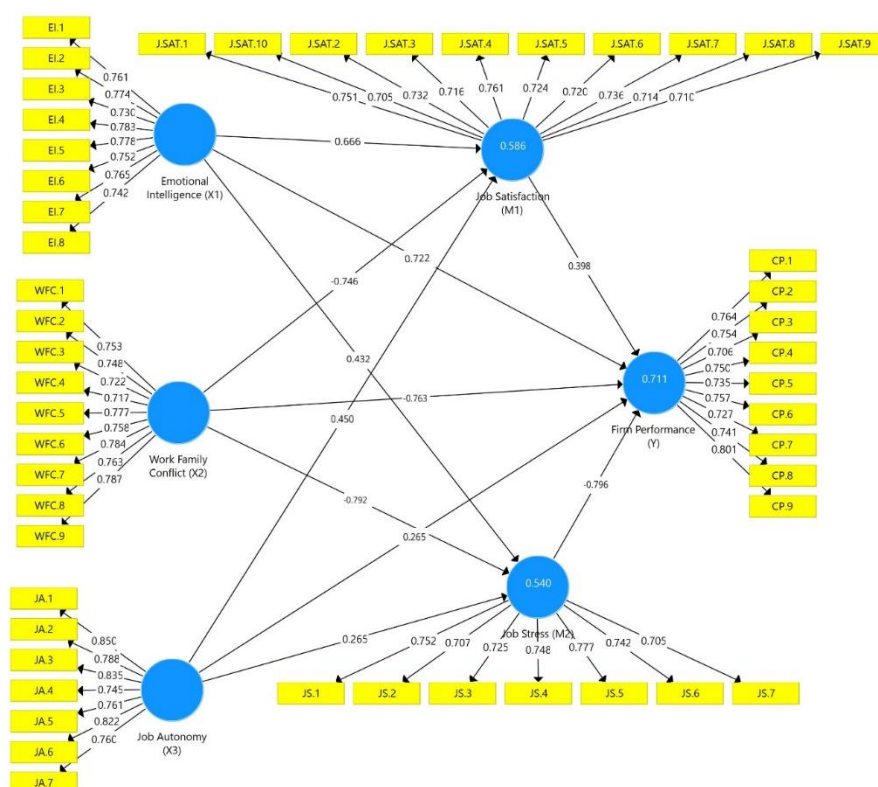
$H_a = t\text{-statistik} > 1,98$ with score p-values $< 0,05$.

$H_0 = t\text{-statistik} < 1.98$ with score p-values > 0.05

RESULTS

Outer Model Analysis

Figure 1. Outer Model Results



Validity Test

Validity test is used to measure the validity or validity of a questionnaire. In this research, validity testing is carried out using convergent validity and AVE. The instrument is declared valid if the AVE value is > 0.05 and the outer loading value is (> 0.7) .

Table 6. Instrument Validity Test Results

Variable	Indicator	Outer Loading	AVE	Description
	EI.1	0,761	0.579	Valid

Emotional Intelligence (X1)	EI.2	0,774		Valid
	EI.3	0,730		Valid
	EI.4	0,783		Valid
	EI.5	0,778		Valid
	EI.6	0,752		Valid
	EI.7	0,765		Valid
	EI.8	0,742		Valid
Work Family Conflict (X2)	WFC.1	0,753	0.573	Valid
	WFC.2	0,748		Valid
	WFC.3	0,722		Valid
	WFC.4	0,717		Valid
	WFC.5	0,777		Valid
	WFC.6	0,758		Valid
	WFC.7	0,784		Valid
	WFC.8	0,763		Valid
	WFC.9	0,787		Valid
Job Autonomy (X3)	JA.1	0,850	0.633	Valid
	JA.2	0,788		Valid
	JA.3	0,835		Valid
	JA.4	0,745		Valid
	JA.5	0,761		Valid
	JA.6	0,822		Valid
	JA.7	0,760		Valid
Job satisfaction (M1)	J.SAT.1	0,751	0.529	Valid
	J.SAT.10	0,705		Valid
	J.SAT.2	0,732		Valid
	J.SAT.3	0,716		Valid
	J.SAT.4	0,761		Valid
	J.SAT.5	0,724		Valid
	J.SAT.6	0,720		Valid
	J.SAT.7	0,736		Valid
	J.SAT.8	0,714		Valid
	J.SAT.9	0,710		Valid
Job Stress (M2)	JS.1	0,752	0.543	Valid
	JS.2	0,707		Valid
	JS.3	0,725		Valid
	JS.4	0,748		Valid
	JS.5	0,777		Valid
	JS.6	0,742		Valid
	JS.7	0,705		Valid
Company Performance (Y)	CF.1	0,764	0,560	Valid
	CF.2	0,754		Valid
	CF.3	0,706		Valid
	CF.4	0,750		Valid

