

The Influence of Emotional Intelligence and Work Motivation on Employee Performance at the National Unity and Politics Agency (Kesbangpol) of Banggai Laut Regency

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Abstract

This study examines the influence of emotional intelligence and work motivation on employee performance at the Regional Office of the National Unity and Political Agency (Badan Kesatuan Bangsa dan Politik) of Banggai Laut Regency. The study aims to determine whether emotional intelligence and work motivation have partial and simultaneous effects on employee performance, as well as to identify the variable with the most dominant influence. This research employed a quantitative approach using a field research method through interviews, questionnaires, documentation, and literature review. The data were analyzed using statistical techniques, including Analysis of Variance (ANOVA) or the F-test. The findings indicate that emotional intelligence has a positive and significant effect on employee performance. Work motivation is also proven to have a positive and significant effect on employee performance. Furthermore, work motivation was found to be the most dominant variable influencing employee performance. Simultaneous testing revealed that emotional intelligence and work motivation jointly have a positive and significant effect on employee performance. Based on these findings, improving employee performance within the organization requires greater attention to both emotional intelligence and work motivation. Strengthening self-awareness, interpersonal skills, motivational support, and a supportive work environment can help employees perform more effectively and achieve organizational goals

Keywords: *Emotional Intelligence, Work Motivation, Employee Performance*

Abstrak

Penelitian ini mengkaji pengaruh kecerdasan emosional dan motivasi kerja terhadap kinerja pegawai pada Badan Kesatuan Bangsa dan Politik Kabupaten Banggai Laut. Penelitian ini bertujuan untuk mengetahui apakah kecerdasan emosional dan motivasi kerja secara parsial maupun simultan berpengaruh terhadap kinerja pegawai, serta untuk menentukan variabel yang memiliki pengaruh paling dominan. Penelitian menggunakan pendekatan kuantitatif dengan metode penelitian lapangan melalui wawancara, kuesioner, dokumentasi, dan studi pustaka. Data dianalisis menggunakan teknik statistik serta uji ANOVA atau uji F. Hasil penelitian menunjukkan bahwa kecerdasan emosional berpengaruh positif dan signifikan terhadap kinerja pegawai. Motivasi kerja juga terbukti berpengaruh positif dan signifikan terhadap kinerja pegawai. Selain itu, motivasi kerja ditemukan sebagai variabel yang memiliki pengaruh paling dominan terhadap kinerja. Hasil pengujian simultan menunjukkan bahwa kecerdasan emosional dan motivasi kerja secara bersama-sama berpengaruh positif dan signifikan terhadap kinerja pegawai. Berdasarkan hasil tersebut, peningkatan kinerja pegawai dalam organisasi ini memerlukan perhatian terhadap kecerdasan emosional dan motivasi kerja. Penguatan kesadaran diri, keterampilan interpersonal, pemberian dorongan, serta dukungan lingkungan kerja dapat membantu pegawai bekerja lebih efektif dan mencapai tujuan organisasi.

Kata Kunci: Kecerdasan Emosional, Motivasi Kerja, Kinerja Pegawai

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INTRODUCTION

Effective human resources are essential for achieving organizational goals and require employees to possess strong work motivation. Without adequate motivation, organizations will face difficulties in achieving optimal performance. High levels of work motivation encourage employees to work more diligently and improve their job performance. Employee motivation may originate from internal factors, such as the need for financial rewards, recognition, authority, and achievement, as well as external factors, including support from family, colleagues, and supervisors. Organizations therefore expect employees to maintain high levels of motivation in order to achieve optimal performance outcomes.

Optimal performance can be achieved when employees possess strong work motivation (Gumilang et al., 2018). In addition to motivation, the availability of adequate facilities and infrastructure also plays a vital role in supporting employee performance. Welfare-related facilities and security guarantees, such as transportation services and work-supporting equipment, enable employees to perform their duties with greater enthusiasm, productivity, and efficiency (Eddyono, 2021).

As a government institution, the Regional Agency for National Unity and Politics (KESBANGPOL) of Banggai Laut Regency plays a strategic role in maintaining political stability, public security, and social harmony. As an institution responsible for political affairs and public order, employee performance within KESBANGPOL is critical to achieving the organization's strategic objectives.

