

## **The Impact of Volunteerism and Emotional Regulation Traits on Job Satisfaction and Performance an Indonesian Agribusiness Corporation**

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**Abstract.** This study analyzes the impact of volunteerism and emotional regulation on job satisfaction and performance in 685 employees of an Indonesian agribusiness company. Employees selected as samples were obtained by being contacted via email, telephone and personal contact. Of the 685 questionnaires distributed, 252 valid questionnaires were obtained with a response rate of 36.78%. Survey data shows that volunteering directly increases satisfaction and productivity. Additionally, skillful emotional management positively influences engagement and outcomes. Furthermore, the level of satisfaction mediates the relationship between voluntary participation and regulatory capacity for individual contributions in the team. This research provides input for organizational policies that seek to encourage citizenship initiatives that promise tangible human capital benefits, beyond external strategic objectives.

**Keywords:** Volunteer, Trait Emotional Regulation, Job Satisfaction, Employee Performance

## 1. Introduction

The performance of employees is a critical determinant of a business's growth and development. Presently, firms who are prepared to participate in competition are consistently enhancing their initiatives for human resource development (Dang, 2022). Kinerja karyawan diyakini berpotensi meningkatkan efisiensi operasional perusahaan (Kesuma, 2023). This can enhance the company's competitive edge relative to its rivals. Maximizing staff performance may enhance a company's standing with investors, the government, and potential business partners. PT. Padasa Enam Utama are crucial for enhancing profitability and ensuring the organization's survival. The management team is deeply committed to fostering development and optimizing the capabilities of every employee. Performance of employees at PT. Despite its present implementation, PT. Padasa Enam Utama exhibits ineffectiveness, shown in the uneven allocation of work units. Some locations are overwhelmed with excessive workloads, while others suffer from labor shortages. This disparity is exasperating and results in some regions being deprived of supplementary workforce.

Companies have challenges in keeping their staff due to the volatility of the business environment and intense competition (S. B. E. E. N. Y. L. Nasib, 2023). Companies engage in the practice of headhunting rival workers as a means to enhance their own company's performance (AlKahtani, 2021). PT. Padasa Enam Utama has also encountered the issue of losing potential personnel. The primary motivation for employees to pursue new challenges and experiences is often attributed to a sense of job satisfaction. Job happiness is the desire of every employee to have favorable benefits and fair treatment. Content employees demonstrate a dedicated adherence to fulfilling their obligations and tasks. It is important for organizations to offer both monetary and non-monetary incentives in order to guarantee employee happiness. References (Isabel, 2021)(Yen, 2020)(Kim, 2020) assert that job happiness is a crucial determinant in the recruitment and retention of talented people. Additionally, (Frieder, 2020) underscored that work satisfaction is the primary factor that motivates an employee to stay with and commit to the organization.

Moreover, volunteers are regarded as a crucial element in enhancing employee performance (Gremigni, 2021). Participating in voluntary efforts enables employees to develop and strengthen their leadership skills outside of the office (Seema; Vikas Choudhary; Garima Saini, 2021). Enhanced leadership can positively impact management and leadership abilities in the workplace (Ulkuniemi, 2022a). Participating in voluntary activities can significantly decrease employee absenteeism (Bates, 2022). Employees that possess a robust feeling of engagement and profound connection with the business are more likely to exhibit elevated levels of proactive attendance and involvement. Volunteering may include tackling unfamiliar environmental issues. Employees encountering similar challenges might cultivate problem-solving abilities applicable in a professional setting (Kartal, 2022).

Nevertheless, the events that occurred at PT. The Six Main Principles, namely legal and legal development, have the responsibility for governing social and business issues. Currently, social activities refer to an individual's own responsibility in organizing and participating in social events and engagements. The presence of a new firm in its ongoing operations poses a challenge in terms of the company's role as a commercial organization focused on generating economic profit. The volunteer's role is to enhance the company's internal operational efficiency. In addition to serving as a business strategy, volunteers have also emerged as a marketing tool in the field of marketing, aiding corporations in cultivating a favorable public perception and demonstrating their commitment to addressing social and environmental issues. According to research findings (Binh, 2023)(C. L. X. H. Y. W. Y. H. K. H. Cho, 2023a), volunteers play a crucial role in enhancing employee performance. Contrary to the belief that volunteers have a significant impact on job performance, research (Rzymiski, 2021) suggests otherwise. In addition to the element of volunteers, the component of intellect also exerts a substantial impact on work performance. Spiritual intelligence is commonly described as a state of emotional disharmony in the workplace that hinders one's capacity to effectively acknowledge and attend to their own well-being in their everyday life, which is crucial for self-sustenance. The aforementioned study

centers on examining the correlation between individual and social characteristics within the job domain (B.-L. C. B. M. H. B. R. H. Han, 2021).

