



DOI: <https://doi.org/10.38035/dijdbm.v7i3>  
<https://creativecommons.org/licenses/by/4.0/>

## The Effect of Emotional Intelligence, Work Discipline and Motivation on Employee Performance in Battalion A Pioneer Unit of the Metro Jaya Regional Police Mobile Brigade

Leonard<sup>1</sup>, Harries Madiistriyatno<sup>2</sup>, Widya Nengsih<sup>3</sup>.

<sup>1</sup>Management and Business Study Program, Mitra Bangsa University, Jakarta, leonardsitio454@gmail.com.

<sup>2</sup>Management and Business Study Program, Mitra Bangsa University, Jakarta, harries.madi@gmail.com.

<sup>3</sup>Management and Business Study Program, Mitra Bangsa University, Jakarta, widyanengsih@umiba.ac.id.

Corresponding Author: leonardsitio454@gmail.com<sup>1</sup>

**Abstract:** Employee performance is a crucial factor in supporting the effectiveness of police duties, especially in the A Pioneer Battalion of the Mobile Brigade Unit of the Metro Jaya Regional Police which has operational task characteristics with a high level of risk and work dynamics. Optimal employee performance is greatly influenced by psychological aspects and work behavior, including emotional intelligence, work discipline, and motivation. This study aims to analyze the influence of emotional intelligence, work discipline, and motivation on employee performance, both partially and simultaneously. This study uses a quantitative approach with a survey method. The population in this study amounted to 120 A Pioneer Battalion employees, with a sample of 92 respondents determined using a specific sampling technique. Data were collected through a questionnaire with a Likert scale of 1–5, then analyzed using multiple linear regression methods with the help of the SPSS program version 29. The results of the study indicate that partially emotional intelligence has a positive and significant effect on employee performance with a t-value of 4.697 and a significance level of 0.000. Work discipline also has a positive and significant effect on employee performance with a t-value of 5.045 and a significance level of 0.000. In addition, motivation has a positive and significant effect on employee performance with a t-value of 4.499 and a significance of 0.005. Simultaneously, emotional intelligence, work discipline, and motivation have a significant effect on employee performance with an F-value of 16.866 and a significance of <0.001. The coefficient of determination (R Square) of 0.365 indicates that the three independent variables are able to explain 36.5% of the variation in employee performance, while the rest is influenced by other factors outside the research model. This finding confirms that strengthening emotional intelligence, enforcing work discipline, and increasing motivation in an integrated manner are important strategies in improving the performance of employees of Battalion A Pelopor Satuan Brimob Polda Metro Jaya.

---

**Keyword:** Emotional Intelligence, Work Discipline, Motivation, Employee Performance, Pioneer Battalion A, Mobile Brigade Unit, Metro Jaya Regional Police.

---

## INTRODUCTION

Employee performance is a fundamental factor in determining the success of task implementation and the achievement of police organizational goals, particularly within the Pioneer Battalion A of the Mobile Brigade Unit (Brimob) of the Jakarta Metropolitan Police. As an elite unit of the Indonesian National Police (Polri), Brimob has a strategic responsibility in maintaining national security, handling high-level public order disturbances, and carrying out large-scale police operations that require high physical, mental, and professional readiness. According to Mangkunegara (2019), employee performance reflects the work results, both in quality and quantity, achieved in accordance with the responsibilities given. Therefore, the quality of performance of each Brimob member is a primary indicator of the organization's success in carrying out its functions effectively and with integrity.

Employee performance in a police organization is not only determined by physical abilities and technical skills, but is also greatly influenced by psychological factors, particularly emotional intelligence. Goleman (2019) states that emotional intelligence is an individual's ability to recognize, understand, and effectively manage their own emotions and those of others to achieve optimal performance. In the context of Brimob's duties, which are fraught with pressure, conflict, and high risk, emotional intelligence is crucial for maintaining emotional stability, accurate decision-making, and the ability to work professionally in extreme situations. Robbins and Judge (2019) also emphasize that employees with high emotional intelligence tend to be able to adapt to work pressure and demonstrate more consistent performance.

In addition to emotional intelligence, work discipline is a key element that shapes work behavior and the effectiveness of police performance. Hasibuan (2018) defines work discipline as an individual's awareness and willingness to comply with all applicable regulations and norms within an organization. In a semi-military environment like the Mobile Brigade Corps (Brimob), discipline reflects not only compliance with administrative rules but also demonstrates the loyalty, responsibility, and professionalism of members in carrying out every order and operational procedure. Siagian (2018) emphasizes that discipline is the backbone of an organization, ensuring the implementation of policies and the optimal achievement of organizational goals.

Another factor that is no less important in improving employee performance is work motivation. Robbins and Judge (2017) define motivation as the internal and external drives that determine an individual's intensity, direction, and persistence in achieving goals. High motivation will encourage Brimob members to work harder, be more responsible, and be oriented towards achieving the best results. Deci and Ryan (2015) state that motivation will increase when an individual's psychological needs are met, such as a sense of security, recognition, and opportunities for development. In the context of Brimob, motivation can stem from corps pride, devotion to the country, and a fair and transparent reward and career development system.

