

## THE INFLUENCE OF EMOTIONAL INTELLIGENCE AND INTRINSIC MOTIVATION ON PERFORMANCE

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**Abstract.** *This study, titled “The Influence of Emotional Intelligence and Intrinsic Motivation on Performance,” aims to examine how Emotional Intelligence and Intrinsic Motivation affect employee performance. The research employs a descriptive approach, with data analyzed using multiple regression analysis through SPSS. The population consists of 91 permanent employees of Catholic University of Saint Thomas, and the sampling method used is saturated sampling, encompassing all 91 individuals. The results of the multiple regression analysis reveal that Intrinsic Motivation has the most significant impact on employee performance, contributing 38.2%. In addition, the coefficient of determination ( $R^2$ ) indicates a value of 0.385, meaning that Emotional Intelligence and Intrinsic Motivation collectively explain 38.5% of the variance in performance. The remaining 61.5% is attributed to other variables not included in the study.*

**Keywords:** *Emotional Intelligence, Intrinsic Motivation, Performance.*

### 1. INTRODUCTION

Human resources are a strategic asset that the company possesses among its many other resources. It is impossible to use other resources without human resources. In actuality, though, a lot of businesses continue to underestimate how crucial human resources are to their existence. Human resources are one of the strengths of an organization and are one of the important aspects in determining whether a company succeeds or fails in achieving its goals. In achieving its goals, the organization needs high-quality human resources. Empowerment of human resources must be carried out by the company to improve the performance of each employee, and consequently, the company's performance will also improve. The employees within the company are individuals who contribute their energy, thoughts, talents, and creativity to support the company's progress.

Human resources (HR) are a critical component in any organization's ability to succeed. These resources are not just a part of the company's structure; they are its strategic asset. Every other resource, whether financial, technological, or physical, requires human input for effective utilization. Unfortunately, many organizations still fail to recognize the full potential of HR, underestimating its importance in driving long-term success.

In any company, HR is considered one of the most powerful drivers behind the achievement of its goals. The quality and performance of the human resources directly impact the company's overall success. If an organization wishes to achieve its objectives, it must invest in its human capital. High-quality HR can provide the innovative ideas, commitment, and problem-solving abilities needed to meet the company's goals and overcome challenges.

However, having skilled employees is not enough. For optimal performance, organizations must empower their employees through training, development programs, and opportunities for growth. Empowering employees involves providing them with the tools, knowledge, and resources to perform their best. By doing so, employees are better equipped to contribute meaningfully to the company's performance.

In practice, human resources within a company are individuals who bring their unique skills, ideas, and creativity to the table. They are the ones who transform the company's vision into reality. The productivity and overall performance of the company are directly linked to how well the human resources are nurtured, managed, and empowered. As a result, HR plays a crucial role in improving both individual employee performance and the collective success of the organisation. Through effective management and development, HR can ensure that the company remains competitive and continues to progress in the ever-changing business environment.

Many factors influence performance, including emotional intelligence, work discipline, work environment, competence, work stress, compensation, motivation, job satisfaction, company culture, and many more. In this study, the main focus is on the factors of emotional intelligence and intrinsic motivation that influence performance. Job demands usually do not always allow employees to perform their tasks. Many employees often experience anxiety and stress, which can hinder their work. Individuals with high emotional intelligence can manage their feelings, including self-motivation, empathy, self-awareness, and self-regulation.

A university is a form of higher education institution known as a college and has faculties, within which there are various departments or study programs. which involves many parties, such as lecturers, educational staff, and students. Higher education institutions are organizations that heavily rely on the performance of their human resources, including the human resources of lecturers and educational staff. Lecturers and educational staff become important parameters in the institutional control process of higher education institutions due to their very central position.

Catholic University of Saint Thomas is an institution engaged in the field of educational services. In order to produce high-quality graduates, a good and quality process is also required. In their efforts, educational staff as academic support personnel are required to have high work motivation.

Job demands usually do not always allow employees to perform their tasks. Many employees often experience anxiety and stress, which can hinder their work. Individuals with high emotional intelligence can manage their feelings, including self-motivation, empathy, self-awareness, and self-regulation. Emotional intelligence is an individual's ability to manage their own emotions as well as those of others effectively to motivate themselves. Having high emotional awareness enables employees to have self-control, so that all forms of work they do can be well-structured and completed on time. This emotional intelligence ability includes managing frustration, controlling mood, having a high sense of empathy, and strong teamwork.

Bahaudin (2019) explains that there is a balance between emotions and reasoning in the workplace. This means that there must be the ability to manage emotions into something beneficial, and it also requires specific skills to compare what should be prioritized and what can be done afterward. Moreover, it would be even better if one could balance work time with personal time.

Emotional intelligence is important for the performance of employees, since it helps individuals to manage internal processes. Maharani (2022) found a positive and significant relationship in the effect of emotional intelligence on performance, while Rahmawati (2022) and Borman (2021) concluded that it has no significant influence..

