

## **The Effect Of Emotional Intelligence And Motivation On Employee Performance With Organizational Commitment As An Intervening Variable In The Office East Binjai District**

**Sari Humaira<sup>1</sup>, Kiki Farida Ferine<sup>2</sup>**

1Master of Management Student, Universitas Pembangunan Panca Budi, Medan

E-mail : [sarihumairacantik@gmail.com](mailto:sarihumairacantik@gmail.com)

<sup>2</sup>Master of Management, Universitas Pembangunan Panca Budi, Medan

\*E-mail Correspondence: [kikifarida@dosen.pancabudi.ac.id](mailto:kikifarida@dosen.pancabudi.ac.id)

### **Abstract**

This study aims to analyze the influence of emotional intelligence and motivation on employee performance with organizational commitment as an intervening variable in the East Binjai District Office. This study uses a quantitative approach with the Partial Least Squares (PLS) method to test the relationship between variables. Data was collected through a questionnaire distributed to employees of the East Binjai District Office, with a total of 50 respondents. The results showed that emotional intelligence had a positive and significant influence on employee performance with a T-Statistic value of  $2.713 > 1.96$  and a P-Value of  $0.008 < 0.05$ , but did not have a significant effect on organizational commitment with a T-Statistic value of  $0.263 < 1.96$  and a P-Value of  $0.793 > 0.05$ . On the other hand, motivation has a positive and significant influence on employee performance with a T-Statistic value of  $7.353 > 1.96$  and a P-Value of  $0.000 < 0.05$ , as well as on organizational commitment with a T-Statistic value of  $8.977 > 1.96$  and a P-Value of  $0.000 < 0.05$ . In addition, organizational commitment has a positive and significant influence on employee performance with a T-Statistic value of  $7.353 > 1.96$  and a P-Value of  $0.000 < 0.05$ . Indirect influence testing showed that organizational commitment did not mediate the relationship between emotional intelligence and employee performance (T-Statistic  $0.263 < 1.96$ , P-Value  $0.793 > 0.05$ ). However, organizational commitment proved to be a significant intervening variable in the relationship between employee motivation and performance (T-Statistic  $8.977 > 1.96$  and P-Value  $0.000 < 0.05$ ). This study concludes that motivation is a very important factor in improving employee performance at the East Binjai District Office, both directly and through increasing organizational commitment. Therefore, management is advised to focus on developing programs that can increase organizational motivation and commitment to support the achievement of optimal employee performance.

### **Keywords:**

Emotional Intelligence; Motivation, Organizational Commitment; Employee Performance

## **Introduction**

At the East Binjai District Office, based on initial observations, there are indications that employee performance in the office can be improved by paying attention to emotional intelligence, motivation, and organizational commitment. For example, some employees show high levels of stress due to excessive workload and lack of emotional support. In addition, low work motivation often results in low productivity and employee performance.

To answer this challenge, it is important to conduct in-depth research on the influence of emotional intelligence and motivation on employee performance with organizational commitment as an intervening variable. This research is expected to provide better insight into the factors that affect employee performance and how appropriate interventions can improve work effectiveness in the East Binjai District Office.

## **Problem Formulation**

The formulation of this research problem is as follows:

1. Does emotional intelligence have a positive and significant effect on employee performance at the East Binjai District Office?
2. Does work motivation have a positive and significant effect on employee performance at the East Binjai District Office?
3. Does emotional intelligence have a positive and significant effect on organizational commitment in the East Binjai District Office?
4. Does work motivation have a positive and significant effect on organizational commitment in the East Binjai District Office?
5. Does organizational commitment have a positive and significant effect on employee performance at the East Binjai District Office?
6. Does emotional intelligence have a positive and significant effect on the performance of employees with organizational commitment as verifiable interventions at the East Binjai District Office?
7. Does work motivation have a positive and significant effect on the performance of employees with organizational commitment as variable interventions at the East Binjai District Office?

## **Research Objectives**

The objectives of this study are as follows:



**Licence**

Creative Commons Attribution-ShareAlike 4.0 International Licence.

1. To find out and analyze the influence of emotional intelligence on employee performance at the East Binjai District Office.
2. To find out and analyze the influence of work motivation on employee performance at the East Binjai District Office.
3. To find out and analyze the influence of emotional intelligence on organizational commitment in the East Binjai District Office.
4. To find out and analyze the influence of work motivation on organizational commitment at the East Binjai District Office.
5. To find out and analyze the influence of organizational commitment on employee performance at the East Binjai District Office.
6. To find out and analyze the influence of emotional intelligence on employee performance with organizational commitment as verifiable intervention in the East Binjai District Office
7. To find out and analyze the influence of work motivation on employee performance with organizational commitment as a variable intervening at the East Binjai District Office

## **Literature Review**

### **Employee Performance**

According to Mathis and Jackson in Osman et al (2022), employee performance is the result or output of work done by an employee in a certain period of time in accordance with organizational standards and goals. Employee performance is also measured by their productivity, which is the amount of output produced in a certain period of time. Productive employees are those who can produce a lot of output with good quality, in an efficient time. Job satisfaction also plays an important role in employee performance.

