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The Influence of Emotional Intelligence and Organizational Commitment on Employee Performance

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Abstract

Amid increasing demands for accountability and effectiveness in public sector organizations, enhancing factors that drive employee performance has become essential. This study examines the influence of emotional intelligence and organizational commitment on employee performance. A quantitative approach with a descriptive design was adopted, involving all 50 employees as respondents through a total sampling technique. Data were collected using questionnaires and analyzed through multiple linear regression. The findings indicate that emotional intelligence and organizational commitment have a positive and significant effect on employee performance. Simultaneously, both variables also demonstrate a positive and significant combined effect on employee performance. The coefficient of determination ($R^2 = 0.701$) shows that these variables explain 70.1% of the variance in performance. These results underscore the importance of strengthening emotional intelligence and organizational commitment to achieve improved employee performance. These findings imply that organizations should prioritize targeted training and internal engagement strategies to enhance employees' emotional intelligence and strengthen their commitment in order to optimize overall performance.

Keywords

Accountability, Emotional Intelligence, Employee Performance, Organizational Commitment, Public Sector Organizations.

1. Introduction

Human resources are all people involved in an organization, company, or institution who have a role to carry out activities and achieve the goals of the organization (Rijal et al., 2023). Human resources are a strategic factor in the success of organizations, especially in public institutions that have high service and accountability responsibilities to the community. Stated that the success of the agency is highly determined by the organization's ability to manage human resources effectively and in a targeted manner to achieve organizational goals. According to employee performance, the results of work in terms of quality and quantity achieved by employees according to their responsibilities are the main prerequisites for organizational effectiveness.

In the context of election organizing institutions, the demands of professionalism, integrity, and resilience to work pressure are becoming increasingly complex. The Election Supervisory Agency (*Badan Pengawas Pemilihan Umum/Bawaslu*) plays a crucial role in ensuring that elections take place fairly, cleanly, and transparently as an independent institution based on Law Number 7 of 2017. The West Java Provincial Bawaslu faces various challenges in carrying out the election supervision function, including the complexity of problems, potential violations, and intersecting political interests. This condition shows that the integrity, professional attitude, and work commitment of employees are important factors in maintaining organizational performance (Sari et al., 2020; Adawiyah & Amelia, 2022; Vidhia, 2022; Fadhilah, 2024; Hadi & Kirana, 2024; Hayckel et al., 2024).

As the study of human resource management develops, emotional intelligence is increasingly recognized as a significant determinant of performance. Emotional intelligence is defined as the ability to motivate oneself, endure frustration, control impulses, regulate mood, and empathize in stressful situations. Studies by Sulistyowati and Setyawan (2007), Rahmasari (2012), Setiyono and Stuttgart (2022) suggest that emotional intelligence directly increases job satisfaction as well as employee performance, making it a crucial individual factor in enhancing work effectiveness in public organizations.

However, the influence of emotional intelligence on employee performance is not always direct. The factors of work attitude and individual attachment to the organization also affect performance optimization. One of these factors is organizational commitment. According to the organization's commitment, it reflects the level of loyalty, emotional involvement, and willingness of employees to contribute optimally to achieve the organization's goals. Employees with high organizational commitment tend to show better discipline, responsibility, and performance compared to employees with low commitment. Organizational commitment helps increase the likelihood of achieving organizational goals; without strong commitment to the organization's goals, values, and vision, employee performance may not reach optimal levels (Kumar et al., 2021; Raharjo et al., 2023; Alfia et al., 2024).

Most of the previous research was conducted in the private sector and service industries such as Islamic banking, hotels, and hospitals, which indicates that studies in the public sector context remain limited. This limitation reduces the generalizability of findings in government institutions, where organizational characteristics and accountability demands are different. Although some studies have examined government agencies, including research on election organizing institutions such as the Probolinggo City General Election Commission, these studies generally focus only on emotional intelligence and have not incorporated organizational commitment as a key variable. Furthermore, previous studies have not comprehensively analyzed the simultaneous influence of emotional intelligence

and organizational commitment on employee performance within election supervisory institutions (Sari et al., 2020; Kumar et al., 2021; Salamullah et al., 2023; Alfia et al., 2024).

Based on these gaps, this study aims to analyze the influence of emotional intelligence and organizational commitment on employee performance at the West Java Provincial Election Supervisory Agency. This research is expected to make a theoretical contribution to the development of public sector human resource management studies, as well as practical contributions to organizations in formulating employee management policies that are oriented towards improving the performance and professionalism of the apparatus.