With good emotional intelligence, employees can complete tasks according to the targets set by the company. It can be interpreted that if emotional intelligence increases, employee performance will be high. Emotion is a distinctive feeling and way of thinking, a biological and psychological condition, as well as a tendency in performing tasks. Emotions are included in the aspect of an employee's intelligence that significantly impacts their performance. Emotional intelligence can determine the potential to perform a skill that affects an employee's performance.

Because every member of an organization has different requirements and desires, motivation is a complicated topic. This is distinct since every individual inside an

organization has a unique biological and psychological makeup and grows according to distinct learning processes. Organizations need to understand what motivates their employees or subordinates, as this factor will determine the organization's progress in achieving its goals. Motivation within an organization is very much needed, because without motivation, an organization will not develop and ultimately its goals will not be achieved. Specifically, employee motivation is the key to the success of an organization. Motivation, in whatever form, plays a very significant role in the development of an institution or organization, because with motivation, the performance processes of employees will become better and improve. Motivation can come from within oneself or from external sources; if someone successfully achieves their motivation, they tend to remain motivated. Motivation is one of the various factors that contribute to a person's performance; with motivation, we can understand what stimulates an employee to work. Thus, a manager can adjust job tasks and rewards in such a way that people become enthusiastic about working.

Motivated employees will put forth their best effort in completing assigned tasks, which can lead to improved job performance. Individuals with high motivation do not experience difficulty when handling their tasks; they will strive to achieve the best possible outcomes. Furthermore, they continuously seek to develop themselves in their work. Motivation also encourages employees to become more engaged in their jobs and company activities. This enthusiasm is reflected in lower resignation rates, perfect attendance, and positive relationships with colleagues. These are just a few reasons why motivation is crucial.

Since intrinsic motivation is ingrained in people directly, it is the most powerful form of motivation. Employees who are intrinsically motivated are more conscious of their duties and work and are inspired to perform their jobs with zeal. Work outcomes brought about by awareness lead to good performance, and employees will understand that they can meet their basic demands if they perform well. Various needs and expectations within a person's character shape that person's internal motivation. This strength influences his personality by determining various perspectives, which in turn lead to behavior in specific situations.

Dian (2022) found that intrinsic motivation positively affects performance, while Rahayu (2022) found no effect.

Overall, intrinsic motivation plays an important role in enhancing individual performance in the workplace. Employees who have this motivation are not only more satisfied with their work, but also more capable of fulfilling their responsibilities and achieving organizational goals effectively. Increasing intrinsic motivation among employees can be an effective strategy to enhance productivity and job satisfaction in the company.

## **2. LITERATURE REVIEW**

### **2.1 Emotional Intelligence**

Emotional intelligence refers to an individual's ability to recognize, evaluate, control, and regulate his or her emotions and that of others. It is also about one's awareness regarding states of emotions and how they fit into specific contexts to bring about preferred outcomes.

Goleman (2020) defines emotional intelligence as one's ability to recognize one's own and others' feelings, to self-motivate, and to be able to skillfully deal with emotions within personal and social lives. At work, it is the ability to build good relationships with peers, managers, and customers. People with high emotional intelligence have a greater ability to withstand pressure and to maintain healthy relationships.

Salovey and Mayer (2018) define emotional intelligence as that part of social intelligence that enables people to monitor and perceive emotions, both their own and others, in order to modulate thought and behavior. Under Goleman's model, there are

five components of emotional intelligence: Recognizing One's Emotions, Regulating, Emotions, Self-Motivation, Recognizing Others' Emotions, and Building Relationships.

According to Goleman (2018), the factors that influence emotional intelligence include:

a. Internal Factor

The things that affect an individual's emotional intelligence are internal issues. The physical and psychological aspects are the two origins of these internal elements. The physical aspect involves a person's health and physical state; if they are compromised, it may have an impact on their emotional intelligence. Experiences, emotions, cognitive capacities, and motivation are all part of the psychological component.

b. External Factors

External factors are the environmental and situational influences on emotional intelligence:

- One of the elements that affects an individual's ability to successfully manage emotional intelligence without distortion is the stimulus itself, or sensory saturation.
- The circumstances or surroundings, particularly those that support the emotional intelligence process. It is extremely difficult to separate the ambient objects that form its foundation.

## *2.2 Intrinsic Motivation*

Motivation that originates internally, motivated by the joy or contentment gained from the task itself rather than by outside rewards, is known as intrinsic motivation. The internal desire to participate in an activity because it is fascinating, pleasurable, or fulfilling on an intrinsic level rather than for a separate goal is known as intrinsic motivation.

Herzberg's theory says that internal factors, like achievement and recognition, increase motivation, while outside factors stop dissatisfaction but do not motivate (Luthans & Doh, 2018). Self-Determination Theory claims that outside rewards can lower internal motivation.

According to Deci & Ryan (2020), There are several factors that influence Intrinsic Motivation: First, satisfaction with the task is intrinsic motivation increases when individuals feel that the tasks they perform provide personal and intrinsic satisfaction. Second, Achievement and Competence is a sense of competence and achievement in tasks is very important so that individuals feel they have mastered skills and succeeded in the tasks they perform. Third, Interest and Engagement is emphasizes the importance of experience in influencing intrinsic motivation; when individuals engage in activities they are interested in, their intrinsic motivation will increase.