### **Employee Performance Indicators**

According to Mathis and Jackson in Hendrawijaya (2020) Employee performance indicators are as follows:

1. Effectiveness: Effectiveness refers to the extent to which employees succeed in achieving the goals and targets that have been set. It includes not only the achievement of the final result but also the process used to achieve it. Effective employees can identify top priorities, plan and organize their tasks well, and ensure that they meet or exceed expected standards. In other words, effectiveness measures the alignment between the results achieved and the desired goals, as well as the employee's ability to adapt and overcome challenges that may arise during the work process.



2. **Efficiency:** Efficiency refers to how well employees use the resources available to them to achieve the desired results. This includes the optimal use of time, energy, and materials to avoid waste and maximize productivity. Efficient employees can complete their tasks quickly and precisely without sacrificing quality. Efficiency also involves the ability of employees to identify and implement better ways to do their jobs, so that overall performance can be improved by using minimal resources.
3. **Quality:** Quality refers to the level of perfection or meticulousness of the work achieved by employees. This includes how well the work is done according to the set standards, including accuracy, consistency, and neatness. Employees who produce high-quality work are able to meet or exceed expectations in terms of detail and precision. Good employee performance shows the employee's commitment to their work and attention to detail, which in turn can increase the trust and satisfaction of customers or service users.
4. **Productivity:** Productivity measures the amount of output produced by employees in a given period of time. It includes how much work can be completed in a given time frame by using the available resources. Productive employees are able to complete many tasks quickly and efficiently, while maintaining or improving the quality of their work. High productivity shows the ability of employees to work effectively and efficiently, as well as manage their time well to achieve maximum results.
5. **Organizational Commitment:** Organizational Commitment refers to the level of satisfaction felt by employees with their work and work environment. This includes aspects such as working conditions, relationships with colleagues and employers, awards and recognition, and opportunities for development and growth. Employees who are satisfied with their jobs tend to be more motivated, more productive, and more loyal to the organization.

## **Emotional Intelligence**

Emotional intelligence, as expressed by Goleman in Rizaldi (2021) "emotional intelligence is the ability of a person to *manage our emotional life with intelligence, maintain the appropriateness of emotion and its expression* through self-awareness skills, self-control, self-motivation, empathy and social skills. Several studies show that emotional intelligence is positively related to employee performance according to Ibrahim (2022). Employees with good emotional intelligence tend to be better able to cope with work pressure and increase their productivity.

## **Indicators of Emotional Intelligence**

According to Goleman in Rizaldi (2021) Indicators of Emotional Intelligence consist of:



1. Self-awareness, is the awareness of feelings that arise in individuals by recognizing feelings that are accompanied by thinking and then taking action in making decisions.
2. Self-regulation, the ability to control emotions by oneself does not only mean reducing feelings of depression or holding back emotional turmoil.
3. Self-motivation, the drive to improve or meet standards of excellence, to be faithful to the vision and goals of the company or group, move people to accept failures and obstacles as the beginning of success.
4. Empathy/Social Awareness, the ability of individuals to be aware of relating to others (socializing) or understanding the feelings/emotions of others.
5. Social skills, the core meaning of which is the art of handling the emotions of others.

### **Work Motivation**

According to Mathis and Jackson in Zainul & Harlie (2022), Work motivation is an encouragement both from within and from outside that directs, activates, and maintains employee work behavior in achieving organizational goals. Work motivation can also be described as "a process that describes the intensity, direction, and perseverance of an individual's efforts in achieving a goal." In short, motivation is a factor that makes a person want and still want to do a job.

### **Work Motivation Indicators**

The indicators of work motivation according to Mathis and Jackson in Zainul & Harlie (2022) are:

1. Intensity is the level of energy used by employees in carrying out their duties.
2. Direction is the choice of the Employee to focus his efforts on certain activities that are relevant to the job.
3. Resilience is the duration and consistency of employees' efforts in achieving work goals.
4. Achievement is a success in achieving the goals or work standards set.
5. Recognition is an award given to Employees for their achievements or contributions.
6. Responsibility is the willingness of Employees to take and carry out responsibilities in their work.

### **Organizational Commitment**

Organizational commitment also plays an important role in the relationship between employees' emotional intelligence, motivation, and performance. According to the Mukhtamar (2024), organizational commitment is defined as the



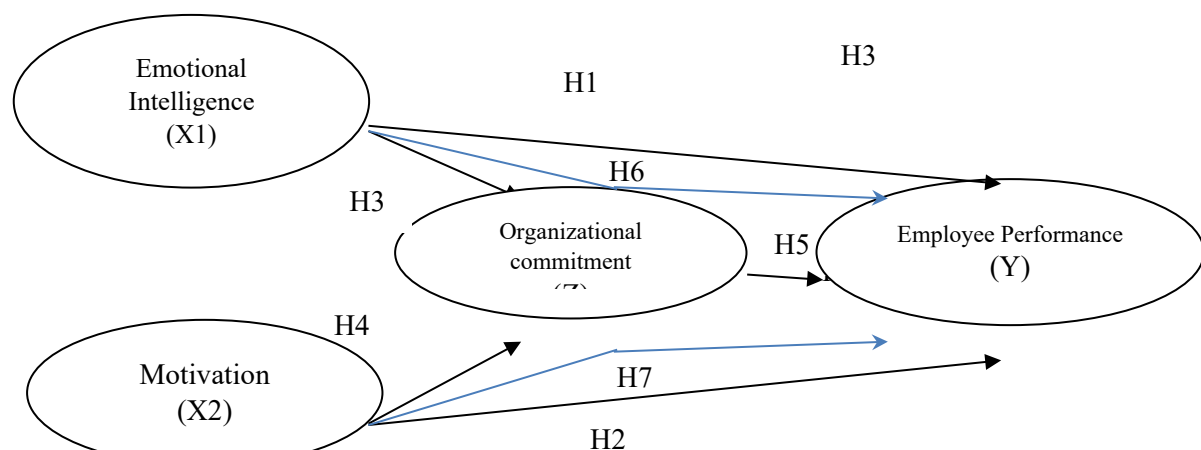
level at which employees feel attached and loyal to the organization they work for. Organizational commitment can strengthen the effect of emotional intelligence and motivation on employee performance. Employees who have a high commitment to the organization tend to perform better, because they feel more responsible and motivated to contribute to the success of the organization according to Mueller (2016).

