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The Effect of Emotional Intelligence and Motivation on the Performance of Employees in the Personnel Maintenance Service of the Indonesian National Naval Headquarters

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Abstract: This study aims to determine and analyze the influence of emotional intelligence on employee performance, the influence of motivation on employee performance, and the simultaneous influence of emotional intelligence and motivation on employee performance. The focus of this research was conducted on the Personnel Care Service of the Indonesian Navy Headquarters (Diswatpersal Mabesal), which is an important unit in maintaining security, public order, and personnel readiness. In the context of tasks that require emotional stability, mental toughness, and high motivation, these two variables are considered to have a strategic role in improving the quality of employee performance. This type of research uses a quantitative approach, where data is analyzed in numerical form to objectively test the relationship between variables. In addition, this study also utilizes qualitative data as support, in the form of statements in questionnaires, consultation results, and interviews with informants to enrich the interpretation of the research results. The population in this study amounted to 126 members of the Personnel Care Service of the Indonesian Navy Headquarters, and 96 respondents were selected as the research sample. Hypothesis testing was carried out using SPSS Version 29 software, which is able to analyze complex relationships between variables more accurately. The results of the study indicate that emotional intelligence (X1) and motivation (X2) have a positive and significant influence on employee performance (Y) partially. Meanwhile, the R-Square value of 0.401 or 40.1% indicates that employee performance can be explained by these two variables, while the remaining 59.9% is influenced by other factors not studied, thus opening opportunities for further research with broader variables.

Keyword: Emotional Intelligence, Motivation, Employee Performance.

INTRODUCTION

Employee performance is a key indicator of an organization's success in achieving its goals, including in military organizations such as the Indonesian Navy (TNI AL). Performance

in the military environment is measured not only by achieving work targets but also by discipline, loyalty, compliance with orders, and professionalism in service. Optimal performance is a crucial prerequisite for operational readiness and the effective implementation of national defense duties, therefore, employee performance management requires a systematic approach based on comprehensive human resource management.

The Indonesian Navy Headquarters Personnel Care Service (Diswatpers) plays a strategic role in supporting organizational success through administrative management, welfare, career development, and personnel services. These duties require high levels of employee performance, accuracy, and responsibility. However, empirical evidence suggests that Diswatpers employee performance is not yet optimal, as evidenced by delays in administrative work, low initiative, and fluctuations in work morale. This indicates problems in managing internal factors that influence employee performance.

Theoretically, employee performance is influenced by various individual and organizational factors. Mathis and Jackson (2016) state that performance is determined by ability, motivation, and organizational support. Although the technical capabilities of Indonesian Navy employees are generally met through formal education and training, psychological and behavioral factors such as emotional intelligence and work motivation still require more attention, especially when facing high work pressure and strict disciplinary demands.

Emotional intelligence is an individual's ability to recognize, manage, and control their own emotions and understand the emotions of others (Goleman, 1998). Employees with good emotional intelligence tend to be able to manage stress, adapt to change, and maintain harmonious working relationships. In the context of the Indonesian Navy's Personnel and Personnel Management Service, emotional intelligence is crucial because employees frequently encounter administrative and personnel service issues that require precision, patience, and emotional control.

Besides emotional intelligence, work motivation also plays a crucial role in improving employee performance. Robbins and Judge (2019) explain that motivation is the drive that drives individuals to act and maintain certain work behaviors. In military organizations, motivation stems not only from material aspects, but also from values of devotion, loyalty, and pride in the institution. However, monotonous work routines, limited career development, and the demands of adapting to modern work systems have the potential to reduce employee motivation if not managed effectively.

Emotional Intelligence

Emotional intelligence is an important concept in understanding individual behavior in the workplace, particularly in organizations that demand high discipline such as the military. Goleman (1998) defines emotional intelligence as a person's ability to recognize their own and others' emotions, manage emotions effectively, motivate themselves, and foster positive social relationships. This definition emphasizes that individual success is determined not only by intellectual intelligence (IQ), but also by emotional skills that influence how individuals behave and act. Mayer and Salovey (1997) add that emotional intelligence includes the ability to understand, use, and regulate emotions as a source of information in thinking and acting. In an organizational context, emotional intelligence serves as the foundation for adaptive and professional work behavior.