Employees who are intrinsically motivated tend to be more engaged, enthusiastic, and more resilient to stress. They often work harder because they enjoy what they do, not just to get a reward. The goal of intrinsic and extrinsic motivation in improving employee performance is to create a work environment that maximizes productivity, satisfaction, and employee engagement.

- Goal of Improving Job Satisfaction: Helping employees feel satisfied and happy while doing their work because they perceive the job as having personal value or meaning.
- Increasing Engagement and Dedication: Making employees more enthusiastic and dedicated in performing their tasks.
- Encouraging Personal Development: Stimulating the growth of skills and knowledge through work.

## *2.3 Performance*

Employee performance is the output of a group of people or an individual working according to their respective tasks or authority throughout a given time period. Employees must have their performance reviewed by the organization. A key factor in

raising employee motivation at work is performance reviews. According to Mangkunegara (2020), performance is the quality and quantity of work an employee completes in accordance with their responsibilities.

Performance is not only a tool to achieve organizational goals but can also motivate employees to continuously develop themselves. Performance is a measurement tool used by the company to achieve organizational goals and develop employee potential.

According to Mangkunegara (2020), several dimensions and performance indicators are stated as follows:

- a. The quantity of work refers to the amount and variety of tasks completed under normal conditions to meet the company's goals:
  - Work Target
  - Work Volume.
- b. Work quality is the meticulousness, neatness, and adherence to results that are carried out well in order to avoid mistakes in completing a task. The indicators are:
  - Execution of work accurately
  - Minimizing the level of errors in work
- c. Utilization of time is the use of working hours adjusted to the company's policies so that the work is completed on time as scheduled. The indicator:
  - Timeliness in completing tasks
  - Deadline for completing the work

Mangkunegara (2020) identifies the following factors that influence performance:

- Ability factor

Employees with above-average IQ (110-120), appropriate education, and the necessary skills to perform their tasks are more likely to reach the expected performance levels. Therefore, it is crucial to assign them to jobs that align with their expertise.

- Motivation factor

Motivation is an employee's attitude that drives them to achieve goals in work situations.

### **3. RESEARCH METHODS**

This study used a descriptive approach with a representative sample of 91 permanent employees from Catholic University of Saint Thomas Medan. Data was collected using questionnaires, and the analysis employed quantitative/statistical methods, specifically multiple linear regression, to test the hypothesis and determine the relationship between independent and dependent variables. The Saturated Sampling technique was used, meaning the entire population was included as the sample.

### **4. RESULTS AND DISCUSSION**

Multiple regression analysis is used to assess the impact of independent variables (Emotional Intelligence and Intrinsic Motivation) on the dependent variable (Performance) among 91 permanent employees of Catholic University of Saint Thomas. In this study, the analysis was conducted using the SPSS software application. The formulation is as follows:

Table 1.

Model	Unstandardized Coefficients		Standardize d Coefficients	t	Sig.
	B	Std. Error	Beta		

1	(Constant )	10.831	1.631		6.641	.000
	X1	.065	.070	.079	.924	.358
	X2	.382	.054	.602	7.077	.000

$$Y = a + \beta_1 X_1 + \beta_2 X_2 + e$$

$$Y = 10,831 + 0,065X_1 + 0,382X_2$$

- Constant (a) = 10.831, this indicates the constant level, where if the variables Emotional Intelligence (X1), and Intrinsic Motivation (X2) are 0, then Performance (Y) remains at 10.831, assuming other variables remain constant.
- The X1 coefficient of 0.065 indicates a 1% increase in variable X1 (Emotional Intelligence) causes an increase in employee performance of 0.065 or a 1% decrease in variable X1 (Emotional Intelligence) causes a decrease in employee performance of 0.065.
- With a coefficient X2 of 0.382, every 1% increase in variable X2 (Intrinsic Motivation) results in an increase in employee performance of 0.382 or a decrease in employee performance of 0.894.

Table 2. Model Summary<sup>b</sup>

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.621 <sup>a</sup>	.385	.371	1.447

The coefficient of determination ( $R^2$ ) value is shown in the table, with an R Square of 0.385. This means that 38.5% of the performance variable can be explained by emotional intelligence and intrinsic motivation. The remaining 61.5% is influenced by other factors not included in this regression model, such as motivation, leadership, work discipline, job satisfaction, and others.

## CONCLUSION

Based on the research findings, it can be concluded from the multiple linear regression test that Intrinsic Motivation has the greatest influence on the performance of employees at Catholic University of Saint Thomas, with a contribution of 38.2%. This indicates that intrinsic motivation is a key factor in driving employee performance at the university. Furthermore, the coefficient of determination ( $R^2$ ) calculation revealed an Adjusted R Square value of 0.385, or 38.5%. This means that emotional intelligence and intrinsic motivation together explain 38.5% of the performance variable. The remaining 61.5% of the variance in performance is influenced by other variables not included in this regression model, such as motivation, leadership, work discipline, job satisfaction, and other factors.

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