

## ANALYSIS OF COMPETENCE AND EMOTIONAL INTELLIGENCE ON EMPLOYEE PERFORMANCE WITH WORK MOTIVATION AS AN INTERVENING VARIABLE IN THE OFFICE HEAD OF MEDAN BELAWAN DISTRICT

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Received : 21 May 2025

Revised : 30 May 2025

Accepted : 17 June 2025

Published : 31 July 2025

DOI : <https://doi.org/10.54443/morfai.v4i4.3656>

Link Publish : <https://radjapublika.com/index.php/MORFAI/article/view/3656>

### Abstract

This study aims to analyze the influence of competence and emotional intelligence on employee performance with work motivation as an intervening variable at the Medan Belawan District Office. This study uses a quantitative approach with a survey method by distributing 51 questionnaires to employees as respondents. The research sample was determined using a purposive sampling technique so that the data obtained is relevant to the research objectives. The collected data were analyzed using path analysis techniques to determine the direct and indirect effects between variables. The results of the study indicate that competence has a positive and significant effect on employee work motivation as well as on employee performance. Emotional intelligence has a positive and significant effect on work motivation, but on employee performance through work motivation it has a positive but insignificant effect. Work motivation also has a positive and significant effect on employee performance. In addition, competence and emotional intelligence are proven to have a significant direct effect on employee performance. Thus, work motivation acts as an intervening variable that mediates the effect of competence on employee performance but not with the emotional intelligence variable because the results have a positive but insignificant effect. The findings of this study are expected to be input for leaders in improving employee performance through increasing competence, developing emotional intelligence, and strengthening work motivation.

**Keywords:** *Competence, Emotional Intelligence, Work Motivation, Employee Performance.*

### INTRODUCTION

In the era of bureaucratic reform that demands an increase in the quality of public services, the performance of government employees is a crucial factor in achieving organizational goals. Optimal performance is not only determined by technical skills alone, but also by psychological and motivational factors that influence employee work behavior. Competence is a combination of knowledge, skills, and attitudes needed to carry out tasks effectively. Research by Fauzi and Nugroho (2024) shows that competence has a significant influence on employee work motivation and performance, although the influence of motivation as an intervening variable is not always significant in all contexts. In addition, emotional intelligence is the ability to recognize, understand, and manage one's own and others' emotions—also plays an important role in the work environment. A study by Wahyudi et al. (2023) found that emotional intelligence has a positive and significant effect on employee performance, both directly and through motivation as a mediating variable.

Work motivation itself is often a determining factor in achieving high performance. Research by Tupti et al. (2023) shows that work motivation can mediate the influence of work experience on employee performance, confirming the importance of the role of motivation in the organizational context. Medan Belawan Sub-district Office, as a public service unit at the sub-district level, faces challenges in improving the performance of its employees to provide optimal service to the community. However, until now, there has not been much research that specifically analyzes the influence of competence and emotional intelligence on employee performance in the sub-district office environment, by considering work motivation as an intervening variable. Therefore, this study aims to fill the gap by analyzing how competence and emotional intelligence affect employee performance at the Medan Belawan District

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Office, as well as the role of work motivation as a variable that mediates the relationship. The results of this study are expected to contribute to the development of strategies to improve employee performance in the public service sector.

## LITERATURE REVIEW

### 1. Employee Performance

#### a) Understanding Employee Performance

Robbins and Coulter (2016) employee performance is the level of achievement of employee work results in an organization that is measured based on predetermined standards or targets. Performance is the result of a particular job function that can be measured based on predetermined standards or targets.

#### b) Employee Performance Indicators

According to Robbins and Coulter (2016):

##### 1) Quality of Work Results

Measuring how well employees perform their work, including accuracy, neatness, and conformity to established standards.

##### 2) Quantity of Work Results

Describes the volume of work completed within a specified time period.

##### 3) Punctuality

Demonstrates employee ability to complete work according to schedule and deadlines.

##### 4) Effectiveness

Refers to the optimal use of resources in achieving desired work results.

##### 5) Independence in Work

Assess the extent to which employees can complete tasks without having to rely constantly on the help of others.

