Effect's Emotional Intelligence and Organizational Commitment on Employee Performance Through Work Motivation

Aturma Hutapea[1] & Mafizatun Nurhayati[2]

[1,2]Faculty of Economics and Businesss, Mercu Buana University, Indonesia
Email: [1]aturmahutapea26@gmail.com, [2]mafizatun.nurhayati@mercubuana.ac.id

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ABSTRACT

This study aims to analyze the effect's of emotional intelligence and organizational commitment on employee performance mediated by work motivation. The object of this research is the employee of the General Election Commission (KPU) Toba Regency. Determination of the sample in this study using a saturated sampling technique, so that all employees became respondents as many as 42 respondents and all respondents filled out the questionnaire. This research was conducted from January 2021 to April 2021 at the General Election Commission (KPU) Office of Toba Regency. Data were analyzed using Partial Least Square analysis. The results of this study indicate that emotional intelligence, organizational commitment and work motivation have a positive and significant effect on employee performance. Meanwhile, work motivation mediates emotional intelligence and organizational commitment to employee performance. Work motivation mediates emotional intelligence and organizational commitment partially, which is positive and significant.

Keywords: Emotional Intelligence, Organizational Commitment, Work Motivation, Employee Performance

INTRODUCTION

Employees of the General Election Commission (KPU) of Toba Regency as assets and main elements in the implementation of administration at the Toba Regency KPU play a very decisive role in achieving goals. All elements of the Toba Regency KPU's resources will not function without being handled by Toba Regency KPU employees as the main driver of the administration. Where in every activity required on time and can be accepted according to the work plan set or in other words have high performance. Without good or high performance from Toba Regency KPU employees it is difficult for Toba Regency KPU in the process of achieving its goals. Given these problems, it is very necessary for the Toba Regency KPU to prepare an effective system to improve the quantity and quality of its employees in order to produce employees who have good performance. The existence of Toba Regency KPU employees is very much needed in supporting the Toba Regency KPU to hold General Elections and Pilkada in Toba Regency.

In 2020, one of the regencies that participated in the simultaneous regional elections was Toba Regency, namely the election that was held on December 9, 2020. The General Election Commission of Toba Regency held an election with voter participation results exceeding the national target set by the General Election Commission of the Republic of Indonesia (KPU). RI) which is 77.5%. According to data obtained from the Toba Regency Commission in 2020, the percentage of voter recapitulation in the Regent/Deputy Regent Election in 2020 increased to 79.29% from the previous 71.64%. However, even so, the General Election Commission of Toba Regency must continue to work hard so that the planned elections in 2024 turn out to

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increase the number of voters, even reaching 100%. And of course this can be realized if the performance of the Toba Regency KPU employees is good and consistent. From these data, the authors are encouraged to conduct research on the performance of Toba Regency employees.

One measure of employee performance can be seen from the level of employee attendance. According to data obtained from the Toba Regency KPU Secretariat in the January-March 2021 period, the rate of employee absenteeism is still high with an average of 4.35%. From the results of an interview with the Secretary of the Toba Regency KPU, it was also stated that employee absenteeism was still low, especially for supporting staff. However, these facts are not reported in accordance with the actual conditions. This is done so that employees can still receive salaries. The data and interview results indicate that there is an inconsistency between the recapitulation of increased voter participation and employee performance. The level of work motivation, organizational commitment, emotional intelligence of some employees is still low and needs attention.

LITERATURE REVIEW

Employee Performance

Stoner and Freeman in Wukir (2013: 96) argue that performance is the key that must function effectively so that the organization as a whole can succeed. A. Anwar Prabu Mangkunegara in Wukir (2013: 97), performance (work achievement) is the result of work in quality and quantity achieved by an employee in carrying out his duties in accordance with the responsibilities given to him. According to Wirawan (2014) explains that the performance of human resources - performance stands for kinetics of work energy - and its equivalent in English performance, is the output produced by the functions or dimensions of work or profession carried out by human resources or employees in certain time. Wirawan (2014:733) grouped the dimensions of employee performance into three types, namely: 1) work results, indicators: quantity of work, quality of work, effectiveness in carrying out tasks 2) work behavior, indicators: behavior indicated by organizational regulations, thoroughness in work, cooperation 3) personal traits, indicators: honesty, courage, and initiative.