### Indicators of Organizational Commitment

The indicators of organizational commitment according to Mueller (2016) are

1. Affective commitment is an employee's emotional attachment to the organization. Employees who have a high level of affective commitment feel a strong sense of belonging to the organization and tend to show loyalty and good performance. Factors such as positive emotional intelligence, support from colleagues and management, and opportunities to grow can increase this affective commitment.
2. Continuous commitment relates to employees' awareness of the costs that will be incurred if they leave the organization. Employees with a high level of ongoing commitment tend to stay in the organization because they consider the negative consequences of leaving, such as losing financial benefits, job security, and established career opportunities. This rational aspect is often driven by competitive compensation and benefits policies.
3. Normative commitment is a feeling of moral obligation for employees to remain in the organization. This often stems from social norms, cultural values, or gratitude to the organization for the support and opportunities provided. Normative commitment can be strengthened through training and development programs that demonstrate the organization's investment in the individual employee's progress.

The conceptual framework is as follows:





## **Figure 1. Conceptual Framework**

### **Hypothesis**

- H1 : Emotional intelligence has a positive and significant effect on Employee Performance at the East Binjai District Office
- H2 : Motivation has a positive and significant effect on organizational commitment at the East Binjai District Office
- H3 : Emotional intelligence has a positive and significant effect on organizational commitment at the East Binjai District Office
- H4 : Motivation has a positive and significant effect on organizational commitment at the East Binjai District Office
- H5 : Organizational commitment has a positive and significant effect on employee performance at the East Binjai District Office
- H6 : Emotional intelligence has a positive and significant effect on employee performance by  
organizational commitment as variable intervening at the East Binjai District Office
- H7 : Work Motivation has a positive and significant effect on employee performance by  
organizational commitment as variable intervening at the East Binjai District Office

### **Research Methods**

This type of research is a casual associative quantitative research. This research was carried out at the East Binjai District Office.

### **Research Time**

The time of this research is carried out from October to December 2024.

### **Population and Sample**

According to (Sugiyono, 2018) population is a generalization area consisting of objects/subjects that have certain qualities and characteristics that are determined by the researcher to be studied and then drawn conclusions. The population in this



study is the entire number of employees in the East Binjai District Office with a total of 85 employees with the following characteristics:

**Table 1 Population Details of East Binjai District Office**

No.	Status	Number (Person)
1.	ASN	64
2.	Honorary	21
<b>Sum</b>		<b>85</b>

Source : East Binjai District Office

The sampling technique used in this study is a saturated sample. According to Sugiyono (2019), saturated sampling is a sample selection technique when all members of the population are sampled where all populations in this study are sampled, totaling 85 employees

The data that will be used from this study is the data from the results of the questionnaire distributed to respondents consisting of all employees in all divisions. The data analysis technique used in this study is a quantitative data analysis method using Structural Equation Modeling (SEM) based on Partial Least Square (PLS) using SmartPLS 3.0 software.

### Due Diligence

The feasibility test that will be used in this study is the *outer model* test to obtain the *outer loading* value that meets the validity and reliability requirements. Testing the structural model (Inner model) which includes a determination coefficient test ( $R^2$ ) to measure how far the model is able to explain the variation of bound variables.  $R^2$

The Goodness fit test is used to determine the extent to which the observed data is in accordance with the theoretical distribution assumed by the model or hypothesis (Ghozali & Latan, 2015) and the hypothesis test (T-Statistic Test) which consists of a *path coefficients* test to test how the direct influence of each independent variable individually on its bound variable as well as the indirect influence of the intervening variable in influencing its independent variable on its bound variable.

This test is used to determine the direction of the relationship between variables (positive/negative). If the value is 0 to 1, then the direction of the relationship between the variables is declared positive. Meanwhile, if the value is 0 to -1, then the direction of the relationship between the variables is declared negative. A hypothesis is said to be accepted if the statistical t value is greater than the t of the table. According to (Ghozali & Latan, 2015) the t-value criterion of the table is 1.96 with a significance level of 5%.



## RESULTS AND DISCUSSION

### Results

#### Outer Model Analysis

The *outer model* test in this study uses algorithm analysis in *SmartPLS software version 3.0*, in order to obtain *outer loading* values that meet the *validity and reliability requirements*.

