

## The Role of Job Satisfaction in Mediating the Influence of Competence and Emotional Intelligence on the Performance of Paramedics at Bhayangkara Hospital in Bengkulu City

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### ABSTRACT

*This study uses job satisfaction as a mediating variable to examine how competence and emotional intelligence affect paramedics' performance at Bengkulu City's Bhayangkara Hospital. A saturation sampling strategy was used to choose a sample of 201 respondents for the quantitative study. Questionnaires were used to gather data, and SmartPLS version 3.2 was used for analysis. Nine. According to the study's findings, paramedic performance is positively and significantly impacted by competence and emotional intelligence, both directly and through job satisfaction. At Bengkulu City's Bhayangkara Hospital, it has been demonstrated that job satisfaction is a significant mediating element that enhances the impact of competence and emotional intelligence on paramedic performance. This study provides insights for hospital management and policymakers to design more effective human resource management strategies in improving paramedic performance through strengthening competence, emotional intelligence, and job satisfaction.*

## INTRODUCTION

In the health sector, hospitals are crucial to the community's access to medical care. One important aspect influencing the standard of care given to patients is the performance of hospital staff. (Utari & Mulyanti, 2023) Aspects of medical expertise, patient interaction skills, and teamwork abilities are all included in service quality. Furthermore, the quality of services rendered is influenced by the factor of stress management in high-pressure circumstances (Pratiwi & Ali, 2023). Therefore, effective employee performance management plays a crucial role in realizing quality health services.

Due to growing service demands and the difficulty of managing a varied workforce, Bengkulu City's Bhayangkara Hospital, which plays a critical role in providing health services in the area, struggles to improve staff performance. Internal data for 2024 shows that there are more than 350 employees, consisting of members of the Indonesian National Police, civil servants, PPPK, and PKK. This diversity in employee status creates its own dynamics in employee performance, as differences in employment status, responsibilities, and work expectations may affect coordination, motivation, and consistency in service delivery, thereby influencing human resource management strategies within the hospital. In light of this intricacy, paramedics' abilities as healthcare professionals who directly assist patients in receiving medical care must be given particular consideration.

The ability of paramedics to provide services and meet patients' needs is reflected in their competencies because competence determines how well individuals are able to apply their skills, knowledge, and professional attitudes in clinical practice. Competency encompasses an individual's overall capacity, which reflects their readiness to face and complete tasks effectively. The term "competency" is typically used to describe a person's general aptitudes, skills, habits, and knowledge that are focused on performing well in a particular workplace (Kolibáčová, 2014). In hospitals, competencies include medical abilities, interpersonal skills, and the ability to work in a team. Employees with good competencies will be better able to face work challenges more efficiently and provide higher-quality services. To achieve these competencies, they need to develop themselves through experience and education. The level of education of paramedics also reflects their ability to carry out their duties.

There are nine paramedical staff members with high school (SLTA/equivalent) education, 125 with a Diploma 3 (D3), 8 with a Diploma 4 (D4) or applied bachelor's degree, 26 with a Bachelor's degree (S1), and 33 with professional education qualifications. However, there is an issue regarding the alignment between educational qualifications and the authority to practice. It was found that some employees with educational backgrounds of senior high school, Diploma 3, and even Bachelor's degree are performing professional practices despite not meeting the required qualifications.

According to Article 212 paragraph (2) of Law Number 17 of 2023 concerning Health, individuals who have completed a bachelor's degree (S1) in health are not permitted to carry out professional practice independently until they have completed professional education and

obtained a professional certification. In other words, bachelor's degree graduates must continue to professional education to gain the legal authority to practice. Therefore, this condition indicates a mismatch between educational background and actual practice in the field, and it should be a concern for management to ensure that all paramedical staff work in accordance with their qualifications and the applicable laws and regulations. According to a study on job mismatch, the discrepancy between educational qualifications and job requirements hurts job satisfaction and performance, as workers with mismatches tend to have lower satisfaction and less optimal performance compared to those whose jobs match their abilities and competencies (Kim & Choi, 2018).

Stress, low motivation, and feelings of inadequacy can result from education that is not in line with employment requirements, all of which have an indirect impact on emotional intelligence. In high-stress job settings like hospitals, emotional intelligence is crucial (Rahmawati, 2024). Employees with high emotional intelligence can manage stress, communicate well, and be more flexible in dealing with change. Improved performance in medical and non-medical services can be achieved through high emotional intelligence. Employees who are able to properly manage their emotions tend to feel more at ease in their workplace, which enhances job satisfaction. Good emotional intelligence not only supports performance optimization but also increases satisfaction in carrying out professional duties (Ilham, 2024).

