





Pengaruh Visioner Leadership, Emotional Intelligence dan Learning Motivation Program Terhadap Komitmen Karyawan A Conceptual Analysis

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Abstract. The purpose of this study is to determine the influence of visionary leadership, emotional intelligence, and learning motivation programs on employee commitment within an organization. The focus of this research is on the vision, emotional management skills, and strong learning motivation demonstrated by leaders, which play an essential role in fostering a sustainable, long-term commitment to work. Meanwhile, learning motivation programs also have a positive influence, but with a lower level of significance. The study's results indicate that visionary leadership and emotional intelligence are essential for enhancing employee engagement and loyalty to the company. This research provides guidance for management to improve the quality of leadership training programs and emotional intelligence training, based on the study's findings, and to develop a more effective work environment that fosters higher emotional commitment from employees. In addition, the theoretical relevance of this study lies in its contribution to the body of knowledge and theory in human resource management, as it explores the relationships between visionary leadership, emotional intelligence, learning motivation, and organizational commitment within a competitive and dynamic work context.

Keywords: Visionary leadership, emotional intelligence, Learning motivation program, employee commitment.

1. Introduction

With a growing appreciation for local products and cultural traditions, the Indonesian batik industry is experiencing rapid growth. In the batik business world, competition is not only focused on product quality but also on the quality of the company's human resources. Highly committed employees can maintain work consistency and support the company's achievements; employee commitment is one of the key factors determining a company's survival and competitiveness, as seen at Batik Winotosastro. Employee commitment includes a sense of emotional attachment, willingness to contribute, and loyalty to the company. Yet, in the field, many companies face issues such as high employee turnover

rates, low work motivation, and a lack of employee involvement. Visionary leadership emphasizes the leader's ability to create a clear vision, provide direction, and drive toward long-term goals. Visionary leaders can also enhance employees' sense of belonging to the organization, which leads to a positive association with commitment. Moreover, it is also beneficial to have emotional intelligence among employees when it comes to creating a sense of responsibility. People with emotional intelligence cultivate harmonious work relationships and manage stress effectively. A workplace characterized by an intense emotional intelligence atmosphere will foster better working relationships and higher levels of employee loyalty.

In contrast, organizations must also offer support through various programs that promote learning motivation. Such training, self-development, and ongoing learning will not only enhance employees' competencies and skills but, more importantly, strengthen their organizational commitment. If people feel they are given opportunities to learn and grow, they will want to make the best possible contribution to the company. Batik Winotosastro was founded in the 1940s as a batik tourism destination, leveraging the traditional values inherent in the process of creating hand-drawn and stamped batik. However, due to advancements in technology and changing patterns of the younger generation, the challenge for employee commitment is increasing. The phenomenon of high employee turnover rates, along with the diverse backgrounds of workers and the increasing demands for services from tourists, presents a challenge to employee loyalty and bonding. Therefore, this scenario requires a visionary leader who can provide guidance and inspiration, based on the leader's own emotional capacity to manage work relationships and employee training for skill and motivational development. Therefore, this study aims to investigate the impact of visionary leadership, emotional intelligence, and learning motivation on employee commitment, examining both their combined effect and their individual contributions.

2 Literature Review

2.1 Self-Determination Theory

Understanding Self-Determination Theory (SDT)

Self-Determination Theory (SDT), developed by Deci and Ryan in 1985, examines the concept that our desire to learn and grow originates not only from external influences but also from our internal motivations. For individuals to feel truly motivated and engaged, they need to feel capable and connected to others. SDT emphasizes three fundamental needs: autonomy, competence, and relatedness. When these needs are met in the workplace, it leads to higher levels of intrinsic motivation, job satisfaction, and greater organizational commitment.

Recent studies have shown that when employees feel that their basic needs are being fulfilled, especially in terms of emotional attachment to their work, they become more committed to their organization. This emotional bond often results in stronger workplace engagement and commitment, referred to as affective commitment. The research highlights how organizational practices can play a crucial role in fulfilling these psychological needs and fostering exemplary motivation. Visionary leadership is a key factor in supporting SD and promoting a positive workplace environment. Visionary leadership to create a compelling vision for their organization. They cultivate an environment where employees can thrive, become independent, and feel supported in meeting their needs. This, in turn, enhances their intrinsic motivation and commitment to their work.

Recent empirical studies conducted between 2022 and 2025 have confirmed a strong positive correlation between visionary leadership and employee commitment, as well as overall

satisfaction and job well-being—factors such as job autonomy and feeling organizational support are essential mediators in this relationship.

Key Indicators of Visionary Leadership:

Clear Vision: A great leader has a clear and inspiring vision for the organization's future. They understand the bigger picture and the long-term goals that they aim to achieve.