Furthermore, Bar-On (2006) views emotional intelligence as a set of non-cognitive abilities that influence an individual's ability to cope with the pressures and demands of the work environment. These abilities include self-awareness, self-control, empathy, social skills, and adaptability. Robbins and Judge (2019) state that employees with high emotional intelligence tend to be better able to manage work stress, maintain interpersonal relationships, and demonstrate positive work behaviors. This is particularly relevant in the environment of

the Indonesian Navy's Personnel Management Unit (Diswatpers) Headquarters, where employees frequently face administrative pressures, personnel service demands, and a strict hierarchical system.

In relation to performance, emotional intelligence significantly contributes to employee effectiveness. Mangkunegara (2020) explains that emotional intelligence influences employee work attitudes, discipline, and responsibility in carrying out tasks. Employees who are able to control their emotions will be more focused, objective, and consistent in their work. This aligns with Luthans' (2011) opinion, which states that emotional intelligence supports the development of positive work behaviors and sustainable performance. Therefore, emotional intelligence is a crucial factor in improving the quality of employee performance, particularly within the Indonesian Navy Headquarters Personnel Care Service, which demands high levels of professionalism and emotional stability.

Work motivation

Work motivation is an internal factor that drives individuals to act, strive, and maintain certain work behaviors to achieve organizational goals. Robbins and Judge (2019) define motivation as a process that explains an individual's intensity, direction, and persistence in achieving goals. This definition emphasizes that motivation is not only related to the willingness to work, but also to the consistency and quality of effort demonstrated by employees. Hasibuan (2019) states that work motivation is the drive that causes someone to carry out a task with full responsibility and enthusiasm. In military organizations, motivation has a more complex dimension because it is influenced by the values of devotion, loyalty, and institutional honor.

Classical and modern motivation theories explain that motivation stems from intrinsic and extrinsic factors. Herzberg (1959), through his Two-Factor Theory, distinguished between motivating factors (achievement, recognition, responsibility) and hygiene factors (salary, working conditions, organizational policies). Meanwhile, Maslow (1943), in his hierarchy of needs theory, explained that physiological, safety, social, esteem, and self-actualization needs influence an individual's motivation level. In the context of the Indonesian Navy's Staff and Staff Office (Diswatpers) Headquarters, the need for job security, institutional recognition, and actualization of service are important factors shaping employee motivation.

Work motivation is closely related to employee performance. McClelland (1961) stated that individuals with a high need for achievement will demonstrate better performance than those with low motivation. Wibowo (2019) emphasized that motivation serves as the primary driver of work behavior, so motivated employees will be more disciplined, responsible, and productive. Mangkunegara (2020) also emphasized that strong work motivation encourages employees to optimize their abilities and potential. Therefore, work motivation is a strategic factor in improving the performance of employees at the Indonesian Navy Headquarters Personnel Maintenance Service.

Employee Performance

Employee performance is the work results achieved by individuals in accordance with the tasks and responsibilities assigned by the organization. Mangkunegara (2020) defines performance as the quality and quantity of work results achieved by employees in carrying out their duties in accordance with their assigned responsibilities. This definition emphasizes that performance is measured not only by the amount of work completed, but also by the quality and accuracy of its implementation. Rivai and Sagala (2018) state that employee performance reflects the level of individual success in achieving work standards set by the organization. In the military context, performance also includes aspects of discipline, compliance, and loyalty.

Furthermore, Mathis and Jackson (2016) explain that performance is influenced by ability, motivation, and work opportunities. Gibson et al. (2018) add that performance is the result of the interaction between individual, organizational, and work environment factors.

Wibowo (2019) states that employee performance indicators include productivity, work quality, punctuality, cooperation, and responsibility. In the Indonesian Navy Headquarters' Personnel Service (Diswatpers), employee performance is reflected in the speed of administrative services, the accuracy of personnel data management, and the ability to collaborate within the command system and organizational hierarchy.