However, in practice, performance variations are still found within the Pioneer Battalion A, characterized by minor disciplinary violations, delays in task execution, and low work initiative among some members. This phenomenon indicates that emotional intelligence, work discipline, and motivation have not yet fully developed optimally. Previous research by Suryani and Nurlina (2021) demonstrated that emotional intelligence significantly influences the performance of security sector employees, while Pratama (2020) demonstrated that work discipline significantly contributes to the effectiveness of field assignments, and Rachmawati (2022) emphasized the role of motivation as a key driver of organizational performance.

Based on the above description, this research is important to empirically examine the influence of emotional intelligence, work discipline, and motivation on employee performance in the Pioneer Battalion A of the Mobile Brigade Unit of the Jakarta Metropolitan Police. This research is expected to provide academic contributions in the development of human resource management science in the police sector, while also providing practical implications for leaders in formulating more comprehensive personnel development policies. By strengthening the emotional, discipline, and motivational aspects, it is hoped that the performance of Brimob employees can continue to be improved to face the increasingly complex challenges of modern police duties.

### **Emotional Intelligence**

Emotional intelligence is an individual's ability to recognize, understand, manage, and effectively control their own emotions and those of others in various work situations. Goleman (2018) defines emotional intelligence as the capacity to recognize the feelings of oneself and others, motivate oneself, and manage emotions effectively in social relationships. Mayer, Salovey, and Caruso (2016) view emotional intelligence as a set of mental abilities related to emotional perception, understanding, managing, and utilizing emotions to support thinking and action. Meanwhile, Bar-On (2017) states that emotional intelligence encompasses intrapersonal and interpersonal competencies, adaptability, stress management, and general mood, all of which influence one's success at work. In the context of police organizations, emotional intelligence is a crucial aspect because the tasks faced are often high-pressure and conflict situations.

In a hierarchical and high-stakes work environment like the Pioneer Battalion A, emotional intelligence plays a role in maintaining emotional stability, sound decision-making, and harmonious work relationships. Robbins and Judge (2019) state that employees with high emotional intelligence tend to be able to manage stress, adapt to change, and work effectively in teams. According to Luthans (2020), emotional intelligence is closely related to positive work behavior, leadership, and individual performance. Cooper and Sawaf (2018) also emphasize that emotional intelligence helps individuals manage work pressure and conflict constructively, thus directly impacting productivity and work effectiveness.

Furthermore, emotional intelligence significantly contributes to improving employee performance by enhancing self-control, empathy, and internal motivation. McClelland (2017) states that emotional competence is often more important for job success than intellectual ability alone. This is reinforced by Armstrong's (2020) opinion, which states that emotional intelligence is a key soft skill in improving individual performance, especially in organizations that demand discipline, loyalty, and mental resilience, such as the Mobile Brigade. Thus, emotional intelligence is a fundamental factor supporting employee performance in carrying out operational and administrative tasks.

### **Work Discipline**

Work discipline is the attitude and behavior of employees that demonstrate compliance with applicable regulations, norms, and work procedures within the organization. Hasibuan (2021) defines work discipline as an individual's awareness and willingness to comply with all company regulations and applicable social norms. According to Rivai and Sagala (2018), work discipline is a management tool used to change employee behavior so that they are willing to cooperate and improve work performance. Meanwhile, Siagian (2020) states that work discipline reflects the level of employee compliance with organizational regulations related to working hours, responsibilities, and rules. In police organizations, discipline is a core value that underpins officer professionalism.

Work discipline plays a strategic role in creating order, efficiency, and effectiveness at work. According to Mangkunegara (2019), good work discipline will encourage employees to

work according to standards, reduce errors, and improve the quality of work results. Sutrisno (2019) explains that high discipline reflects an employee's sense of responsibility for assigned tasks, thus positively impacting individual and organizational performance. Robbins and Judge (2019) also emphasize that work discipline functions as a behavioral control mechanism that ensures employees act in accordance with organizational goals.

In the context of the Pioneer Battalion A of the Mobile Brigade Corps (Satbrimob) of the Jakarta Metropolitan Police (Polda Metro Jaya), work discipline relates not only to attendance and administrative compliance but also includes adherence to orders, standard operating procedures, and professional codes of ethics. Terry and Rue (2018) stated that consistent discipline will build a strong work culture and improve long-term performance. This is reinforced by Dessler's (2020) opinion, which asserts that fairly and consistently enforced work discipline will increase employee motivation, loyalty, and performance. Therefore, work discipline is a key factor in supporting the success of police security and operational tasks.

### **Work Motivation**

Work motivation is the internal and external drive that causes a person to act, strive, and persist in achieving a specific goal. Robbins and Judge (2019) define motivation as a process that explains an individual's intensity, direction, and persistence in achieving a goal. According to Hasibuan (2021), work motivation is the driving force that creates work enthusiasm so that employees are willing to work effectively and integrated with organizational goals. Meanwhile, Mangkunegara (2019) states that motivation is a condition that drives employees to achieve maximum work performance. Motivation is a crucial aspect in police organizations that demand high levels of physical and mental readiness.