Work Motivation

Suwatno (2011:136) gives an understanding that motivation is a process of giving motives (drivers) to work on subordinates in such a way that they want to work sincerely for the efficient achievement of organizational goals. Rivai (2010:837) provides an understanding of motivation is a series of attitudes and values that influence individuals to achieve specific things according to individual goals. These attitudes and values are something that is invisible that provides the strength to encourage individuals to behave in achieving goals. The drive consists of two components, namely the direction of behavior (work to achieve goals), and behavioral strength (how strong an individual's effort is at work). Employee motivation variables in this study were measured by dimensions and indicators that refer to Mc's Achievement Theory. Clelland (Veirtzal Rivai, 2011:837), namely, 1) need for achievement, the indicators are: efforts to excel, efforts to develop oneself, efforts to get recognition from work 2) need for affiliation, the indicators: spirit to be affiliated with the environment, enthusiasm to be able to cooperate, maintain friendship with co-workers 3) need for power, indicators: trying to be respected, trying to always maintain authority, trying to reach the highest position.

Emotional Intelligence

Goleman (2015), says that emotional intelligence is the ability to motivate oneself and endure frustration, control impulses, and not exaggerate pleasure, regulate moods, and keep stress loads from paralyzing the ability to think, empathize and pray. Masaong and Tilomi (2011) argue that high emotional intelligence (EQ) will be very useful and have an effect on improving the quality of life so that this life can provide unexpected value. According to Goleman (2015:58) the component of emotional intelligence or the emotional skills framework has five dimensions, namely: 1) self-awareness or self-knowledge, the indicators: emotional awareness, self-assessment, self-confidence 2) self-regulation or self-control, the indicators: control self, prudence, adjustment 3) motivation, indicators: achievement drive, commitment, optimism 4) empathy, indicators: understanding others, service oriented, recognition of diversity 5) social skills, indicators: conflict management, leadership and building bond.

Organizational Commitment

The definition of organizational commitment according to Wibowo (2017) is the desire of some workers to remain members of the organization. Organizational commitment affects whether an employee remains as a member of the organization (is retained) or leaves to pursue another job (turns over). The dimensions of commitment according to Wibowo (2017: 215), namely: 1) Affective commitment, the indicator: intends to spend the rest of his career with the organization, enjoys discussing the organization with people outside it, the organization has a lot of personal meaning 2) Continuance commitment, the indicator: too much his life will be disrupted if he decides to leave the current organization, now stays with the organization because of the many needs, other organizations may not provide benefits like here 3) Normative commitment, the indicator: one of the main reasons to continue to be in this organization is because believe loyalty is important and therefore feel a sense of moral obligation to remain, and believe in the value of loyalty to an organization.

METHOD

This research includes associative research in the form of a causal relationship which aims to determine the relationship between two or more variables. Causal relationship is a causal relationship, the independent variable (X) affects the dependent variable (Y). Interactive or reciprocal relationships are relationships that influence each other. Determination of the sample in this study using saturated sampling technique, so that all employees became respondents as many as 42 respondents and all respondents filled out the questionnaire. Data were analyzed using Partial Least Square (PLS) analysis.

RESULT AND DISCUSSION

The sample in this study were 42 people who became respondents in this study. The sample in this study were all employees of the General Election Commission (KPU) Toba Regency. In this study, respondents were divided into several characteristics. From these respondents, a description of the respondents can be made as follows:

Table 1: Characteristics of Respondents

Data	Frequency	Percentage
Gender		
Men	30	71.4%
Woman	12	28.6%
Age		
< 35 Tahun	15	35.7%
≥ 35 Tahun	27	64.3%
Length of Subscription		
SMA (*High School*)	12	28.6%
D3	4	9.5%
S1 (*Bachelor*)	25	59.5%
S2 (*Magister*)	1	2.4%
Total	**42**	**100.0%**

From Table 1 above, it can be seen that the respondents were dominated by men, namely 30 people with the a percentage of 71.4%, while the female as many as 12 people with a percentage of 28.6%. Respondent's age is > 35 years, namely 27 people with a percentage of 64.3%, then respondents aged < 35 years are 15 people with a percentage of 35.7%. Respondents' education is High School as many as 12 people with a percentage of 28.6%, D3 as many as 4 people with a percentage of 9.5%, Bachelor's as many as 25 people with a percentage of 59.5%, Masters as many as 1 person with a percentage of 2.4%.