Employee performance plays a strategic role in determining overall organizational effectiveness. Armstrong and Taylor (2020) emphasize that optimal individual performance directly contributes to organizational performance. In military organizations, the performance of administrative staff, such as the Personnel and Staff Information Service (Diswatpers), plays a key role in operational readiness and personnel well-being. Therefore, improving employee performance must be supported by managing internal factors such as emotional intelligence and work motivation. With optimal employee performance, the Diswatpers of the Indonesian Navy Headquarters (Mabes TNI AL) can effectively and professionally carry out its service and personnel development functions.

METHOD

Types of research

This study uses a quantitative approach with a causal associative research method, which aims to determine and analyze the influence between independent variables on the dependent variable. According to Sugiyono (2019), quantitative research is a research method based on the philosophy of positivism and is used to study certain populations or samples with the aim of testing formulated hypotheses. Causal associative research is used because this study aims to examine the causal relationship between emotional intelligence and work motivation as independent variables on employee performance as the dependent variable. This approach is considered relevant because it is able to provide an objective and measurable picture of the relationship between variables through statistical analysis (Sekaran & Bougie, 2017). By using this method, the study is expected to produce empirical conclusions that can be generalized in the context of the Indonesian Navy Headquarters Personnel Care Service.

Research Population and Sample

The population in this study was all 126 employees of the Personnel Maintenance Service of the Indonesian Navy Headquarters. According to Arikunto (2018), a population is the entire research subject who has certain characteristics and is relevant to the research objectives. Given the relatively limited population and to increase the level of data representation, this study used a sampling technique by setting a sample size of 98 respondents. The sample determination was carried out using a probability sampling technique with a simple random sampling approach, so that each member of the population has an equal opportunity to be selected as a respondent (Sugiyono, 2019). Sekaran and Bougie (2017) stated that a proportional sample size that is close to the population can increase the reliability of research results and strengthen the generalizability of findings. Thus, the sample size of 98 respondents is considered sufficient to represent the population and meet the requirements of quantitative statistical analysis.

Method Of Collecting Data

The data collection method used in this study was a questionnaire, a data collection technique that involves providing a set of written questions to respondents to answer. According to Sekaran and Bougie (2017), questionnaires are an effective instrument for collecting primary data in quantitative research because they are able to capture data systematically, efficiently, and standardized. The questionnaire in this study was constructed using a five-point Likert scale, ranging from strongly disagree to strongly agree, to measure respondents' perceptions of emotional intelligence, work motivation, and employee performance. The use of questionnaires

was chosen because they are able to measure psychological and behavioral variables objectively and facilitate the process of statistical data processing (Sugiyono, 2019).

Research Instruments

The research instrument used in this study was a closed-ended questionnaire compiled based on indicators for each research variable. Emotional intelligence was measured through indicators of self-awareness, self-control, self-motivation, empathy, and social skills, referring to Goleman's (1998) concept. Work motivation was measured through indicators of need for achievement, recognition, responsibility, internal drive, and work commitment, referring to the theories of Herzberg (1959) and Robbins and Judge (2019). Meanwhile, employee performance was measured through indicators of work quality, work quantity, punctuality, responsibility, and cooperation, as proposed by Mangkunegara (2020). All instruments were compiled in the form of closed-ended statements with a Likert scale and tested for validity and reliability before being used in further analysis.

Data Analysis Methods

The data analysis method in this study uses inferential statistical analysis with the help of Statistical Package for the Social Sciences (SPSS) version 29 software. According to Ghazali (2021), SPSS is a statistical software widely used in social and management research due to its ability to process data accurately and efficiently. The stages of data analysis in this study include validity testing, reliability testing, classical assumption testing (normality, multicollinearity, and heteroscedasticity tests), multiple linear regression analysis, partial tests (t-test), simultaneous tests (F-test), and the coefficient of determination (R²). The use of multiple linear regression analysis aims to determine the magnitude of the influence of emotional intelligence and work motivation on employee performance, both partially and simultaneously, so that comprehensive and empirical conclusions can be obtained (Sugiyono, 2019).