2. Literature Review & Hypothesis Development

2.1. The Effect of Emotional Intelligence on Employee Performance

Emotional intelligence was introduced by Homans (1958) as the ability to recognize, understand, and manage one's own and others' emotions to guide thinking and behavior, later popularized by Alfia et al. (2024), who emphasized its importance alongside intellectual intelligence in workplace success. Patton defines it as the effective use of emotions to achieve goals, build relationships, and succeed at work, while in public organizations, it is crucial for ASN in handling service demands, public interaction, and work pressure (Nasution et al., 2019). Bar-On (2006) conceptualizes emotional-social intelligence as interrelated competencies in understanding self and others, managing relationships, and coping with pressures. Measurement tools include EQ-i, MSCEIT, and WLEIS, with Goleman's model more widely used due to its practical relevance, consisting of self-awareness, self-management, motivation, empathy, and social skills as key dimensions of workplace behavior. In Bawaslu and similar public institutions, emotional intelligence is a key psychological resource for handling stakeholder interaction, political pressure, and service demands, thereby supporting employee performance quality.

Doğru (2022) found that emotional intelligence is significantly and positively related to employee performance, particularly in task performance and contextual work behavior, as individuals with higher emotional intelligence manage stress and workplace interactions more effectively. Similarly, Gilliani and Rahardjo (2023) showed that emotional intelligence has a positive and significant effect on employee performance, both directly and through job satisfaction as a mediating factor, indicating that better emotional regulation enhances work effectiveness and productivity.

H1: Emotional intelligence has a positive and significant effect on employee performance.

2.2. The Effect of Organizational Commitment on Employee Performance

Organizational commitment is an important construct in organizational behavior, defined by Blau (2017) as a sense of identification, involvement, and loyalty of employees toward their organization. Cropanzano and Mitchell (2005) conceptualize organizational commitment into three dimensions. First, affective commitment, which reflects emotional attachment, identification with organizational values and goals, loyalty, and willingness to contribute effort for organizational interests (Aini et al., 2016). Second, continuance commitment, which is based on the consideration of costs and benefits of leaving the organization, including lack of alternative jobs and investments already made in the organization (Hamdan & Tajuddin, 2024). Third, normative commitment, which reflects a sense of obligation to remain and contribute to the organization, is shaped by psychological contracts and socialization processes. In public organizations, affective and

normative commitment tend to be more dominant as employees are driven not only by contractual obligations but also by moral responsibility in public service (Gunawarman & Ahmadi, 2024).

From the perspective of Social Exchange Theory, high organizational commitment leads employees to reciprocate to the organization through better performance and stronger work contributions. Afriansah and Aprianto (2025) found that organizational commitment has a positive and significant effect on employee performance, as employees with strong commitment demonstrate higher loyalty, responsibility, and work effectiveness. Similarly, Nurhasanah et al. (2024) show that organizational commitment positively influences employee performance by improving discipline, engagement, and productivity in the workplace.

H2: Organizational commitment has a positive and significant effect on employee performance.

2.3. The Simultaneous Effect on Employee Performance

Hutapea and Nurhayati (2022) explain that emotional intelligence and organizational commitment simultaneously have a significant positive effect on employee performance. Their study shows that employees who possess high emotional intelligence are better able to recognize and manage their own emotions as well as respond effectively to others, which improves interpersonal interactions and work coordination. At the same time, organizational commitment strengthens employees' sense of responsibility, loyalty, and willingness to contribute to organizational goals. When both factors are present together, they create a stronger psychological and behavioral foundation that supports higher performance levels. The findings indicate that the combination of emotional regulation and strong commitment encourages employees to work more effectively, maintain motivation, and achieve better results in their tasks.

Similarly, Ramli and Novariani (2020) found that emotional intelligence and organizational commitment jointly influence employee performance in a positive direction. Emotional intelligence contributes to better stress management, communication, and adaptability in the workplace, while organizational commitment drives employees to remain dedicated and aligned with organizational objectives. The interaction of these two variables strengthens employee behavior in completing tasks efficiently and responsibly. Their study highlights that organizations with employees who have both high emotional intelligence and strong commitment tend to experience improved productivity and service quality, as these psychological factors reinforce each other in shaping effective work performance (Davlembayeva & Alamonus, 2023).