Inspiration: Visionary leaders inspire their teams by presenting an ambitious vision that motivates and drives them forward. They don't just talk; they take action and encourage others to move forward with shared goals.

Effective Communication: Strong communication skills are vital for leaders to articulate and implement their vision effectively.

Courage and Determination: Visionary leaders demonstrate courage in pursuing significant objectives and tackling challenges head-on. They are not afraid to confront obstacles and rally their teams to overcome them.

Innovation: These leaders are creative thinkers who consistently seek new objectives, driving positive change within the organization. They are delighted with the status quo and continuously strive for improvement.

Openness to Ideas: A hallmark of visionary leaders is their openness to ideas from team members. They value diverse perspectives and encourage collaboration to achieve a collective vision. By harnessing the creativity of their teams, they can enhance employee engagement and commitment. Visioner leadership

2.2 Emotional Intelligence

Emotional intelligence (EI) plays a crucial role in fostering strong workplace relationships and meeting the emotional and psychological needs of employees. Leaders and employees with high emotional intelligence are better equipped to provide and receive emotional support, which helps create a more connected and motivated workforce.

In the context of SDT, emotional intelligence can significantly enhance the psychological states linked to intrinsic motivation and commitment. It involves the ability to stay motivated, manage frustration, and maintain a balance between emotions. Emotional intelligence enables individuals to recognize and manage their emotions, allowing them to respond effectively to various situations.

Key Indicators of Emotional Intelligence:

Self-Awareness: This is the ability to understand one's strengths and weaknesses. Individuals with high self-awareness can gauge their moods and recognize how their feelings affect others.

Self-Regulation: Those who are self-aware can manage disruptive impulses and think clearly before acting. They tend to pause judgment and assess situations thoughtfully.

Self-Motivation: Highly self-motivated individuals consistently seek ways to improve their performance and are willing to make personal sacrifices to meet organizational goals.

Social Awareness: This involves being attuned to the feelings and needs of others. It encompasses

empathy, understanding others' experiences, and showing genuine care.

Social Skills: Effective social skills involve the ability to build and maintain relationships, engage with others, and create networks that foster collaboration and support.

By embracing emotional intelligence, leaders can enhance their teams' sense of meaning and autonomy, ultimately fostering a more profound commitment to the organization.

2.3 Learning Motivation Program

a. Pengertian learning motivation program is the confidence given by someone because they want to be motivated or inspired to participate in activities, since they want to learn, which leads to good and quality results. Programs to encourage employees can be beneficial in terms of increasing employee comfort and satisfaction. This objective can be optimized with high human resources (good work motivation) that support it. According to the definition of motivation, several psychologists define motivation as a component of a hypothesis designed to explain the desires, direction, intensity, and regularity of behavior that guides actions. One type is intrinsic motivation, while the other is extrinsic motivation.

The goal of population growth is to develop training programs based on competencies and skill development, as well as to provide a sense of choice and control over learning, building networks, and support to increase commitment to the organization. Program design should incorporate the fundamental principles of Self-Determination Theory (SDT) to inform and influence existing changes in the field of human resources.

Intrinsic motivation, an internal determination force, becomes a valuable resource that does not depend on external forces, because the latter is directly related to what is needed. In other words, as long as they want to learn a language merely because they are inspired to study the material, or if they want to know it for themselves as well, that need comes from within. For example, a person wants to participate in a competition and aims to become the first champion. Outside the individual, the desire to become the first champion emerges.

The five motivations, based on each of these components, are: physical needs, the need for security, social needs, the need for recognition, and the need for self-actualization.

Company strategies to improve the quality of work life are:

Physical needs are met by providing employees with a reasonable salary, achievement bonuses, and daily meal allowances. Security needs are met by providing safety and security facilities, ensuring employees' peace of mind while working, including social security, pension funds, and other safety equipment.

Social needs: The goal is to build harmonious working relationships and solve problems within smaller groups by creating small teams in each subdivision, thereby fulfilling the need for acceptance within the group. The company offers performance bonuses, and employees also organize educational and training opportunities to foster recognition and growth. In this way, employees will feel appreciated for their skills.

This highlights that learning programs focused on autonomous practice (for example, choosing modules or project-based learning) that allow for constructive feedback to develop competencies will encourage increased engagement and commitment from learners. However, the effectiveness of the program depends on the quality of implementation and the program's ability to facilitate this. Learning Motivation Program

2.4 Komitmen karyawan

Organizational commitment, as a mediating variable, is a crucial factor that should not be overlooked. It represents how deeply employees believe in the company's goals and values. Employee commitment refers to the extent to which employees are involved in the organization, identify themselves with the organization, and feel a strong emotional bond with the group. It shows employees the value of their contributions to the organization and the responsibility they carry to work toward achieving the company's objectives. When employees consistently remain committed, the company is more likely to retain them and achieve its targets. Employees stay engaged and contribute to achieving the organization's overall goals. According to Sitorus & Siagian (2023), employees with a strong commitment tend to exhibit high motivation, loyalty, and success. Key factors that influence employee commitment include:

- a. organizational culture
- b. Job satisfaction
- c. organizational support.