Validity Testing

$$r_{xy} = \frac{n(\sum XY) - (\sum X)(\sum Y)}{\sqrt{n(\sum X^2) - (\sum X)^2} \cdot \sqrt{n(\sum Y^2) - (\sum Y)^2}}$$

The basis for decision making in validity testing is as follows : 1) If the r value is positive and the r result is > r table , then the item or variable is valid. 2) If the r value is negative and r result < r table or r result is negative > r table then the item or variable is invalid.

A questionnaire is declared valid if the r value obtained from the calculation results (r_{xy}) is greater than the table r value (5%).

Instrument Reliability Test

According to Arikunto (2020:221), reliability refers to the degree to which an instrument is sufficiently reliable to be used using the Cronbach's Alpha formula. The formula used in this reliability test is as follows:

$$r_1 = \left[\frac{k}{(k-1)} \right] \left[\frac{S_t^2 - \sum p_i q_i}{S_t^2} \right]$$

The basis for decision making in the reliability test in this study is as follows: 1) If the r alpha value is positive and $r_{\alpha} > r_{table}$, then the item or variable is reliable. 2) If the r alpha value is negative and $r_{\alpha} < r_{table}$ or r_{α} is negative $> r_{table}$, then the item or variable is not reliable.

Multiple Regression Analysis

Sugiyono (2019:277) proposed multiple linear regression analysis used to make predictions, how the value of a variable changes dependent if the value of the independent variable is increased or decreased. This analysis is used by involving two or more independent variables. between the dependent variable (Y) and the independent variables (X₁, and X₂), This method is used to determine the strength of the influence between several factors. independent variables simultaneously with the dependent variable

$$\mu_{Y/X_1, X_2, \dots, X_n} = A + B_1X_1 + B_2X_2 + \dots + B_nX_n$$

technique used in this study was multiple linear regression. The analysis was conducted computerized using the computer program Statistical Product and Service Solutions (SPSS) Version 29 for Windows .

Hypothesis

Hypothesis 1 (H1)

H01: Emotional Intelligence (X₁) does not have a positive and significant effect on Employee Performance (Y). Ha1: Emotional Intelligence (X₁) has a positive and significant effect on Employee Performance (Y).

Hypothesis 2 (H2)

H02: Motivation (X₂) does not have a positive and significant effect on Employee Performance (Y). Ha2: Motivation (X₂) has a positive and significant effect on Employee Performance (Y).

Hypothesis 3 (H3)

H03: Emotional Intelligence (X₁) and Motivation (X₂) simultaneously do not have a positive and significant effect on Employee Performance (Y). Ha3: Emotional Intelligence (X₁) and Motivation (X₂) simultaneously have a positive and significant effect on Employee Performance (Y).

F test

The F test is used to determine whether there is a simultaneous influence between the independent variables on the dependent variable. The F test formula according to Sugiyono (2019:190) is as follows:

$$F = \frac{R^2/k}{(1-R^2)/(n-k-1)}$$

Information:

F = F value (F count)

R 2 = Multiple correlation coefficient

K = Number of independent variables

n = Sample size

The basis for making the decision is as follows: 1)If F count < F table , then H 0 is accepted. 2)If F count > F table , then H0 is rejected.

Coefficient of Determination

The definition of the coefficient of determination according to Andi Supangat (2018:350) is: " The coefficient of determination is a quantity to show the level of strength of the relationship between two or more variables in the form of a percentage (showing how much percentage of the diversity of y can be explained by the diversity of x), or in other words how much x can contribute to y."

Mudrajad Kuncoro (2021:100) states that the coefficient essentially measures the model's ability to explain variation in the dependent variable. The coefficient of determination is between zero (0) and one (1). A small r2 value indicates that the independent variables' ability to explain variation is very limited. A value close to one indicates that the independent variables provide almost all the information needed to predict variation in the dependent variable.