	CF.5	0,735		Valid
	CF.6	0,757		Valid
	CF.7	0,727		Valid
	CF.8	0,741		Valid
	CF.9	0,801		Valid

Reliability Test

This study uses 2 types of reliability tests, namely the Cronbach Alpha test and the Composite Reliability test. Cronbach Alpha measures the lowest value (lowerbound) reliability. The data is declared reliable if the data has a Cronbach alpha value > 0.7. Composite reliability measures the actual reliability value of a variable. The data is declared to have high reliability if it has a composite reliability score > 0.7. Based on the calculation results, it is known that all variables are declared reliable with each score described in the following table:

Table 7. Instrument Reliability Test Results

	Cronbach's Alpha	rho_A	Composite Reliability	Description
Emotional Intelligence (X1)	0,896	0,897	0,917	Reliabel
Company Performance (Y)	0,902	0,903	0,920	Reliabel
Job Autonomy (X3)	0,903	0,903	0,923	Reliabel
Job Satisfaction (M1)	0,901	0,902	0,918	Reliabel
Job Stress (M2)	0,860	0,861	0,893	Reliabel
Work Family Conflict (X2)	0,907	0,907	0,923	Reliabel

R-Square Test

The R-Square Coefficient determination (R-Square) test is used to measure how much the endogenous variable is influenced by other variables. Based on the data analysis carried out through the use of the smartPLS program, the R-Square value is obtained as shown in the following table:

Table 8. R-Square Test Results

	R Square	R Square Adjusted
Job Satisfaction (M1)	0,586	0,573
Job Stress (M2)	0,540	0,526
Company Performance (Y)	0,711	0,695

Based on the test results, the R-Square score for Job Satisfaction is 0.586, which means that Emotional Intelligence (X1), Work-Family Conflict (X2), and Job Autonomy (X3) affect the company's performance (Y) by 58.6%. Job Stress has an R-Square score of 0.540 which means that Emotional Intelligence (X1), Work-Family Conflict (X2), and Job Autonomy (X3) affect the company's performance (Y) by 54%. Meanwhile, Job Satisfaction obtained an R-square score of 0.711, which means that Emotional Intelligence (X1), Work-Family Conflict (X2) and Job Autonomy (X3), Job Satisfaction (M1), Job Stress (M2) affect company performance (Y) by 71.1 %.

H1: Emotional Intelligence affects company performance

H2: Work Family Conflict affects company performance

H3: Job Autonomy affects company performance

H4: Job satisfaction is able to mediate the relationship of Emotional Intelligence to company performance

H5: Job Stress is able to mediate the relationship of Emotional Intelligence to company performance

H6: Job satisfaction is able to mediate the relationship between Work Family Conflict and company performance

H7: Job Stress is able to mediate the relationship between Work Family Conflict and company performance

H8: Job satisfaction is able to mediate the relationship of Job Autonomy to company performance

H9: Job Stress is able to mediate the relationship of Job Autonomy to company performance

Inner Model Analysis

	β	T Statistics (O/STDEV)	P Values	Description
Emotional Intelligence (X1) -> company Performance (Y)	0,722	6,539	0,001	Significant Positive
Job Autonomy (X3) -> company Performance (Y)	0,390	2,121	0,035	Significant Positive
Job Stress (M2) -> company Performance (Y)	-0,796	7,239	0,000	Significant Negative
Emotional Intelligence (X1) -> Job Satisfaction (M1) -> company Performance (Y)	0,426	2,106	0,032	Significant Positive
Job Autonomy (X3) -> Job Satisfaction (M1) -> company Performance (Y)	0,420	1,986	0,046	Significant Positive
Work Family Conflict (X2) -> Job Satisfaction (M1) -> company Performance (Y)	-0,547	2,559	0,026	Significant Positive
Emotional Intelligence (X1) -> Job Stress (M2) -> company Performance (Y)	-0,689	1,073	0,069	Not Significant
Job Autonomy (X3) -> Job Stress (M2) -> company Performance (Y)	-0,637	2,093	0,037	Significant Negative
Work Family Conflict (X2) -> Job Stress (M2) -> company Performance (Y)	-0,763	2,281	0,020	Significant Negative

