



The Influence of Emotional Intelligence on Employee Performance at The Public Works and Spatial Planning Agency of Musi Banyuasin Regency

Yeni Marsih^{a *}, Ellisyah Mindari^b

^a Marsihyeni@gmail.com, Institut Rahmadiyah Sekayu, Musi Banyuasin, Indonesia

^b Ellisyahmindari13@gmail.com, Institut Rahmadiyah Sekayu, Musi Banyuasin, Indonesia

*Corresponding Author: Marsihyeni@gmail.com

Receipt: 01 August 2026; Revision: 25 August 2026; Accepted: 18 September 2026

Abstract: This study aims to determine the effect of emotional intelligence on employee performance at the Public Works and Spatial Planning Office of Musi Banyuasin Regency. A quantitative approach was employed in this research. Data were gathered from both primary and secondary sources using questionnaires, interviews, observations, and literature studies. The study population comprised 166 employees. Utilizing the Slovin formula, a sample of 117 respondents was derived through a non-probability sampling technique, specifically accidental sampling. Data analysis was conducted using SPSS software version 24. The empirical findings indicate that emotional intelligence significantly influences employee performance. This relationship is substantiated by a correlation coefficient of 0.576 with a significance level of 0.000, denoting a moderate correlation between the variables. Hypothesis testing further yielded a calculated t-value exceeding the table t-value ($7.563 > 1.980$) alongside a significance value of $0.000 < 0.05$. Consequently, it is concluded that emotional intelligence has a positive and significant impact on employee performance within the organization.

Keywords: Emotional Intelligence; Performance of Public Works; Spatial Planning Office Employees; Musi Banyuasin Regency

This is an open access article under the CC-BY-SA license.



INTRODUCTION

Fundamentally, employee performance in a given field is always associated with individuals, groups, or specific agencies providing assistance and services to the public to achieve specific objectives. Delivering effective performance within the agency requires emotional intelligence on the part of the individuals, groups, or the agency itself. Emotional intelligence serves to balance the intellectual intelligence required for various individual activities. In fact, some studies indicate that emotional intelligence plays a more dominant role in influencing job satisfaction and employee performance (Gunawan, 2014). Emotional intelligence is also essential for managing the pressure individuals face in fulfilling their tasks and responsibilities; if not managed effectively, work-related stress can alter their perception of the alignment between their personal goals and values and those of the organization (Wibowo, 2015).

Emotional intelligence is closely linked to enhanced employee performance within an organization. It is a crucial factor in determining an individual's career success. According to Segal (2020), emotional intelligence plays a vital role in the workplace, just as it does in family life, the community, romantic relationships, and spiritual life. Segal suggests that emotional intelligence fosters awareness of one's inner state and enables better decision-making regarding actions to take, how to balance personal needs with the needs of others, and the choice of a life partner. Furthermore, Goleman (2019) asserts that intellectual intelligence contributes 20% to career success, while the remaining 80% is attributed to other factors including emotional intelligence, defined as the ability to recognize and manage one's own emotions in relation to others.

Employee performance is an individual matter, as each employee possesses varying levels of ability in executing their tasks. Performance is a crucial and compelling subject due to its proven importance; institutions desire employees who work diligently utilizing their full capabilities to achieve high-quality results. Without strong performance from the entire workforce, achieving organizational goals becomes difficult. Organizations and agencies consistently evaluate the work of employees who fail to meet targets in order to improve performance in subsequent periods. The Public Works and Spatial Planning Agency of Musi Banyuasin Regency located at Jalan Merdeka Lingkungan 1 No. 452, Serasan Jaya Urban Village, Sekayu District is a government agency tasked with managing water resources and irrigation; constructing and preserving road and bridge infrastructure; developing and managing buildings and their surroundings; and controlling and utilizing regional spatial planning.

Based on direct observations of the research objects at the Musi Banyuasin Regency Public Works and Spatial Planning Agency, it is evident that employee performance remains low specifically regarding a lack of precision and timeliness in task completion. This issue is influenced by suboptimal emotional intelligence; employees demonstrate a lack of self-awareness while working such as relaxing while waiting for others to finish their tasks rather than completing their own work and struggle with self-control in both their professional duties and social interactions. Evidence of this includes an inability to manage time effectively when performing tasks, a negative reception toward motivation or feedback from superiors, and a lack of empathy for colleagues such as refusing to assist a coworker with an unfinished report even after having completed one's own work.