The magnitude of the relationship between the variables "X 1 " and "X 2 " with the variable "Y" can be determined by using the coefficient of determination analysis, which is obtained by squaring the correlation coefficient. Based on the definition above, the coefficient of determination is part of the total diversity of the dependent variable that can be calculated by the diversity of the independent variable calculated with the coefficient of determination with the basic assumption that other factors outside the variable are considered fixed or constant. To determine the value of the coefficient of determination, it can be calculated using the formula:

$$K_d = r^2 \times 100\%$$

Information:

Kd = Value of coefficient of determination

r = Correlation coefficient value

RESULTS AND DISCUSSION

T-Test (Partial)

T-Test Results Table

Coefficients ^a					
Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
1 (Constant)	19,013	3,241		5,866	<0.001
Emotional Intelligence	0.41	0.07	0.505	5,831	<0.001
Motivation	0.192	0.07	0.236	2,729	0.008

a. Dependent Variable: Personnel Work Effectiveness

Source: SPSS Data Processing 29, 2025

Based on the results of the t-test to determine the influence of each independent variable on Employee Performance, the following results were obtained: 1)Emotional Intelligence (Xi)

The test results show a t-value of 5.831 with a significance level of <0.001. The significance value is smaller than 0.05, so H_0 is rejected and H_1 is accepted. Thus, it can be concluded that Emotional Intelligence has a positive and significant effect on Employee Performance. This shows that the better the emotional intelligence possessed by employees, the more employee performance will increase.

2) Motivation (X_2) The t-test results show a calculated t-value of 2.729 with a significance level of 0.008. A significance value smaller than 0.05 indicates that H_0 is rejected and H_2 is accepted. Thus, Motivation has a positive and significant effect on Employee Performance. This means that high employee motivation will have an impact on improving employee performance.

F Test (Simultaneous)

F Test Results Table
ANOVA ^a

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	691,813	2	345,906	31,166	<.001 ^b
	Residual	1032,177	93	11,099		
	Total	1723,990	95			

a. Dependent Variable: Employee Performance
b. Predictors: (Constant), Emotional Intelligence, Motivation

Based on the F-test results, the calculated F-value was 31.166 with a significance level of <0.001 (<0.05). This indicates that Emotional Intelligence and Motivation simultaneously have a positive and significant effect on Employee Performance. Thus, the regression model used is appropriate to explain the influence of the independent variables on the dependent variable.

Coefficient of Determination Test (R^2)

Table of Results of the Determination Coefficient Test (R^2)

Model Summary ^b

Model	R	R Square	Adjusted R Square	Standard Error of the Estimate
1	.633 ^a	0.401	0.388	3,331

a. Predictors: (Constant), Emotional Intelligence, Motivation
b. Dependent Variable: Employee Performance

Source: SPSS Data Processing 29, 2025

Based on the analysis results, the R Square (R^2) value was obtained at 0.401. This indicates that 40.1% of the variation in employee performance can be explained by the variables of Emotional Intelligence and Motivation, while the remaining 59.9% is influenced by other variables outside this research model.

The Adjusted R Square value of 0.388 shows that after adjusting for the number of independent variables, the contribution of the two variables to Employee Performance is 38.8%.

The Influence of Emotional Intelligence on Employee Performance

The results of the study indicate that Emotional Intelligence has a positive and significant effect on Employee Performance. This is evidenced by the t-statistic value of 5.831, which is greater than the t-table (1.985), with an influence coefficient of 0.410 and a P-value <0.05 (<0.001). This finding indicates that the better an employee's ability to recognize, manage, and control their own emotions and the emotions of others, the more optimal their performance will be.

The results of this study align with Goleman's (2018) theory of emotional intelligence, which states that emotional intelligence is a key factor in determining individual success in the workplace, particularly in aspects of self-control, empathy, internal motivation, and social skills. Employees with high emotional intelligence tend to be able to work more effectively, cope well with work pressure, and build productive work relationships, thus directly impacting performance improvement (Robbins & Judge, 2019).

Furthermore, the results of this study align with previous research conducted by BaOmar et al. (2024) and Sulyantir and Gani (2023), which concluded that emotional intelligence has a positive and significant influence on employee performance. Similar findings were also presented by Humaira and Ferine (2025), who emphasized that emotional intelligence is an important predictor of improving individual performance in the public sector. Thus, the results of this study strengthen empirical evidence that emotional intelligence plays a strategic role in improving employee performance.