Individuals with robust emotional control qualities typically have more proficiency in managing stress (Landa, 2022). They possess the capacity to effectively manage job pressure, thereby preventing a decrease in work performance and outcomes (Park, 2022). Employees with high trait emotional regulation abilities typically exhibit positive interpersonal connections with their co-workers, supervisors, and clients (Schiavon, 2022). Enhancing one's emotional intelligence can enhance collaboration and communication, resulting in heightened efficiency and more robust professional connections. Team performance can be considerably enhanced by employees who possess robust Emotion Regulation skills (Rey, 2020). Typically, they provide emotional support to colleagues and contribute to cultivating a pleasant team environment (Treglown, 2020).

Enhancing the ability to regulate emotions is a valuable skill that can promote self-awareness, enabling employees to comprehend their feelings and their influence on others (J. D. A. P. L. J. S. C. W. R. O. H. P. D. . G. Crane, 2021). Enhancing empathy can improve one's capacity for understanding and relating to others, which is a crucial element in fostering successful communication and productive interpersonal connections (Moroń, 2021). Employees who possess strong emotional control skills are more likely to appropriately handle setbacks and obstacles (Yu, 2021a). They perceive failure as a chance to acquire knowledge and persistently pursue their objectives (Treglown, 2020). It is crucial to bear in mind that trait emotional regulation is an ability that can be cultivated and enhanced via deliberate exercise and self-awareness (Singh, 2021). Hence, the introduction of training initiatives and organizational assistance can assist employees in enhancing these abilities, hence resulting in a favorable influence on their job performance (Yu, 2021b). The findings of the study (Rey, 2020)(Moroń, 2021)(Banban, 2021) indicate that trait emotional regulation has a direct and substantial impact on employee work satisfaction. Moreover, [30] highlighted that the level of satisfaction achieved will contribute to enhancing trait emotional regulation.

Conducting this research is crucial due to the absence of any existing studies that examine the role of work satisfaction as a mediator between volunteering, trait emotional regulation, and employee performance enhancement. Upcoming for physical therapy. This research is expected to serve as the foundation for policy development aimed at enhancing work satisfaction and employee performance.

## **2. Literature Review**

### **2.1 Employee performance**

Companies place great importance on achievement while competing with other parties due to many reasons that contribute to corporate growth and sustainability (J. Y. H. Han, 2020). Companies that demonstrate robust performance typically possess a competitive edge (Mapuranga, 2021). Companies can draw clients from their competitors by developing superior, more efficient, or more innovative products or services (Nurhasan, 2023). Company growth and development are founded upon strong performance (Wibowo, 2020). Prosperous enterprises have a tendency to allure investment, skilled individuals, and possess the capacity to broaden their activities (Sunarsi, 2020). Consistent performance fosters confidence among customers (Ulfathmi, 2022). Customer satisfaction is positively correlated with customer loyalty and word-of-mouth recommendations (N. A. H. T. Q. Nguyen, 2022). Operational efficiency is typically reflected in good performance (Savvidou, 2023). Companies that demonstrate efficient resource management, cost reduction, and increased production are more likely to succeed in competitive environments (Dabbouri, 2021). A company's reputation is established via consistent performance. An exemplary reputation may facilitate the expansion of a company's client base, forge alliances with business partners, and attract top-tier personnel (Khan, 2020). Investors are typically drawn to firms that demonstrate robust success (F. R. A. L. Nasib, 2023). Positive performance can lead to an increase in share prices, which in turn encourages investors to allocate their assets to firms that are perceived to have the capacity for development and success (Isabel, 2021). A robust

culture of invention is frequently linked to high performance (Rahmah, 2022). Companies that foster innovation have the ability to develop novel goods or services, which can provide them a competitive edge (Mišún, 2021).