H3: Emotional intelligence and organizational commitment simultaneously have a positive and significant effect on employee performance.

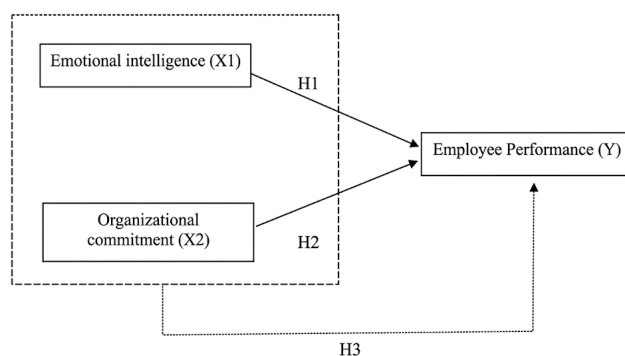


Figure 1. Research Model

The conceptual structure of this study is depicted in Figure 1, which also highlights the connections between employee performance, organizational commitment, and emotional intelligence. According to the concept, employee performance is directly impacted by organizational commitment (H2) and emotional intelligence (H1). Additionally, the dotted line that represents H3 illustrates how organizational commitment and emotional intelligence simultaneously affect employee performance, suggesting that both factors work together to drive differences in employee performance inside the company.

3. Methods

In order to measure and generalize the impact of organizational commitment and emotional intelligence on employee performance, this study used a descriptive quantitative methodology. This method is said to be suitable since it enables researchers to investigate the link between variables using numerical data and methodically depict empirical situations. Statistical methods are then used to examine how much the independent factors have an impact on the dependent variable (Sugiyono, 2023). The fifty employees of West Java Provincial Bawaslu make up the population in this study. A total sample (census) technique, in which every member of the population served as a respondent, was chosen because the population was comparatively small and easily identified. This strategy was selected to reduce sample bias, increase estimation accuracy, and guarantee that the data accurately reflects the population.

Instrument testing was carried out through trials on respondents who were not included in the research sample prior to the primary data collection. An item is deemed legitimate if the value of r count is greater than r table at a 5% significance level, according to the validity test, which employed Pearson Product-Moment. In the meantime, Cronbach's Alpha was used for reliability testing; if the coefficient value is ≥ 0.7 , which indicates consistency of measurement results, the instrument is deemed reliable.

With the aid of SPSS 25 software, descriptive and inferential statistics were used to analyze the data in this study. Using mean, median, mode, and standard deviation values, descriptive analysis is used to characterize respondent characteristics and the distribution of responses for each variable. Additionally, inferential research employs multiple linear regression to ascertain how organizational commitment and emotional intelligence affect employee performance inside the company.

Three primary analyses are used in hypothesis testing: the t-test to look at the partial effect of each independent variable, the F-test to look at the simultaneous impact of organizational commitment and emotional intelligence on employee performance, and the coefficient of determination (R^2) to gauge how much of the variation in employee performance can be accounted for by the independent variables in the model.

The operational definition of emotional intelligence in this study is reflected through self-awareness, self-management, motivation, empathy, and social skills, which describe an individual's ability to recognize and manage emotions effectively in the workplace. Organizational commitment is measured through affective commitment, continuance commitment, normative commitment, organizational loyalty, and organizational involvement, which indicate the level of attachment and loyalty of employees to the organization. Meanwhile, employee performance is assessed based on work quality, work quantity, timeliness, work effectiveness, and cooperation, which represent the overall performance outcomes achieved by employees in carrying out their responsibilities.

4. Results

The validity test was carried out to understand how accurately the research instrument measured the variables. This study used a validity test using the Pearson Product-Moment Correlation technique on 50 respondents, with the help of SPSS software version 25. With the criteria used, namely the significance value (Sig. 2-tailed) < 0.05.

Table 1. Validity Test

Variable	Emotional Intelligence	Organizational Commitment	Employee Performance
Emotional Intelligence	1.000	0.634	0.763
Sig. (2-tailed)	—	0.000	0.000
N	50	50	50
Organizational Commitment	0.634	1.000	0.750
Sig. (2-tailed)	0.000	—	0.000
N	50	50	50
Employee Performance	0.763	0.750	1.000
Sig. (2-tailed)	0.000	0.000	—
N	50	50	50

Table 1 showed that all variables had a significance value of 0.000 (< 0.05), so that all items were declared valid. The value of the correlation coefficient between variables also shows a strong relationship, with the correlation value between emotional intelligence and organizational commitment of 0.634, emotional intelligence and employee performance of 0.763, and organizational commitment and employee performance of 0.750. All of these values are significant at the level of 1% (0.01), so that the instrument is declared suitable for use.