Variable Descriptive

Descriptive statistical analysis of research variables was used to determine the tendency of answers to the questionnaire or the extent to which the responses from respondents were in accordance with the category of answer choices using a Likert Scale from a scale of 1 (strongly disagree) to 5 (strongly agree) on the statements of each variable. Descriptive statistics provide an overview or description of a data seen from the average value (mean), standard deviation, maximum, and minimum.

Table 2: Variable Descriptive Statistics Test Results

Variable	Item Code	N	Min	Max	Mean	Standard Deviation
Emotional Intelligence	X1.1	42	2	5	3.881	0.822
	X1.2	42	1	5	3.833	0.784
	X1.3	42	2	5	3.833	0.814
	X1.4	42	2	5	3.857	0.804
	X1.5	42	1	5	3.786	0.832
	X1.6	42	1	5	3.857	0.861
	X1.7	42	2	5	3.905	0.683
	X1.8	42	1	5	3.714	0.853
	X1.9	42	1	5	3.833	0.949
	X1.10	42	1	5	3.738	0.927
Total mean value and standard deviation					**3.824**	**0.833**
Organizational Commitment	X2.1	42	1	5	3.595	0.847
	X2.2	42	1	5	3.571	0.877
	X2.3	42	1	5	3.548	0.822
	X2.4	42	1	5	3.714	0.825
	X2.5	42	1	5	3.476	0.823
	X2.6	42	1	5	3.738	0.818
	X2.7	42	1	5	3.738	0.847
	X2.8	42	1	5	3.643	0.868
	X2.9	42	1	5	3.595	0.901
Total mean value and standard deviation					**3.624**	**0.848**
Work motivation	Y1.1	42	2	5	3.714	0.881
	Y1.2	42	2	5	3.690	0.831
	Y1.3	42	2	5	3.762	0.895
	Y1.4	42	2	5	3.738	0.758
	Y1.5	42	2	5	3.548	0.931
	Y1.6	42	2	5	3.619	0.815
	Y1.7	42	2	5	3.738	0.847
	Y1.8	42	2	5	3.667	0.777
	Y1.9	42	2	5	3.857	0.833
Total mean value and standard deviation					**3.704**	**0.841**
Employee Performance	Y2.1	42	1	5	3.714	0.825
	Y2.2	42	1	5	3.667	0.745
	Y2.3	42	1	5	3.714	0.958
	Y2.4	42	1	5	3.738	0.818
	Y2.5	42	1	5	3.595	0.874
	Y2.6	42	2	5	3.786	0.741
	Y2.7	42	1	5	3.762	0.840
	Y2.8	42	1	5	3.619	0.815
	Y2.9	42	1	5	3.786	0.860
	Y2.10	42	1	5	3.714	0.853
	Y2.11	42	1	5	3.690	0.771
	Y2.12	42	1	5	3.738	0.758
Total mean value and standard deviation					**3.710**	**0.822**

Based on Table 2, it can be seen that the emotional intelligence variable has a minimum value of 1, a maximum of 5, a mean of 3.824 and a standard deviation of 0.833. Organizational commitment has a minimum value of 1, a maximum of 5, a mean of 3.624 and a standard deviation of 0.848. Work motivation has a minimum value of 2, a maximum of 5, a mean of 3704 and a standard deviation of 0.841. The employee performance variable has a minimum value of 1, a maximum of 5, a mean of 3710 and a standard deviation of 0.822. From these results, it shows that most of the respondents gave agreed responses to the questions regarding the variables of emotional intelligence, organizational commitment, work motivation and employee performance as perceived by the respondents, followed by quite agreeable answers.

Data Analysis Results
Measurement Model Test Results (Outer Model)
Evaluation of the measurement model or outer model is carried out to assess the validity and reliability of the model. The outer model with reflexive indicators is evaluated through the convergent validity and disciminant validity of the indicators and composite reliability for the indicator block (Ghozali and Latan, 2015).
1. Convergent Validity
a. Convergent Validity Test with Loading Factor
An instrument is said to meet the convergent validity test if it has a loading factor of > 0.7. The results of the convergent validity test with the loading factor are presented in Table 3.