## **2.2 Job satisfaction**

The level of job satisfaction experienced by employees significantly influences their performance in the workplace (Yukongdi, 2020). The correlation between work happiness and employee performance is reciprocal, meaning that the degree of employee contentment can impact the level of performance, and vice versa (Khan, 2020). Job satisfaction positively correlates with employees' desire for achieving optimal outcomes (Dabbouri, 2021). Job satisfaction fosters intrinsic drive, leading to heightened sense of responsibility and devotion to duties (Mursid, 2021). Employees that are content experience greater degrees of involvement in their job and the organizations they are a part of (Zainol, 2023). Individuals are more inclined to actively engage in the pursuit of corporate objectives and provide significant contributions to their projects or assignments (Nurhayati, 2021). Workers who derive fulfillment from their job are often more open to novel concepts and inclined to explore inventive methods (Sunarta, 2023). Content employees are more inclined to remain employed with the organization. This facilitates firms in diminishing sales, economizing on recruiting and training expenses, and retaining important staff. Enhancing job satisfaction might foster better interpersonal ties among team members (Abadi, 2020). Employees that are content and satisfied are more likely to achieve higher levels of performance while collaborating, exchanging information, and providing mutual assistance (Jutengren, 2020). Job satisfaction is positively correlated with employees' flexibility and adaptability to change (Mekhum, 2020). They possess enhanced readiness to confront difficulties and discover resolutions to emergent issues (Sridadi, 2020). Contented and fulfilled employees have a higher inclination to collaborate, value diversity, and effectively address disagreements (Saira, 2020). Job happiness can foster prospects for professional advancement and ongoing acquisition of knowledge. Valued employees are more inclined to enhance their abilities and assume additional tasks, leading to increased motivation (Lazar, 2022). According to research findings (Berhanu, 2023), work happiness has a direct and considerable impact on employee performance. (Bulog, 2021) Additionally, it was underscored that leaders have to implement career development initiatives and employee welfare programs in order to foster work happiness. Additionally, (Rachman, 2021) posits that a company's inability to effectively compete with its rivals might be attributed to the departure of prospective personnel who choose to work for other firms.

Hypothesis 1: The level of job satisfaction has a substantial impact on the performance of employees.

## **2.3 Volunteer Management**

Volunteer management refers to the process of effectively overseeing and coordinating volunteers in different situations, taking into account the specific requirements of the volunteer organization or program, as well as the individual traits of the volunteers (Roesch, 2021). Effective volunteer management has a direct impact on volunteer retention, promotes efficient organization and coordination among volunteers, and acknowledges their capacity to effectively accomplish organizational objectives (H. Cho, 2020). Volunteer management encompasses a range of tasks involved in the strategic management of volunteers. These tasks include planning, attracting, selecting, developing, maintaining, and utilizing volunteers to achieve both individual and organizational goals. The ultimate aim is to contribute to the overall objectives of human service organizations (C. Nguyen, 2020). Volunteer management involves perceiving volunteering as a recreational choice and viewing volunteers as customers rather than only as unpaid laborers (Landoni, 2019). Introducing a voluntary management system that promotes work-life balance has the potential to enhance employee job satisfaction (Geurts, 2023). Companies facilitate a harmonious equilibrium between work obligations and personal life for workers by offering chances to participate in voluntary activities (Ma, 2023). Volunteer activities enable employees to cultivate soft skills, like leadership, communication, and

cooperation (Roz, 2021). This can enhance job satisfaction as employees see continuous growth and enhancement of their talents. Companies that have efficient volunteer management systems can provide benefits in the recruitment and retention of talented individuals (Claes, 2023). Employees have a tendency to choose organizations that stress social ideals and offer opportunity to engage in volunteer activities (Shantz, 2021). Implementing voluntary management practices can provide employees the chance to cultivate a broader professional network [64]. Engaging in voluntary activities can facilitate the development of interpersonal connections among employees both within and outside the firm, thereby fostering prospects for professional growth. Effective volunteer management has the potential to enhance a company's brand and image (Xie, 2022). Engaging in volunteer activities may serve as proof of a company's commitment to corporate social responsibility, fostering a favorable perception among both workers and the wider community (Fujiwara, 2021). According to research findings (Ulkuniemi, 2022b), volunteers have a noteworthy impact on the level of work satisfaction among employees. Moreover, (Wang, 2021) elucidated that volunteers are also seen crucial in enhancing job effectiveness in workers. Moreover, according to (C. L. X. H. Y. W. Y. H. K. H. Cho, 2023b), job satisfaction plays a crucial role in motivating volunteers to enhance both the quality and quantity of their labor.