#### Convergent Validity Test Results

The convergent validity of the measurement model with reflexive indicators can be seen from the correlation between the score of the item/indicator and the construction score. Based on the results for outer loading, it shows that there is an indicator that has a loading below 0.60 and is not significant. The following is presented as the results of the outer loading value in the following table.

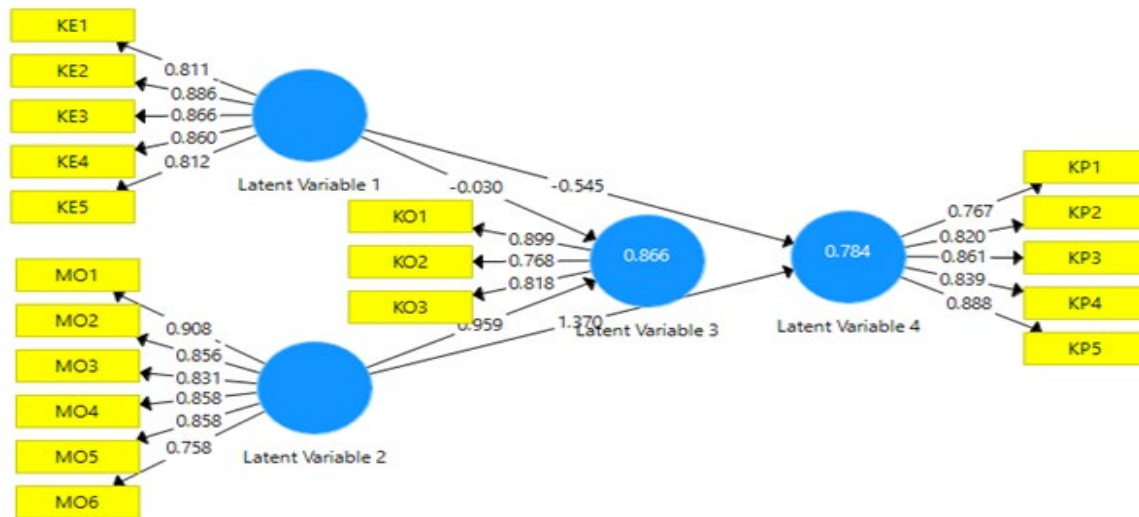
**Table 2. Outer Loading**

Indicators	Outer Loading	Information
<b>Emotional Intelligence(x1)</b>		
1st	0,811	Valid
2nd	0,886	Valid
3rd	0,866	Valid
4TH	0,860	
5th	0,812	Valid
<b>Motivation (X2)</b>		
MO1	0,908	Valid
MO2	0,856	Valid
MO3	0,831	Valid
MO4	0,858	Valid
MO5	0,858	
MO6	0,758	
<b>Organizational Commitment (Z)</b>		
KO1	0,899	Valid
KO2	0,768	Valid
KO3	0,818	Valid
<b>Employee Performance (Y)</b>		
KP1	0,767	Valid
KP2	0,820	Valid
KP3	0,861	Valid
KP4	0,839	Valid
KP5	0,888	Valid

Source : Output Smart PLS, 2024



Based on Table 2, it can be seen that all indicators have a *loading factor* value of > 0.60. According to Ghozali, Imam & Latan (2015) stated that the indicator is declared valid if it has a *loading factor* value > 0.60. Thus, it can be stated that all indicators in this study are declared valid and can be carried out further research. The following is shown in the form of a structural model as shown in the following image:



**Figure 2. Outer Model Test Results**

### Discriminate Validity Test Results

The next test is to test the validity of discrimination, this test aims to determine whether a reflective indicator is a good measurement for its construction based on the principle that the indicator is highly correlated with its construction. The following are the results of cross loading from the discrimination validity test as shown in the following table:

**Table 3. Discriminant Validity**

Indicators	EMOTIONAL INTELLIGENCE (X)	EMPLOYEE PERFORMANC E (Y)	ORGANIZATIO NAL COMMITMENT (Z)	MOTIVATION (X2)
1st	0,811	0.691	0.808	0.805
2nd	0,886	0.881	0.764	0.692
3rd	0,866	0.583	0.675	0.849
4TH	0,860	0.859	0.750	0.670
5th	0,812	0.699	0.554	0.565
KO1	0.663	0.567	0,899	0.663
KO2	0.658	0.612	0,768	0.658
KO3	0.725	0.792	0,818	0.725
KP1	0.632	0,767	0.583	0.632
KP2	0.785	0,820	0.859	0.785
KP3	0.842	0,861	0.699	0.842
KP4	0.807	0,839	0.567	0.807

KP5	0.654	<b>0,888</b>	0.612	0.654
MO1	0.825	0.583	0.792	<b>0,908</b>
MO2	0.663	0.859	0.583	<b>0,856</b>
MO3	0.786	0.699	0.859	<b>0,831</b>
MO4	0.726	0.567	0.699	<b>0,858</b>
MO5	0.820	0.612	0.567	<b>0,858</b>
MO6	0.697	0.792	0.612	<b>0,758</b>

Source: Output Smart PLS, 2024

Based on table 3, it can be seen that the *cross loading value* in each indicator and variable is greater than other variables and indicators, the cross loading of the Emotional Intelligence variable shows that the cross loading of the variable indicator is greater than the cross loading of other latent variables, the cross loading of the Organizational Commitment variable indicator shows that the value of the cross loading indicator is greater than other latent variables, *Cross loading* of employee performance variables also shows a greater cross loading value of the indicator than the cross loading of the latent variable. Based on this data, it can be stated discriminatively that the cross loading *results* are considered valid.