Table 3: Convergent Validity Test with Loading Factor

Variable	Item Code	Loading Factor	Cut Off	Description
Emotional Intelligence	X1.1	0.856	0.7	Valid
	X1.2	0.841	0.7	Valid
	X1.3	0.850	0.7	Valid
	X1.4	0.881	0.7	Valid
	X1.5	0.858	0.7	Valid
	X1.6	0.871	0.7	Valid
	X1.7	0.836	0.7	Valid
	X1.8	0.836	0.7	Valid
	X1.9	0.896	0.7	Valid
	X1.10	0.827	0.7	Valid
Organizational Commitment	X2.1	0.843	0.7	Valid
	X2.2	0.843	0.7	Valid
	X2.3	0.864	0.7	Valid
	X2.4	0.905	0.7	Valid
	X2.5	0.872	0.7	Valid
	X2.6	0.922	0.7	Valid
	X2.1	0.843	0.7	Valid
	X2.2	0.843	0.7	Valid
	X2.3	0.864	0.7	Valid
	X2.4	0.905	0.7	Valid
	X2.5	0.872	0.7	Valid
	X2.6	0.922	0.7	Valid
	X2.7	0.831	0.7	Valid
	X2.8	0.819	0.7	Valid
	X2.9	0.879	0.7	Valid
Work Motivation	Y1.1	0.872	0.7	Valid
	Y1.2	0.865	0.7	Valid
	Y1.3	0.880	0.7	Valid

	Y1.4	0.797	0.7	Valid
	Y1.5	0.912	0.7	Valid
	Y1.6	0.792	0.7	Valid
	Y1.7	0.865	0.7	Valid
	Y1.8	0.837	0.7	Valid
	Y1.9	0.887	0.7	Valid
	Y2.1	0.827	0.7	Valid
	Y2.2	0.836	0.7	Valid
	Y2.3	0.885	0.7	Valid
	Y2.4	0.844	0.7	Valid
	Y2.5	0.828	0.7	Valid
Employee Performance	Y2.6	0.842	0.7	Valid
	Y2.7	0.850	0.7	Valid
	Y2.8	0.871	0.7	Valid
	Y2.9	0.855	0.7	Valid
	Y2.10	0.815	0.7	Valid
	Y2.11	0.838	0.7	Valid
	Y2.12	0.833	0.7	Valid

Based on Table 3 above, it can be seen that all indicators produce a loading factor value of > 0.7. Indicators with a high loading factor have a higher contribution to explain the latent construct. On the other hand, indicators with low loading factors have a weak contribution to explain the latent construct. In most references a factor weight of 0.70 or more is considered to have strong validation to explain latent constructs (Hair et al, 2010; Ghozali, 2008). Thus it can be said that all indicators are able to measure the variables so the analysis can be continued. The loading factor value used in this study is > 0.7, so if there is a loading factor value < 0.7 in the calculation results of the measurement model (outer model), it will be removed from the model. The results of the measurement model calculations with SEM PLS version 3.0 which are then seen by the loading factor values on all indicators in each research variable have met the value > 0.5 as can be seen in Figure 1.
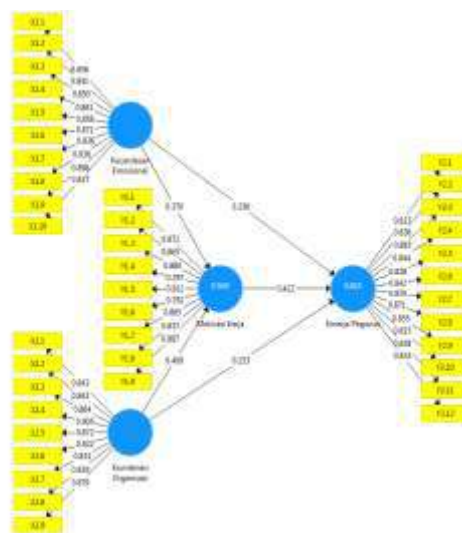

Figure 1. Loading Factor Test

b. Convergent Validity Test with Average Variance Extracted (AVE)

Convergent validity can also be known through Average Variance Extracted (AVE). Another way that can be used to examine discriminant validity is to compare the square of the AVE for each construct with the correlation value between the constructs in the model. The acceptable AVE value must be greater than 0.5 (Ghozali and Latan, 2015). The AVE value must be greater than 0.5. The results of the convergent validity test are presented in Table 4.