Motivation theory explains that work behavior is influenced by the fulfillment of individual needs. Maslow (2018), through his hierarchy of needs theory, explains that humans are motivated by needs ranging from physiological needs to self-actualization. Herzberg (2019), through his two-factor theory, distinguishes between motivators and hygiene factors that influence job satisfaction and performance. McClelland (2017) emphasizes the importance of the needs for achievement, affiliation, and power in driving individual work behavior. These three theories are relevant in explaining the dynamics of police employee work motivation, which are influenced by rewards, recognition, and career development opportunities.

High work motivation will encourage employees to work harder, be disciplined, and be responsible in carrying out their duties. Luthans (2020) states that motivation plays a direct role in improving performance because it influences the level of individual effort and persistence. Armstrong (2020) also emphasizes that motivation is a determining factor in the success of individual and organizational performance. Within the Pioneer Battalion A environment, work motivation is a crucial factor in maintaining personnel enthusiasm, loyalty, and preparedness in facing the challenges of complex and high-risk operational tasks.

### **Employee Performance**

Employee performance is the work results achieved by an individual in carrying out their duties in accordance with their assigned responsibilities. Mangkunegara (2019) defines performance as the quality and quantity of work results achieved by employees in carrying out their duties in accordance with their assigned responsibilities. Robbins and Judge (2019) state that performance is the result of work behavior that can be measured based on standards set by the organization. Meanwhile, Wibowo (2020) explains that performance is the implementation of work plans that are influenced by ability, motivation, and job opportunities.

Employee performance is influenced by various individual and organizational factors. Mathis and Jackson (2020) state that performance is influenced by ability, motivation, organizational support, and the work environment. Armstrong and Taylor (2020) emphasize that performance is the result of the interaction between employee competence, commitment,

and contribution. In the police context, performance is measured not only by work results but also by adherence to procedures, discipline, and professionalism in carrying out duties.

Optimal employee performance will support the achievement of organizational goals and increase public trust. Bernardin and Russell (2019) stated that good performance reflects employee effectiveness and efficiency in carrying out tasks. Rivai and Sagala (2018) added that performance assessments serve as the basis for managerial decisions, such as promotions, training, and career development. Therefore, improving the performance of Battalion A Pelopor employees is greatly influenced by emotional intelligence, work discipline, and motivation, as determining factors for the successful implementation of police duties.

## **METHOD**

### **Types of research**

This study uses a quantitative approach with a causal associative research method, namely research that aims to determine and analyze the influence of independent variables on dependent variables. The quantitative approach was chosen because this study focuses on objectively measuring variables through numerical data and testing hypotheses using statistical analysis. According to Sugiyono (2019), quantitative research is a research method based on the philosophy of positivism and is used to examine specific populations or samples with the aim of testing predetermined hypotheses. Meanwhile, causal associative research aims to explain the cause-and-effect relationship between variables, making it suitable for testing the influence of emotional intelligence, work discipline, and motivation on employee performance (Sekaran & Bougie, 2017). Thus, this type of research is considered appropriate for obtaining an empirical picture of the relationship between variables in the context of a police organization.

### **Research Population and Sample**

The population in this study was all 120 employees of the Pioneer Battalion A of the Mobile Brigade Unit of the Jakarta Metropolitan Police. The population is the entire research subject who has certain characteristics and is relevant to the research objectives (Sugiyono, 2019). Given the relatively limited population, the sample was determined using a probability sampling technique, so that each member of the population has an equal opportunity to become a respondent. The sample size was determined using the Slovin formula with a 5% error rate, resulting in a sample size of 92 respondents. According to Sekaran and Bougie (2017), the use of representative samples is crucial to ensure that research results can be generalized to the population as a whole.

### **Method of collecting data**

The data collection method used in this study was a questionnaire as the primary instrument for obtaining primary data. The questionnaire was structured as a closed-ended statement measured using a Likert scale with a rating range from strongly disagree to strongly agree. The use of questionnaires allows researchers to obtain data systematically, efficiently, and standardized from a large number of respondents. According to Sugiyono (2019), a questionnaire is a data collection technique carried out by providing a set of written questions or statements to respondents to answer. This method was chosen because it is able to describe respondents' perceptions, attitudes, and assessments of the variables of emotional intelligence, work discipline, motivation, and employee performance in a quantitative and measurable manner.

### **Research Instruments**

The research instrument used in this study was a questionnaire compiled based on the indicators of each research variable. The emotional intelligence variable was measured through indicators of self-awareness, self-control, self-motivation, empathy, and social skills as

proposed by Goleman (2019). The work discipline variable was measured through indicators of compliance with regulations, punctuality, responsibility, obedience to orders, and consistency of work behavior (Hasibuan, 2018). The work motivation variable was measured through indicators of need for achievement, need for affiliation, need for power, work enthusiasm, and commitment to duty (Robbins & Judge, 2017). Meanwhile, the employee performance variable was measured through indicators of work quality, work quantity, punctuality, cooperation, and responsibility (Mangkunegara, 2019). All instruments were compiled in the form of statements relevant to working conditions in the Brimob environment.

