



Emotional Intelligence, Motivation as a Determinant of Employee Performance

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Abstract—This research aims to the influence of emotional intelligence and motivation on the performance of employees at PT. Bintang Indonesia Lumajang. This study uses a quantitative approach which is hypothesis testing. The method of data analysis is multiple regression analysis with the help of SPSS 26. The population used was all employees of the PT. Bintang Indonesia Lumajang and the sampling technique used a census technique, which means that all members are sampled, namely employees at PT. Bintang Indonesia Lumajang, totaling 39 employees. The results showed that personality type has no significance on employees' performance at PT. Bintang Indonesia Lumajang. Work discipline has a significant on employees' PT. Bintang Indonesia Lumajang. Personality type and organizational citizenship behavior both have a sign have significant on employees' PT. Bintang Indonesia Lumajang.

Keywords— *Emotional intelligence, Motivation, Employee Performance*

I. INTRODUCTION

This study focuses on improving the performance of human resources through internal factors, namely the emotional intelligence of individual employees and motivation obtained by employees from the company. In developing countries like Indonesia, most of the human resources have poor emotional intelligence, if they are not properly educated. Emotional intelligence is a person's abilities such as self-awareness, recognizing one's own emotions, detecting the emotions of others, and managing emotions and information, about other people. In a company, good human resources are required to be professional at work, so they can motivate themselves to improve their performance, likewise at PT. Bintang Indonesia Lumajang.

PT. Bintang Indonesia Lumajang is a property & decoration developer company. PT. Bintang Indonesia Lumajang is one of the biggest developers in Lumajang City. A large amount of land managed and the many developments carried out by the company for housing

construction in the Lumajang City area have succeeded in making potential users or buyers look toward PT. Bintang Indonesia Lumajang. At PT. Bintang Indonesia Lumajang, employees must recognize the character of the prospective user about work. This is because at PT. Bintang Indonesia Lumajang not only serves cash purchases but also related to mortgages, as well as working with several related agencies such as banks. Employees must be able to establish relationships or position themselves to be able to continue to support the company both on a targeted basis and improve the performance of the company itself in the community. Balanced emotional intelligence can influence employees for their performance. Rizki, Via Lailatur [1] with the results of emotional intelligence having a significant positive effect on employee performance. However, there are previous similar studies that say that emotional intelligence has a negative influence on employee performance, namely research conducted by Lansart, Thea A, Bernhard Tewal, and Lucky O.H Dotulong [2] In addition to emotional intelligence, motivation must be owned by both individual employees and motivation provided by related management.

Motivation is a condition that causes a person to carry out an activity consciously [3]–[6]. Then Siagian [7], the right motivation, will make employees encourage to do their work optimally, because they believe the success of the organization will be achieved by the target, and the personal interests of the employees at the organization will also be maintained. To create enthusiasm for employees to be more active at work, carry out tasks, and work according to the company's vision and mission that has been set, motivation is needed in the organization. So, it can improve employee performance in implementing responsibility and carrying out along with fulfilling the needs that should be fulfilled as a human being. Individuals will be motivated to do a job optimally if basic needs are met. This is supported by research by Wahyudi [8] that motivation influences employee performance. However, research according to Bukhari and Pasaribu [9] states that motivation has an insignificant negative effect on performance.

II. LITERATURE REVIEW

A. Emotional Intelligence

According to Daniel Goleman [10], emotional intelligence is the ability to recognize the feelings of oneself and others, the ability to motivate and manage one's own emotions, and relate to others.

B. Motivation

Wilson Bangun [11] Motivation is the desire or willingness that exists in a person to cause that person to take an action. A person or employee takes action for something in achieving the goal to be achieved.

B. Performance

Performance is the result of work that can be achieved by a person or group of people in an organization both quantitatively and qualitatively, by the authority, duty, and responsibility of each to achieve the goals or target in the organization concerned legally, not violating the law and by morals and ethics[12].

III. RESEARCH METHODS

This research used quantitative research. Variables in this research are (X) independent and (Y) dependent. Emotional intelligence (X₁) and motivation (X₂) are independent variables, while for (Y) dependent variable is employee performance. The population in this research were all employees at PT. Bintang Indonesia Lumajang has as many as 39 employees. The sampling technique used the census method, of all employees of PT. Bintang Indonesia Lumajang. Data collection techniques for this research used questionnaires and observations.