Optimal job satisfaction levels encourage increased employee motivation to perform their duties more effectively. This condition contributes directly to improved performance quality (Purba et al., 2019). Job satisfaction is an important component in motivating employees and encouraging better performance (Raziq & Maulabakhsh, 2015). Employee effectiveness, job happiness, and service quality can all be enhanced by emotionally intelligent and competent workers, which eventually improves corporate performance as a whole.

The link between emotional intelligence, competence, and employee performance including the impact of job satisfaction on performance has been thoroughly covered in prior research. However, there are still few research looking at how job satisfaction functions as a mediator in the relationship between emotional intelligence and competence on hospital staff performance (Irawan & Bagyo, 2022; Rumbo & Panggabean, 2021; Rusvitawati et al., 2019). By examining the impact of emotional intelligence and competence on paramedical performance using job satisfaction as a mediating variable, this study seeks to close this research gap. Therefore, this study will offer fresh perspectives on the significance of several psychological elements in enhancing worker performance, particularly in a hospital setting where stress and difficulties abound.

Although supported by adequate facilities, infrastructure, and abundant financial resources, organizational activities will not run effectively without the support of competent employees. (Oppong & Zhau, 2020) The ability of employees to perform their jobs in accordance with the demands and duties associated with their positions is largely determined by their level of

competence (Pramularso, 2018). (Renyut et al., 2017) identified that competence and employee performance are fundamental for employees in demonstrating their potential to achieve optimal work results. Therefore, competence is not only considered an individual capability, but also a key factor in enhancing paramedics' performance. Referring to the aforementioned studies, this study formulates the following hypothesis H1: "Competence has a significant positive effect on employee performance"

Intelligence is considered an important predictor in analyzing employees' abilities and behaviors in carrying out certain tasks (Gondal & Husain, 2013). Employee success is measured not only by their flawless professional skills but also by their capacity for self-control, self-management, and interpersonal relationship building. These abilities are referred to by Daniel Goleman as emotional intelligence (Tamonsang, 2021). (Serhan & Gazzaz, 2019), stated that emotional intelligence can help employees achieve high levels of performance because it enables them to manage emotions effectively, adapt to environmental changes, and improve organizational performance. Referring to the aforementioned studies, this study formulates the following hypothesis. H2: "Emotional intelligence has a significant positive effect on employee performance".

The degree to which people feel competent in their profession is often the cause of high job satisfaction (Indrasari, 2017). (Luthans et al., 2015) regarding psychological capital also emphasized that competence is one of the key psychological resources linked to job happiness and performance. Enhancing proficiency can increase job satisfaction and foster a more creative and dynamic workplace (Wu et al., 2018). Referring to the aforementioned studies, this study formulates the following hypothesis. H3: "Competence has a significant positive effect on job satisfaction".

High emotional intelligence workers are better able to comprehend and control their emotions, which makes them more conscious of the elements that lead to both positive and negative emotional experiences at work (Vratskikh et al., 2016). Good emotional intelligence will help employees develop empathy, making it easier to understand others' perspectives and work collaboratively (Abi, 2019). In addition, (Marliani et al., 2020) stated that emotional intelligence also aids workers in managing work-related stress, lowering stress levels, and enhancing psychological health, all of which eventually promote job satisfaction. Referring to the aforementioned studies, this study formulates the following hypothesis. H4: "Emotional Intelligence has a significant positive effect on job satisfaction".

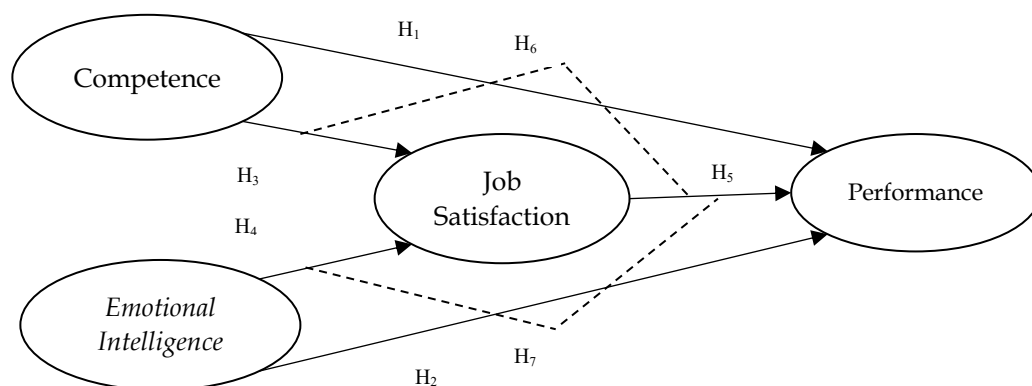
Improving employee performance within a business is mostly dependent on job happiness. A high level of job satisfaction motivates workers to perform their tasks and obligations with greater zeal (Tambunan, 2018). (Abusama et al., 2017) In general, a person's attitude toward the outcomes of their work is what determines their level of job satisfaction. People will feel satisfied and be more committed to doing their jobs as best they can if the results match expectations and reality. Conversely, if the outcomes differ from or do not meet expectations, individuals will feel dissatisfied. Referring to the aforementioned studies, this study formulates the following hypothesis. H5: "Job satisfaction has a significant positive effect on employee