### Composite reliability test results

The test further determines the reliable value with *the composite reliability* of the indicator block that measures the construction. A construction value that is said to be reliable if the indigo *composite reliability* is above 0.60. In addition to looking at *the composite reliability* value, the reliable value can be seen in the variable construct value with *the alpha cronbachs* of the indicator block that measures the construct. A construct is declared reliable if the *cronbachs alpha value* is above 0.7. The following is a table of loading values for the construct of the research variables resulting from running the Smart PLS program in the following table.

**Table 4. Construct Reliability and Validity**

Indicators	Cronbach's Alpha	Composite Reliability	Average Extracted Variance (AVE)
EMOTIONAL INTELLIGENCE (X)	0,902	0,927	0,719
EMPLOYEE PERFORMANCE (Y)	0,892	0,920	0,799
ORGANIZATIONAL COMMITMENT (Z)	0,776	0,869	0,790
MOTIVATION (X2)	0,920	0,938	0,716

Source: Smart PLS Output, 2024

Based on Table 4, it can be explained that the AVE value in each variable tested has a value of > 0.5, which shows that all variables in this study meet the *criteria for discriminant validity*. To determine the reliability in this study, *the composite reliability*



value is used. The accepted value for the reliability level is  $> 0.7$ . Based on these criteria, it can be seen that all variables in this study have a  $>$  value of 0.70 so that it can be stated that all variables tested meet the reliability of the construct.

### Structural Model Evaluation (*Inner Model*)

Evaluation of the structural model (*inner model*) is carried out to ensure that the structural model built is robust and accurate. The stages of analysis carried out in the evaluation of the structural model are seen from several indicators, namely:

#### Determination Coefficient Test Results ( $R^2$ )

The determination coefficient test ( $R^2$ ) is used to see the influence of certain independent latent variables on dependent latent variables whether they have a substantive influence. Based on the data processing that has been carried out using the SmartPLS 3.0 program, the R Square value is obtained as shown in the following table.

**Table 5. R Square Results**

Variable	R Square	Adjusted R Square
EMPLOYEE PERFORMANCE (Y)	0,784	0,779
ORGANIZATIONAL COMMITMENT (Z)	0,866	0,863

**Source: Smart PLS Output, 2024**

Based on table 5, it is known that the R square Adjusted value of the Organizational Commitment variable is 0.863 or 86.30%, which means that the influence of Emotional Intelligence on Organizational Commitment is in the very high category, meaning that the more Emotional Intelligence increases, the more Organizational Commitment will increase. Meanwhile, the R Square value in the Organizational Commitment variable is 0.866 or 86.60%, which means that the influence of Emotional Intelligence on Organizational Commitment is 86.60% and the remaining 13.40% is influenced by other variables that have not been studied. While the R Square Adjusted value of the employee performance variable is 0.779 or 77.90%, which means that Emotional Intelligence affects employee performance by 77.90% or in a very high category, meaning that Emotional Intelligence can significantly improve employee performance. Furthermore, the R square value of the Employee Performance variable is 0.784 or 78.40%, which means that Emotional Intelligence affects Employee Performance by

78.40%, while the remaining 21.60% is influenced by other variables that have not been studied.

### Goodness of Fit Test Results

The Goodness of Fit test is a statistical method used to evaluate how well the tested model or statistical distribution matches the observed data. The Goodness of Fit test aims to determine the extent to which the observed data corresponds to the theoretical distribution assumed by the model or hypothesis. The goodness of fit model test can be seen from looking at the NFI value on the program. If the NFI value is  $> \text{SRMR}$  and the closer it is to 1, then the better the model (good fit). Based on the data processing that has been carried out using the SmartPLS 3.0 program, the Fit Model values are obtained as follows.

**Table 6. Model Fit**

	Saturated Model	Estimated Model
SRMR	0.114	0.1157
d_ULS	2.478	2.596
d_G	2.664	2.263
Chi-Square	431.517	429.564
NFI	0.833	0,603

**Source: Output Smart PLS, 2024**

Based on table 6, it can be seen that the NFI value is  $0.833 > 0.117$  so that it can be stated that the model in this study has sufficient *goodness of fit* and is suitable to be used to test the research hypothesis.

### Hypothesis Test Results

After conducting an inner model analysis, the next thing is to evaluate the relationship between latent constructs in order to answer the hypothesis in this study. The hypothesis test in this study was carried out by looking at T-Statistics and P-Values. The hypothesis was declared accepted if the *T-Statistics value*  $> 1.96$  and the P-Values  $< 0.05$ . The following are the results of *Path Coefficients* of direct influence between variables as shown in the following table.