Data method analysis in this research used multiple regression analysis. Include instrument test: validity and reliability test classical assumption: normality, multicollinearity, and heteroscedasticity test, then multiple regression analysis, hypothesis test: partial and simultaneous test and determination.

IV. RESULT AND DISCUSSION

A. RESULT

1. Result of Data Analysis

a. Validity Test

The result of the validity test in this research using SPSS 26. If the value of r >0.30, then the research instrument is declared valid. The following are the results of the validity test in Table 1 :

Table 1. Validity Test

Variable	Item	Pearson Product moment (r item)	Sig.	Information
Emotional Intelligence	X _{1,1}	0,588	0,000	Valid
	X _{1,2}	0,753	0,000	Valid
	X _{1,3}	0,709	0,000	Valid
	X _{1,4}	0,552	0,000	Valid
	X _{1,5}	0,616	0,000	Valid
Motivation	X _{2,1}	0,786	0,000	Valid
	X _{2,2}	0,660	0,000	Valid
	X _{2,3}	0,730	0,000	Valid
	X _{2,4}	0,610	0,000	Valid
	X _{2,5}	0,675	0,000	Valid
Performance	Y ₁	0,870	0,000	Valid
	Y ₂	0,716	0,000	Valid
	Y ₃	0,617	0,000	Valid
	Y ₄	0,839	0,000	Valid
	Y ₅	0,751	0,000	Valid

Source: Data process 2023

The results from the validity test based on table 1, variables of emotional intelligence, motivation, and performance produce a significant value above 0.03, it can be concluded that the result data is valid.

b. Result of Reliability Test

Results of the reliability test are reliable if Cronbach's Alpha value >0.60. The results of the Cronbach alpha level in research using SPSS 26 assistance with the output results are as follows:

Table 2. Reliability Test

Variable	Cronbach Alpha.	Reliability	Information
Emotional intelligence (X ₁)	0,644	> 0,60	Reliable
Motivation (X ₂)	0,714	> 0,60	Reliable
Performance (Y)	0,816	> 0,60	Reliable

Source: Data process 2023

The reliability test results based on Table 2 shows that the data obtained is reliable, and the value Cronbach Alpha from all variable in this research: emotional intelligence, motivation, and performance is greater than 0.60.

2. Classical Assumption Test

a. Result of Normality Test

The results of the normality test :

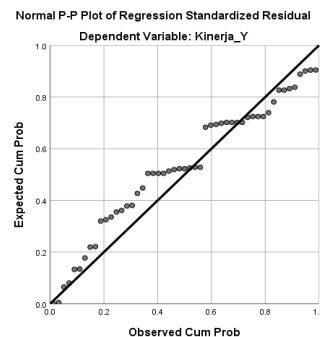


Figure 1. The result of the Normality Test

Source: Data process 2023

Based on the results from the Figure 1 normality test, the P-Plot shows data spread around the diagonal line and follows

the direction of the diagonal line. According to (Ghozali, 2005: 146), a good regression model is a model that has a normal data distribution where the data is spread around a diagonal line. Based on Figure 1, in this research normality test assumption of normality was met.

b. Result Multicollinearity Test

The results of the multicollinearity test :

Table 3. Multicollinearity Test

Variable	Tolerance	VIF	Information
Emotional intelligence (X ₁)	,868	1,152	VIF < 10 Multicollinearity free
Motivation (X ₂)	,868	1,152	
Performance (Y)			

Source: Data process 2023

Based on Table 3, all of the independent variables (X) emotional intelligence (X₁) and motivation (X₂), tolerance values ≥ 0.1, and VIF values ≤ 10, it can be concluded that this regression model for this research does not have multicollinearity problems.

c. Heteroscedasticity Test

The result of the heteroscedasticity test :

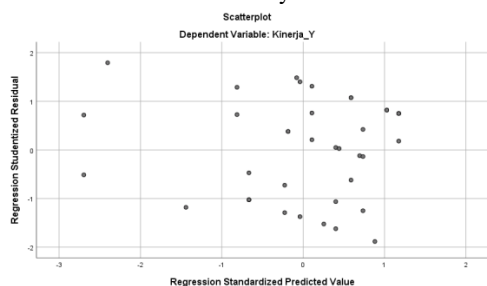


Figure 2. Heteroscedasticity Test

Source: Data process 2023

Based on the results of the heteroscedasticity test in Figure 2, the residuals are randomly distributed around the zero point, it can be concluded that this study does not occur heteroscedasticity. A good regression model is that there is no heteroscedasticity or homoscedasticity based on residual analysis randomly distributed around the zero point.