Table 4: Test of Average Variance Extracted (AVE)

Variabel	Average Variance Extracted (AVE)	Description
Emotional Intelligence	0.732	Valid
Organizational Commitment	0.748	Valid
Work Motivation	0.735	Valid
Employee Performance	0.712	Valid

Based on Table 4, it can be seen that all variables produce an Average Variance Extracted (AVE) value that is greater than 0.5. Thus the indicator is declared valid to measure the dimensions or variables.

1. Discriminant Validity

The discriminant validity test can be done by looking at the square root of the AVE for each construct which must be greater than the correlation value with other constructs in the model, so it can be said to have a good discriminant validity value (Fornell & Larcker, 1981 in Ghozali and Latan, 2013), which can be seen in Table 6.

Table 6: Discriminant Validity Test (Fornell-Larcker Criterion)

	Emotional Intelligence	Organizational Commitment	Work Motivation	Employee Performance
Emotional Intelligence	**0.855**			
Organizational Commitment	0.811	**0.865**		
Work Motivation	0.701	0.708	**0.857**	
Employee Performance	0.837	0.824	0.837	**0.844**

Reliability Test

According to Ghozali and Latan (2015) composite reliability testing aims to test the reliability of the instrument in a research model. If all latent variable values have a composite reliability value > 0.7 and Cronbach's alpha > 0.7 it means that the construct has good reliability or the questionnaire used as a tool in this study is declared reliable or consistent. The results of the calculation of composite reliability and Cronbach's alpha can be seen through the summary presented in Table 7.

Table 7: Reliability Test

Variabel	Cronbach's Alpha	Description	Composite Reliability	Description
Emotional Inteligence	0.959	*Reliable*	0.965	*Reliable*
Organizational Commitment	0.958	*Reliable*	0.964	*Reliable*
Work Motivation	0.955	*Reliable*	0.961	*Reliable*
Employee Performance	0.963	*Reliable*	0.967	*Reliable*

Based on the data in Table 7, it can be seen that the value of Cronbach's alpha is greater than 0.7 and the value of composite reliability is greater than 0.7. Thus, based on the calculation of the value of Cronbach's alpha and the value of composite reliability, all indicators are declared reliable or consistent in measuring the variables.

Structural Model Test Results (Inner Model)

Testing the structural model by looking at the significance of the relationship between constructs or variables according to Siswoyo (2017:374). This can be seen from the path coefficient which describes the strength of the relationship between the variable constructs. The sign or direction in the path (path

coefficient) must be in accordance with the hypothesized theory. Structural model tests were conducted to assess the coefficient of determination (R2), effect size (f2), Predictive Relevance Value (Q2), T-statistics. As can be seen in Figure 2.
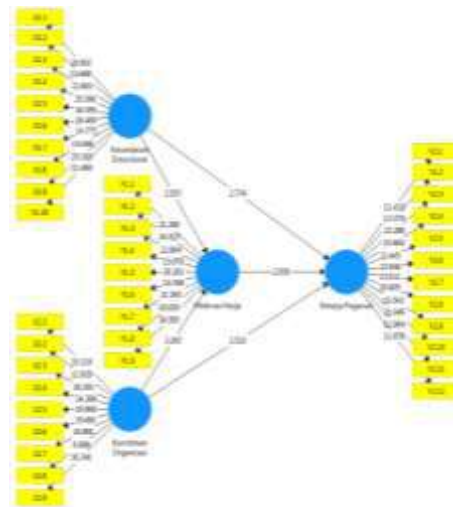

Figure 2: Structural Model Test Results (Inner Model)

Model Accuracy Test Results

a. R-Square (R^2)

The results of R^2 can be seen in Table 8.