**Table 7. Path Coefficients**

Variable	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics ( O/STDEV )	P Values	Result
----------	---------------------	-----------------	----------------------------	--------------------------	----------	--------



EMOTIONAL INTELLIGENCE (X) -> EMPLOYEE PERFORMANCE (Y)	0,545	0,534	0,201	2,713	<b>0,008</b>	<b>Accepted</b>
EMOTIONAL INTELLIGENCE (X) -> ORGANIZATIONAL COMMITMENT (Z)	0,030	0,043	0,115	0,263	<b>0,793</b>	Accepted
MOTIVATION (X2) -> EMPLOYEE PERFORMANCE (Y)	1,370	1,363	0,186	7,353	<b>0,000</b>	<b>Accepted</b>
MOTIVATION (X2) -> ORGANIZATIONAL COMMITMENT (Z)	0,959	0,973	0,107	8,977	<b>0,000</b>	Accepted
EMOTIONAL INTELLIGENCE (X) -> EMPLOYEE PERFORMANCE (Y)	-0,545	-0,534	0,201	2,713	<b>0,008</b>	Accepted

**Source: Smart PLS Output, 2023**

Based on the data in Table 7, it can be stated that there is no influence of Emotional Intelligence on employee performance. This can be seen from the T-statistical value of  $2.713 > 1.96$  with a P-Value of  $0.008 < 0.05$ . This means that if Emotional Intelligence is improved, employee performance will increase significantly. This result answers the first hypothesis in this study, namely rejecting  $H_0$  and accepting  $H_a$  or Emotional Intelligence has a positive and significant effect on employee performance at the East Binjai District Office. Likewise, the influence of motivation on employee performance was obtained with a T-statistical value of  $7.353 > 1.96$  with a P-Value of  $0.000 < 0.05$  which means that motivation has a positive and significant influence on employee performance. The results of this finding answer the second hypothesis.

Furthermore, on the influence of Emotional Intelligence on employee performance, data on T-Statistics values of  $0.007 < 1.96$  with P-Value values of  $0.795 > 0.05$  so that it can be stated that Emotional Intelligence has no effect on employee performance at the East Binjai District Office. This can be interpreted that even if Emotional Intelligence is improved, employee performance will not improve. This statement answers the second hypothesis, which is to accept  $H_0$  and reject  $H_a$ .

The analysis also shows that Emotional Intelligence has a positive and significant influence on Organizational Commitment with a T-Statistic value of  $7.353 > 1.96$ , and a P-Value of  $0.000 < 0.05$ . This means that an increase in Emotional Intelligence in the workplace will have a significant impact on increasing employee Organizational Commitment. The influence of Motivation on Organizational Commitment was also proven to be significant, with a T-Statistic value of  $8.977 > 1.96$ , and a P-Value of  $0.000 < 0.05$ . These results indicate that the motivation given to employees has a positive impact on increasing their Organizational Commitment. This shows that the motivational aspect, both in terms of awards and career support.





Finally, Organizational Commitment significantly affects Employee Performance with a T-Statistic of 2.713 and a P-Value of 0.000. This means that the increase in Organizational Commitment will have a significant impact on the improvement of Employee Performance, which supports the fifth hypothesis in this study. Overall, these findings show that Emotional Intelligence, Motivation, and Organizational Commitment play an important role in improving employee performance at the East Binjai District Office. To answer the sixth and seventh hypotheses, it can be seen in the indirect influence between variables as shown in the following table.

**Table 8. Indirect Effect (Pengaruh Tidak Langsung)**

Variable	Original Sample (O)	Sample Mean (M)	Standar d Deviati on (STDE V)	T Statistics ( O/STDE V )	P Values	Result
Emotional Intelligence -> Organizational Commitment -> Employee Performance	0.389	0.388	0.088	4.383	0.000	Accepted
Motivation -> Organizational Commitment -> Employee Performance	0.387	0.368	0.088	4.371	0.000	Accepted

**Source: Output Smart PLS, 2024**

Based on table 8, it can be explained that Emotional Intelligence has a significant indirect influence on Employee Performance through the intervening variable of Organizational Commitment. This can be seen from the T-Statistic value of  $4.383 > 1.96$  and the P-Value of 0.000 (less than 0.05), which indicates that the influence is significant. The indirect influence coefficient of 0.389 shows that the increase in Emotional Intelligence will have a positive impact on the Organizational Commitment of employees, which will ultimately contribute to the improvement of Employee Performance. Thus, the role of Organizational Commitment as a mediator in the relationship between Emotional Intelligence and Employee Performance proved significant, supporting the hypothesis proposed in this study.

Motivation is also proven to have a significant indirect influence on Employee Performance through Organizational Commitment, with a T-Statistic value of  $4.371 > 1.96$  and a P-Value of  $0.000 < 0.05$ . The indirect influence coefficient of 0.387 shows that the increase in motivation given to employees will increase their Organizational Commitment, which then has a positive impact on Employee Performance. These results show that Organizational Commitment plays a significant mediator in the

relationship between Employee Motivation and Performance, supporting the hypothesis related to the indirect influence of Motivation on Employee Performance.

## **Discussion**

The findings in this study can be strengthened by referring to relevant previous research. In the context of influence, Emotional intelligence plays a significant role in improving an individual's performance in the workplace. According to Alshammari et al. (2019), emotional intelligence not only helps employees understand and manage their emotions, but also creates good interpersonal relationships, which have a direct impact on organizational performance. Another study by Yusoff et al. (2019) shows that employees with high emotional intelligence are able to manage conflicts more effectively, show better adaptability, and produce superior performance compared to individuals with low emotional intelligence.