*H2: Directly engaging in volunteering activities has a substantial impact on one's level of work satisfaction.*

*H3: Volunteers have a direct and substantial impact on employee performance.*

*H4: Job satisfaction has a crucial role in mitigating the impact of volunteers, who themselves have a direct and considerable influence on job satisfaction.*

## 2.4 Trait Emotional Regulation

Trait emotional regulation pertains to an individual's capacity to effectively control and regulate the emotions of workers in different circumstances (J. D. A. P. L. J. S. C. W. R. O. H. P. D. A. G. Crane, 2021). Employee job satisfaction pertains to the favorable assessment that workers make on their employment and the environment in which they work (Bres' o, 2021). Employees with a strong capacity for emotional control generally exhibit more emotional stability (Saklofske, 2021). Employees possess the capability to efficiently handle stress and pressure, enabling them to maintain emotional equilibrium in the workplace. Proficiency in emotion regulation allows individuals to successfully adjust to fluctuations in the professional setting (Furnham, 2021). Employees who possess strong adaptability skills typically report greater levels of job satisfaction (Benfield, 2022). Effective regulation of emotions can also enhance the caliber of professional interactions in the workplace (Aziz, 2021). Effective emotional regulation among employees can enhance favorable relationships with colleagues, supervisors, and subordinates, thereby augmenting overall job contentment (Treglown, 2020). Employees that possess proficient emotional regulation abilities exhibit enhanced resilience and display expedited recuperation from unfavorable circumstances. Implementing this approach might mitigate the adverse outcomes of challenging circumstances or conflicts in the professional environment, thereby enhancing overall job contentment (Rey, 2020). Employees with strong emotional control skills demonstrate an enhanced capacity to address issues with more effectiveness (Yu, 2021b). Employees that possess this skill have the capability to identify optimal solutions and enhance job satisfaction when confronted with work-related obstacles or issues (Moroń, 2021). Individuals who possess excellent emotional control features typically demonstrate a high level of dedication to the business in which they are employed (Park, 2022). Employees may have a heightened sense of alignment with business values and organizational objectives, perhaps leading to an elevation in work satisfaction (Rey, 2020). According to research findings (Bausseron, 2020)(Jepsen, 2020)(Zhen, 2020), trait emotional regulation has a direct and significant impact on employee performance. According to (Moroń, 2021), trait emotional regulation has a crucial role in determining an employee's level of job satisfaction. In addition, (Schiavon, 2022) further highlighted that individuals with emotional regulation features can attain optimal job satisfaction and enhance work effectiveness.

*H5: The direct impact of trait emotional regulation on work satisfaction is considerable.*

*H6: The direct impact of trait emotional regulation on employee performance is strong.*

*H7: Job satisfaction plays a crucial role in regulating the relationship between trait emotional regulation and job satisfaction itself.*

### **3. Methodology**

#### **3.1 Sampling and data procedures**

The data collection took place from July 2023 to December 2023, focusing on the employees of PT. Padasa Enam Utama. A structured questionnaire was used for this purpose. Employees are reached through many means including email, telephone, and face-to-face interactions. Out of the 685 questionnaires that were handed out, 252 genuine questionnaires were collected, resulting in a response rate of 36.78%. This study focuses on all employees of PT. Padasa Enam Utama located on Jalan Sutomo Medan. The survey included 165 male respondents, accounting for 65% of the total, and 87 female respondents, accounting for 35%. Subsequently, in terms of individuals' undergraduate education level, there were 241 individuals (96%) who possessed bachelor's degrees, 9 individuals (4%) who held master's degrees, and 2 individuals (1%) who had attained doctorate degrees. Finally, there were a total of 110 employees between the ages of 20 and 29, accounting for 44% of the total. Additionally, there were 75 respondents between the ages of 30 and 39, making up 30% of the total. Furthermore, there were 46 respondents between the ages of 40 and 49, representing 18% of the total. Lastly, there were 21 individuals aged 50 to 55.