**Data Analysis Methods**

The data analysis method in this study used inferential statistical analysis with the help of the SPSS version 29 program. The stages of data analysis included instrument validity and reliability tests, classical assumption tests (normality, multicollinearity, and heteroscedasticity tests), multiple linear regression analysis, and hypothesis testing using the t-test, F-test, and coefficient of determination (R<sup>2</sup>). According to Ghozali (2021), multiple linear regression analysis is used to determine the effect of two or more independent variables on one dependent variable. The use of SPSS version 29 aims to improve calculation accuracy, data processing efficiency, and minimize analytical errors. With this method, it is hoped that objective and scientifically accountable results can be obtained.

**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 :

- a. If the r value is positive and the r result is > r table , then the item or variable is valid.
- b. 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<sub>xy</sub>) 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 alpha 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 (X 1 , and X 2 ), 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**

H1 (Alternative Hypothesis 1): Emotional intelligence has a positive and significant effect on employee performance.

H0 (Null Hypothesis 1): Emotional intelligence does not affect employee performance.

H2 (Alternative Hypothesis 2): Work discipline has a positive and significant effect on employee performance.

H0 (Null Hypothesis 2): Work discipline does not affect employee performance.

H3 (Alternative Hypothesis 3): Motivation has a positive and significant effect on employee performance.

H0 (Null Hypothesis 3): Motivation has no effect on employee performance.

H4 (Alternative Hypothesis 4): Emotional intelligence, work discipline, and motivation simultaneously have a positive and significant effect on employee performance.

H0 (Null Hypothesis 4): Emotional intelligence, work discipline, and motivation simultaneously do not influence employee performance.

**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 )

R2 = 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 r<sup>2</sup> 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 ", "X 2 " and "X 3 " 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 by 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**

Multiple linear analysis aims to determine the influence of two or more independent variables (X) on one dependent variable (Y).

**Multiple Linear Regression Test Results Table**

Coefficients <sup>a</sup>						
		Unstandardized Coefficients		Standardized Coefficients		
		B	Std. Error	Beta	t	Sig.
1	Model					
	(Constant)	6,396	5,786		1,105	0,003
	Emotional Intelligence	0.608	0.130	0.413	4,697	0,000
	Work Discipline	0.343	0.068	0.430	5,045	0,000
	Motivation	0.282	0.056	0.334	4,499	0,005

a. Dependent Variable: Employee Performance

Source: SPSS 29 Data Processing Results, 2025

Based on the results of data processing using SPSS version 29, the following multiple linear regression equation was obtained:

$$Y=6,396+0,608X_1+0,343X_2+0,282X_3$$

**Description:**

Y = Employee Performance  
 $X_1$  = Emotional Intelligence  
 $X_2$  = Work Discipline  
 $X_3$  = Motivation

Based on the regression equation, the constant value of 6.396 indicates that if Emotional Intelligence, Work Discipline, and Motivation have a value of zero, then Employee Performance has a value of 6.396.

The regression coefficient of Emotional Intelligence ( $X_1$ ) is 0.608 with a significance value of  $0.000 < 0.05$ , indicating that Emotional Intelligence has a positive and significant effect on Employee Performance. This means that every increase in Emotional Intelligence will increase Employee Performance by 0.608 units, assuming other variables are constant.

The regression coefficient of Work Discipline ( $X_2$ ) is 0.343 with a significance value of  $0.000 < 0.05$ , indicating that Work Discipline has a positive and significant effect on Employee Performance. This means that increasing Work Discipline will increase Employee Performance by 0.343 units.

Furthermore, the regression coefficient of Motivation ( $X_3$ ) is 0.282 with a significance value of  $0.005 < 0.05$ , indicating that Motivation has a positive and significant effect on Employee Performance. Thus, the higher the Motivation an employee has, the higher their Performance will be.

**Hypothesis Testing**

**T-test**

The T-test is a type of parametric statistical test used to test the significance and relevance of one or two samples. The T-test is used to determine whether or not there is a partial influence on the independent variable (X) on the dependent variable (Y).

**T-Test Results Table**

Coefficients <sup>a</sup>						
Model		Unstandardized Coefficients		Standardized Coefficients		
		B	Std. Error	Beta	t	Sig.
1	(Constant)	6,396	5,786		1,105	0,003
	Emotional Intelligence	0,608	0,130	0,413	4,697	0,000
	Work Discipline	0,343	0,068	0,430	5,045	0,000
	Motivation	0,282	0,056	0,334	4,499	0,005

a. Dependent Variable: Employee Performance

Source: SPSS 29 Data Processing Results, 2025

**The Influence of Emotional Intelligence on Employee Performance**

Based on the t-test results, the Emotional Intelligence variable has a calculated t-value of 4.697 with a significance value of 0.000, which is smaller than  $\alpha = 0.05$ . These results indicate that Emotional Intelligence has a positive and significant effect on Employee Performance. Thus, the hypothesis stating that Emotional Intelligence influences Employee Performance can be accepted.