Employee performance at the Regional Agency for National Unity and Politics of Banggai Laut Regency is influenced by various factors, particularly emotional intelligence and work motivation. Adequate emotional intelligence combined with strong work motivation is expected to improve employee performance and productivity, thereby contributing to the achievement of organizational goals.

Work motivation represents the driving force that encourages employees to perform their duties effectively. It stimulates employees to accomplish organizational objectives that have been established. Therefore, maintaining employees' work motivation is an essential responsibility of organizational leaders. Failure to sustain employee motivation may create obstacles to achieving the organization's goals, vision, and mission effectively.

Based on preliminary observations, several issues related to employee motivation were identified. Many employees perceive financial incentives as the primary factor that enhances their work motivation. Consequently, higher incentive payments are considered the main source of increased motivation, while other motivational factors receive less attention.

Employee performance is also strongly influenced by emotional intelligence and work motivation. Effective job performance reflects the combination of employees' competencies and responsibilities. Performance evaluation generally focuses on the achievement of optimal work outcomes, encompassing teamwork, leadership, quality of work, technical competence, initiative, work enthusiasm, endurance, and productivity.

Field observations further revealed that many employees were unable to achieve organizational performance targets according to established standards. This situation raises the question of whether the problem stems from insufficient work motivation, inadequate emotional intelligence, or organizational performance standards that may be excessively demanding. There is a close relationship between emotional intelligence, work motivation, and employee performance. Adequate emotional intelligence and a supportive work environment provide employees with the psychological and physical support needed to perform their duties effectively. At the same time, high work motivation enhances employees' commitment and enthusiasm to achieve optimal performance.

Research Model

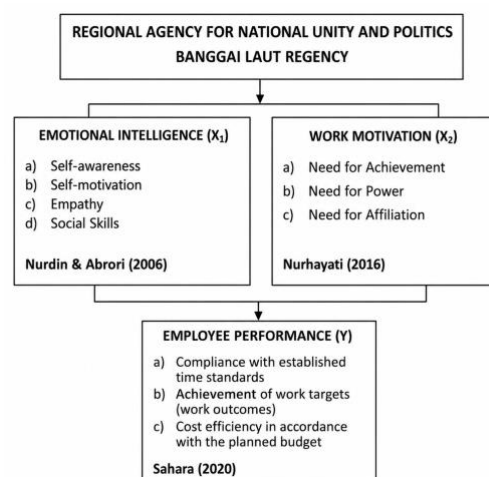


Figure 1. Conceptual Framework

Research Hypotheses

H1: Emotional intelligence and work motivation each have a positive and significant effect on employee performance at the Regional Agency for National Unity and Politics (KESBANGPOL) of Banggai Laut Regency.

H2: Emotional intelligence and work motivation simultaneously have a positive and significant effect on employee performance at the Regional Agency for National Unity and Politics (KESBANGPOL) of Banggai Laut Regency.

H3: Work motivation has a more dominant influence on employee performance than emotional intelligence at the Regional Agency for National Unity and Politics (KESBANGPOL) of Banggai Laut Regency.

METHODOLOGY

This study employed a descriptive quantitative research approach to examine the effects of emotional intelligence and work motivation on employee performance. The research was conducted at the Regional Agency for National Unity and Politics (KESBANGPOL) of Banggai Laut Regency from June to August 2024. The study involved all 31 employees of the agency, who were selected using a saturated sampling technique, whereby the entire population was included as the research sample.

Data were collected through observation, interviews, documentation, and a structured questionnaire using a five-point Likert scale. The collected data were analyzed using IBM SPSS Statistics Version 25, including tests of validity, reliability, multiple linear regression, the coefficient of determination (R^2), the t-test, and the F-test. Statistical analyses were conducted at a 5% significance level to determine the effects of the independent variables on employee performance, both individually (partial effect) and simultaneously (joint effect).