LITERATURE REVIEW

In the most literal sense, the defines emotion as "any agitation or disturbance of mind, feeling, or passion; any vehement or excited mental state. Being "emotional" is rooted in a person's feelings or attitudes when reacting to a situation. It encompasses distinct feelings and thoughts, a biological and psychological state, and a set of tendencies to act. According to Goleman (2019), emotional intelligence refers to

emotional competencies that include the ability to exercise self-control and maintain resilience when facing obstacles; the capacity to manage emotions and avoid premature satisfaction; the ability to regulate mood and manage anxiety so it does not impair thinking; and the capacity for empathy and hope.

Cooper and Sawaf, as cited in Mahmudah (2019), argue that emotional intelligence is the ability to sense, understand, and effectively apply emotional power and sensitivity as a source of energy, information, connection, and human influence. According to Agustian (2019), emotional intelligence is the ability to listen to the whispers of emotion and utilize them as a vital source of information for understanding oneself and others in order to achieve goals.

According to Maryana (2020), emotional intelligence is the ability to be aware of one's own emotions and the emotions of others. Meanwhile, Meidah (2021) defines emotional intelligence as the power behind the throne of intellectual ability. Emotional intelligence forms the foundation of emotional development, encompassing skills such as delaying gratification, controlling impulses, and remaining optimistic in the face of uncertainty. Based on the expert opinions above, it can be concluded that emotional intelligence is a form of intelligence related to feelings; individuals possessing emotional intelligence are able to control their own emotions, understand the feelings of others, and motivate themselves when facing setbacks. Indicators serve as tools to measure the level of a variable, ensuring a focused approach and the achievement of desired results. According to Goleman (2019), there are five indicators of emotional intelligence:

1. Self-awareness: an individual's ability to monitor their own feelings from moment to moment.
2. Self-regulation: the ability to soothe oneself and shake off anxiety, gloom, or irritability, as well as to manage the consequences arising from a failure in basic emotional skills.
3. Motivation: the ability to channel emotions into a means for achieving goals and exercising self-mastery.
4. Recognizing emotions in others (empathy): an ability rooted in self-awareness; this serves as a fundamental social skill.
5. Social skills: the ability to manage the emotions of others and maintain relationships with them.

The concept of performance originates from the term "job performance" also referred to as "actual performance" or the actual work achievements attained by an employee. According to the Oxford Dictionary, as cited in Moeheriono (2019), performance is defined as an act, a process, or a manner of acting or carrying out organizational functions. According to Moeheriono (2019), the term originates from the verb "to perform," which encompasses several definitions: (1) to do, carry out, or execute; (2) to discharge or fulfill an obligation, such as a vow; (3) to execute or complete an undertaking; and (4) to do what is expected of a person or machine.

Wirawan (2018) defines performance as "the output generated by the functions or indicators of a job or profession within a specific timeframe." Wahyudi (2020) describes performance as a commendable result or achievement stemming from high effort (hard work) and the full utilization of one's potential. The work performance factors to be examined include work quality, work quantity, reliability, and work attitude. Furthermore, Bangun (2018) posits that performance is the work result achieved by an individual based on job requirements; a job entails specific requirements for execution to achieve goals, which are also referred to as job standards. According to Mangkunegara (2021), employee performance refers to the qualitative and quantitative work results achieved by an employee while carrying out tasks in accordance with their assigned responsibilities. Kristanti (2023) similarly notes that performance can be understood as the work results—in terms of both quality and quantity achieved by an employee.

Thus, it can be concluded that employee performance (or human resource performance) is the work achievement or output, measured by both quality and quantity attained by human resources over a specific period while performing tasks in accordance with their assigned responsibilities. Regarding the measurement of work performance, Mangkunegara (2021) states that employee performance is assessed using the following indicators:

- a. Quantity of results work, specifically the volume of production or output generated.
- b. Quality of work, specifically the extent to which production activities align with established organizational standards and regulations.
- c. Timeliness of work completion, specifically adherence to the timeframes required or expected for the execution of activities.

Table 1. Operationalization Of Variables

Variable	Variable Definition	Variable Indicators	Numbers	Scale
Emotional Intelligence (X)	According to Goleman (2019: 14), emotional intelligence is an emotional competence comprising the ability to exercise self-control and maintain resilience when facing obstacles, as well as the ability to manage oneself and regulate moods.	1. Self-awareness 2. Self-regulation 3. Motivation 4. Recognizing others' emotions 5. Social skills	1-2 3-4 5-6 7-8 9-10	Likert
Employee Performance (Y)	According to Mangkunegara (2021), employee performance is the work result—in terms of both quality and quantity achieved by an employee in carrying out their duties in accordance with the responsibilities assigned to them.	1. Quantity of work results 2. Quality of work results 3. Timeliness of task completion	1-3 4-6 7-10	Likert

Source: Author's data, 2026

METHOD (idem)

The research design is a research framework used as a guideline in conducting the research process.