3. Multiple Linear Regression Analysis

The results of the multiple linear regression analysis equation used the data analysis tools SPSS 26 :

Table 4 . Multiple Linear Regression Analysis

Model	Coefficients ^a				
	Unstandardized Coefficients		Standardized Coefficients		Sig.
	B	Std. Error	Beta	t	
1 (Constant)	11.004	7.864		1.399	.170
EmotionalIntelligence_X1	.624	.232	.421	2.692	.011
Motivation_X2	-.146	.174	-.131	-.838	.408

a. Dependent Variable: Kinerja_Y

Source: Data process 2023

Based on Table 4, the regression equation is obtained, as follows:

$$Y = a + b_1X_1 + b_2X_2 + e$$

$$Y = 11.004 + 0,624 EI + -0,146 M + e$$

Information :

Y = Employee Performance Variable

a = Constant

b = Regression coefficient

EI = Emotional Intelligence

M = Motivation Variable

The interpretation theory of multiple linear regression analysis equations is :

- 1) The constant value of 11.004 means that if emotional intelligence and motivation variables are not carried out or equal to zero, then employee performance remains at 11.004.
- 2) The relationship of emotional intelligence on employee performance at PT. Bintang Indonesia Lumajang has a positive value of 0.624, which means that for every 1% change in percentage, emotional intelligence will increase by 0.624.
- 3) The relationship between motivation and employee performance at PT Bintang Indonesia Lumajang, in statistical tests shows a negative value of -0.146, which means that for every 1% percentage change, motivation will decrease by -0.146.

4. Hypothesis Test

a. Partial Test (t-test)

A partial test was used to examine the effects of independent variables independent (X₁) emotional intelligence and (X₂) motivation on the dependent variable Y employee performance separately. Distribution t-table at α = 5%, and degrees of freedom (df) n-k or 39-2 = 37, thus obtaining a t-table of ± 2.026. Results of multiple linear regression analysis on this research are obtained :

- 1) Variable (X₁) emotional intelligence has a count-t of 2.692 > table of 2.026 and a significance 0.011 < 0.05, then H₀: rejected and H_a: accepted, it means that partially of emotional intelligence variable has a significant effect on employee performance at PT. Bintang Indonesia Lumajang.
- 2) Variable motivation (X₂) has a value t -0.838, <2.026 and a significance 0.408 > 0.05, then H₀: accepted and H_a: rejected, its means are partially variable motivation has no significant negative effect on employee performance PT. Bintang Indonesia Lumajang.

b. Simultaneous Test (Test- F)

Simultaneous tests were used to determine variables together, emotional intelligence (X₁) and motivation (X₂) on performance (Y). The distribution table t is found at α = 5%, with degrees freedom (df) n-k-1 or 39-2-1 = 36. The results from multiple linear regression analysis, variables emotional intelligence (X₁) and motivation (X₂) have a count F 5,525 > table F 2,845 and significant 0.000 < 0.05, then H₀ rejected and H_a accepted, it means that simultaneously variables emotional intelligence and motivation have an effect on employees performance at PT. Bintang Indonesia Lumajang.

B. DISCUSSION

1. *Effect of Emotional Intelligence on Employees' Performance*

Results of this research show that emotional intelligence has a significant effect on employees' performance at PT. Indonesian star Lumajang. Based on Figure 4.3, the results of multiple linear regression analysis showing the effect of emotional intelligence on employees' performance is 0.624 with a t count of 2.692. It can be concluded that emotional intelligence has an affect on employees performance at PT. Bintang Indonesia Lumajang. Emotional intelligence affects employee performance when carrying out their work. PT. Bintang Indonesia Lumajang is more able to control emotions at work, behave professionally when problems occur, work better to achieve targets, able to understand the feelings of other people while working, not only co-workers, superiors, subordinates, but users, prospective users, and those who involved with work, and employees can establish good cooperation.

Organizational Citizenship Behavior is the contribution of individual employees that exceeds their role at the workplace. Employees who have an organizational citizenship behavior attitude have a high sense of concern for the company where they work [1]. For example: organizational citizenship behavior or OCB attitude can be applied at the workplace and help colleagues work in their free time to quickly complete existing tasks and responsibilities, effectively and efficiently. The conclusion is that organizational Citizenship Behavior (OCB) affects employee performance. This is evidenced by research conducted by Hasan Basri [13] which states that Organizational Citizenship Behavior has a significant positive effect on employees' performance.