Emotional Intelligence affects the company's performance

The data of this study support the proposed hypothesis, which states that emotional intelligence affects company performance. Emotional intelligence refers to the ability to recognize one's feelings and those of others. EI makes SPG/SPB in property companies have the ability to motivate themselves and manage emotions well themselves, which positively impacts their ability to influence new customers. So that emotional intelligence is needed to be successful at work and produce outstanding performance in work. Emotional intelligence will influence the behavior of members in the marketing division to overcome problems that arise in themselves, including work problems. Therefore, the role of emotional intelligence is very important as an internal factor to motivate employees. The higher the level of emotional intelligence, the employee's performance will increase. (Zafer Adigüzel, 2019) EI emphasizes substantial emotions in the workplace to make workers behave within boundaries in social relationships. With a good

EI, they can condition all the pressures and problems experienced by this division. Employees who have good emotional intelligence will handle conflicts of their feelings well and deal with customer feelings and superior pressure well. This is as the findings (Kim, 2020); (Boohene et al., 2020); (Akgün et al., 2007); (Lyons & Schneider, 2005) where EI significantly influences the company's performance. Employees who have EI will be more aware of their skills and limitations, learn from their mistakes, and master the shortcomings that must be corrected. Employees with good EI can also understand problems as a lesson so that they can handle pressure and family problems well.

Emotional Intelligence has no effect on performance mediated by work stress

The data of this study indicate that EI has no effect on performance mediated by work stress. EI makes members of the marketing division resilient in dealing with pressures of frustration, stress, resolving conflicts that have become part or risks of their profession. EI keeps the members of the marketing division always in the corridor so that they can carry out their responsibilities properly. Members of the marketing division of property companies are prone to work stress. Physical and mental fatigue, causing stress in the end, affects the work target. According to (Çağrı Pehlivanoğlu*-Mustafa et al., 2019)) work stress can affect the occurrence of depersonalization so that workers have a tendency to develop negative attitudes, cynicism, loss, or reduced feelings of personal achievement that come from work, and employees often evaluate themselves negatively. In this condition, workers who have good EI cannot be stopped when experiencing work stress. So in this connection, EI cannot affect the company's performance as found (H. M. Choi et al., 2019); (Srivastava & Dey, 2020); and (Jeon, 2015)

Emotional Intelligence (X1) -> Job Satisfaction (M1) -> Company Performance (Y)

The data of this study state that job satisfaction can mediate the relationship between EI and job stress. As previously explained, EI makes members of the marketing division have the skills to build relationships in any field, especially related to their work which often meets potential customers. As revealed in research Schneider et al., (2005) that emotional intelligence is self-control, enthusiasm, and perseverance, as well as the ability to motivate oneself and survive in the face of frustration, regulate mood, empathy, and the ability to resolve conflicts. Salespeople with good EI will be popular in their environment and become pleasant people because of their communication ability (Daniel Goleman, 2000). Friendly, kind, respectful, and liked by others can guide those who have good EI. This is in accordance with the demands of members of the marketing division who meet customers more often. Workers with good EI will make them more likable in their environment so that when an SPG/SPB has difficulties, there will be many individuals present to help him. Based on the findings (Hoedoafia et al., 2017). A good personality with a conducive work environment can increase job satisfaction. EI makes employees a pleasant people. Owned EI can help workers understand their duties and responsibilities. Members of the marketing division who have a high EI will be able to control their behavior better to inhibit unnecessary non-productive behaviors, spur performance, and the impact will undoubtedly increase performance. So, it can be concluded that a high EI will affect the performance of members of the marketing division to meet all their demands.