The Influence of Motivation on Employee Performance

The results of the study also show that motivation has a positive and significant effect on employee performance. This is indicated by the t-statistic value of 2.729, which is greater than the t-table (1.985), with an influence coefficient of 0.192 and a P-value of 0.008 (<0.05). This finding indicates that the higher the work motivation of employees, the higher the level of performance they can achieve.

These results align with the motivation theory proposed by Deci and Ryan (2017) through Self-Determination Theory, which explains that intrinsic and extrinsic motivation play a crucial role in driving individuals to perform optimally. Highly motivated employees demonstrate work ethic, commitment, and perseverance in completing tasks, thus improving the quality and quantity of performance (Mangkunegara, 2020).

Furthermore, the results of this study align with previous research conducted by Gunawan (2021) and Pradana and Suryani (2021), which stated that work motivation has a positive and significant effect on employee performance. Research by Menati (2025) also confirmed that work motivation has a strong relationship with individual performance achievement. Thus, the findings of this study reinforce previous research regarding the importance of motivation in improving employee performance.

The Simultaneous Influence of Emotional Intelligence and Motivation on Employee Performance

Based on the results of the regression analysis, it was found that Emotional Intelligence and Motivation simultaneously have a positive and significant effect on Employee Performance. This finding indicates that improving employee performance is not determined by a single factor, but rather the result of the interaction and joint contribution of employees' ability to manage emotions and their level of work motivation. Therefore, employee performance will improve optimally if emotional intelligence and motivation are developed simultaneously and continuously.

The results of this study align with the organizational behavior theory proposed by Robbins and Judge (2019), which states that individual performance is influenced by a

combination of internal psychological factors, including emotional intelligence and work motivation. Emotional intelligence plays a role in self-control, interpersonal relationships, and adaptability, while motivation serves as the primary driver directing employee work behavior toward achieving organizational goals (Mangkunegara, 2020).

Furthermore, the results of this study align with previous research conducted by BaOmar et al. (2024), which concluded that emotional intelligence and motivation simultaneously have a significant effect on employee performance. Research by Humaira and Ferine (2025) also confirmed that the combination of emotional intelligence and work motivation significantly contributes to improved performance, both directly and through intervening variables. Therefore, the results of this study strengthen empirical evidence that simultaneously managing emotional intelligence and increasing motivation is an effective strategy for improving employee performance.

CONCLUSION

Based on the research results, it can be concluded that emotional intelligence has a positive and significant effect on the performance of employees at the Indonesian Navy Headquarters Personnel Maintenance Service. Employees who are able to recognize, manage, and control their own emotions and understand the emotions of others tend to demonstrate more optimal performance. This confirms that emotional intelligence is an important psychological factor that supports work effectiveness, especially in a military organizational environment that demands high discipline, precision, and the ability to cope with work pressure. This finding is in line with the views of Goleman (2018) and Robbins and Judge (2019) who emphasize the role of emotional intelligence in improving individual performance through self-control, empathy, and social skills.

Furthermore, the research results show that motivation has a positive and significant effect on employee performance. Employees with high work motivation, both intrinsic and extrinsic, tend to have better work ethic, commitment, and perseverance in carrying out their tasks. Motivation serves as the primary driver that drives employees to optimize their potential, thereby impacting the quality and quantity of performance. This finding strengthens the motivation theory proposed by Deci and Ryan (2017) and Mangkunegara (2020), and aligns with various previous studies that state that work motivation is a crucial determinant in achieving employee performance.

Simultaneously, emotional intelligence and motivation have been shown to have a positive and significant impact on employee performance. This indicates that employee performance is not determined by a single factor, but rather the result of a synergy between emotional management skills and motivational drive at work. Emotional intelligence enables employees to manage stress and build effective working relationships, while motivation provides direction and energy in achieving organizational goals. These findings align with the organizational behavior theory proposed by Robbins and Judge (2019) and Armstrong and Taylor (2020), which emphasizes that optimal performance is achieved through the integration of internal psychological factors. Therefore, developing emotional intelligence and continuously increasing work motivation is an effective strategy for improving employee performance within the Indonesian Navy Headquarters Personnel Maintenance Service.

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