RESULT AND DISCUSSION

Analysis of Respondent Characteristics

Based on Table 1, this study involved 31 employees of the Regional National Unity and Political Affairs Agency (Badan Kesatuan Bangsa dan Politik) of Banggai Laut Regency. The majority of respondents were male, with 18 respondents (58.1%), while 13 respondents (41.9%) were female. In terms of educational attainment, most respondents held a bachelor's degree (S1), accounting for 19 respondents (61.3%), followed by senior high school graduates with 5 respondents (16.1%), diploma (D3) graduates with 4 respondents (12.9%), and master's degree (S2) holders with 3 respondents (9.7%). Regarding age, the majority of respondents were over 45 years old, totaling 16 respondents (51.6%), followed by those aged 30–45 years with 10 respondents (32.3%), and those under 30 years old with 5 respondents (16.1%). Furthermore, based on the table above, all variables have loading factor values greater than 0.70, indicating that all measurement indicators used in this study are valid.

Tabel 1. Respondent Characteristics

Characteristics	Classification	Frequency (n)	Percentage (%)
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Gender	Male	18	58,1%
	Female	13	41,9%
Educational Level	Senior High School	5	16,1%
	Diploma (D3)	4	12,9%
	Bachelor's Degree (S1)	19	61,3%
	Master's Degree (S2)	3	9,7%
Age	< 30 tahun	5	16,1%
	30–45 tahun	10	32,3%
	> 45 tahun	16	51,6%
Total Respondents		31	100%

Validity Test

The validity test was conducted to evaluate the extent to which the measurement instrument accurately measures the intended constructs. A questionnaire item was considered valid if its calculated correlation coefficient (r-value) exceeded the minimum threshold of 0.35. The complete results of the validity test are presented in Table 2.

Tabel 2. Validity Test Results

Variabel		Calculated r-value	Critical r-value	Remark
Emotional Intelligence (X ₁)	X1. 1	0,507	0,35	Valid
	X1. 2	0,512	0,35	Valid
	X1. 3	0,547	0,35	Valid
	X1. 4	0,549	0,35	Valid
Work Motivation (X ₂)	X2. 1	0,553	0,35	Valid
	X2. 2	0,786	0,35	Valid
	X2. 3	0,553	0,35	Valid
Employee Performance (Y)	Y. 1	0,813	0,35	Valid
	Y. 2	0,872	0,35	Valid
	Y.3	0,772	0,35	Valid

As shown in Table 2, the correlation coefficients of all indicators exceed the critical r-value of 0.35, indicating that all measurement items are valid. Therefore, all questionnaire items are considered appropriate for measuring the constructs investigated in this study.

Reliability Test

The reliability test was conducted to assess the consistency and dependability of the measurement instrument for repeated use in similar research. Reliability was evaluated using Cronbach's Alpha (α) because all questionnaire items were measured using an interval scale. A construct was considered reliable if its

Cronbach's Alpha coefficient exceeded 0.60. The results of the reliability test are presented in Table 3.

Tabel 3 Reliability Test Results

Variable	Cronbach's Alpha	Threshold Value	Keterangan
Emotional Intelligence (X1)	0,732	0,60	Reliabel
Work Motivation (X1)	0,879	0,60	Reliabel
Employee Performance (Y)	0,715	0,60	Reliabel

The reliability test results indicate that all variables have Cronbach's Alpha coefficients greater than 0.60. Therefore, all measurement constructs demonstrate satisfactory internal consistency and are considered reliable, indicating that the questionnaire items are appropriate for measuring their respective variables.

Multiple Linear Regression Analysis

Based on the responses collected from the questionnaires, the data were analyzed using a two-predictor multiple linear regression model. In this model, Emotional Intelligence (X_1) and Work Motivation (X_2) served as the independent variables, while Employee Performance (Y) was treated as the dependent variable. The regression analysis was conducted to determine the individual and simultaneous effects of the independent variables on employee performance. The results of the multiple linear regression analysis are presented in Table 4.

Tabel 4 Results of the Two-Predictor Multiple Linear Regression Analysis

Coefficients ^a						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	.712	5.065		.741	.002
	TOTAL_X1	.339	.293	.543	3.248	.004
	TOTA_X2	.373	.100	.592	3.386	.002

The statistical analysis showed that the regression coefficient for Emotional Intelligence (X_1) was 0.339, while the regression coefficient for Work Motivation (X_2) was 0.373. The regression constant was 7.41. Accordingly, the multiple linear regression equation can be expressed as follows:

$$Y = 7,41 + 0,339 X_1 + 0,373 X_2 + e$$

The multiple regression equation was subsequently tested using the t-test and F-test to determine the significance of each regression coefficient. The degree of freedom was calculated as $df = n - k - 1 = 31 - 2 - 1 = 28$, resulting in a critical t-value of 1.701.