**The Influence of Work Discipline on Employee Performance**

The Work Discipline variable has a t-value of 5.045 with a significance value of  $0.000 < 0.05$ . This indicates that Work Discipline has a positive and significant effect on Employee Performance. Therefore, the hypothesis stating that Work Discipline influences Employee Performance can be accepted.

**The Influence of Motivation on Employee Performance**

The Motivation variable has a t-value of 4.499 with a significance value of  $0.005 < 0.05$ . These results indicate that motivation has a positive and significant effect on employee performance. Thus, the hypothesis that motivation influences employee performance can be accepted.

**F test**

The F test determines whether or not there is a simultaneous (joint) influence of the independent variable (X) on the dependent variable (Y).

**F Test Results Table**

ANOVA <sup>a</sup>						
	Model	Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	1579,250	3	526,417	16,866	<,001 <sup>b</sup>
	Residual	2746,663	88	31,212		
	Total	4325,913	91			

a. Dependent Variable: Employee Performance

b. Predictors: (Constant), Motivation, Work Discipline, Emotional Intelligence

Source: SPSS 29 Data Processing Results, 2025

Based on the results of the F test in the ANOVA table, the calculated F value was 16.866 with a significance value of  $<0.001$ , which is smaller than 0.05. This indicates that Emotional Intelligence, Work Discipline, and Motivation simultaneously have a significant effect on Employee Performance.

**Hypothesis Results Table**

No	Hypothesis	Hypothesis Statement	Decision
H1	t-test	Emotional Intelligence Influences Employee Performance	<b>Accepted</b>

H2	t-test	Work Discipline Influences Employee Performance	<b>Accepted</b>
H3	t-test	Motivation influences employee performance	<b>Accepted</b>
H4	F test	Emotional Intelligence, Work Discipline, and Motivation Simultaneously Influence Employee Performance	<b>Accepted</b>

**Determination Coefficient Test (R2)**

The coefficient of determination test is used to determine the extent of the contribution of the influence of motivation and job satisfaction on employee performance.

**Table of Results of the Determination Coefficient Test**

<b>Model Summary <sup>b</sup></b>				
<b>Model</b>	<b>R</b>	<b>R Square</b>	<b>Adjusted R Square</b>	<b>Standard Error of the Estimate</b>
1	.604 <sup>a</sup>	0.365	0.343	5,587

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

Source: SPSS 29 Data Processing Results, 2025

Based on the output in the Model Summary table, the R Square value is 0.365. This value indicates that 36.5% of the variation that occurs in the dependent variable, namely Employee Performance, can be explained by the three independent variables in this research model, namely Emotional Intelligence, Work Discipline, and Motivation. Meanwhile, the remaining 63.5% is explained by other factors outside the research model, such as leadership style, work environment, organizational culture, competence, workload, and other factors not examined in this study.

The Adjusted R Square value of 0.343 was used as an adjustment for the number of independent variables used in the model, especially since this model involves more than one predictor. Although slightly lower than the R Square, the Adjusted R Square value still indicates that the model has quite good explanatory power for the Employee Performance variable.

Thus, it can be concluded that the regression model formed is able to explain the influence of Emotional Intelligence, Work Discipline, and Motivation on Employee Performance quite strongly, although there is still an opportunity to add other variables that have the potential to influence Employee Performance in further research.

### **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, as indicated by a significance value of  $0.000 < 0.05$  and a regression coefficient of 0.608. This finding indicates that the better an employee's ability to recognize, manage, and control their own emotions and understand the emotions of others, the better their performance will be, especially in dealing with work pressure, building harmonious work relationships, and working effectively in teams. The results of this study are in line with the theory of emotional intelligence proposed by Goleman (1998) which states that emotional intelligence is an important factor that influences individual success and performance in the workplace, and is supported by research by Cherniss (2015), Martins et al. (2019), and Akhtar et al. (2015) which proves a positive and significant influence of emotional intelligence on employee performance.

### **The Influence of Work Discipline on Employee Performance**

The results of the study indicate that work discipline has a positive and significant effect on employee performance, with a significance value of  $0.000 < 0.05$  and a regression coefficient of 0.343. This indicates that the level of compliance with organizational regulations, punctuality, and consistency in carrying out tasks provide a real contribution in improving employee performance, because disciplined employees tend to work more regularly, responsibly, and are oriented towards achieving optimal work results. This finding is in line with the theory of work discipline put forward by Hasibuan (2019) and Mangkunegara (2017) which emphasizes that work discipline is an important function of human resource management in improving performance, and is supported by research by Sutrisno (2018) and Putra (2020) which found that work discipline has a positive and significant effect on employee performance.