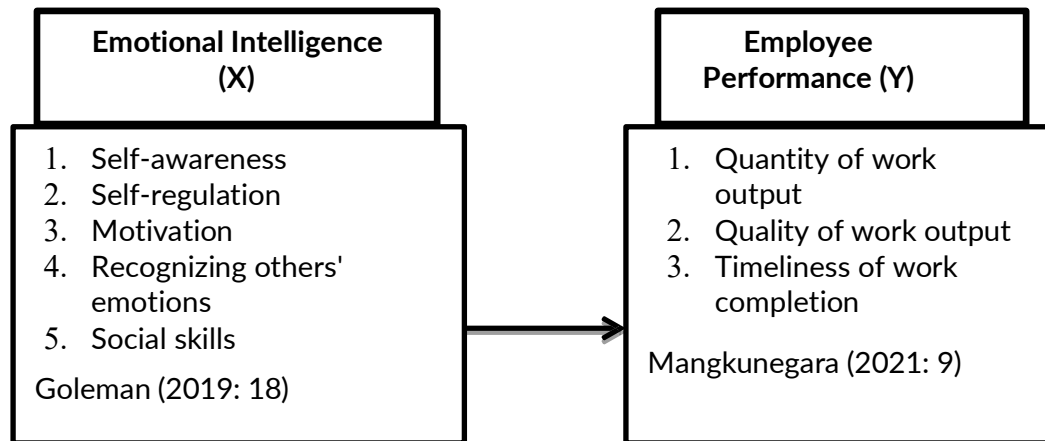


Figure 1. Research Design Diagram

In Figure 1 above, the indicators of emotional intelligence consist of self-awareness, self-regulation, motivation, recognition of others' emotions, and social skills. Meanwhile, employee performance encompasses the quantity of work output, the quality of work output, and the timeliness of task completion. The study population consists of 166 respondents, all of whom are employees of the Public Works and Spatial Planning Agency of Musi Banyuasin Regency. The sample size was determined using Slovin's formula ($N = n / 1 + n.e^2$) with a 5% (0.05) margin of error, resulting in a sample of 117 respondents. The sampling technique employed was non-probability sampling, specifically accidental sampling. The research instrument was a questionnaire using a 5 point Likert scale (ranging from 1 = Strongly Disagree to 5 = Strongly Agree), which underwent validity and reliability testing to ensure construct validity and measurement consistency. Data were collected through observation for initial identification, questionnaires as the primary source, and documentation for the literature review.

The data collection procedure involved using observation to identify preliminary data regarding the feasibility of conducting the study at the Agency, specifically concerning the variables under investigation, and using questionnaires as the main source of information for analyzing research findings. Questionnaires were distributed to the predetermined sample (Arikunto, 2020), while data collection via documentation involved materials such as books, journal articles, and prior studies on the research variables to serve as the basis for the literature review and theoretical framework. Data processing was conducted using SPSS Version 24, accompanied by data screening to eliminate invalid responses, such as uniform response patterns, significant missing data, and extreme outliers. Data analysis comprises five stages: a validity test to ensure the instrument measures the intended theoretical construct, a reliability test for

measurement consistency, descriptive statistical analysis to describe data characteristics, and simple linear regression analysis to describe the influence between variable X and variable Y.

ANALYSIS AND DISCUSSION

Analysis

Research data indicates that there were 20 respondents (17 percent) aged 18 to 20 years, 36 respondents (31 percent) aged 21 to 30 years, 44 respondents (38 percent) aged 31 to 40 years, and 17 respondents (14 percent) aged over 40 years.

Table 2. Validity Test of Emotional Intelligence

No. Item	r_{hitung}	$r_{tabel\ 5\%}$	Sig.	Criteria
X1	0.735	0.180	.000	Valid
X2	0.779	0.180	.000	Valid
X3	0.778	0.180	.000	Valid
X4	0.722	0.180	.000	Valid
X5	0.780	0.180	.000	Valid
X6	0.761	0.180	.000	Valid
X7	0.735	0.180	.000	Valid
X8	0.752	0.180	.000	Valid
X9	0.225	0.180	.000	Valid
X10	0.254	0.180	.000	Valid

Source: SPSS, 2026

Based on the validity test results above, all items can be considered valid. This conclusion is drawn by comparing the calculated r-value with the table r-value, using the criterion that the value must exceed the table r-value. For a sample size of $n = 117$ at a 5% significance level, the table r-value is 0.180. Since the calculated r-values for all items exceed the table r-value, the items are suitable for use in the research instrument.