Organizational commitment, as a crucial factor, is often viewed as a behavioral pattern, a series of actions, a driving force for motivation, or even an attitude—a set of attitudes that serve as a guide for employees' dedication to organizational goals. A strong commitment not only ensures stable operations within the organization but also enables employees to perform more effectively and foster harmony in their workplace. Indicators of employee commitment are as follows:

Affective commitment – Measures whether employees are emotionally attached and want to stay in the organization because they feel secure within the company environment.

Continuance commitment – The level of commitment perceived by employees due to the financial and non-financial consequences of leaving the organization, such as losing benefits or job stability.

Normative commitment – Employees feel an ethical responsibility and remain in the company because they feel obligated to the organization and their colleagues

2.5 Pengaruh Simultan visioner leadership, Emotional intelligence, dan learning motivation program terhadap komitmen karyawan

Integrating the impact of visionary leadership, emotional intelligence, and learning motivation programs into employee motivation represents a combined influence. Based on social exchange theory, when employees perceive that the organization provides them with visionary leadership, emotional support, effective leadership, and learning opportunities, a balance is achieved, and these employees become more enthusiastic about increasing their dedication. Autonomy in learning motivation theory increases through freedom and emotional intelligence, providing independence, emotional support, and understanding that strengthens employees' intrinsic motivation. In India, the relationship between leaders' emotional intelligence and organizational

engagement is positive and significant. A study conducted in a bank in Jordan revealed that emotional intelligence combined with talent management through learning motivation increases the level of organizational engagement, particularly in relation to leadership vision. Studies on work culture and work environment also show that work or learning motivation as part of work culture often emerges as a significant influence.

3 Methodology

This research employs a descriptive quantitative research design. When designing a study using a quantitative methodology, the complexity of quantitative methods often contradicts the limitations of available resources. Quantitative methods usually rely on advanced measurement instruments and complex data processing techniques, which can be challenging to access or require specialized equipment or software that is not readily available to institutions that need such data. In this context, researchers are expected to identify strong relationships between the dependent and independent variables, which include visionary leadership, emotional intelligence, and learning motivation, with employee commitment as the dependent variable.

4. Results & Discussion

4.1 *Visioner leadership* berpengaruh positif dan signifikan terhadap komitmen karyawan

The role of visionary leadership is positive and beneficial, significantly influencing employee commitment and engagement. A visionary leader is crucial for leadership. SDT can be explained in terms of its effects on population growth. Visionary leaders can articulate a clear vision, provide autonomy and support, and meet SDT needs. This helps enhance both independent motivation and employee dedication. Numerous studies conducted between 2022 and 2025 support a direct and strong positive relationship between visionary leadership, commitment, and job well-being, with mediating roles played by job autonomy and perceived organizational support..

4.2 *Emotional Intelligence* berpengaruh terhadap positif dan signifikan terhadap komitmen karyawan

Emotional intelligence has a positive and significant impact on employee commitment. There is a theoretical effect that should not be overlooked regarding population growth. Leaders or employees with high emotional intelligence have a greater capacity to create and maintain meaningful working relationships, to provide and receive emotional support, and to integrate feedback into their work, thereby fulfilling the need for competence and relatedness. Within SDT, emotional intelligence is crucial for improving psychological conditions that foster autonomous motivation and commitment. Emotional intelligence is the Capacity to sustain, stimulate, and motivate oneself, and maintain or increase feelings of emotional well-being. It involves the ability to manage one's mood, prevent stress from disrupting thinking, empathize, and sustain spiritual orientation to keep thoughts aligned. Additionally, emotional intelligence refers to the ability to recognize, regulate, and manage emotions in ways that enable individuals to respond effectively to emotionally charged events.

4.3 *Learning Motivation program* berpengaruh positif dan signifikan terhadap komitmen karyawan

Effective learning motivation programs lead to greater employee engagement. Such programs are expectations driven by internal desire, motivation, and stimulation to engage in learning activities that lead to high-quality results. Employee motivation programs also enhance comfort in using workplace facilities. Thus, there is increased motivation to achieve organizational goals, given the value of human resources—a workforce with strong motivation

and commitment. According to the definition of motivation, some psychologists define motivation as one part of a hypothesis that describes desires, direction, intensity, and consistency of behavior to explain what drives actions. Essentially, there is a distinction between intrinsic motivation and extrinsic motivation. Population growth demands training programs that help develop a sense of competence, skill development, provide individuals with choice and control over their learning, and build networks and support that can later increase organizational commitment. In HR-focused SDT reviews, the importance of designing programs that meet basic SDT needs for long-term impact has been discussed. In this regard, motivation in its various forms becomes crucial. Based on the statements of experts mentioned above, this hypothesis is proposed.