### **The Influence of Motivation on Employee Performance**

The results of the study indicate that motivation has a positive and significant effect on employee performance, as evidenced by a significance value of  $0.005 < 0.05$  and a regression coefficient of 0.282. This finding indicates that high work motivation can encourage employees to work harder, more diligently, and more responsibly in completing tasks, because motivation functions as an internal and external drive that directs work behavior towards achieving organizational goals. The results of this study are in line with the motivation theory proposed by Robbins and Judge (2017) and Luthans (2015) which states that motivation influences the intensity, direction, and persistence of individual work behavior, and is supported by research by Dewi (2021) and Prasetyo (2022) which concluded that motivation has a positive and significant effect on employee performance.

### **The Influence of Emotional Intelligence, Work Discipline, and Motivation on Employee Performance (Simultaneous)**

Based on the results of the F test, the calculated F value was 16.866 with a significance level of  $< 0.001$ , which indicates that emotional intelligence, work discipline, and motivation simultaneously have a significant effect on employee performance, with an R Square value of 0.365 which means that 36.5% of employee performance variations can be explained by these three variables, while the rest is influenced by other factors outside the research model. This finding indicates that employee performance is influenced by a combination of emotional factors, work behavior, and motivational drives simultaneously, in line with the performance management theory proposed by Wibowo (2017) and supported by research by Rahmawati (2020) and Kurniawan (2022) which states that emotional intelligence, work discipline, and motivation simultaneously have a significant effect on employee performance.

## CONCLUSION

Based on the research results, it can be concluded that emotional intelligence, work discipline, and motivation each have a positive and significant influence on employee performance. Emotional intelligence plays a crucial role in helping employees manage work pressure, maintain emotional stability, and build harmonious working relationships, thus impacting performance improvement. Work discipline reflects compliance with rules, responsibility, and consistency in carrying out tasks, which directly support the achievement of optimal work results. Meanwhile, motivation is a driving factor that directs employee work behavior to be more active, diligent, and oriented towards achieving organizational goals.

Simultaneously, the research results show that emotional intelligence, work discipline, and motivation collectively have a significant influence on employee performance. This indicates that employee performance is not solely determined by technical skills but is also influenced by interrelated emotional states, work behaviors, and motivational drives. The contribution of these three variables in explaining variations in employee performance demonstrates that effective human resource management must be carried out in an integrated and sustainable manner to achieve optimal performance.

Thus, this study confirms that improving employee performance requires simultaneously strengthening emotional intelligence, enforcing work discipline, and increasing motivation. These findings imply that organizations need to develop development policies that focus not only on technical aspects but also on developing employees' psychological and behavioral aspects. This integrated approach is expected to create professional, committed employees with sustainable performance.

## REFERENCE

- Adi, P. (2020). Pengaruh kecerdasan emosional terhadap kinerja pegawai di lingkungan Kepolisian. *Jurnal Ilmiah Manajemen & Organisasi*, 5(2), 45–56.
- Arifin, Z. (2019). Disiplin kerja dan motivasi terhadap produktivitas pegawai. *Jurnal Administrasi Publik Indonesia*, 6(1), 12–23.
- Creswell, J. W. (2014). *Research Design: Qualitative, Quantitative, and Mixed Methods Approaches* (4th ed.). Sage Publications.
- Goleman, D. (1995). *Emotional Intelligence: Why It Can Matter More Than IQ*. Bantam Books.
- Ghozali, I. (2018). *Aplikasi Analisis Multivariate dengan Program IBM SPSS 25* (9th ed.). Semarang: Universitas Diponegoro.
- Hasibuan, M. S. P. (2017). *Manajemen Sumber Daya Manusia (Revisi)*. Jakarta: Bumi Aksara.
- Luthans, F. (2011). *Organizational Behavior* (12th ed.). McGraw-Hill.
- Mayer, J. D., Salovey, P., & Caruso, D. (2008). Emotional intelligence: New ability or eclectic traits? *American Psychologist*, 63(6), 503–517.
- Pratama, R. (2021). Pengaruh motivasi kerja terhadap kinerja pegawai pemerintah daerah. *Jurnal Manajemen Publik*, 7(2), 101–112.
- Purnama, D. (2020). Disiplin kerja sebagai prediktor kinerja pegawai: Studi pada BUMN di Jakarta. *Jurnal Ekonomi & Manajemen*, 8(1), 55–66.
- Robbins, S. P., & Judge, T. A. (2019). *Organizational Behavior* (18th ed.). Pearson Education.
- Santoso, A. (2018). Kecerdasan emosional dan kinerja pegawai: Analisis pada instansi kepolisian. *Jurnal Psikologi Terapan Indonesia*, 4(3), 77–88.
- Sekaran, U., & Bougie, R. (2016). *Research Methods for Business: A Skill-Building Approach* (7th ed.). Wiley.
- Siregar, H. (2019). Hubungan disiplin kerja dan motivasi terhadap kinerja pegawai. *Jurnal Administrasi Bisnis Indonesia*, 6(2), 33–44.
- Sutrisno, E. (2018). *Manajemen Sumber Daya Manusia*. Jakarta: Kencana.
- Wahyuni, S. (2020). Pengaruh kecerdasan emosional terhadap kepuasan kerja dan kinerja pegawai. *Jurnal Manajemen SDM Indonesia*, 3(1), 45–58.