Job Autonomy (X3) -> Company Performance (Y)

This research data states that Job Autonomy affects performance. Autonomy provides freedom, independence, and substantial flexibility for employees in planning work and determining the procedures used to carry out the work. Job autonomy allows for greater flexibility for each employee because each will have greater freedom in deciding how to get work done in the way they choose. The SPG/SPB as a marketing division generally does not work in silence in the office; they work on a mobile basis on the condition that their sales targets can be met. This gives them have the autonomy to work creatively so

that consumers can glimpse the product. Autonomy provides workers with substantial freedom, independence, and discretion concerning scheduling work and determining the procedures to achieve goals. Studies in the previous literature have consistently shown that autonomy contributes to higher levels of responsibility for behavior, which leads to improved employee performance (Ahakwa et al., 2021). The job autonomy provided makes members of the marketing division feel challenged to fulfill the given job because they view it as an opportunity to learn and develop to provide the best results (Garg & Dhar, 2017). As a result, employees feel enthusiastic and motivated to create personal achievements. This enthusiasm is followed by bonuses and commissions, making employees feel that their presence is appreciated, which makes their self-confidence motivation high (GHEBRETSADIK, 2020)

Job Autonomy affects company performance mediated by Job Stress

The data of this study states that the effect on company performance is mediated by job stress. Mache et al., (2016) opinion that autonomy positively influences employees with high emotionality when experiencing pressure and tension. Suppose the autonomy given to employees is reduced, for example. In that case, the lack of authority to determine how to complete the assigned tasks effectively, the authority to make work schedules, and the lack of opportunities for members of the marketing division to participate in decision-making can trigger employee work stress. Modecki et al., (2017) stated that lack of participation in decision-making can lead to excessive regulation and is a potential source of stress. This is due to the lack of employee involvement in formulating relevant laws. So far, important decisions regarding the company are only made by stakeholders. For example, only involving the management division results in overlapping decisions made. The aspirations of the members of the marketing division and their demands have not been appropriately accommodated. This causes this division to experience more demands. This makes many employees feel that the regulations given are unfair, which then causes work stress. Job stress will harm employees and the company. In employees, these consequences can be in the form of decreased work enthusiasm, high anxiety, frustration, etc. The decrease in work enthusiasm will cause the tasks assigned to employees to be hampered. Worst of all, work stress affects work activities and can extend to other activities outside of work (Deci & Ryan, 2016); (IQBAL et al., 2016); (Tran, 2015); (Lv & Lv, 2018).

Job Autonomy-> Job Satisfaction->Company Performance

This research data states that Job Autonomy affects company performance which is mediated by Job Satisfaction. Previous research by Suriansyah et al., (2019) has proven that autonomy positively correlates with professional work performance. Autonomy is a mandate that allows or prevents individuals from expressing and determining what steps must be taken to carry out work. The freedom given can make members of the marketing division more confident by using the most effective event method to meet their work demands. Feeling happy or not an employee in carrying out his work is an indicator of an employee having an attitude of satisfaction with his work. Every type of work done will make the members of the marketing division have the motivation to continue to provide the best for the company. The relevant kind of work, the choice of tasks, and the provision of bonuses and incentives for members of the appropriate marketing division lead to job satisfaction. Members of the marketing division who are satisfied with their expectations will have better performance than those who are dissatisfied. If the members of the marketing division feel confident at work, it indicates that the company has succeeded in meeting the work expectations of its employees. One indicator of job satisfaction is the existence of an award that is by the demands. This is often obtained by the marketing division when they can meet their targets. Because the mobile work they do is proportional to the fee they get, the tired work they get for more than a month will be paid off with the bonuses they get (Jäckle et al., 2019).

Work-Family Conflict has a significant negative effect on company performance

The data of this study states that Work-Family Conflict has a significant negative effect on company performance. The balance between roles in the family and work is one thing that is difficult to carry out simultaneously. The existence of job demands related to pressure such as those from work such as sales targets creates a workload that will impact company performance. In some literature, WFC is often experienced by women. However, in the findings of this study, work-family conflict does not recognize gender differences. Work-Family conflict can occur when work problems in the office affect or interfere with family life, so they cannot carry out their responsibilities to the family. And vice versa, when home problems affect or interfere with performance at work, causing problems in the office. Conflicts that occur within a company are very influential on the decline in employee performance so that it can cause the company's goals not to be achieved. In the findings (Villar et al., 2018) WFC is often experienced by retail sales. This is further exacerbated when the country's economic conditions are increasingly volatile and increasingly unpredictable. This has an impact on the sustainability of large companies. Like real estate companies, this is caused by the high cost of installments and the price of one product unit, which reaches hundreds of millions of rupiah. This condition will result in many employees experiencing great demands; on the other hand, they also should play a role in their family. This condition resulted in a decline in the company's performance due to the existence of WFC which resulted in 2 claims that could not be carried out correctly (G. Wu et al., 2018). This is by the findings (Rüdiger Hahn, 2013);(Halkias et al., 2011); (Itani et al., 2011); (Jennings & Brush, 2013); (Kirkwood & Tootell, 2008);(Ramadani & Hoy, 2015); (Mathew, 2010) where WFC has a significant negative effect on company performance. The higher WFC experienced by the marketing division will impact the declining performance of property companies.