Table 2. Descriptive Statistics

Variable	N	Min	Max	Mean	Std. Deviation
Emotional Intelligence	50	30.00	50.00	41.00	4.44467
Organizational Commitment	50	30.00	50.00	40.62	4.65500
Employee Performance	50	30.00	50.00	41.80	4.35656
Valid N (listwise)	50				

Based on Table 2, the descriptive analysis, all variables had relatively high average values and were close to the maximum value, thus indicating that respondents gave a positive assessment of the statements in the questionnaire. A standard deviation that is not too large indicates that the data has a relatively homogeneous spread rate. In addition, the results of the validity test show that all research instruments have met the set criteria, making them suitable for use in future analysis. Thus, research instruments can be continued on reliability testing and hypothesis testing.

Table 3. Reliability Test

Description	Value
Cronbach's Alpha	0.936
Number of Items	30

Based on Table 3, the results of the reliability test, a Cronbach's Alpha value of 0.936 was obtained with a total of 30 items. This value indicates a very high level of reliability because it has exceeded the required minimum limit, which is 0.70. This indicates that the research instrument has excellent internal consistency in measuring the variables studied. Thus, all items in the questionnaire can be declared reliable and feasible to use as a data collection tool for further analysis. Multiple

linear regression analysis in this study was used to analyze and measure the influence of independent variables, namely emotional intelligence and organizational commitment, on the dependent variables of employee performance.

Figure 4. Multiple Linear Regression Analysis Test

Variable	Unstandardized B	Std. Error	Standardized Beta	t- statistics	Sig.
(Constant)	5.561	3.476	—	1.600	0.116
Emotional Intelligence	0.471	0.101	0.481	4.658	0.000
Organizational Commitment	0.416	0.097	0.445	4.310	0.000

Based on the results of the multiple linear regression analysis shown in Table 4, the following equation was obtained: $Y = 5.561 + 0.471X_1 + 0.416X_2$. The constant value of 5.561 indicates that when emotional intelligence (X_1) and organizational commitment (X_2) are assumed to be constant, employee performance (Y) remains at 5.561. Furthermore, emotional intelligence has a positive and significant effect on employee performance, as indicated by a regression coefficient of 0.471 with a significance value of 0.000 (< 0.05). This means that an increase in emotional intelligence will increase employee performance by 0.471, assuming other variables remain constant. Similarly, organizational commitment also shows a positive and significant effect on employee performance, with a regression coefficient of 0.416 and a significance value of 0.000 (< 0.05), indicating that an increase in organizational commitment will lead to an improvement in employee performance by 0.416.

Table 5. F-Test (Simultaneous)

Model	Sum of Squares	df	Mean Square	F- statistics	Sig.
Regression	651.552	2	325.776	54.989	0.000
Residual	278.448	47	5.924		
Total	930.000	49			

Table 5 shows that the F test yielded an F-statistic of 54.989 with a significance of 0.000 (< 0.05), indicating that the regression model is both practicable and significant. The H3 hypothesis, that emotional intelligence and organizational commitment simultaneously have a positive and significant effect on the performance of West Java Province Bawaslu employees, is accepted because it shows that emotional intelligence and organizational commitment together have a significant impact on employee performance. Furthermore, both independent factors significantly contribute to the explanation of the variation in employee performance, as indicated by the Sum of Squares Regression being larger than the residual.

Table 6. Determination Coefficient Test

Statistics	Value
R	0.837
R Square	0.701
Adjusted R-Square	0.688
Std. Error of the Estimate	2.43402

The coefficient of determination is used to measure the extent to which independent variables are able to explain variations in the dependent variable within a research model. As shown in Table 6, the R Square value is 0.701, indicating that 70.1% of the variation in employee performance can be explained by emotional intelligence and organizational commitment, while the remaining 29.9% is influenced by other factors outside the model. In addition, the Adjusted R-Square

value of 0.688 shows that the model still has a good ability to explain the dependent variable after adjusting for the number of predictors used in the study.