##### 6) Commitment to Work

Demonstrate loyalty, dedication, and responsibility towards tasks and the organization.

### 2. Work motivation

#### a) Understanding Work Motivation

Hasibuan (2017) work motivation is a drive that arises within a person which causes that person to act or do something to achieve a certain goal.

#### b) Work Motivation Indicators

Work Motivation Indicators According to Hasibuan (2017):

##### 1) Achievement

The desire to complete tasks well and achieve the best results.

##### 2) Responsibility

Willingness to accept and carry out work tasks and obligations independently.

##### 3) Recognition

The need to be appreciated and recognized for one's work by superiors and coworkers.

##### 4) Self Development (Advancement)

Encouragement to improve skills and career through training or promotion.

##### 5) The work itself

Satisfaction and enjoyment of the type of work done.

### 3. Emotional Intelligence

#### a) Understanding Emotional Intelligence

Daniel Goleman (2023): Emotional intelligence is a person's ability to regulate emotions, maintain emotional harmony and express them through self-awareness skills, self-control, self-motivation, empathy, and social skills.

#### b) Emotional Intelligence Indicators

Five main indicators of emotional intelligence according to Goleman (2023):

##### 1) Self-Awareness

An individual's ability to understand their own moods, emotions, and drives and their impact on others.

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Examples of indicators: recognizing one's own emotions, understanding personal strengths and weaknesses.

## 2) Self-Regulation

The ability to manage or direct negative emotions, remain calm under pressure, and think rationally before acting.

Examples of indicators: able to control anger, flexible to change, and act ethically.

## 3) Self-Motivation

Internal drive to achieve goals with high commitment, not just because of external rewards.

Examples of indicators: spirit of achievement, high initiative, optimism in the face of failure.

## 4) Empathy

The ability to understand and feel what others feel is important in building social relationships.

Examples of indicators: being able to read body language, caring about coworkers' feelings, understanding other people's needs.

## 5) Social Skills

The ability to build and maintain healthy social relationships, influence others, and work in teams.

Examples of indicators: ability to communicate effectively, resolve conflicts, build work networks.

## 4. Competence

### a) Understanding Competence

Sutrisno (2020) competency is the ability and characteristics of an individual that are used to carry out work or tasks in a particular field.

### b) Competency Indicators

According to Sutrisno (2020) competency indicators:

#### 1) Knowledge

- Understanding of the concepts, principles, and procedures necessary to perform the task.
- Tennis knowledge related to the job or field being pursued.

#### 2) Skills

- Ability to apply knowledge practically in daily work.
- Skills in using tools or technology relevant to the job.

#### 3) Attitude

- Commitment to work and organization.
- Willingness to work hard and take responsibility for work results.
- Ability to work in a team and communicate well.

#### 4) Behavior

- Actions that demonstrate the ability to adapt to a variety of situations.
- Ability to manage conflict and interact effectively with coworkers.
- Ability to work under pressure and complete tasks on time.

#### 5) Social Skills and Emotional

- Ability to interact with others and maintain good interpersonal relationships.
- Ability to manage emotions in challenging situations.