Emotional intelligence according to Luthans [14] namely the ability of a person to be self-aware, be able to recognize one's own emotions, recognize the emotions of others, and manage emotions and information related to others. Emotional intelligence of employees of PT. Bintang Indonesia Lumajang can be concluded related to emotional control, professionalism, and cooperative relations, have been implemented properly. The statement was obtained from the results of the distribution of questionnaires and also based on observations when involved in the field. Employees of PT. Bintang Indonesia Lumajang seems to really understand the role by their respective job descriptions, and interact well not only with users and prospective users but with relationships considering that PT. Bintang Indonesia Lumajang is one of the companies in the field of property and decoration. Based on this, it can be concluded that emotional intelligence has a significant effect on employee performance. These results are also supported by previous research conducted by Rizki, and Via Lailatur [1] with the results that emotional intelligence has a significant effect on employee performance affecting employee performance.

2. *Effect of Motivation on Employee Performance*

The results of this research indicate that motivation has no significant negative effect on employee performance at PT. Bintang Indonesia Lumajang. Based on Figure 4.3, results from multiple linear regression analysis show the

effect of motivation on employees' performance - 0.146 with a value-t - 0.838. It can be concluded, that variables of motivation made employees at PT. Bintang Indonesia Lumajang has no significant negative effect on performance.

Siagian [15], Providing the right motivation for employees will encourage employees to work as much as possible in carrying out their duties because they believe with motivation the success of the organization will be achieved so that the goals are realized, and the personal interests employees of the will also be well maintained. Director of PT. Bintang Indonesia Lumajang has motivated employees well, proven in the performance management that has been produced by employees. However, based on test results and analysis, employees are only more focused and motivated by a decent salary, it can be seen that the greatest motivation is towards physiological needs, namely basic needs. Where the company's basic needs are salaries as the fulfillment of the basic needs of a human being. PT. Bintang Indonesia Lumajang needs to be evaluated and improved so that employees are more enthusiastic at work and improve their performance.

Based on the results, it can be concluded that motivation has a significant negative effect on employee performance. This is also evidenced by previous research conducted by Bukhari and Pasaribu [9] which states, motivation has no significant negative effect on performance.

3. *Effect of Emotional Intelligence and Motivation on Employee Performance*

The results of the F count show that there is an influence of emotional intelligence and motivation on performance with an F count of 5,525. So it can be concluded that the emotional intelligence of PT. Bintang Indonesia Lumajang can be managed properly, employees can manage and recognize their emotions, and employees can work together, and be professional both to internal companies and prospective users. Employees of PT. Bintang Indonesia Lumajang can also receive motivation at work so that it can implement or carry out its work well.

Employees as social beings are always in contact with others. In this case, emotions play an important role for PT employees. Bintang Indonesia Lumajang at work, is not only required to be able to recognize, understand, and establish working relationships with fellow employees but also with relationships that work together with organizations and more importantly with prospective users who will buy a house or use services from PT. Bintang Indonesia Lumajang. In addition to emotional intelligence, the motivation of employees also affects performance, because motivation will support employees to work harder and maximally to achieve optimal results, especially when there are targets in the organization that must be achieved.

According to Tridhonanto [16], emotional intelligence is the ability to recognize emotions, understand, and selectively apply power, and also emotional sensitivity as a source of energy and influence that is human. Motivation according to Robbins [17] refers to the process in which a person's efforts are encouraged, and directed continuously to achieve a goal. Therefore it can be concluded that motivation and compensation together can affect employee performance. This is proven by research conducted by Elsa,

Anis, and Krismandini [18]–[21] which states that motivation and compensation affect employee performance. Based on this, it can be concluded that emotional intelligence and motivation simultaneously affect employee performance. This is evidenced by research conducted by Bayyinah and Iss, Affandi [22] which states that emotional intelligence and motivation affect employee performance.

CONCLUSION

Based on the results of research at PT. Bintang Indonesia Lumajang, conclusions are obtained :

- a. Emotional intelligence (X_1) has a significant effect on employee performance (Y) at PT.Bintang Indonesia Lumajang.
- b. Motivation (X_2) has no significant negative effect on employee performance (Y) at PT.Bintang Indonesia Lumajang.
- c. Emotional intelligence (X_1) and motivation (X_2) simultaneously affect employee performance (Y) at PT.Bintang Indonesia Lumajang.

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