5. Discussion

The results of this study show that emotional intelligence, organizational commitment, and their simultaneous effect significantly influence employee performance in West Java Provincial Bawaslu, with all hypotheses (H1, H2, and H3) supported by empirical evidence. Emotional intelligence has a positive and significant effect on employee performance, indicated by a regression coefficient of 0.471 and a significance value of 0.000 (< 0.05), with a strong standardized beta of 0.481. This means that higher emotional intelligence is associated with better employee performance. These findings are consistent with previous studies by Sari et al. (2020), Salamullah et al. (2023), and Setiyono and Stuttgart (2025), which also found a significant positive relationship between emotional intelligence and employee performance in public institutions such as election agencies and the Islamic banking sector. This consistency across different organizational contexts strengthens the generalizability of emotional intelligence as a strong predictor of performance. The findings are also aligned with Social Exchange Theory, where emotional intelligence functions as a psychological resource that encourages employees to respond with higher performance (Cropanzano & Mitchell, 2005).

Organizational commitment shows a positive and significant effect on employee performance, with a regression coefficient of 0.416 and a significance value of 0.000 (< 0.05). This indicates that employees with stronger commitment tend to perform better. These findings are consistent with Setyorini and Syahlani (2018), Kumar et al. (2021), and Alfia et al. (2024), who reported that organizational commitment significantly enhances employee discipline, responsibility, and work outcomes across various sectors. In contrast, no contradictory findings were identified in the referenced studies, indicating a strong consensus that organizational commitment is a key determinant of employee performance. Gunawarman and Ahmadi (2024) further support this result by emphasizing that in public organizations such as Bawaslu, commitment is reinforced by values of integrity and public responsibility, which in turn strengthen performance outcomes. This aligns with Social Exchange Theory, where high commitment reflects reciprocal organizational support that is returned through improved employee contributions.

The simultaneous effect of emotional intelligence and organizational commitment on employee performance is significant, with an F-test of 54.989 ($p = 0.000 < 0.05$) and an R^2 value of 0.701, indicating that 70.1% of employee performance is explained by both variables. These findings are consistent with Setyorini and Syahlani (2018), Kumar et al. (2021), Alfia et al. (2024), and Gunawarman and Ahmadi (2024), which collectively show that emotional intelligence and organizational commitment jointly enhance employee performance. No contradictory evidence was found in these studies, suggesting a strong alignment in empirical results. Emotional intelligence improves adaptability, emotional regulation, and interpersonal interaction, while organizational commitment strengthens loyalty and dedication. Their combination creates a synergistic effect that leads to optimal employee performance in public sector organizations.

The findings of this study imply that improving employee performance in public organizations such as Bawaslu requires a balanced focus on both emotional intelligence and organizational commitment. Organizations should strengthen emotional intelligence through training in emotional regulation, communication, and interpersonal skills, while simultaneously fostering organizational commitment by reinforcing organizational values, integrity, and employee engagement programs. This combined approach can enhance employees' psychological readiness and

behavioral consistency, ultimately leading to more effective, responsible, and high-quality performance in public service delivery.

6. Conclusion

The findings of this study indicate that emotional intelligence and organizational commitment have a significant influence on employee performance within the West Java Provincial Bawaslu. Among the two variables, emotional intelligence shows a stronger contribution, suggesting that employees' ability to manage emotions, demonstrate empathy, and build effective social relationships plays a central role in handling work demands and pressures in the public sector. Organizational commitment also contributes significantly by strengthening employees' emotional attachment, loyalty, and willingness to achieve organizational goals, which ultimately enhances performance. Simultaneously, both variables explain 70.1% of the variation in employee performance, indicating that a combination of individual psychological capacity and work attitudes is essential in driving optimal performance.

The implication of these findings is that public sector organizations should prioritize human resource development strategies that not only focus on technical competencies but also strengthen emotional and attitudinal aspects of employees. Enhancing emotional intelligence can improve adaptability, collaboration, and stress management, while stronger organizational commitment can foster stability, motivation, and long-term dedication. However, this study has several limitations. First, it only focuses on two independent variables, while other potential factors, such as leadership style, work environment, and job satisfaction, may also influence performance but were not included. Second, the study is limited to a specific institutional context, which may restrict the generalizability of the findings to other public organizations. Third, the use of a cross-sectional design limits the ability to capture changes in variables over time. Future research is recommended to include additional variables that may provide a more comprehensive explanation of employee performance. Longitudinal studies and broader organizational samples are also suggested to enhance generalizability and to better understand the dynamic relationship between emotional intelligence, organizational commitment, and performance over time.

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