### Conceptual Framework

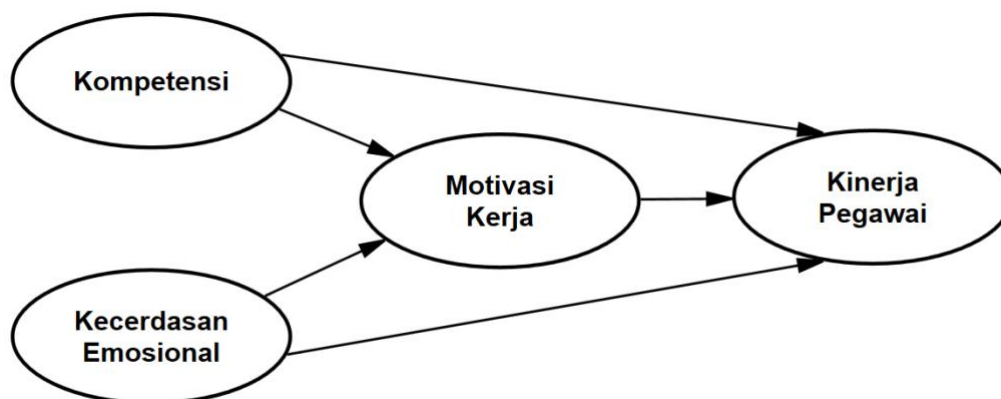


Figure 1. Conceptual Framework

### Research Hypothesis

- H1: Competence has a positive and significant effect on employee performance in the Office.Sub-district HeadBelawan Field.
- H2: Competence has a positive and significant effect on work motivation in the Office.Sub-district HeadBelawan Field.
- H3: Emotional intelligence has a positive and significant effect on employee performance in the Office.Sub-district HeadBelawan Field.
- H4: Emotional intelligence has a positive and significant effect on work motivation in the office.Sub-district HeadBelawan Field.
- H5: Work motivation has a positive and significant effect on employee performance in the Office.Sub-district HeadBelawan Field.
- H6: Competence has a positive and significant effect on employee performance through work motivation at the Medan Belawan District Office.
- H7: Emotional intelligence has a positive and significant effect on employee performance through work motivation at the Medan Belawan District Office.

### RESEARCH METHOD

#### Types of research

The type of research used is quantitative research. This type of quantitative research is conducted to create a study that aims to adjust a study and to analyze competence and emotional intelligence on employee performance with work motivation as an intervening variable at the Medan Belawan District Office.

#### Research Location and Research Time

The research location was conducted at the Medan Belawan Sub-district Office, located at Jl. Cimanuk No. 3 Belawan. The research period was carried out for 3 months, starting from April to June 2025.

#### Population and Sample

The population and sample in this study were all permanent employees at the Medan Belawan District Office. The number of employees at the Medan Belawan District Office is 51 employees and all of them are ASN.

#### Research Data Sources

The data sources used in this study are primary data.

**RESULTS AND DISCUSSION**

**Outer Model Analysis**

Outer Model Analysis musePLS Algorithm, produce:

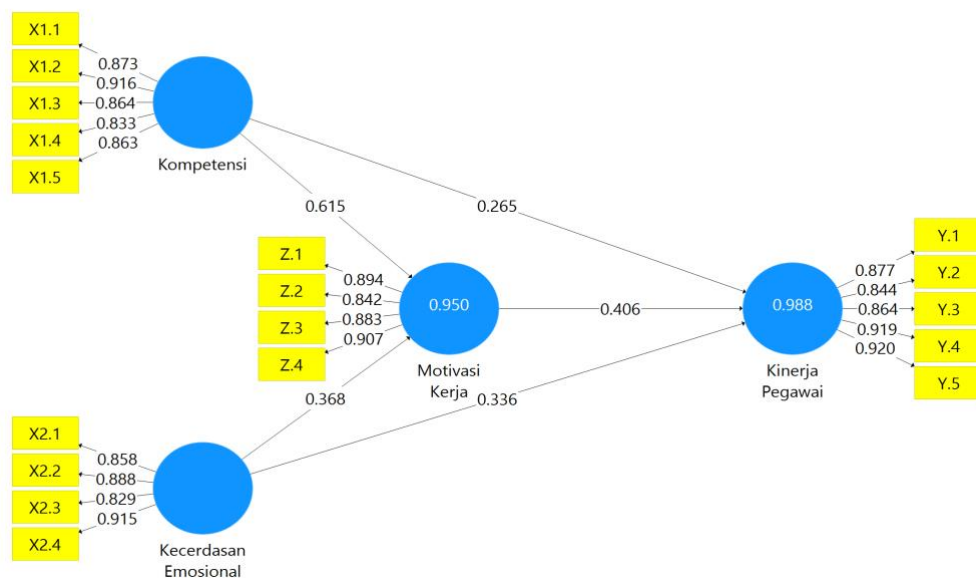
- 1) Validity Test

**Table 1. ValuesOuter Loadings**

	Emotional Intelligence	Employee Performance	Competence	Work motivation
X1.1			0.873	
X1.2			0.916	
X1.3			0.864	
X1.4			0.833	
X1.5			0.863	
X2.1	0.858			
X2.2	0.888			
X2.3	0.829			
X2.4	0.915			
Y.1		0.877		
Y.2		0.844		
Y.3		0.864		
Y.4		0.919		
Y.5		0.920		
Z.1				0.894
Z.2				0.842
Z.3				0.883
Z.4				0.907