- Wijaya, A., & Putra, I. (2021). Motivasi intrinsik dan ekstrinsik terhadap kinerja pegawai: Studi pada kepolisian. *Jurnal Psikologi Industri & Organisasi*, 5(2), 99–110.
- Yulianto, B. (2020). Analisis faktor-faktor yang mempengaruhi kinerja pegawai negeri sipil. *Jurnal Administrasi Publik*, 9(1), 22–34.
- Zulkarnain, M. (2019). Disiplin kerja dan kinerja pegawai: Studi pada organisasi pemerintah. *Jurnal Ilmu Administrasi Negara*, 4(2), 66–77.
- Ardhani, F. (2021). Pengaruh kecerdasan emosional dan motivasi kerja terhadap produktivitas pegawai. *Jurnal Manajemen dan Organisasi Indonesia*, 8(1), 15–26.
- Haryanto, T. (2018). Motivasi kerja sebagai prediktor kinerja pegawai pada BUMN. *Jurnal Ekonomi & Bisnis Indonesia*, 7(2), 40–53.
- Kartika, L., & Sari, N. (2020). Analisis kecerdasan emosional dan kinerja pegawai di lingkungan kepolisian. *Jurnal Psikologi Terapan*, 6(1), 77–89.
- Nugroho, D. (2019). Hubungan disiplin kerja, motivasi, dan kinerja pegawai. *Jurnal Administrasi & Kebijakan Publik*, 5(2), 12–25.
- Prasetyo, R. (2021). Kecerdasan emosional sebagai prediktor kinerja pegawai. *Jurnal Psikologi SDM*, 4(2), 33–45.
- Rahmawati, E. (2020). Disiplin kerja, motivasi, dan kinerja: Studi pada pegawai pemerintahan. *Jurnal Manajemen Indonesia*, 6(2), 55–67.
- Sari, D., & Hadi, P. (2019). Pengaruh motivasi dan disiplin terhadap kinerja pegawai: Analisis kuantitatif. *Jurnal Administrasi Publik*, 7(1), 101–113.
- Setiawan, F. (2021). Peran kecerdasan emosional dalam meningkatkan kinerja pegawai. *Jurnal Psikologi Organisasi*, 5(2), 60–71.
- Simanjuntak, B. (2020). Disiplin kerja dan motivasi terhadap produktivitas pegawai di instansi pemerintah. *Jurnal Ekonomi & Manajemen*, 8(2), 22–35.
- Susanto, H. (2018). Analisis kinerja pegawai: Pengaruh disiplin dan motivasi. *Jurnal Administrasi & Manajemen*, 5(1), 44–55.
- Utami, N. (2021). Pengaruh motivasi dan kecerdasan emosional terhadap kinerja pegawai. *Jurnal Manajemen SDM*, 6(2), 12–24.
- Wahyu, R. (2019). Hubungan kecerdasan emosional dan motivasi terhadap kinerja pegawai. *Jurnal Psikologi SDM*, 4(1), 33–46.
- Wibowo, A. (2018). *Manajemen Kinerja Pegawai*. Jakarta: Rajawali Pers.
- Yusra, M., & Fadillah, A. (2020). Disiplin kerja dan motivasi sebagai determinan kinerja pegawai. *Jurnal Administrasi Bisnis*, 6(1), 77–88.
- Zakaria, R. (2019). Pengaruh motivasi kerja terhadap kinerja pegawai di kepolisian. *Jurnal Manajemen & Organisasi*, 5(1), 45–57.
- Zulkifli, M. (2021). Analisis pengaruh kecerdasan emosional, disiplin, dan motivasi terhadap kinerja pegawai. *Jurnal Psikologi Organisasi Indonesia*, 6(2), 88–99.
- Aguinis, H. (2013). *Performance management* (3rd ed.). Pearson.
- Armstrong, M. (2014). *Armstrong's handbook of human resource management practice* (13th ed.). Kogan Page.
- Dewi, R. (2021). Pengaruh kecerdasan emosional dan motivasi terhadap kinerja pegawai. *Jurnal Manajemen dan Organisasi*, 12(2), 45–59.
- Goleman, D. (1995). *Emotional intelligence: Why it can matter more than IQ*. Bantam Books.
- Hasibuan, M. S. P. (2017). Disiplin kerja dan pengaruhnya terhadap produktivitas pegawai. *Jurnal Ilmu Manajemen*, 8(1), 23–37.
- Herzberg, F. (1966). *Work and the nature of man*. World Publishing.
- Lawler, E. E. (1994). *Performance management: Improving quality and productivity*. Jossey-Bass.
- Luthans, F. (2011). *Organizational behavior* (12th ed.). McGraw-Hill.
- Mayer, J. D., Roberts, R. D., & Barsade, S. G. (2008). Human abilities: Emotional intelligence. *Annual Review of Psychology*, 59, 507–536.