Table 8: Value of R2

	R Square	R Square Adjusted	Description
Work Motivation	0.549	0.526	Currently
Employee Performance	0.843	0.831	Strong

In Table 8, it shows that the R-square value of work motivation is 0.549 or 54.9%, in other words this can indicate that the diversity of work motivation variables can be explained by emotional intelligence and organizational commitment variables of 54.9% or it can be said that the contribution variables of emotional intelligence and organizational commitment to work motivation are 54.9%, while the remaining 45.1% is a contribution from other variables not discussed in this study. In Table 8, it shows that the R-square value of employee performance is 0.843 or 84.3%, in other words this can indicate that the diversity of employee performance variables can be explained by the variables of emotional intelligence, organizational commitment and work motivation of 84.3% or it can be said that the contribution of emotional intelligence variables, organizational commitment and work motivation to employee performance is 84.3% while the remaining 15.7% is a contribution from other variables not discussed in this study.

b. Effect Size (f^2)

The results of f^2 can be seen in Table 9.

Table 9: Results of Testing Effect Size F^2

	Motivasi Kerja	Kinerja Pegawai
Emotional Intelligence	0.104	0.223

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Organizational Commitment	0.127	0.124
Work Motivation		0.513

The results showed that the variable emotional intelligence on work motivation has an effect size of 0.104 in the small category, thus it can be said that emotional intelligence has a small role to increase work motivation. Furthermore, organizational commitment has an effect of 0.127 in the small category, thus it can be said that organizational commitment has a small role to increase work motivation. The results showed that the emotional intelligence variable on employee performance had an effect size of 0.223 in the moderate category. Thus, it can be said that emotional intelligence has a large enough role to improve employee performance. The organizational commitment variable has an effect of 0.124 in the small category, thus it can be said that organizational commitment has a small role to improve employee performance. Furthermore, the work motivation variable has an effect of 0.513 in a large category, thus it can be said that work motivation has a major role in improving employee performance.

c.   Predictive Relevance (Q^2)

The test of predictive relevance (Q^2) has a function to validate the model. This measurement is suitable for use if the endogenous latent variable has a reflective measurement model. The Q^2 predictive relevance values are 0.002 (weak), 0.15 (moderate) and 0.35 (strong). The results of predictive relevance (Q^2) are said to be good if the value is > 0, which indicates the exogenous latent variable is good (appropriate) as an explanatory variable capable of predicting endogenous variables and vice versa if the results of predictive relevance (Q^2) < 0, proves that the model lacks predictive relevance. The results of predictive relevance (Q^2) in this research can be seen in Table 10.

Tabel 10: Predictive Relevance (Q^2)

	SSO	SSE	Q^2 (=1-SSE/SSO)
Emotional Intelligence	420.000	420.000	
Organizational Commitment	378.000	378.000	
Work Motivation	378.000	248.658	**0.342**
Employee Performance	504.000	258.522	**0.487**

Based on Table 10, the results of the cross-validation construct redundancy test that the results of the predictive relevance calculation show the value of Q2 = 0.342 on the work motivation variable and the value of Q2 = 0.487 on the employee performance variable. The results of the calculation show that the predicted relevance value is > 0, so the model can be said to be feasible and has a relevant predictive value.

d. Goodness of Fit (GoF)

According to Edalmen and Ngadiman (2020), the GoF value is obtained from the square root of the average communalities index multiplied by the average R2 value of the model and the range is from 0 to 1 with the interpretation of the values divided into three, namely 0.1 (small), 0.25 (medium), and 0.38 (large).

$$GoF = \sqrt{AVE - R^2}$$
$$GoF = \sqrt{0,732 \; x \; 0.843}$$
$$GoF = \sqrt{0,617}$$
$$GoF = 0,782$$

From the calculation results above, the GoF value obtained is 0.782 (large), thus the model has a high ability to explain empirical data, so that overall it can be said that the model formed is valid.

1. Hypothesis Testing

Significance testing is used to test whether there is an effect of exogenous variables on endogenous variables. The test criteria state that if the T-statistics value T-table (1.96) or the P-value < significant alpha 5% or 0.05, it means that there is a significant effect of exogenous variables on endogenous variables. The results of the significance and model testing can be seen through Table 11.