#### **3.2 Data analysis**

This research data comes from primary data collected through the distribution of questionnaires that have gone through strict validity and reliability tests. In addition, this research uses Partial Least Squares (PLS) modeling to analyze the conceptual model proposed by (Siregar, 2022).. Given the extensive adoption of PLS route modeling in management and related fields, we use this methodology. This research aims to predict the dependent variable. Therefore, PLS route modeling is considered a suitable study approach. Experts consider PLS to be the most broad and inclusive approach to variance-based structural equation modeling. To validate the proposed correlation, the data was further analyzed using Smart-PLS 3 (Fadli, 2023).

#### **3.3 Measurement**

The measuring scale employed in this study is derived from the indicators of each research variable. Indicators are used to assess employee performance characteristics, including the standard of work produced, the volume of work done, compliance with deadlines, the efficiency and success of work, and the capacity to work autonomously. The measurement of job satisfaction encompasses several variables, including (1) supervision, (2) work environment, (3) advancement chances, (4) support from colleagues, (5) mental work stimulation, and (6) incentives in the form of revenue or wage. In addition, the volunteer variable is assessed by the following indicators: (1) Actively seeking chances to provide aid, (2) Demonstrating long-term commitment, and (3) Devoting significant amounts of time, energy, and financial resources. (4) Individuals are unaware of the recipient's identity. (5) The recipient's activities exhibit improper behavior. Volunteering is discretionary. The trait emotional regulation variable is assessed by indications such as self-awareness, emotion management, emotion utilization, and relationship development.

### **4. Research Results**

#### **Analysis of the Measurement Model (Outer Model)**

Table 1. Convergent Validity Test Results

	Volunteer (X1)	Trait Emotional Regulation (X2)	Job Satisfaction (Y1)	Employee Performance (Y2)
VR1	0,716			
VR2	0,776			
VR3	0,795			
VR4	0,837			
VR5	0,715			
TE1		0,906		
TE2		0,891		
TE3		0,912		
TE4		0,836		
JN1			0,776	
JN2			0,782	
JN3			0,894	
JN5			0,704	
JN5			0,790	
JN6			0,749	
ER1				0,801
ER2				0,823
ER3				0,883
ER4				0,869
ER5				0,858

Source: Data processed by SEM PLS

From the depicted image, it can be inferred that all indicators in the model possess a value exceeding 0.7, hence indicating their reliability in assessing study variables. Subsequently, it might be employed for subsequent analysis.

#### Construct Reliability and Average Variance Extracted (AVE)

The results of data processing show that:

Table 4. Average Variance Extracted (AVE)

Variable	Average Variance Extracted (AVE)
Volunteer (X1)	0,651
Trait Emotional Regulation (X2)	0,712
Job Satisfaction (Y1)	0,579
Employee Performance (Y)	0,655

Source: Data processed by SEM PLS

According to the table provided, the AVE value recommended is more than 0.5. All AVE values are greater than 0.5, indicating that they satisfy the validity criteria established by AVE. According to the provided data, it is evident that the average value exceeds 0.5. With a composite reliability value over 0.7, it may be inferred that the indicators used in this research are capable of measuring in the opposite direction.

#### Coefficient of Determination (R<sup>2</sup>)

Table 2. R-Square

	R Square	R Square Adjusted
Job Satisfaction (Y1)	0,885	0,855
Employee Performance (Y)	0,845	0,817

According to the data in the table, the adjusted R square value for the work satisfaction variable is 0.855, which represents 85.5% of the variability. The remaining 14.5% is attributed to other factors that are not included in this research. The R-squared adjusted value for the employee performance variable is 0.817, or 81.7%. The remaining 18.3% is attributable to other factors that are not included in this research.