Table 3. Validity Test of Employee Performance

No. Item	r_{hitung}	$r_{tabel\ 5\%}$	Sig.	Criteria
Y1	0.726	0.180	.000	Valid
Y2	0.818	0.180	.000	Valid
Y3	0.868	0.180	.000	Valid
Y4	0.780	0.180	.000	Valid
Y5	0.836	0.180	.000	Valid
Y6	0.787	0.180	.000	Valid
Y7	0.729	0.180	.000	Valid
Y8	0.772	0.180	.000	Valid
Y9	0.746	0.180	.000	Valid
Y10	0.792	0.180	.000	Valid

Source: SPSS, 2026

Table 4. Reability Test

Variable	Cronbach's Alpha	Information
Emotional Intelligence (X)	0.851	Reliable
Employee Performance (Y)	0.930	Reliable

Source : SPSS, 2026

Sugiyono (2019) states that reliability below 0.6 is considered poor, reliability in the 0.7 range is acceptable, and a value above 0.8 is good. To test the reliability of the instrument in this study, the Cronbach's Alpha test was used a technique applied to essay-type data. The reliability test results show that the Cronbach's alpha value for the emotional intelligence variable is 0.851 (greater than 0.6); thus, it can be concluded that the emotional intelligence variable demonstrates good reliability. Similarly, for the employee performance variable (Y), the Cronbach's alpha value is 0.930 (greater than 0.6), leading to the conclusion that the employee performance variable (Y) also demonstrates good reliability.

Table 5. Simple Linear Regression

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	9.361	3.610		2.593	.000
	Kecerdasan Emosional	.751	.099	.576	7.563	.000

Dependent Variable: Employee Performance

Source: SPSS, 2026

Table 6. Determination Analysis

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.576 ^a	.332	.326	7.757

Predictor's: Emotional Intelligence

Based on Table above, the R-squared (R^2) value is 0.332; this indicates that emotional intelligence accounts for 33.2 percent of the variation in employee performance at the Public Works and Spatial Planning Agency of Musi Banyuasin Regency, while other variables not included in this study account for 66.8 percent.

Discussion

Based on data processing using SPSS version 24, the validity values for the questionnaire items indicate that all items are valid. This was determined by comparing the calculated r-hitung with the table r-table, using the criterion that the value must exceed the r-table value. For a sample size (n) of 117 at a 5% significance level, the r-table value is 0.180. Since the calculated r-values for all items exceeded the r-table value, the instrument is suitable for use in this study. SPSS calculations yielded a

Cronbach's alpha value of 0.851 for the emotional intelligence variable (X); since this exceeds 0.6, it can be concluded that the emotional intelligence variable (X) demonstrates good reliability.

Similarly, for the employee performance variable (Y), the Cronbach's alpha value was 0.930 (greater than 0.6), indicating good reliability for this variable as well. The correlation value (R) was 0.576, indicating a moderate relationship between emotional intelligence and employee performance at the Public Works and Spatial Planning Agency of Musi Banyuasin Regency, as the value falls within the 0.40–0.599 range. Regarding the regression coefficient, the R-squared (R^2) value was 0.332; this means that emotional intelligence accounts for 33.2 percent of the variance in employee performance at the agency, while other variables not included in this study account for the remaining 66.8 percent. The calculated t-value was 7.563, which exceeds the t-table value of 1.981. Consequently, the alternative hypothesis (H_a) is accepted, and the null hypothesis (H_o) is rejected, leading to the conclusion that emotional intelligence influences employee performance at the Public Works and Spatial Planning Agency of Musi Banyuasin Regency.

This finding aligns with research conducted by Rusdaman Rauf in 2019 regarding the influence of emotional intelligence on employee performance at PT. Semen Tonasa, Pangkep Regency, where the results showed that emotional intelligence had a positive and significant partial effect on employee performance; as well as the study conducted by Gandung Satriyono in 2018 titled "The Influence of Emotional Intelligence on Teacher Performance at SMP Negeri 4 Kediri," which found that emotional intelligence had a partial effect on teacher performance at the school. This is followed by the study conducted by Achmad Yusuf in 2024 regarding the influence of emotional intelligence on employee performance at PT. X Sidoarjo, where the results showed that emotional intelligence had a positive and significant partial effect on employee performance at PT. X Sidoarjo.

