Improving Performance Through Emotional Intelligence and Organizational Climate: Motivation as An Intervening Variable

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ABSTRACT

A company's success hinges on the performance of its employees and the organization itself. Several factors affect performance, including emotional intelligence, organizational climate, and work motivation. The research was driven by the persistently low performance of hotels, as evidenced by the need to improve hotel occupancy rates and numerous complaints about the service provided by hotel employees. These issues are believed to be linked to low emotional intelligence, poor organizational climate, and insufficient employee work motivation. Consequently, this research aims to assess the influence of emotional intelligence and organizational climate on employee performance and explore how emotional intelligence and organizational climate indirectly affect performance through motivation. The sample selection technique utilized a simple random sampling method with a sample size of 100 respondents. The analysis technique employed the path analysis method. The research findings indicate that emotional intelligence, motivation, and organizational climate have an impact on motivation. Emotional intelligence, organizational climate, and motivation directly influence employee performance. Motivation serves as a mediator between emotional intelligence and employee performance. Additionally, motivational variables act as mediators between organizational climate and employee performance.

ABSTRAK

Keberhasilan perusahaan tergantung pada kinerja yang dicapai karyawan dan organisasi. Faktor-faktor yang mempengaruhi kinerja diantaranya kecerdasan emosional, iklim organisasi dan motivasi kerja. Penelitian dilatar belakangi oleh masih rendahnya kinerja hotel yang ditunjukan oleh tidak tercapainya tingkat hunian hotel dan masih banyak keluhan terkait pelayanan karyawan hotel. Hal ini diperkirakan disebabkan oleh rendahnya kecerdasan emosional, iklim organisasi dan motivasi kerja karyawan. Berdasarkan permasalahan tersebut maka penelitian ini bertujuan untuk menguji apakah ada pengaruh kecerdasan emosional dan iklim organisasi terhadap kinerja karyawan dan menenggarai pengaruh tidak langsung kecerdasan emosional dan iklim organisasi melalui motivasi terhadap kinerja karyawan. Teknik pemilihan sampel menggunakan teknik *simple random sampling*, dengan jumlah sampel sebesar 100 responden. Teknik analisis menggunakan metode analisis jalur. Hasil penelitian menunjukkan kecerdasan emosional, motivasi dan iklim organisasi berpengaruh langsung terhadap motivasi. Kecerdasan emosional, iklim organisasi, dan motivasi berpengaruh langsung terhadap kinerja karyawan. Motivasi memediasi kecerdasan emosional dengan kinerja karyawan. Variabel motivasi juga memediasi iklim organisasi dengan kinerja karyawan.

INTRODUCTION

Tourism is one of the strategic sectors that can be used to increase people's income, ultimately improving the national economy. Tourism is Indonesia's largest non-oil and gas industry, with 80% of goods and services originating from tourism (Pajriah, 2018). Indrayani (2018) states that the tourism sector provides promising market opportunities with rapid growth to improve the national economy. Indrayani (2018). The success of the tourism sector in Indonesia is greatly influenced by various factors, including the existence of hotels that provide various services for foreign and domestic visitors. Hotels are one of the strategic tourism sectors that can improve the economy, and they can be managed well if supported by high-performance human resources (HR). Human resources are a very important factor in a company, both large and small scale because the development of service quality can only be realized if it is supported by quality human resources (Dahlan et al., 2017).

HR management plays a vital role in shaping an organization's competitive advantage. Sedarmayanti (2017:3-4), HR management is an approach to managing human problems based on the principle that HR is the most valuable asset in an organization. HR management aims to ensure that the organization runs effectively and efficiently. The potential of each human resource must be utilized optimally to achieve company goals.

The success of an organization depends on the performance of HR, which plays a very important role in the company's sustainability. According to Mangkunegara (2017:67), performance is the result of work in terms of quality and quantity achieved by an employee in carrying out his duties according to his responsibilities. Many factors influence performance, such as individual and environmental factors and motivation. Emotional intelligence is also essential in motivating employees to produce optimal performance.

Organizational climate also influences employee performance. According to Wirawan (2015:122), organizational climate is the perception of organizational members regarding what happens in the organization's internal environment on a regular basis. This perception influences organizational members' attitudes, behaviors, and performance. A conducive organizational climate can increase employee job satisfaction, motivation, and innovative Behavior.

Hotel Salak The Heritage is located in Bogor and has 140 and 14 meeting rooms. This hotel tries to have competent employees to improve their performance to achieve company goals. However, some employees have yet to achieve maximum performance. Some problems are frequent mistakes, lack of motivation, poor organizational climate, and emotional intelligence that is yet to be optimal. Apart from that, Hotel Salak The Heritage also faces challenges in achieving the room occupancy target in 2022, which only reached an average of 68%, yet to be in line with the company's target of 85%.

In an HRD interview in November 2023, it was stated that room sales were not achieved due to several factors, namely decreasing or still lacking employee performance, which was thought to be due to low motivation, poor emotional intelligence, and an organizational climate that did not meet employee expectations.

The results of the Pre-Survey, which was distributed to 30 employees, showed that the employees' answers regarding emotional intelligence at Hotel Salak *The Heritage* 19 employees, or 63%, stated that they could not manage their emotions when doing work, meaning that the emotional intelligence possessed by Hotel Salak employees in understanding or feelings of empathy for other people are still low and not yet optimal.