performance”.

Competence is defined as “basic characteristics possessed by someone that has a direct or indirect effect on performance.” Workers with high competence are typically better able to do work quickly, take initiative, and positively impact the accomplishment of corporate objectives. Competence not only affects work output, but also influences individuals’ perceptions of their jobs, which ultimately affects their level of job satisfaction (Spencer & Spencer, 2008). In the study conducted by (Sari, 2018), found that the association between competency and teacher performance is mediated by job satisfaction. High levels of job satisfaction motivate teachers to perform better, which is why highly competent teachers typically exhibit good performance. Referring to the aforementioned studies, this study formulates the following hypothesis. H6: “Competence has a significant positive effect on employee performance mediated by job satisfaction”.

Employees who possess self-awareness, self-regulation skills, internal motivation, and the ability to interact positively tend to be more prepared to carry out their tasks comfortably, which in turn increases their level of job satisfaction (Salovey & Mayer, 1990; Wong & Law, 2002). This satisfaction encourages greater dedication, which contributes to improving employee performance quality (Herzberg, 1966). According to a study by (Naz et al., 2019) people with high emotional intelligence are more in control of their emotions and are consequently happier, and their job satisfaction motivates them to do better. Consequently, the following theory is put forth. Therefore, the following hypothesis is proposed. H7: “Emotional intelligence has a significant positive effect on employee performance mediated by job satisfaction”.

**Conceptual Framework.** The goal of this research approach is to offer a thorough comprehension of the intricate connections between the variables. The main goal is to investigate how job happiness acts as a mediator between competence and emotional intelligence and paramedic performance. The following theories are put out in light of the study's goals:



**Figure 1. Research Framework**

## RESEARCH METHODS

In order to examine current occurrences and find causal and functional correlations between variables, this study employs a quantitative approach with scientific methods (Indrawan & Yaniawati, 2016). The 201 paramedical staff members of Bengkulu City's Bhayangkara Hospital made up the study's population. All members of the population were employed as study samples using a saturation sampling approach (census) and non-probability sampling (Sugiyono, 2017).

Smart Partial Least Square (PLS) version 3.2.9, which has two primary components the outer model and the inner model was used to analyze the data in this study. Through reliability testing, discriminant validity, and convergent validity, the outer model evaluates the appropriateness and consistency of measurement instruments. However, the inner model was evaluated using path coefficients (t-statistics) to determine the significance of the interactions between constructs and R<sup>2</sup> to determine how well the model could explain the dependent variables. Hypothesis testing was performed through direct effect analysis to measure the direct influence between variables, as well as indirect effect analysis to evaluate the mediating influence using the bootstrapping method.

## RESULTS & DISCUSSION

Respondent characteristics. in this study play an important role as a foundation for supporting the validity of the data analysis results. Information regarding education level, gender, age, and length of service is used to provide a more detailed description of the profile of paramedical staff at Bhayangkara Hospital, Bengkulu City. Through this overview, the researcher is able to better understand the general condition of the respondents who serve as the object of the study.

**Table 1. Characteristics of Respondent Data**

Characteristics Respondents	Category	Total	Percentage (%)
Gender:	Male	48	24%
	Female	153	76%
	<b>Total</b>	<b>201</b>	<b>100%</b>
Age:	< 30 year	42	21%
	30 year - 40 years	117	58%
	< 40 years	42	21%
	<b>Total</b>	<b>201</b>	<b>100%</b>
Last Education:	High school/equivalent	9	5%
	Diploma	133	66%
	Bachelor's degree	26	13%
	Professional degree	33	16%
	<b>Total</b>	<b>201</b>	<b>100%</b>
Employment Status:	Permanent	41	20%
	Contract	160	80%
	<b>Total</b>	<b>201</b>	<b>100%</b>