Table 11: Hypothesis Testing Results

	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics (|O/STDEV|)	P Values
Emotional Intelligence -> Employee Performance	0.336	0.346	0.121	2.774	0.006
Emotional Intelligence -> Work Motivation	0.370	0.367	0.145	2.557	0.011
Organizational Commitment -> Employee Performance	0.253	0.244	0.100	2.523	0.012
Organizational Commitment -> Work Motivation	0.409	0.410	0.124	3.295	0.001
Work Motivation -> Employee Performance	0.422	0.421	0.143	2.956	0.003

Based on Table 11, it can be concluded that the results of the research model hypothesis testing:

1) Hypothesis 1 emotional intelligence on employee performance
Emotional intelligence has a t-statistic value of 2.774 > 1.96, p-value 0.006 <0.05 and original sample 0.336, so H1 is accepted, meaning that emotional intelligence has a positive and significant effect on employee performance.

2) Hypothesis 2 emotional intelligence on work motivation
Emotional intelligence has a t-statistic value of 2.557 > 1.96, p-value 0.011 <0.05 and original sample 0.370, so H2 is accepted, meaning that emotional intelligence has a positive and significant effect on work motivation.

3) Hypothesis 3 organizational commitment to employee performance
Organizational commitment has a t-statistic value of 2.523 > 1.96, p-value 0.012 < 0.05 and original sample 0.253, so H3 is accepted, meaning that organizational commitment has a positive and significant effect on employee performance.

4) Hypothesis 4 organizational commitment to work motivation
Organizational commitment has a t-statistic value of 3.295 > 1.96, p-value 0.001 < 0.05 and original sample 0.409, so H4 is accepted, meaning that organizational commitment has a positive and significant effect on work motivation.

5) Hypothesis 5 work motivation on employee performance
Work motivation has a t-statistic value of 2,956 > 1.96, p-value 0.003 < 0.05 and original sample 0.422, so H5 is accepted, meaning that work motivation has a positive and significant effect on employee performance.

As for the analysis of the influence of the mediating variable, it can be seen in the table below.

Table 12: Testing the Indirect Effect Hypothesis

	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics (|O/STDEV|)	P Values
Emotional Intelligence -> Work Motivation -> Employee	0.156	0.150	0.075	2.085	0.038

Performance Organizational Commitment -> Work Motivation -> Employee Performance	0.173	0.173	0.079	2.193	0.029

For the influence of emotional intelligence on employee performance through work motivation has a t-statistic value of 2.085> 1.96, p-value 0.038 <0.05 and original sample 0.156, hypothesis 6 is accepted, meaning that emotional intelligence has a positive and significant effect on employee performance with motivation. work as a mediating variable. For the effect of organizational commitment on employee performance through work motivation has a t-statistic value of 2.193 > 1.96, p-value 0.029 <0.05 and original sample 0.173, hypothesis 7 is accepted, meaning that organizational commitment has a positive and significant effect on employee performance with motivation. work as a mediating variable.

Discussion

- **The Effect of Emotional Intelligence on Employee Performance**

Based on the calculation results, it is proven that emotional intelligence has a positive and significant influence on employee performance, it means that H1 is accepted. Changes in the value of emotional intelligence have a direct effect on changes in employee performance or in other words, if emotional intelligence increases, there will be an increase in the level of employee performance at the General Election Commission (KPU) Office of Toba Regency. The X1.4 indicator has the highest coefficient so that it becomes the strongest indicator affecting the performance of the Toba Regency KPU employees.

- **The Effect of Emotional Intelligence on Work Motivation**

Based on the calculation results, it is proven that emotional intelligence has a positive and significant influence on work motivation, it means that H2 is accepted. Changes in the value of emotional intelligence have a direct effect on changes in work motivation or in other words, if emotional intelligence increases, there will be an increase in the level of work motivation and statistically has a significant effect on work motivation at the General Election Commission (KPU) Office of Toba Regency.

- **The Effect of Organizational Commitment on Employee Performance**

Based on the calculation results, it is proven that organizational commitment has a positive and significant effect on employee performance, it means that H3 is accepted. Changes in the value of organizational commitment have a unidirectional effect on changes in employee performance or in other words if organizational commitment increases, there will be an increase in employee performance levels and statistically has a significant effect on employee performance at the General Election Commission (KPU) Office of Toba Regency. The X2.6 indicator has the highest coefficient so that it becomes the strongest indicator in influencing the performance of Toba Regency KPU employees. This means that for employees there are still institutions or companies that provide more benefits to them than at the Toba Regency KPU office.