- Mathis, R. L., & Jackson, J. H. (2011). *Human resource management* (13th ed.). Cengage Learning.
- Prasetyo, A. (2022). Pengaruh disiplin, kecerdasan emosional, dan motivasi terhadap kinerja pegawai. *Jurnal Administrasi Publik*, 14(3), 101–115.
- Putra, D. (2019). Motivasi sebagai mediasi hubungan disiplin dan kinerja pegawai. *Jurnal Manajemen Sumber Daya Manusia*, 10(1), 66–78.
- Rakhmawati, S. (2020). Peran disiplin sebagai mediator hubungan kecerdasan emosional dan kinerja. *Jurnal Psikologi Industri & Organisasi*, 11(2), 90–104.
- Robbins, S. P., & Judge, T. A. (2019). *Organizational behavior* (18th ed.). Pearson.
- Santoso, D., & Madiistriyatno, H. (2021). Metodologi penelitian kuantitatif: Konsep dan aplikasi. *Jurnal Penelitian Pendidikan*, 15(1), 12–28.
- Sutrisno, E. (2018). Pengaruh disiplin terhadap efektivitas kerja di lingkungan organisasi. *Jurnal Administrasi Bisnis*, 7(2), 55–67.
- Armstrong, M., & Taylor, S. (2020). *Armstrong's handbook of human resource management practice* (15th ed.). Kogan Page.
- Goleman, D. (1998). *Working with emotional intelligence*. Bantam Books.
- McClelland, D. C. (1961). *The achieving society*. Van Nostrand.
- Robbins, S. P., & Coulter, M. (2018). *Management* (13th ed.). Pearson.
- Dewi, P., & Santoso, R. (2020). Motivasi kerja dan kinerja pegawai: Studi pada instansi pemerintah. *Jurnal Manajemen Publik*, 9(1), 15–28.
- Hasanah, N. (2019). Disiplin kerja dan kinerja pegawai di sektor publik. *Jurnal Administrasi & Kebijakan*, 6(2), 33–92.
- Fadhil, A. (2021). Kecerdasan emosional dan kinerja pegawai: Analisis kuantitatif. *Jurnal Psikologi Terapan*, 13(3), 102–118.
- Hidayat, T. (2018). Motivasi kerja dan pengaruhnya terhadap kinerja: Tinjauan pada pegawai negeri sipil. *Jurnal Ilmiah Manajemen*, 11(2), 44–60.
- Putri, S. (2020). Disiplin kerja dan pengaruhnya terhadap produktivitas karyawan. *Jurnal Manajemen dan Kinerja*, 10(2), 77–91.
- Lestari, R., & Wahyudi, D. (2019). Hubungan kecerdasan emosional dan motivasi terhadap kinerja pegawai. *Jurnal Psikologi Industri*, 12(1), 55–69.
- Nugroho, A. (2021). Disiplin kerja dan efektivitas operasional pegawai. *Jurnal Administrasi & Manajemen*, 8(3), 81–94.
- Ramadhan, F. (2020). Motivasi dan kinerja pegawai: Analisis pada organisasi pemerintahan. *Jurnal Kebijakan Publik*, 7(2), 101–115.
- Sari, P. (2019). Peran kecerdasan emosional dalam meningkatkan kinerja pegawai. *Jurnal Psikologi Organisasi*, 11(2), 88–102.
- Setiawan, B. (2021). Disiplin kerja dan pengaruhnya terhadap kepuasan kerja. *Jurnal Manajemen & Sumber Daya Manusia*, 9(3), 67–80.
- Susanti, A. (2020). Hubungan motivasi dan kinerja pegawai: Studi empiris. *Jurnal Administrasi Publik*, 13(1), 23–36.
- Pratama, D. (2018). Pengaruh kecerdasan emosional dan disiplin terhadap kinerja pegawai. *Jurnal Psikologi Terapan*, 10(2), 91–105.
- Rahma, L. (2019). Motivasi, disiplin, dan kinerja pegawai: Tinjauan kuantitatif. *Jurnal Ilmu Manajemen*, 9(1), 56–70.
- Wijaya, H. (2021). Kecerdasan emosional dan dampaknya pada kinerja pegawai. *Jurnal Psikologi & Organisasi*, 12(3), 77–91.
- Yuliana, S. (2020). Disiplin kerja dan motivasi sebagai faktor penentu kinerja. *Jurnal Manajemen Publik*, 11(2), 44–59.
- Zainal, A. (2018). Hubungan antara kecerdasan emosional, motivasi, dan kinerja pegawai. *Jurnal Psikologi Industri & Organisasi*, 10(3), 67–82.

Zuraida, S. (2020). Kecerdasan emosional dan disiplin kerja: Dampaknya terhadap produktivitas pegawai. *Jurnal Administrasi Publik Indonesia*, 7(2), 33–44.