Work motivation, both intrinsic and extrinsic, has proven to be a key driver in improving employee performance. A study by Ibrahim et al. (2019) found that high motivation encourages employees to achieve their work targets more effectively. The study also emphasizes that non-material rewards, such as recognition and a sense of belonging, can provide a powerful motivational boost. In addition, Fatimah et al. (2019) noted that motivation plays an important role in building a productive and innovative work culture, which ultimately improves overall organizational performance.

Organizational commitment is an important dimension that not only affects employee loyalty but also determines their performance. According to a study by Nugroho and Rahayu (2019), employees with a high level of organizational commitment are more likely to give maximum effort to achieve organizational goals. Well-developed affective, continuity, and normative commitment will strengthen the relationship between motivation and performance, as evidenced in research by Ramadhani et al. (2019).

The combination of emotional intelligence and work motivation has been proven to affect organizational commitment, which ultimately has an impact on employee performance. Research by Pratama and Wahyuni (2019) revealed that emotional intelligence affects organizational commitment through improved interpersonal relationships and emotional support in the work environment. In addition, high motivation also increases employee engagement, strengthens commitment, and contributes to the achievement of optimal performance, as outlined by Wulandari et al. (2019).

Furthermore, this study found that indirect influence through Organizational Commitment was able to intervene in the influence of Emotional Intelligence on Employee Performance. This study suggests that organizations should not only focus on improving Emotional Intelligence and motivation, but also on efforts to improve employees' Organizational Commitment so that optimal performance can be achieved.



## Conclusion

From the results of the data analysis of the research results and discussions described above, it can be concluded that:

1. There is a positive and significant influence between Emotional Intelligence and Employee Performance. This is shown by a T-Statistic value of  $2.713 > 1.96$  and a P-Value of  $0.008 < 0.05$ . This means that if Emotional Intelligence is improved, Employee Performance will increase significantly at the East Binjai District Office.
2. Emotional Intelligence to Organizational Commitment showed insignificant results. With a T-Statistic value of  $0.263 < 1.96$  and a P-Value of  $0.793 > 0.05$ , this result shows that the increase in Emotional Intelligence does not necessarily have a direct impact on the increase in employee Organizational Commitment.
3. Motivation has a positive and significant influence on Employee Performance. This is shown by a T-Statistic value of  $7.353 > 1.96$  and a P-Value of  $0.000 < 0.05$ . These results confirm that Motivation plays an important role in improving Employee Performance.
4. Motivation has a positive and significant influence on Organizational Commitment. With a T-Statistic value of  $8.977 > 1.96$  and a P-Value of  $0.000 < 0.05$ , this result shows that the increase in Motivation will have a significant positive impact on Organizational Commitment.
5. Organizational Commitment has a positive and significant influence on Employee Performance. This is shown by a T-Statistic value of  $7.353 > 1.96$  and a P-Value of  $0.000 < 0.05$ . These results confirm that an increase in Organizational Commitment will improve Employee Performance.
6. The indirect influence of Emotional Intelligence on Employee Performance through Organizational Commitment proved to be insignificant. With a T-Statistic value of  $0.263 < 1.96$  and a P-Value of  $0.793 > 0.05$ , this result shows that Organizational Commitment does not mediate the relationship between Emotional Intelligence and Employee Performance.
7. Motivation has a significant indirect influence on Employee Performance through Organizational Commitment. With a T-Statistic value of  $8.977 > 1.96$  for the relationship between Motivation and Organizational Commitment and  $7.353 > 1.96$  for the relationship between Organizational Commitment and Employee Performance, as well as a P-Value of  $0.000 < 0.05$  in both paths, these results show that Organizational Commitment is an important intervening variable in strengthening the influence of Motivation on Employee Performance.

## Suggestion



Based on the findings, the discussion and conclusion of the study can be suggested to the East Binjai District Office as follows:

1. Increasing Emotional Intelligence to Support Employee Performance at the East Binjai District Office, in a way that the management of the East Binjai District Office is advised to provide training that focuses on the development of employees' emotional intelligence. This training can include the ability to recognize, manage, and control emotions, both individually and in interactions with colleagues. With the increase in emotional intelligence, the performance of employees of the East Binjai District Office can increase significantly.
2. Optimizing Organizational Commitment Through Employee Motivation at the East Binjai District Office, considering that motivation has a significant influence on organizational commitment, the East Binjai District Office is advised to provide incentives that can motivate employees, both intrinsically and extrinsically. Examples are giving awards for work achievements, recognition from leaders, and setting clear and challenging work goals. This will increase organizational commitment and employee performance at the East Binjai District Office.
3. Motivation has proven to play an important role in improving employee performance. Therefore, the East Binjai District Office is advised to create a supportive work environment and provide opportunities for employees to develop their potential. Increased motivation can be achieved through the provision of clear career paths, self-development programs, and transparent communication between leaders and employees.
4. Organizational commitment has proven to have a significant influence on employee performance. Therefore, the East Binjai District Office is advised to develop programs that can increase the sense of employee ownership of the organization. Examples are joint activities that build solidarity, discussions about organizational goals, and employee involvement in decision-making.