- **The Effect of Organizational Commitment on Work Motivation**

Based on the calculation results, it is proven that organizational commitment has a positive and significant effect on work motivation, meaning that H4 is accepted. Changes in the value of organizational commitment have a unidirectional effect on changes in work motivation or in other words, if organizational commitment increases, there will be an increase in the level of work motivation and statistically has a significant effect on work motivation at the General Election Commission (KPU) Office of Toba Regency.

- **The Effect of Work Motivation on Employee Performance**

Based on the calculation results, it is proven that work motivation has a positive and significant influence on employee performance, meaning that H5 is accepted. Changes in the value of work motivation have a unidirectional effect on changes in employee performance or in other words, if work motivation increases, there will be an increase in the level of employee performance and statistically has a significant effect. Work motivation has a positive relationship with employee performance at the General Election Commission (KPU) Office of Toba Regency. The Y1.5 indicator has the highest coefficient so that it becomes the strongest indicator in influencing the performance of Toba Regency KPU employees. The variable of work motivation is also the most powerful variable affecting employee performance. The need for achievement, the need for affiliation and the need for power have not been implemented optimally.

- **The Effect of Emotional Intelligence on Employee Performance Through Work Motivation**

Based on the calculation results, it is proven that work motivation plays a positive and significant role in mediating emotional intelligence on employee performance at the General Election Commission (KPU) Office of Toba Regency. This means that emotional intelligence indirectly affects the performance of the

employees of the General Election Commission (KPU) of Toba Regency.
•   **The Effect of Organizational Commitment on Employee Performance Through Work Motivation**
       Based on the calculation results, it is proven that organizational commitment plays a positive and significant role in mediating organizational commitment to employee performance at the General Election Commission (KPU) Office of Toba Regency. This means that organizational commitment indirectly affects the performance of the General Election Commission (KPU) employees of Toba Regency.

Conclusion

Based on the results of research and discussion in the previous chapter, it can be concluded that the results of this study are as follows: Emotional intelligence has a positive and significant effect on employee performance, meaning that changes in the value of emotional intelligence have a direct effect on changes in employee performance or in other words if emotional intelligence increases, there will be an increase in employee performance levels and statistically has a significant effect. Emotional intelligence has a positive relationship to the performance of employees at the General Election Commission (KPU) Office of Toba Regency.\

Emotional intelligence has a positive and significant effect on work motivation, meaning that changes in the value of emotional intelligence have a unidirectional effect on changes in work motivation or in other words, if emotional intelligence increases, there will be an increase in the level of work motivation and statistically has a significant effect. Emotional intelligence has a positive relationship to work motivation at the General Election Commission (KPU) Office of Toba Regency.

Organizational commitment has a positive and significant effect on employee performance, meaning that changes in the value of organizational commitment have a direct effect on changes in employee performance or in other words, if organizational commitment increases, there will be an increase in employee performance levels and statistically has a significant effect. Organizational commitment has a positive relationship to employee performance at the General Election Commission (KPU) Office of Toba Regency.

Organizational commitment has a positive and significant effect on work motivation, meaning that changes in the value of organizational commitment have a unidirectional effect on changes in work motivation or in other words, if organizational commitment increases, there will be an increase in the level of work motivation and statistically has a significant effect. Organizational commitment has a positive relationship to work motivation at the General Election Commission (KPU) Office of Toba Regency.

Work motivation has a positive and significant effect on employee performance, meaning that changes in the value of work motivation have a direct effect on changes in employee performance or in other words if work motivation increases, there will be an increase in employee performance levels and statistically has a significant effect. Work motivation has a positive relationship to employee performance at the General Election Commission (KPU) Office of Toba Regency.

   Work motivation has a positive and significant role in mediating emotional intelligence on employee performance. This means that emotional intelligence indirectly affects the performance of the General Election Commission (KPU) employees of Toba Regency.

Work motivation has a positive and significant role in mediating organizational commitment to employee performance. This means that organizational commitment indirectly affects the performance of the employees of the General Election Commission (KPU) of Toba Regency

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