CONCLUSION

Based on the results of the research instrument testing, it can be concluded that emotional intelligence has an influence on employee performance at the Public Works and Spatial Planning Agency of Musi Banyuasin Regency. The findings indicate that emotional intelligence is an important factor in determining how employees perform their duties and responsibilities. Employees with better emotional intelligence are generally better able to manage their emotions, interact effectively with others, and respond appropriately to various situations in the workplace. The results further demonstrate that there is a moderate relationship between emotional intelligence and employee performance at the Public Works and Spatial Planning Agency of Musi Banyuasin Regency. This moderate relationship suggests that improvements in employees' emotional intelligence may contribute to better performance. Therefore, strengthening emotional intelligence through appropriate development programs,

interpersonal communication, and supportive organizational practices may help employees manage workplace challenges more effectively and improve the quality of their performance.

Furthermore, emotional intelligence accounts for 33.2% of the variation in employee performance, while the remaining 66.8% is explained by other variables that were not examined in this study. This finding indicates that emotional intelligence plays a meaningful role in employee performance, but it is not the only determinant. Other individual, organizational, and environmental factors may also influence employee performance. Future research is therefore encouraged to examine additional variables to provide a more comprehensive understanding of the factors that contribute to employee performance at the Public Works and Spatial Planning Agency of Musi Banyuasin Regency.

REFERENCES

- Achmad, Yusuf. 2024. Pengaruh Kecerdasan Emosional Terhadap Kinerja Karyawan Pada PT. X Sidoarjo.
- Agustian, Ginanjar. 2019. ESQ Power. Edisi Pertama. Jakarta: Arga Publishing.
- Gandung, Satriyono. 2018. Pengaruh Kecerdasan Emosional Terhadap Kinerja Guru Di SMP Negeri 4 Kediri.
- Goleman, Daniel. 2019. Emotional Intelligence: kecerdasan emosional. (Emosional didasarkan pada perasaan atau sikap). Jakarta: PT.Gramedia Pustaka Umum.
- Kristanti, Desi. 2023. Manajemen Sumber Daya Manusia. Jawa Tengah: Eureka Media Aksara.
- Mahmudah, Enny. 2019. Manajemen Sumber Daya Manusia. Surabaya: UBHARA Manajemen Press.
- Mangkunegara, Anwar Prabu. 2021. Evaluasi Kinerja Sumber Daya Manusia. Bandung: Penerbit Refika Aditama.
- Maryana. 2020. Pengaruh Kecerdasan Emosional Terhadap Kinerja Karyawan Pada Kantor Kementerian Agama Kabupaten Karawang. Jurnal manajemen Vol. 10. No. 1.
- Meidah. 2021. Pengaruh Konflik Peran Ganda, Kecerdasan Emosional Dan Komitmen Organisasi Terhadap Kinerja Perawat Wanita (Studi Kasus Pada Rumah Sakit Islam Jakarta Pondok Kopi).
- Moehariono. 2019. Pengukuran Kinerja Bersasis Kompetensi. Jakarta: Raja Grafindo Persanda.
- Nggermanto, Anas. 2017. Kecerdasan Emosional. Bandung: Nuansa Cendekia
- Noor, Juliansyah. 2019. Metodologi Penelitian: Skripsi, Tesis, Disertasi, dan Karya Ilmiah. Jakarta: Bumi Aksara.
- Rusdaman, Rauf. 2019. Pengaruh Kecerdasan Emosional Terhadap Kinerja Karyawan PT. Semen Tonasa Kabupaten Pangkep.
- Sangadji, Eta Mamang dan Sopiah. 2019. Metodologi Penelitian: Pendekatan Praktis dalam Penelitian. Yogyakarta : Andi.
- Sekaran, Uma. 2019. Metode Penelitian Untuk Bisnis, Jakarta: Selemba Empat
- Sugiyono. 2019. Metodologi Penelitian Bisnis. Edisi Kelima. Bandung: CV. Alfabeta.
- Tika, Pabundu. 2019. Metodologi Riset Bisnis. Jakarta : Bumi Aksara.

- Wahyudi. 2020. Kajian Manajemen Sumber Daya Manusia Untuk Mahasiswa. Tangerang Selatan: Umpam Press.
- Wirawan. 2018. Evaluasi Kinerja Sumber Daya Manusia Teori, Aplikasi,dan Penelitian. Jakarta: Salemba Empat.