1. Effect of Emotional Intelligence (X_1) on Employee Performance (Y)

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DOI : [10.37531/ecotal.v7i2.3987](https://doi.org/10.37531/ecotal.v7i2.3987)

Emotional intelligence is one of the factors influencing employee performance. The regression analysis indicates that emotional intelligence has a positive effect on employee performance, with a regression coefficient of 0.339. This finding implies that every one-unit increase in emotional intelligence is associated with an increase of 0.339 units in employee performance, assuming that other variables remain constant.

The significance of this relationship was evaluated using the t-test, which yielded a t-statistic of 3.248, exceeding the critical t-value of 1.701. In addition, the significance value was 0.040, which is lower than the significance level of 0.05. Therefore, emotional intelligence has a positive and statistically significant effect on employee performance. Consequently, the first hypothesis is supported.

2. Effect of Work Motivation (X_2) on Employee Performance (Y)

Work motivation is another important determinant of employee performance. The regression analysis demonstrates that work motivation has a positive effect on employee performance, with a regression coefficient of 0.373. This result indicates that every one-unit increase in work motivation is associated with an increase of 0.373 units in employee performance, assuming other variables remain constant.

The t-test produced a t-statistic of 3.386, which is greater than the critical t-value of 1.701. Furthermore, the significance value was 0.020, which is below the significance threshold of 0.05. These findings indicate that work motivation has a positive and statistically significant effect on employee performance at the Regional Agency for National Unity and Politics of Banggai Laut Regency. Therefore, the first hypothesis regarding the partial effect is also supported.

Dengan demikian bahwa secara parsial variabel motivasi kerja (X_2) memberikan pengaruh positif dan signifikan terhadap Kinerja (Y), sehingga hipotesis pertama terbukti diterima.

ANOVA (F-Test)

The results of the Analysis of Variance (ANOVA) indicate an F-statistic of 7.450 with a significance value of 0.002, which is lower than 0.05. Using $df = 28$, the critical F-value is 3.340. Since the calculated F-statistic (7.450) is greater than the critical F-value (3.340), the regression model is statistically significant.

Tabel 5 ANOVA Results

ANOVA ^a						
	Model	Sum of Squares	df	Mean Square	F	Sig.
1	Regression	61.279	2	35.740	7.450	.002 ^b
	Residual	106.508	29	4.175		
	Total	108.487	31			

These findings indicate that Emotional Intelligence (X_1) and Work Motivation (X_2) simultaneously have a positive and statistically significant effect on Employee Performance (Y) at the Regional Agency for National Unity and Politics of Banggai Laut Regency. Therefore, the second hypothesis is supported.

Multiple Correlation Analysis

To determine the relationship between Emotional Intelligence (X_1), Work Motivation (X_2), and Employee Performance (Y), a multiple correlation analysis was conducted.

Tabel 6 Model Summary

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.616 ^a	.579	.335	2.043

The SPSS output indicates that the multiple correlation coefficient (R) is 0.616, suggesting a strong positive relationship between emotional intelligence, work motivation, and employee performance.

Coefficient of Determination

The coefficient of determination (R^2) measures the proportion of variance in the dependent variable explained by the independent variables. The analysis produced an R^2 value of 0.579, indicating that 57.9% of the variation in employee performance can be explained jointly by emotional intelligence and work motivation.

The remaining 42.1% of the variance in employee performance is explained by other factors not included in the present study. These findings suggest that emotional intelligence and work motivation make a substantial contribution to improving employee performance, although additional variables beyond the scope of this research also influence employee performance.

1. The Effect of Emotional Intelligence on Employee Performance

The findings indicate that emotional intelligence (X_1) has a positive and statistically significant effect on employee performance (Y). The influence of emotional intelligence on employee performance has become an important topic across various fields, including organizational management and education. Individuals with high emotional intelligence (EQ) are generally more capable of managing stress effectively, enabling them to remain productive and focused on their work responsibilities. Effective stress management helps maintain stable performance, even under challenging working conditions. This finding is supported by Setyaningrum (2024), who emphasized that emotional intelligence plays a more critical role than intellectual intelligence (IQ) in determining workplace success. Previous studies have consistently demonstrated that individuals with high

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emotional intelligence tend to possess stronger leadership abilities, more effective communication skills, and greater capacity for teamwork, all of which contribute positively to employee performance.