### Hypothesis Test / Direct Effect

Table 3. Hypothesis Test

Variabel	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics (O/STDEV)	P Values	Information
Volunteer (X1) > Job Satisfaction (Y1)	0,742	0,744	0,096	7,704	0,000	Significant
Trait Emotional Regulation -> Job Satisfaction (Y1)	0,295	0,296	0,077	3,854	0,000	Significant
Volunteer (X1) > Employee Performance (Y2)	0,288	0,285	0,100	2,879	0,004	Significant
Trait Emotional Regulation -> Employee Performance (Y2)	0,668	0,669	0,076	8,814	0,000	Significant
Job Satisfaction (Y1) -> Employee Performance (Y2)	0,326	0,322	0,118	2,765	0,006	Significant
Volunteer (X1)-> Job Satisfaction (Y1) -> Employee Performance (Y2)	0,642	0,681	0,237	2,076	0,001	Significant
Trait Emotional Regulation (X2)-> Job Satisfaction (Y1) -> Employee Performance (Y2)	0,362	0,365	0,157	4,092	0,000	Significant

## Discussion

### The Effect of Volunteers on Job Satisfaction

The research findings indicate that the active participation of volunteers has a positive and significant impact on leadership within PT Padasa Enam Utama's workforce. This is apparent from the statistically significant p-value of 0.000, which is lower than the significance level of 0.05. Furthermore, the t-count value of 7.704 exceeds the essential t-table value of 1.97. Moreover, the first sample value of 0.742 signifies a favorable correlation between the number of volunteers and the qualities of employees at Padasa PT Padasa Enam Utama. Thus, the hypothesis may be affirmed. The results of this study indicate that the strategic alignment of various elements within an organization is crucial for enhancing the performance and motivation of volunteers, ultimately resulting in the best possible job outcomes. Volunteerism is an innate motivation that inspires individuals to participate in volunteer activities, continuously working towards accomplishing something of higher significance. The motives of these volunteers arise from the numerous challenges they face, which include both concrete and intangible criteria that need to be fulfilled in order to accomplish their objectives.

The findings of this study align with the results of other studies (Ulkuniemi, 2022b)(Geurts, 2023)(Seema; Vikas Choudhary; Garima Saini, 2021), which affirm that volunteers may serve as a useful human asset for disaster risk management. Following natural disasters that affect vulnerable areas, there often arises a pressing necessity to allocate volunteers to appropriate jobs in order to maximize their skills and capabilities. Moreover, a study (Kartal, 2022) asserts that volunteer tactics make a significant contribution to the maintenance of elevated levels of work satisfaction in both retail and non-



retail settings.

### **The Effect of Trait Emotional Regulation on Job Satisfaction**

The research findings indicate that trait emotion control has a positive and significant effect on employee qualifications at PT Padasa Enam Utama. This is evident from the statistically significant p-value of 0.000, which is below the significance level of 0.05. Furthermore, the t-count number of 3.854 exceeds the essential t-table value of 1.97. Moreover, the first sample value of 0.295 suggests a favorable correlation between emotion control and the qualifications of PT Padasa Enam Utama's Paldal personnel. Thus, the hypothesis is deemed valid. The outcomes of this study suggest that trait emotional regulation is a cognitive approach used to manage and adapt emotions that develop in unfavorable circumstances. The objective is to attain the capacity to control behavior, physiological responses, cognitive, and emotional reactions. It also encompasses the capacity to swiftly reestablish emotional control after experiencing a loss of control.

Research undertaken by (J. D. A. P. L. J. S. C. W. R. O. H. P. D. A. G. Crane, 2021)(Yu, 2021b)(Singh, 2021) has shown that persons with a high level of emotional intelligence are more inclined to successfully adjust to the work environment. Emotional intelligence is associated with the ability to acknowledge and comprehend emotions, as well as effectively manage them. Moreover, the findings of the study (Rey, 2020) indicate that persons with elevated emotional intelligence exhibit exceptional interpersonal abilities. Proficient communication and interaction with colleagues and superiors may foster a favorable work environment and perhaps enhance job satisfaction. Furthermore, (Banban, 2021) highlighted the significance of workers possessing a wide range of skills and expertise, as it enables them to effectively assess and adjust to various leadership styles. These characteristics possess the capacity to mold individuals' perceptions of the work environment and impact their degree of contentment.

### **The Effect of Volunteers on Employee Performance**

The research findings indicate that the direct supervision of volunteers has a positive and significant impact on staff performance at PT Padasa Enam Utama. This is evident from the p-value of 0.000, which is below the statistical significance level of 0.05. Furthermore, the tcount value of 2.879 exceeds the ttable value of 1.97. Furthermore, the initial value of 0.288 suggests a direct correlation between the number of volunteers and the performance of PT Padasa Enam Utama's Paldal calryalwaln. The outcomes of this study suggest that workers who participate in voluntary activity contribute to the expansion of their viewpoint and mindset. They possess the capacity to bring varied experiences and perspectives to the professional setting, so stimulating innovation and promoting novel strategies for addressing business obstacles. Moreover, engaging in voluntary activity may mold employees' perception of themselves as making a positive and valuable impact on society. This can foster the cultivation of a strong leadership standing, both internally and externally.