## **BIBLIOGRAPHY**

- Alshammari, H., Al-Refai, A., & Al-Tahat, S. (2019). Emotional intelligence and its impact on job performance: A study of employees in the public sector. *International Journal of Business Research and Management*, 10(2), 45-59.
- Dziuba, S. T., Ingaldi, M., & Zhuravskaya, M. (2016). Employees' Job Satisfaction and Their Work Performance As Elements Influencing Work Safety. *System Safety: Human - Technical Facility - Environment*, 2(1), 18-25. <https://doi.org/10.2478/czoto-2016-0003>
- Fatimah, S., Rahman, A., & Hakim, L. (2019). The role of intrinsic and extrinsic motivation in improving employee performance. *Journal of Organizational Development*, 18(4), 120-134. <https://doi.org/10.1016/j.jod.2019.06.005>

Hendrawijaya, A. T. (2016). Human resource management in improving students' academic achievement mediated by teacher's performance. *Problems and*



Perspectives in Management, 18(1), 242–253.  
[https://doi.org/10.21511/ppm.18\(1\).2016.21](https://doi.org/10.21511/ppm.18(1).2016.21)

- Ibrahim, A. R., Hakim, A. R., & Fikri, M. (2019). Motivational factors and job performance: Evidence from a government agency. *Asian Journal of Management Research*, 10(1), 56-72. <https://doi.org/10.1155/2019/2345612>
- Ibrahim, N. A. N. (2022). The Importance of Emotional Intelligence to Students. *International Journal of Academic Research in Business and Social Sciences*, 12(5), 131–137. <https://doi.org/10.6007/ijarbss/v12-i5/13152>
- Mueller, D. S., Wise, K. A., Sisson, A. J., Allen, T. W., Bergstrom, G. C., Bissonnette, K. M., Bradley, C. A., Byamukama, E., Chilvers, M. I., Collins, A. A., Esker, P. D., Faske, T. R., Friskop, A. J., Hagan, A. K., Heiniger, R. W., Hollier, C. A., Isakeit, T., Jackson-Ziems, T. A., Jardine, D. J., ... Wiebold, W. J. (2016). Corn yield loss estimates due to diseases in the United States and Ontario, Canada, from 2016 to 2019. *Plant Health Progress*, 21(4), 238–247. <https://doi.org/10.1094/PHP-05-20-0038-RS>
- Muktamar, A., Jenita, Munizu, M., Astuti, A. K., & Putra, A. S. B. (2024). the Influence of Organizational Commitment, Work Motivation, and Compensation on Employee Performance and Employee Satisfaction. *Edunomika*, 08(01), 1–9.
- Nugroho, A., & Rahayu, S. (2019). Organizational commitment and its effect on employee performance. *Journal of Business and Management Studies*, 5(2), 89-97. <https://doi.org/10.1177/102452919190062>
- Ogbu Edeh, F., Ugboego, A., Azubuike, N. U., & Onwuegbul, O. F. (2016). *Journal of Business and Management Studies (JBMS) Knowledge Management and Extra-role Behaviour: The Role of Organisational Culture*. 2018, 1–10. [www.jbms.one](http://www.jbms.one)
- Osman, A., Jalil, M. B., & Kabir, A. I. (2022). Strategic Human Resource Management, Human Capital Management and Talent Management: Same Goals Many Routes? *Academy of Strategic Management Journal*, 21(S1), 1–15. <https://www.researchgate.net/publication/357393177>
- Pratama, R., & Wahyuni, D. (2019). Emotional intelligence, organizational commitment, and their relationship with job performance. *Indonesian Journal of Management and Business Research*, 7(3), 78-90. <https://doi.org/10.1080/ijmb2019.1023010>
- Ramadhani, T., Hartati, N., & Sutrisno, R. (2019). The mediating role of organizational commitment in the relationship between motivation and employee performance. *Advances in Social Science Research Journal*, 6(7), 344-357. <https://doi.org/10.14738/assrj.67.2019>
- Sekaran, U., Lai, L., Ussiri, D. A. N., Kumar, S., & Clay, S. (2021). Role of integrated crop-livestock systems in improving agriculture production and
- Sugiyono, S. (2021). The evaluation of facilities and infrastructure standards achievement of vocational high school in the Special Region of Yogyakarta.



Journal of Educational Research and Evaluation, 25(2), 207–217.  
<https://doi.org/10.21831/pep.v25i2.46002>

Wulandari, F., Amaliah, R., & Priatna, N. (2019). The influence of work motivation and emotional intelligence on organizational commitment and job performance. *Human Resources Management Journal*, 12(4), 112-128.  
<https://doi.org/10.1007/s12144-019-00234-w>

Yusoff, M., Rahman, S., & Mohamad, A. (2019). Emotional intelligence as a predictor of employee performance in the service industry. *Journal of Workplace Learning*, 31(3), 198-213. <https://doi.org/10.1108/JWL-2019-0019>

Zainul, M., & Harlie, M. (2022). Performance Model Development Organization And Service Image Integrate System Service Leadership And Innovation Society Organization To Face Global. *Multicultural Education*, 8(1), 56–64.  
<https://doi.org/10.5281/zenodo.5842426>

Ferine, K., Farida, (2024). *Human resource management*. Medan: Media Strait