Emotional intelligence also enables individuals to communicate more effectively and establish positive working relationships. The ability to recognize, understand, and appropriately respond to the emotions of others enhances collaboration while minimizing workplace conflict. Furthermore, emotional intelligence encourages individuals to pursue organizational goals with persistence and enthusiasm, ultimately leading to improved performance. Employees with high emotional intelligence are generally more adaptable when facing challenges and organizational problems. They are able to think objectively, consider multiple perspectives before making decisions, and solve problems more effectively. Leaders with high emotional intelligence are also better equipped to inspire and motivate their teams, create a positive work environment, and promote higher collective performance. Consequently, employees tend to experience greater job satisfaction, which positively influences their productivity, organizational commitment, and overall work performance.

Overall, emotional intelligence plays a fundamental role in enhancing both individual performance and team effectiveness. Within the organizational context, the development of emotional intelligence contributes to improved work effectiveness, stronger interpersonal relationships, better decision-making, and the achievement of long-term organizational objectives.

2. The Effect of Work Motivation on Employee Performance

The results further indicate that work motivation (X_2) has a positive and statistically significant effect on employee performance (Y). Work motivation represents one of the most important determinants of employee performance and organizational productivity. It refers to the internal and external forces that initiate, direct, and sustain individuals' efforts toward achieving organizational goals. Employee performance, on the other hand, reflects the extent to which employees successfully complete their assigned tasks in accordance with organizational standards. Employees with higher levels of work motivation tend to perform their duties more efficiently and effectively, resulting in higher organizational productivity. Muslih (2012), drawing upon Herzberg's Two-Factor Theory, argued that intrinsic motivational factors, such as recognition, achievement, and meaningful work, significantly enhance employee performance.

Highly motivated employees are more committed to achieving organizational targets and completing their responsibilities with the best possible outcomes. They also tend to experience higher levels of job satisfaction, which is reflected in greater creativity, punctuality, and work quality. Increased job satisfaction further contributes to lower absenteeism and employee turnover. In addition, motivated

employees are more likely to develop innovative solutions to workplace challenges and continuously seek opportunities to improve their performance. Such employees generally demonstrate stronger organizational commitment and greater willingness to invest additional effort in accomplishing organizational objectives. Employees with strong intrinsic motivation perform their duties not merely for financial rewards but because they identify with and are committed to the organization's mission and goals.

These findings are consistent with Maslow's Hierarchy of Needs Theory (Calicchio, 2023), which proposes that human needs are organized into a hierarchical structure ranging from basic physiological needs to self-actualization. Within the workplace, when employees' fundamental needs—such as adequate compensation, job security, and recognition—are fulfilled, they become more motivated to perform effectively. Employees whose needs are satisfied are generally more productive and make greater contributions to organizational success.

The present findings are also consistent with the study conducted by Kurniawan (2019), entitled *The Effect of Work Discipline, Motivation, and Career Development on Employee Performance at the Population and Civil Registration Office of Temanggung Regency, Central Java*. Furthermore, the results support Victor Vroom's Expectancy Theory, which argues that employee motivation depends on three key components: expectancy (the belief that effort will lead to successful performance), instrumentality (the belief that good performance will be rewarded), and valence (the value employees place on those rewards). When employees believe that their efforts will result in high performance and that such performance will be recognized and rewarded, they become more motivated to exert greater effort toward achieving organizational objectives.

Overall, work motivation exerts a substantial influence on employee performance. Numerous motivational theories suggest that motivation originates from both intrinsic factors, such as personal satisfaction and self-development, and extrinsic factors, including recognition, compensation, and organizational rewards. Employees who are highly motivated tend to work more efficiently, creatively, and with stronger organizational commitment, ultimately contributing to higher levels of organizational performance and long-term organizational effectiveness.