Characteristics Respondents	Category	Total	Percentage (%)
Length of Service:	< 1 year	34	17%
	1 year – 2 years	43	21%
	3 year – 5 years	65	32%
	>5 years	59	30%
	<b>Total</b>	<b>201</b>	<b>100%</b>

Source: Research Data (Processed), 2025

According to the data gathered, the sample is predominately female, with 76% of respondents being female and only 24% being male. The bulk of respondents are in the productive working age group, as evidenced by the age distribution: 58% of respondents are between the ages of 30 and 40, while 21% are under 30 and over 40. In terms of educational background, the majority of respondents (66%) have a diploma, followed by professional education (16%), a bachelor's degree (13%), and senior high school or its equivalent (5%). This indicates that the respondents generally have an adequate educational background, with a dominance of diploma-level education. Based on employment status, the majority of respondents are contract employees (80%), while permanent employees account for only 20%, indicating a dominance of non-permanent employment status. In addition, in terms of length of service, most respondents have 3–5 years of work experience (32%), followed by more than 5 years (30%), 1–2 years (21%), and less than 1 year (17%). This shows that the respondents generally have moderate to high levels of work experience.

Overall, the respondents' characteristics covering gender, age, education, employment status, and length of service provide an important preliminary overview to support further analysis, particularly in examining the relationship between emotional intelligence, job satisfaction, competence, and performance.

**Partial Least Square (PLS) Test Results.** The structural model of the link between latent variables was tested in this study using the Partial Least Square (PLS) technique of data analysis, with an emphasis on the mediating function of job satisfaction in the influence of competence and emotional intelligence on paramedics' performance.

**Outer Model Evaluation.** The validity and reliability of the study's results were evaluated using *outer model analysis*. Ensuring that the research instrument can accurately represent the construct being tested is the goal of validity testing. An indicator is deemed genuine if its AVE is better than 0.50 and its loading factor value is larger than 0.70, while a value of 0.6 is still acceptable (Ghozali & Latan, 2015).

In addition, reliability testing attempts to evaluate the stability of respondents' responses to the questionnaire's assertions as well as the consistency of the instrument in measuring a concept. Composite reliability was used in this study to assess construct dependability. If a construct's composite reliability value is more than 0.7, it is deemed dependable (Hair, 2010) The results of the test using the SmartPLS application are shown in Figure 2.