The findings of this research study align with the findings of previous research performed by (Xie, 2022)(B.-L. C. B. M. H. B. R. H. Han, 2021)(Rzymiski, 2021), which indicate that workers who engage in voluntary labor might cultivate a sense of self-worth by providing assistance to others. Enhanced perceptions can positively impact motivation and psychological well-being, thereby influencing performance. Moreover, (Bates, 2022) also asserted that in order to enhance employee performance, it is advisable to often engage in volunteer activities with the intention of making a constructive contribution to society or advancing certain objectives. This can enhance employees' inner drive, which is frequently more enduring than external incentives. Later, (Ulkuniemi, 2022b) argued that engaging in volunteer activities endorsed by the firm might enhance workers' commitment to the company. Employees' sense of workplace affiliation can be enhanced by perceiving that their firm places a high value on societal concerns and ideals.

### **The Effect of Trait Emotional Regulation on Employee Performance**

The research findings indicate that directly regulating emotional states has a positive and significant effect on the performance of employees at PT Padasa Enam Utama. The p-value of 0.000 is below the 0.05 statistical significance threshold, indicating a significant result. Furthermore, the t-count number of 8.814 surpasses the essential t-table value of 1.97. This discovery suggests a direct correlation between the characteristic of emotion management and the performance of Paldal Kalryalwaln PT Padasa Enam Utama. The outcomes of this study suggest that employees with high emotional regulation skills are better equipped to effectively resolve conflicts. They possess the capacity to pursue resolutions that satisfy the requirements of all parties concerned, therefore averting expensive confrontations. Furthermore, individuals with robust trait emotional control have heightened self-awareness of their own emotions and display an enhanced ability to empathize with the emotions of others. Participating in these activities can enhance interpersonal interactions and promote comprehension of colleagues' needs.

The findings of this study align with the results of previous studies (Saklofske, 2021)(Jepsen, 2020)(Zhen, 2020), which indicate that trait emotional control has a direct and substantial impact on employee performance. According to reference (Schiavon, 2022), emotion control has the potential to enhance employees' ability to effectively manage criticism. They possess a higher ability to detach themselves from personal criticism and effectively utilize comments to enhance their job. Moreover, (Dewaele, 2020) additionally demonstrates that individuals with proficient emotion regulation skills are often more adept at managing uncertainty and anxiety during organizational transition. They often exhibit a higher level of preparedness and possess the capability to effectively assist required alterations.

### **The Effect of Job Satisfaction on Employee Performance**

The data analysis indicates that implementing direct work satisfaction has a significant and advantageous impact on staff performance at PT Padasa Enam Utama. This is evident from the extremely significant p-value of 0.000, which is below the significance level of 0.05. Furthermore, the t-count value of 2.765 exceeds the essential t-table value of 1.97. Furthermore, the first sample value of 0.326 demonstrates a direct correlation between the credentials of employees and their performance at PT Padasa Enam Utama. Thus, the hypothesis is deemed valid. The outcomes in this study imply that enhancing job satisfaction might augment employees' sense of pride and ownership in their work. This might cultivate a congenial work culture and enhance their engagement in attaining company objectives. Furthermore, those who attain job satisfaction typically possess a more thorough comprehension of the allocated duties and responsibilities. By enhancing their comprehension of organizational needs, individuals can enhance their performance in their specific duties.

The findings of this study are consistent with the findings of previous studies (Syaifuddin, 2022)(Raja, 2023)(Sastrawan, 2022), which indicate that work satisfaction has a substantial impact on employee performance. Subsequently, it was asserted that job satisfaction plays a role in attaining equilibrium between one's professional and personal life (Ramlawati et al., 2021). Content employees typically exhibit enhanced time management abilities, alleviate job-related stress, and enhance their general quality of life. Subsequently, it was asserted that heightened job satisfaction might significantly diminish employee complaints and grievances (Riyanto, 2021). Contented employees are more inclined to articulate their concerns in a constructive manner and actively participate in seeking resolutions. In order to establish a connection between job happiness and employee performance, firms should make an effort to comprehend the needs and expectations of their workers, offer clear and open feedback, and cultivate a work environment that fosters their growth and welfare.