3. The Effect of Emotional Intelligence and Work Motivation on Employee Performance

The findings of this study indicate that emotional intelligence and work motivation simultaneously have a positive and statistically significant effect on employee performance at the Regional Agency for National Unity and Politics (KESBANGPOL) of Banggai Laut Regency. Emotional intelligence and work motivation are two essential factors that jointly influence organizational performance. These two variables complement one another: strong emotional

intelligence fosters a supportive psychosocial work environment that enhances productivity, while work motivation provides the psychological drive that encourages employees to perform at their highest potential.

The results further demonstrate that emotional intelligence contributes to improved employee performance, particularly when combined with strong work motivation. Individuals with high emotional intelligence are better able to utilize their intrinsic motivation to achieve superior work outcomes because they can effectively manage stress, regulate their emotions, and develop productive interpersonal relationships (Wibowo & Tjahjono, 2023).

Previous studies have consistently shown that emotional intelligence and work motivation are critical determinants of employee performance. Both factors enhance employees' ability to work effectively, regulate emotions, communicate efficiently, and achieve organizational objectives, all of which contribute to higher levels of job performance. Inadequate emotional intelligence is often associated with increased workplace stress, which may negatively affect employee performance. However, high levels of work motivation can mitigate some of the adverse effects of stressful working conditions. Conversely, a supportive work environment enables employees to cope more effectively with work demands, allowing them to channel their motivation into productive performance. The interaction between emotional intelligence and work motivation therefore helps reduce workplace stress while fostering a more productive organizational environment.

When emotional intelligence and work motivation are combined, their impact on employee performance becomes even more substantial. Employees who possess both high emotional intelligence and strong work motivation remain committed and resilient when facing workplace challenges because they are capable of regulating their emotions while maintaining a high level of work enthusiasm. Likewise, leaders who demonstrate these qualities are better able to motivate their teams, understand employees' needs, and cultivate a work environment that supports productivity. Through their ability to understand and motivate both themselves and others, these individuals contribute significantly to improving overall team performance.

Overall, emotional intelligence and work motivation are complementary factors that exert a substantial influence on employee performance. Together, they enhance employees' capacity to manage stress, communicate effectively, make sound decisions, and promote productivity and innovation. Therefore, strengthening both emotional intelligence and work motivation is essential for improving individual performance and enhancing overall organizational effectiveness.

4. The Dominant Variable Influencing Employee Performance

The findings further reveal that work motivation is the most dominant factor influencing employee performance at the Regional Agency for National Unity and

Politics (KESBANGPOL) of Banggai Laut Regency. Numerous studies in the field of human resource management have identified work motivation as one of the strongest predictors of employee performance. Work motivation encompasses both intrinsic factors, such as personal satisfaction, achievement, and self-fulfillment, and extrinsic factors, including rewards, bonuses, recognition, and career advancement opportunities. These motivational factors directly influence employees' productivity, effectiveness, and commitment in carrying out their organizational responsibilities.

Employees with high levels of work motivation generally demonstrate greater enthusiasm, initiative, and commitment to their duties, which ultimately leads to improved performance. Conversely, employees with low motivation tend to exhibit lower productivity and reduced job performance, potentially affecting overall organizational effectiveness and success (Cahyono, 2024).

Therefore, organizational management should prioritize strategies aimed at enhancing employee motivation. Such strategies include creating a supportive work environment, implementing fair and meaningful reward systems, providing adequate recognition, and offering opportunities for career development and professional growth. Strengthening these motivational factors is expected to improve employee performance while contributing to the long-term effectiveness and sustainability of the organization.

CONCLUSION

Based on the findings of this study, emotional intelligence and work motivation, both individually and simultaneously, have a positive and statistically significant effect on the performance of employees at the Regional Agency for National Unity and Politics (KESBANGPOL) of Banggai Laut Regency. Among the two independent variables, work motivation was identified as the most dominant factor influencing employee performance.

Accordingly, employees are encouraged to continuously develop their emotional intelligence to enhance their ability to manage emotions, communicate effectively, and adapt to workplace challenges. At the same time, organizational leaders should strengthen employee motivation by providing appropriate recognition, constructive feedback, and a supportive work environment that fosters productivity and professional development. Future research is recommended to incorporate additional explanatory variables and investigate broader organizational settings to provide a more comprehensive understanding of the factors affecting employee performance.

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