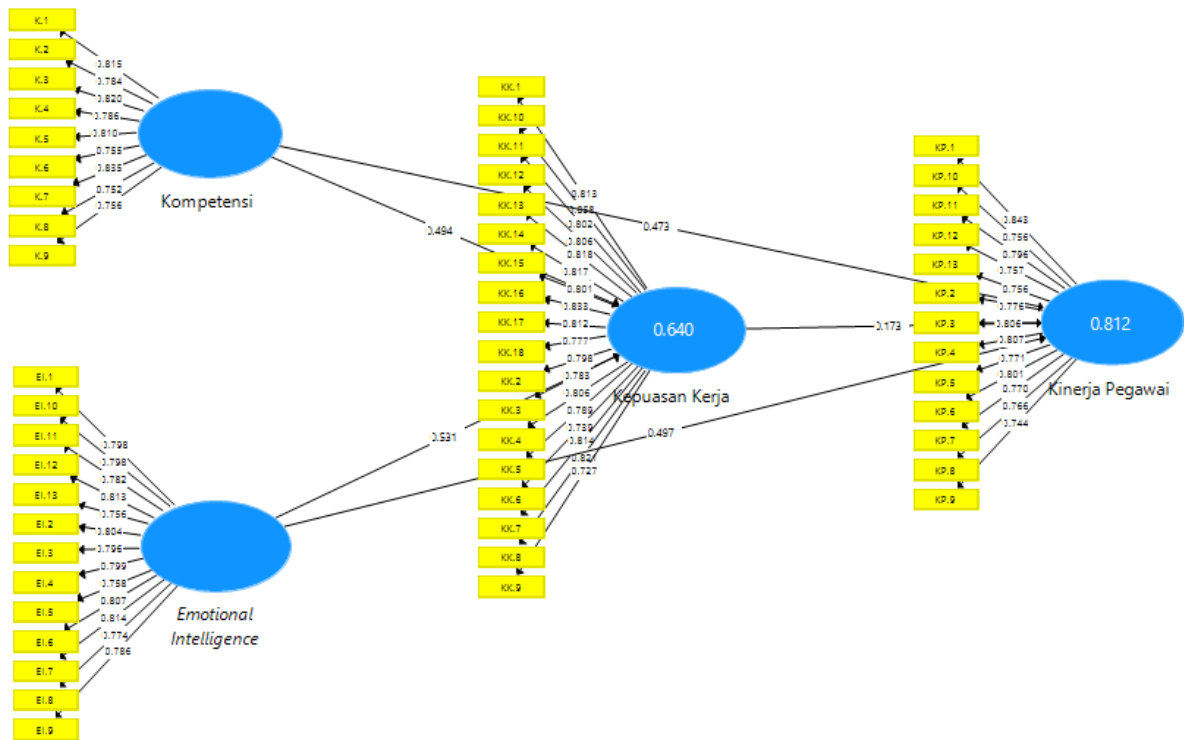


Figure 2. Measurement Model Testing Results (Outer Model)

Source: Research Data (Processed), 2025

**Validity Test (Convergent Validity).** According to the test results, every indicator's outer loading value is greater than 0.70, meaning that every indicator is legitimate. In addition, the AVE value competence at 0.626, emotional intelligence at 0.626, work satisfaction at 0.610, and employee performance at 0.642 exceeds the minimum threshold of 0.50. These results attest to the study's constructs' strong convergent validity and suitability for additional examination.

**Discriminant Validity Test.** *Discriminant Validity* can be determined through the *Average Variance Extracted Root* ( $\sqrt{AVE}$ ) method for each indicator, which must have a criterion of  $> 0.5$  to be considered valid.

Table 2. Results of the Discriminant Validity Test

Variable	Average Variance Extracted Root ( $\sqrt{AVE}$ )	Description
Competence (X1)	0,791	Valid
Emotional Intelligence (X2)	0,791	Valid
Employee Performance (Y)	0,781	Valid
Job Satisfaction (Z)	0,801	Valid

Source: Research Data (Processed), 2025

Table 2 indicates that every indication has a value of  $\sqrt{AVE} > 0.5$ . The competence, emotional intelligence, employee performance, and job satisfaction variables have  $\sqrt{AVE}$  values of 0.791, 0.791, 0.781, and 0.801, respectively. Because each variable has a  $\sqrt{AVE}$  value greater than 0.5, they all satisfy the validity requirements.

Reliability Test (Composite Reliability). Cronbach's alpha and composite reliability are examined as part of the PLS reliability test. The composite dependability or Cronbach's alpha value ought to be higher than 0.7.

**Table 3. Reliability Test Results**

Variable	Composite Reliability	cronbach's alpha	Description
Competence (X1)	0.938	0.925	Reliable
Emotional Intelligence (X2)	0.956	0.950	Reliable
Employee Performance (Y)	0.953	0.947	Reliable
Job Satisfaction (Z)	0.970	0.967	Reliable

Source: Research Data (Processed), 2025

All composite reliability values are higher than the general criterion of 0.70, according to the findings of the construct reliability testing of the study variables. Therefore, it can be said that all constructs have satisfied the reliability criteria based on the reliability measurement results, as shown by the composite reliability values; in other words, the indicators utilized in this study are dependable.

Inner Model Evaluation. The R-Square ( $R^2$ ) value was used to analyze the inner model and determine its viability. The amount of variance in the independent variable that the research model can account for is shown by the R-Square value. A model is considered strong if its R-square value is 0.75, moderate if it is 0.50, and weak if it is 0.25. The projected value is better when the coefficient of determination is larger.

**Table 4. R-Square Test Results**

Variable	R-Square
Employee Performance	0,812
Job Satisfaction	0,640

Source: Research Data (Processed), 2025

With a contribution of 0.812, or 81.2%, Table 4 demonstrates that the variables of competence and emotional intelligence contribute to the explanation of the variation in employee performance factors. With an R-Square value of 0.640, or 64%, the factors of competence, emotional intelligence, and employee performance account for the variation in work satisfaction.

Hypothesis Testing. The t-statistic and p-value were examined in order to test the hypothesis. If the t-statistic was higher than 1.96 (with a significance level of 5% based on the t-table), an effect between variables was deemed significant. If the p-value was less than 0.05, the hypothesis was accepted. By examining the path coefficients and indirect impact output in SmartPLS, the hypothesis testing procedure was completed. The bootstrapping procedure in this study was performed using 5,000 sub samples, in accordance with the recommendation

(Hair et al., 2017) to obtain better and more accurate parameter estimates.

Direct Effect Analysis. To test theories about how an independent variable affects a dependent variable, direct impact analysis is utilized. According to the criteria, a variable's effect is deemed significant if the p-value is less than 0.05 and not significant if the p-value is more than 0.05.