### **The Effect of Volunteers on Employee Performance Through Job Satisfaction**

The findings of the hypothesis test indicate that work satisfaction plays a major role in moderating the relationship between volunteering and employee performance at PT Fokus Utama Padasa. This is

evident from the significance value of 0.001, which is lower than the alpha value of 0.05, and the t-value of 2.076, which exceeds the critical t-value of 1.97. In order for the hypothesis to be deemed valid. The study's findings suggest that employees who participate in voluntary activities might experience personal development and gain new skills. Engaging in voluntary activities enables individuals to cultivate novel abilities that can enhance their work proficiency. Employee engagement in charitable initiatives may bolster a company's image as a socially responsible organization.

The findings of this study align with the findings of previous studies (Wang, 2021)(Xie, 2022)(Geurts, 2023), which indicate that workers who engage in volunteering activities can effectively decrease the probability of suffering burnout by providing constructive outlets and meeting employees' psychological needs. Engaged employees who actively partake in voluntary work might serve as a catalyst for motivating their colleagues to also get involved in similar activities. According to (Gremigni, 2021) and (Fujiwara, 2021), engaging in volunteer work may enhance individuals' personal and professional worth, therefore augmenting their career development portfolio. Engaging in volunteer efforts may provide valuable experience and strengthen skills that are highly sought after in a professional setting.

### **The Effect of Trait Emotional Regulation on Employee Performance Through Job Satisfaction**

The findings indicated that there is no significant correlation between the physical function and work quality of volunteers with trait emotional control, and the operational performance at PT Padasa. Padasa primarily emphasizes six fundamental aspects. The collected data demonstrate a statistical significance value of 0.000, which is below the threshold of 0.05. The numerical value of 4.092 is higher than 1.97, suggesting a significant correlation between trait emotional control and work volume. Furthermore, the initial sample value of 0.362 provides additional evidence for the role of volunteers in mediating the relationship between trait emotional control and performance. Conclusively, the hypothesis is valid, as shown by the six key findings. The outcomes of this study indicate that individuals with high emotional regulation abilities are more inclined to exhibit the bravery required for generating novel ideas and participating in innovation. The possibility for increased overall job satisfaction exists when innovation leads to increased job happiness. Furthermore, those who possess proficient emotional regulation abilities are prone to demonstrating enhanced focus and attaining elevated degrees of efficiency and exceptional performance in their profession. Enhancing the caliber of work has the capacity to augment a feeling of accomplishment and contentment in one's professional trajectory.

The findings of this study corroborate the findings of previous studies (Morón, 2021)(Banban, 2021)(Aziz, 2021), that emphasize the significant role of work satisfaction in mediating the impact of trait emotional regulation on employee performance. According to reference (Singh, 2021), individuals with high emotion regulation talents have superior skills in efficiently regulating their emotions during customer encounters. Developing these skills can enhance the level of customer service and boost overall work fulfillment. Effective emotional regulation among employees may significantly enhance team performance. Enhancing communication among team members can enhance overall job satisfaction. Moreover, (Saklofske, 2021) argues that the influence of emotional trait regulation on employee performance, which is facilitated by job satisfaction, may be affected by several variables including organizational culture, management support, and the overall work environment. It is crucial to have these things in mind. Hence, adopting strategies that promote the expansion of overall employee incentives and enhance job contentment can yield substantial advantages for organizational effectiveness and success.

## **5. Conclusion**

In closing, the quantitative modelling approach provided meaningful insights into the interrelationships of voluntary work, emotional intelligence and employee effectiveness within Indonesian enterprises. Still, reliance on single firm self-reported data and lack of qualitative probes to clarify findings represent

notable limitations. As next steps, expanding survey samples across sectors and roles would bolster generalizability. Additionally, mixed-methods approaches could enrich understanding of attitudinal and behavioral linkages. There remain substantial opportunities for scholarship informing organizations on harnessing emotional-motivational levers that enhance engagement, fulfillment and productivity simultaneously amidst disruption.

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