Job Autonomy has a significant negative effect on company performance mediated by Job Stress

The data of this study indicate that Job Autonomy affects company performance which is mediated by Job Stress (Armstrong et al., 2015). Job Autonomy gives full authority to employees to formulate effective ways to complete work. Even if the employee is given authority, this will interfere with their duties when they receive a pressing target. Job Autonomy followed by Job Stress makes workers unable to think and formulate good ways to complete their work. Whalen et al., (2015) state that works stress is a company problem that affects performance and growth in a competitive environment. Robbins (2007) says that one of the sources of stress experienced by the marketing division is role pressure. Cai et al., (2018)suggests that the extent to which the work environment supports and promotes employee work autonomy allows workers to activate positive and autonomous work behaviors. This condition is considered a fundamental factor promoting employee motivation and creating welfare and satisfaction (Stankovska, 2017); (Kurdi et al., 2020); (Dhamija et al., 2019). The environment is a factor that significantly affects employee performance. Stress can hurt the psychological and biological state of employees. Poor working conditions can cause employees to fall ill easily, get stressed easily, find it difficult to concentrate, and decrease work productivity. When job autonomy is disturbed by work stress, it will have an impact on company performance.

Work-Family Conflict has a significant negative effect on company performance mediated by Job Stress

The data of this study indicate that Work-Family Conflict affects company performance which is mediated by Job Stress. According to (Armstrong et al., 2015) work-family conflict is one of the internal factors affecting employee job satisfaction. WFC arises because of an imbalance between the role of a worker and the role of a family member. WFC can cause the low quality of the husband-and-wife relationship, the emergence of

problems in the relationship between mother and child, and behavioral disorders in children. Goh et al., (2015) suggest that employees with high levels of work-family conflict will reduce their marital satisfaction or marital satisfaction. This indicates that employees will be dissatisfied with their married life when work interferes with family life. In addition, WFC can also be a trigger for negative attitudes towards the company. Jensen & Rundmo (2015) stated that WFC is negatively correlated with job satisfaction, namely workers who experience high levels of conflict tend to have low levels of job satisfaction. Workers who experience WFC are more likely to be allowed to leave work, ask for leave, and even play truancy, which affects the company's performance. This certainly has a negative impact on the sustainability of property companies (Yep & Forrest, 2016). In its emergence, property companies spent huge amounts of money making their products, calling them apartments and housing products. One housing or apartment cluster can cost up to billions of rupiahs. So, we need marketing sales which have good resilience to return the capital used by the company. This often creates high pressure for workers. While the workers also have families who have care and love. The existence of conflicting or inappropriate roles and demands will result in disruption in work. It will be challenging to create job satisfaction in this condition because of internal factors within the worker. This condition has also resulted in the lack of rewards given by the company due to the reluctance of workers to carry out their duties properly (Kirkwood & Tootell, 2008). In other words, job satisfaction has not mediated the relationship between WFC and company performance. Job satisfaction cannot stem from the impact of WFC experienced by the marketing division. WFC has a negative impact on job satisfaction because of the lack of rewards obtained by workers when workers feel that their role in the family, whether as a partner, parent or for household tasks, is disrupted, this will have an impact on most activities, including work performance which ultimately affects company performance.

CONCLUSION

The results of this study found that Emotional Intelligence has an effect on company performance, EI has no effect on performance mediated by job stress, job satisfaction is able to mediate ei's relationship to work stress, job autonomy has an effect on performance, job autonomy has an effect on company performance mediated by job stress, job autonomy has an effect on company performance mediated by job satisfaction, work family conflict has a significant negative effect on company performance, and job autonomy has an effect on company performance mediated by job stress.

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DECLARATION OF CONFLICTING INTERESTS

The Authors declare that there is no conflict of interest.

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