**Table 5. Results of Direct Effect Analysis Test**

Variable	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics	P Values
Competence → Employee Performance	0.473	0.472	0.056	8.455	0
Emotional Intelligence → Employee Performance	0.497	0.495	0.054	9.171	0
Competence → Job Satisfaction	0.494	0.493	0.045	11.033	0
Emotional Intelligence → Job Satisfaction	0.531	0.529	0.036	14.708	0
Job Satisfaction → Employee Performance	0.173	0.174	0.077	2.233	0.026

Source: Research Data (Processed), 2025

**H1: Competence has a significant positive effect on employee performance.** Competence has a positive and significant impact on paramedic performance at Bhayangkara Hospital in Bengkulu City, according to the path coefficient value of 0.473, t-statistic of 8.455 ( $> 1.69$ ), and p-value of 0.000 ( $< 0.05$ ). This indicates that improved paramedic performance in patient care is correlated with higher levels of competence. This result sheds light on the importance of competence in judging the quality of healthcare services, especially in emergency scenarios where precision, quickness, and technical proficiency are crucial. Competence in this sense refers to both knowledge and the capacity to use it successfully in practical work settings. This result can be explained by the fact that paramedics with strong competence covering medical knowledge, technical skills, and quick response abilities are more capable of handling patients efficiently and appropriately. In a hospital environment such as Bhayangkara Hospital, where service demands are high and time-sensitive, competent paramedics are better prepared to respond to emergencies and follow health protocols properly. Therefore, competence plays a direct role in improving both work effectiveness and service quality.

Competence itself is defined as a combination of skills, knowledge, and attitudes developed through education, training, and work experience, which serves as a foundation for effective task performance (Noe et al., 2006). As stated by (Oppong & Zhau, 2020), strong competence contributes to improved employee performance by supporting a work environment that encourages skill development. In the context of healthcare services at Bhayangkara Hospital in Bengkulu City, high competence is essential due to the demands for professional, accurate, and protocol-based medical services, which ultimately enhance the efficiency and quality of

paramedic performance

**H2: Emotional Intelligence Has a Significant Positive Effect on Employee Performance.**

The performance of paramedics at Bhayangkara Hospital in Bengkulu City is positively and significantly impacted by emotional intelligence, according to the path coefficient value of 0.497, t-statistic of 9.171 ( $> 1.69$ ), and p-value of 0.000 ( $< 0.05$ ). This implies that paramedics perform better when giving patient care if they have a higher emotional intelligence level. In high-stress professional settings like healthcare services, emotional intelligence is crucial for enhancing paramedic performance. The capacity to control one's own emotions as well as those of others aids paramedics in maintaining the standard of patient care, fostering positive working relationships, and remaining steady under trying circumstances. This is explained by the fact that paramedics with high emotional intelligence are more adept at managing stress, maintaining concentration during emergencies, and exhibiting empathy and clear communication. In the context of Bhayangkara Hospital in Bengkulu City, where job demands are high and critical situations are frequent, the ability to manage emotions becomes essential to ensure optimal service delivery. In addition, emotional intelligence encourages paramedics to remain motivated, resilient in facing challenges, and consistent in delivering high-quality care.

Numerous research has provided empirical evidence for the favorable correlation between emotional intelligence and performance. (Côté, 2014) found that emotional intelligence influences motivation, persistence, and work outcomes. According to (Joseph et al., 2015) employee performance in a variety of industries, including healthcare, is favorably correlated with emotional intelligence. Furthermore, (Miao et al., 2017), discovered that those with high emotional intelligence are more likely to establish difficult objectives and stick with them. As a result, paramedics who possess high emotional intelligence are more likely to provide better patient care, build their professional competencies over time, and improve communication skills.

H3: Competence Has a Significant Positive Effect on Job Satisfaction. Competence has a positive and significant impact on paramedics' job satisfaction at Bhayangkara Hospital in Bengkulu City, according to the path coefficient value of 0.494, t-statistic of 11.033 ( $> 1.96$ ), and p-value of 0.000 ( $< 0.05$ ). This implies that paramedics' job satisfaction in performing healthcare activities increases with their level of skill. Competence contributes to job satisfaction because it enables paramedics to perform their duties more effectively, confidently, and in accordance with established standards. When individuals feel capable in their roles, they tend to experience a sense of achievement and professional fulfillment, which in turn increases their satisfaction with their work. This condition can occur because paramedics with higher competence reflected in their knowledge, technical skills, and work experience are better prepared to handle job demands and challenges. In the context of Bhayangkara Hospital in Bengkulu City, where healthcare services require accuracy and responsiveness, competent

paramedics are more likely to feel comfortable in their roles, experience less work-related stress, and perceive their work more positively. As a result, their level of job satisfaction increases.