4.4 Visioner Leadership Emotional Intelligence dan Learning Motivation secara simultan berpengaruh positif dan signifikan terhadap komitmen karyawan

Visionary Leadership, Emotional Intelligence, and Learning Motivation collectively have a positive and significant effect on employee commitment. Based on social exchange theory, employees who perceive supportive leaders with emotional capability, good leadership, and learning opportunities from the organization will experience a beneficial balance and be more motivated to increase their commitment. Autonomy contributes to learning motivation theory because independence is strengthened by freedom, competence, and emotional intelligence, enabling employees to feel independent, emotionally supported, and understood—factors that encourage intrinsic motivation. A study conducted in India found that leaders' emotional intelligence and organizational attachment have a positive and significant relationship. A study involving Jordanian banks found that emotional intelligence and effective talent management, related to learning motivation and organizational attachment, increased particularly within the framework of leadership vision. Research on work culture and work environment also highlights that work or learning motivation integrated into work culture often emerges as a key factor.

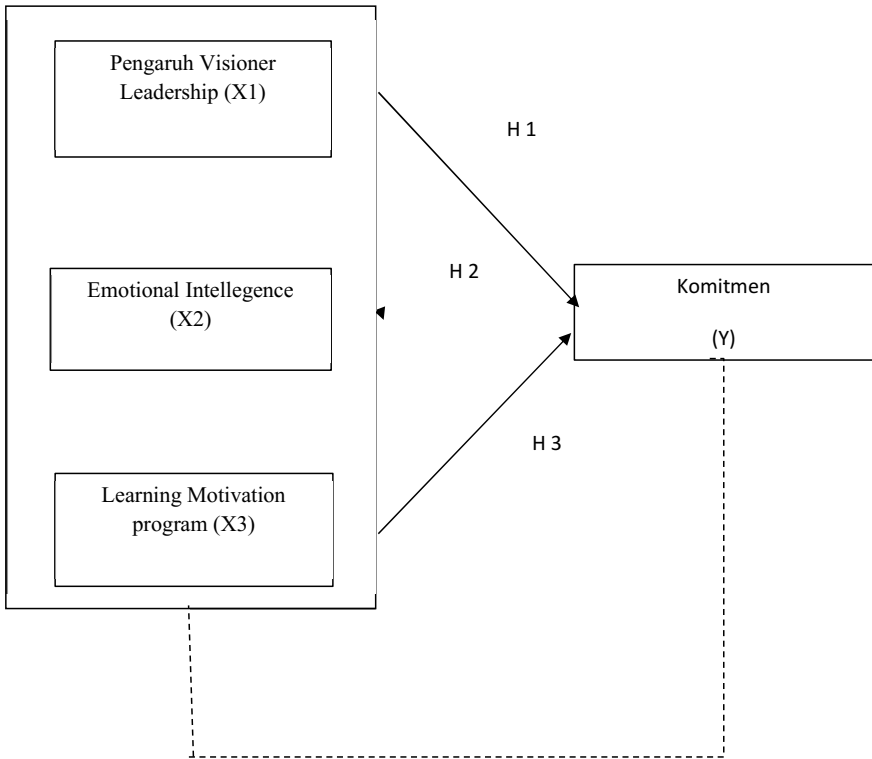


Fig. 1. Conceptual framework

Figure 1. The conceptual framework H1; *Visioner leadership* berpengaruh positif dan signifikan terhadap komitmen karyawan H2; *Emotional Intelligence* berpengaruh terhadap positif dan signifikan terhadap komitmen karyawan H3; *Learning Motivation program* berpengaruh positif dan signifikan terhadap komitmen karyawan H4; *Visioner Leadership Emotional Intelligence dan Learning Motivation* secara simultan berpengaruh positif dan signifikan terhadap komitmen karyawan

5. Conclusion

The research found that visionary leadership, emotional intelligence, and learning motivation programs increase employee commitment levels and have a positive and significant impact on employee commitment. Visionary leaders can inspire enthusiasm and provide clear direction for work that aligns with organizational goals. At the same time, a high level of emotional intelligence enables employees to regulate their emotions, foster healthy working relationships, and strengthen their sense of attachment to the company. Learning motivation programs were also found to contribute to encouraging employees to develop their skills and contribute optimally continually. These three factors collectively enhance employee commitment affective, normative, and continuance. Therefore, it is recommended that organizations strengthen their visionary leadership styles, offer emotional intelligence training programs, provide employees with opportunities for learning and development, and foster a sense of employee commitment to the organization.

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