Source: Smart PLS Output, 2025

Based on the values in Table 1 above, it shows the results of testing the outer model through the loading factor value /outer loadings, all indicators in each variable have a loading value  $\geq 0.70$ . This shows that each indicator is able to represent the construct being measured validly and strongly. Therefore, it can be concluded that all items in the questionnaire have met the convergent validity criteria and can be used in further analysis. For more details, the above values can also be seen in the following figure.



**Figure 1. Outer Loadings**

In this study there is an equation and the equation consists of two substructures for substructure 1:

$$Z = \beta_1 X_1 + \beta_2 X_2 + e_1$$

$$Z = 0.615 X_1 + 0.368 X_2 + e_1$$

For substructure 2:

$$Y = \beta_2 X_1 + \beta_3 X_2 + \beta_3 Z + e_2$$

$$Y = 0.265 X_1 + 0.336 X_2 + 0.406 Z + e_2$$

2) Reliability Test

**Table 2. Construct Reliability and Validity Test**

	Cronbach's Alpha	rho_A	Composite Reliability	Average Variance Extracted (AVE)
Emotional Intelligence	0.895	0.896	0.928	0.762
Employee Performance	0.931	0.932	0.948	0.784
Competence	0.920	0.921	0.940	0.757
Work motivation	0.904	0.907	0.933	0.777

Source: Smart PLS Output, 2025

From Table 2 above, the results of the reliability test show that the Cronbach's Alpha and Composite Reliability values for all constructs have values above 0.70. This shows that all indicators have high internal consistency and can be relied on to measure their respective constructs. Thus, the research instrument is declared reliable and suitable for use in testing the structural model.

**Structural Model Testing (Inner Model)**

Inner model or structural model testing is conducted to see the relationship between constructs, significance values and R-square of the research model. The structural model is evaluated using R-square for the dependent construct.

**1) Coefficient of Determination (R2)**

In assessing the model with PLS, it starts by looking at the R-square for each dependent latent variable. The table below is the result of R-square estimation using SmartPLS.

**Table 3. R Square Results**

	R Square	R Square Adjusted
Work motivation	0.950	0.948
Employee Performance	0.988	0.987

Source: Smart PLS, 2025

In table 3 there is an R square value on both dependent variables for the work motivation variable there is an R square value of 0.950 meaning that the influence of competence and emotional intelligence is 0.950 or 95% of the rest is on other variables outside the model. The R square value of employee performance is 0.988 meaning that the influence of competence, emotional intelligence and work motivation is 0.988 or 98.8% of the rest is on other variables outside the model.

**2) Hypothesis Testing**

**a) Direct Influence Between Variables**

The direct influence between variables can be seen in the path coefficients value. The results of data processing show the direct influence value can be seen in the following table.

**Table 4. Path Coefficients (Direct Effect)**

	Original Sample	T Statistics	P Values	Conclusion
Competence -> Employee Performance	0.265	1,964	0.049	Accepted
Competence -> Work Motivation	0.615	3,483	0.001	Accepted
Emotional Intelligence -> Employee Performance	0.336	3,006	0.003	Accepted
Emotional Intelligence -> Work Motivation	0.368	2,080	0.038	Accepted
Work Motivation -> Employee Performance	0.406	3,464	0.001	Accepted

Source: Smart PLS Output, 2025

In the results of Table 4 there are direct influence values which will be explained as follows:

1. Competence has a positive and significant effect on employee performance with a t-statistic value of 1.964 above 1.96 and a significance of 0.049 below 0.05, meaning that competence has a positive and significant effect on employee performance because the significance value is below 0.05. The results of this study are in line with the results of previous studies which stated that competence has a positive and significant effect on employee performance at PT. Bara Energi Lestari, Nagan Raya Regency (Zahri & Mesra, 2024).
2. Competence has a positive and significant influence on work motivation with a t-statistic value of 3.483 above 1.96 and a significance of 0.001 below 0.05 means that competence has a positive and significant effect on work motivation because the significance value is below 0.05. The results of this study are in accordance with the results of previous studies which stated that competence has a positive and significant effect on work motivation (Meidita, 2019).
3. Emotional intelligence has a positive and significant influence on employee performance with a t-statistic value of 3.006 above 1.96 and a significance of 0.003 below 0.05 means that emotional intelligence has a positive and significant effect on employee performance because the significance value is below 0.05. The results of this study are in line with previous studies, namely that emotional intelligence has a positive and significant effect on employee performance at PT Tiga Putra Abadi Perkasa Purbalingga (Putri, 2023).
4. Emotional intelligence has a positive and significant influence on work motivation with a t-statistic value of 2,080 above 1.96 and a significance of 0.038 below 0.05 means that emotional intelligence has a positive



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and significant effect on work motivation because the significance value is below 0.05. The results of this study are in line with research conducted by Sabir, et al (2023) which states that emotional intelligence has a positive and significant effect on work motivation of Palopo City Police Personnel.

5. Work motivation has a positive and significant influence on employee performance with a t-statistic value of 3.464 above 1.96 and a significance of 0.001 below 0.05 means that work motivation has a positive and significant effect on employee performance because the significance value is below 0.05. The results of this study are in accordance with the results of previous studies which stated that work motivation has a positive and significant effect on employee performance (Rivaldo & Ratnasari, 2020).

## b) Indirect Influence Between Variables

The indirect influence between variables can be seen in the specific indirect effects value. The results of data processing show the indirect effect value can be seen in Table 5 below.

**Table 5. Specific Indirect Effects (Indirect Effects)**

	Original Sample	T Statistics	P Values	Conclusion
Competence -> Work Motivation -> Employee Performance	0.249	2,498	0.013	Accepted
Emotional Intelligence -> Work Motivation -> Employee Performance	0.149	1,764	0.078	Rejected

Source: Smart PLS, 2025

In table 5 there is an indirect influence between variables which will be explained as follows:

1. Competence has a positive and significant influence on employee performance through work motivation with a t-statistic value of 2.498 and a significance value of 0.013 means that work motivation acts as an intervening variable between competence and employee performance and its influence is greater with the presence of intervening variables.
2. Emotional intelligence has a positive and significant influence on employee performance through work motivation with a t-statistic value of 1.764 and a significance value of 0.078 means that work motivation does not act as an intervening variable between emotional intelligence and employee performance because with the presence of an intervening variable, emotional intelligence on employee performance is rejected.

## CONCLUSION

1. Competence has a positive and significant influence on employee performance at the Medan Belawan District Office.
2. Competence has a positive and significant influence on work motivation at the Medan Belawan District Office.
3. Emotional intelligence has a positive and significant effect on employee performance at the Medan Belawan District Office.
4. Emotional intelligence has a positive and significant effect on work motivation at the Medan Belawan District Office.
5. Work motivation has a positive and significant effect on employee performance at the Medan Belawan District Office.
6. Competence has a positive and significant effect on employee performance through work motivation at the Medan Belawan District Office.
7. Emotional intelligence has a positive but insignificant effect on employee performance through work motivation at the Medan Belawan District Office.

## SUGGESTION

1. In the competency variable, it turns out that the indicator with the lowest value is the statement "I demonstrate professional behavior in every work activity". The agency should encourage a comprehensive professional work



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- culture, by providing work ethics training and role models from leaders, and building an appreciation system for employees who consistently demonstrate professional attitudes.
2. Emotional intelligence with the statement "I have a high passion to achieve personal and organizational goals.". Agencies need to facilitate and develop employee self-motivation through career development programs, recognition of achievements, and active involvement in planning organizational goals.
  3. For the work motivation variable with the statement "I am fully responsible for the tasks I carry out". Agencies need to encourage and strengthen a culture of responsibility in the work environment by clarifying the division of tasks, strengthening the performance evaluation system, and providing awards for responsibilities that are carried out well.
  4. Employee performance with the statement "I am able to complete the work in the amount that meets the target". Agencies need to maintain and improve target-based performance management systems, as well as provide adequate resource support so that employees can continue to maintain optimal work productivity.

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