These results are in line with (Becker, 1964), Human Capital Theory, which states that competence is an investment in human resources that raises individual satisfaction and productivity through the acquisition of skills, knowledge, and experience. Healthcare professionals' job satisfaction is positively correlated with investments in human capital, especially clinical competence, according to empirical research by (Salameh et al., 2023). shows that investment in human capital, including clinical competence, is positively related to job satisfaction among healthcare workers. In addition, (Luthans et al., 2015) highlight that competence is an important psychological resource associated with both job satisfaction and performance.

**H4: Emotional Intelligence Has a Significant Positive Effect on Job Satisfaction.** Emotional intelligence has a positive and significant impact on paramedics' job satisfaction at Bhayangkara Hospital in Bengkulu City, according to the path coefficient value of 0.531, t-statistic of 14.708 ( $> 1.96$ ), and p-value of 0.000 ( $< 0.05$ ). This implies that paramedics' job happiness increases with their emotional intelligence. Emotional intelligence contributes to job satisfaction as it helps paramedics manage their emotions, maintain psychological balance, and build positive working relationships with colleagues and patients. These skills help people deal with interpersonal difficulties and work pressure more skillfully, which makes them feel more at ease and satisfied at work. The fact that paramedics with high emotional intelligence are more adept at managing stress, exhibiting empathy, and communicating effectively at work helps to explain this condition. The ability to control emotions becomes crucial for preserving psychological stability in the setting of Bengkulu City's Bhayangkara Hospital, where work entails high levels of interaction and pressure. Because of this, paramedics are more likely to feel at ease in their positions, have a positive opinion of their workplace, and be more satisfied with their jobs.

These results align with earlier empirical research. According to (Karimi et al., 2014), emotional intelligence significantly affects worker well-being and job satisfaction in the healthcare industry, especially for community nurses. Similarly, (Codier et al., 2011) showed that emotional intelligence strongly positively correlates with job happiness and productivity, particularly in occupations like healthcare that require a lot of human connection.

**H5: Job Satisfaction Has a Significant Positive Effect on Employee Performance.** The performance of paramedics at Bhayangkara Hospital in Bengkulu City is positively and significantly impacted by job satisfaction, according to the path coefficient value of 0.173, t-statistic of 2.233 ( $> 1.96$ ), and p-value of 0.026 ( $< 0.05$ ). This implies that paramedics will perform better in doing their tasks if they are more satisfied with their jobs. Because it represents a favorable emotional state resulting from the satisfying of needs, expectations, and personal values at work, job satisfaction influences performance (Locke, 1976). When paramedics feel satisfied with their jobs, they tend to have a more positive attitude toward their tasks, which

influences their level of motivation and commitment (Robbins & Judge, 2009). This condition can be explained by the fact that paramedics who experience high job satisfaction are more likely to work diligently, show persistence, and focus on achieving optimal results. In the context of Bhayangkara Hospital in Bengkulu City, where job demands are high, satisfied paramedics are more motivated to provide quality healthcare services and perform beyond basic job requirements. On the other hand, low job satisfaction may lead to minimal effort, reduced enthusiasm, and limited initiative in performing tasks.

Penelitian sebelumnya mendukung kesimpulan ini. (Alghamdi et al., 2018) found that emotional intelligence significantly influences job satisfaction, which in turn has an impact on worker performance. Furthermore, (Zhang et al., 2014) showed that improved performance results are strongly linked to paramedics' greater levels of job satisfaction.

Indirect Effect Analysis. Testing theories about how an independent variable affects a dependent variable through a mediating or intervening variable is the goal of indirect effect analysis. Bootstrapping findings in the particular indirect impact column of the SmartPLS program can be used to assess indirect effects in this study.

**Table 6. Results of Indirect Effect Analysis (Indirect Influence)**

Variable	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics	P Values
Competence (K) → Job Satisfaction (JS) → Employee Performance (EP)	0.085	0.087	0.042	2.019	0.044
Emotional Intelligence(EL) → Job Satisfaction (JS) → Employee Performance (EP)	0.092	0.093	0.044	2.088	0.037

Source: Research Data (Processed), 2025

**H6: Competence has a significant positive effect on employee performance mediated by job satisfaction.** According to the test results, the indirect path K → JS → EP has a p-value of 0.044 (< 0.05) and a t-statistic value of 2.019. This suggests that in Bhayangkara Hospital in Bengkulu City, job satisfaction considerably modulates the impact of competence on worker performance. To put it another way, competency affects performance both directly and indirectly through job satisfaction. This can happen because highly competent paramedics are typically better able to finish their work efficiently, encounter less challenges at work, and feel more comfortable performing their duties. These conditions create a more positive work experience, which in turn enhances job satisfaction. When job satisfaction increases, paramedics become more motivated and tend to demonstrate better performance.

According to (Luthans et al., 2015), competence is one of the internal factors that shape a satisfying work experience. Paramedics who possess adequate knowledge and skills are able to perform their duties more smoothly, thereby reducing work-related stress and increasing

comfort in the workplace. Studies by (Rahmawati & Hakim, 2021) and (Zunizar et al., 2023), which demonstrate that competence has a major indirect impact on performance through job satisfaction among healthcare personnel, corroborate these conclusions. This is consistent with the “Affective Events Theory” proposed by (Weiss & Cropanzano, 1996), which states that positive work experiences, such as successfully mastering job tasks, can generate positive emotions, including job satisfaction. In the context of paramedics, strong clinical competence enables them to handle emergency situations with greater confidence, ultimately fostering a sense of pride and satisfaction in their profession.

**H7: Emotional Intelligence Has a Significant Positive Effect on Employee Performance Mediated by Job Satisfaction.** The indirect path  $EL \rightarrow JS \rightarrow EP$  has a t-statistic value of 2.088 and a p-value of 0.037 ( $< 0.05$ ), according to the test findings. This suggests that the impact of emotional intelligence on workers' performance at Bhayangkara Hospital in Bengkulu City is strongly mediated by job satisfaction. In addition to directly enhancing performance, emotional intelligence also fortifies it through higher job satisfaction. Strong emotional intelligence helps paramedics manage stress at work, which promotes comfort and job satisfaction. (Goleman, 2005), who highlights that people with high emotional intelligence are better at controlling their emotions, fostering positive interpersonal relationships, and sustaining intrinsic motivation, also explains the connection between emotional intelligence and job satisfaction.

Empirical findings from (Noviantoro & Sakarina, 2026) and (Weiss et al., 1967) shows that emotional intelligence significantly affects healthcare workers' performance through job satisfaction. From a psychological perspective, job satisfaction serves as an important mechanism that bridges emotional capabilities and work outcomes. (Weiss et al., 1967) defined job satisfaction as the outcome of an individual's assessment of how well their work satisfies their requirements, values, and personal preferences. They explain that job satisfaction is not only related to objective working conditions but also depends on how well the job aligns with an individual's psychological needs and expectations.

## CONCLUSION & SUGGESTION

All of the assumptions put out are supported by the findings of this study, which examined the impact of competence, emotional intelligence, and job satisfaction on the performance of paramedics at Bhayangkara Hospital in Bengkulu City. According to the results of the hypothesis test, "competence has a positive and significant effect on performance," which means that paramedics' task implementation and performance in line with established criteria are more optimal the more competent they are.

Furthermore, “emotional intelligence also has a positive and significant effect on performance”, indicating that the ability to manage emotions, maintain working relationships, and handle work pressure contributes to improving paramedic performance. In addition, “job satisfaction is also proven to have a positive and significant effect on performance”, where paramedics who are satisfied with their jobs tend to show higher motivation and stronger work commitment.

Additionally, this study demonstrates that the association between competence and emotional

intelligence on performance is strengthened by job satisfaction, which functions as a mediating variable. This suggests that when accompanied with a high degree of job satisfaction, competence and emotional intelligence have a greater influence on performance. In other words, the indirect effects of both variables through job satisfaction are also found to be significant.

**Limitations & Suggestions.** In this study, several limitations should be considered. First, the study was conducted only on paramedical staff at Bhayangkara Hospital in Bengkulu City; therefore, the findings cannot yet be generalized to all paramedical staff in Indonesia, including those working in other hospitals with different organizational characteristics, work cultures, and service systems. Therefore, it is recommended that future research expand the scope of the study to several hospitals in different regions to obtain more representative and generalizable results.

Second, the data used in this study are cross-sectional, meaning it was collected at a single point in time. As a result, the study cannot capture changes in perceptions or the relationships between variables over a longer period. Thus, future research is suggested to use a longitudinal approach in order to better observe the development and changes in relationships among variables over time.

For the Human Resource Management (HRM) department of Bhayangkara Hospital in Bengkulu City, it is recommended to improve paramedics' performance by strengthening competence, emotional intelligence, and jobsatisfaction through training, certification, as well as improvements in welfare, work systems, and a conducive work environment. An integrated human resource management approach is expected to enhance service quality and overall paramedic performance.

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