Apart from emotional intelligence, organizational climate is another factor that influences performance and motivation. It can significantly impact the performance of both the company and its employees. The quality of a company's internal environment, which is one element of the organizational climate, can have a direct influence on employee work behavior and performance. Creating a good and conducive organizational climate is very important to improving employee performance and productivity and achieving overall company goals.

Motivational factors can also influence a decrease in employee performance. According to Afandi (2018:29), motivation includes remuneration, working conditions, work facilities, work performance, recognition from superiors, and the work itself. Some employees feel their salaries need to be increased to meet their living needs, especially in areas with a high cost of living. Meanwhile, the benefits provided include BPJS health, THR, and food allowance, while incentives are not provided. These include work bonuses and official travel, but providing these incentives needs to be more transparent and consistent, as this can cause dissatisfaction and decreased employee work motivation.

The organizational climate at Hotel Salak *The Heritage* still needs to improve to reach employees' expected level of satisfaction. If this condition continues in the company environment, creating a comfortable organizational climate for employees will be difficult. The impact can be felt in employee performance. Therefore, the allegation that employee performance is not achieved may be caused by low work motivation, lack of emotional intelligence, and organizational climate conditions that still need to be improved.

METHODS

This research uses quantitative methods with a descriptive and verification approach. The study's population consisted of permanent employees of Hotel Salak *The Heritage* Bogor. The sampling technique is *random sampling*.

Data analysis used path analysis *assisted* by the *Statistical Package For Social Sciences* (SPSS) version 25 program. Before processing, ordinal data was first converted into interval data using the Method *of Success Interval* (MSI) method in the Microsoft Excel program. The sample was determined using the Taro Yamane formula, which produced a sample of 100 respondents. Before testing the relationship between variables, validity and reliability tests, and classical assumption tests are carried out. Validity and reliability testing results show that all data is declared valid and reliable. The classical assumption test shows that the data meets the principle of normality, multicollinearity, and heteroscedasticity do not occur.

RESULTS AND DISCUSSION

Employee Characteristics

The Heritage Hotel employees out of 100 employees are dominated by men, with 56 people or 56% of the total employees. This is caused by the fact that male workers' productivity is higher than female workers. Apart from that, hospitality is a type of work that uses physical energy, such as in the *Operations and maintenance*, *Marketing*, IT*, and creative sections*. Meanwhile, there are 44 female employees, or 44%, because female employees are needed for the *Front Office*, FnB, *Finance & Accounting sections*.

Responses to Emotional Intelligence Variables

Employee responses regarding emotional intelligence show an average value of 3.86 for the indicator self-awareness, self-regulation, recognizing other people's emotions, and social skills. Employee responses to the emotional intelligence variable had the highest score of 3.89 on self-regulation indicators. This means that Hotel Salak employees can control emotions and Behavior, manage stress, adapt to change, and make wise decisions, thus contributing positively to performance and a harmonious work environment. The lowest score was 3.83 on the indicators of self-awareness and social skills; this shows that employees need to develop more awareness of their emotions and motivations and strengthen their ability to interact and communicate with others to achieve more optimal performance and a better working environment. collaborative.

Employee responses regarding organizational climate show an average value of 4.05 for the *Responsibility indicator Identity warmth*, *Support,* and *Conflict*. Employee responses to the organizational climate variable have the highest score, with the highest score being 4.11, which is included in the "good" assessment criteria, namely the identity indicator. This shows that

employees feel they have a strong involvement and a clear role in shaping the organization's identity, which reflects a high sense of pride and attachment to the company.

The lowest score on the responsibility indicator is 4.00. This shows that although employees generally have a good sense of responsibility, there is still room for improvement. Companies must clarify employee roles and responsibilities, provide the necessary support, and motivate them to feel more responsible for their duties.

Employee responses regarding employee performance show an average value of 4.04 for the indicators Quality of work, Quantity of work, Timeliness, Effectiveness, and Independence. Employee responses to the performance variable have the highest score of 4.11 on the work quality indicator. This means that employees can consistently meet the work quality standards set by the company, and there is high work productivity in line with the company's expectations. The lowest score on the effectiveness indicator was 3.97. This means that some employees are capable of doing work that is a work priority. Therefore, companies should provide relevant training to improve employees' skills and help them be more competent in doing priority tasks.

Employee responses regarding motivation show an average value of 3.82 for the indicators Remuneration, Working Conditions, Work Facilities, Work Performance, Recognition from superiors, and Work itself. The work facilities indicator found the highest average employee response, with a value of 3.93. This shows that the work results achieved by each employee are encouraging to continue to produce the best performance during work so that the company appreciates the employee's performance. The lowest average value is found in the remuneration and working conditions indicators, with an average of 3.76. This shows that the compensation given to employees is in line with expectations. However, apart from compensation in the form of a company salary, they can provide non-monetary awards such as recognition for achievements, bonuses, or other incentive programs that can increase motivation and job satisfaction.

Results of Multiple Linear Regression Path Analysis First Equation

The first equation shows the influence of emotional intelligence and organizational climate on motivation, resulting in a path analysis: **$Z = 0.310X_1 + 0.189.X_2 + 0.393$**

The interpretation of the results of the multiple linear regression test above is as follows:
1) The path coefficient for emotional intelligence is positive, meaning that the emotional intelligence variable positively affects motivation. This shows that if employees can control emotional intelligence well, then motivation will increase; conversely, if employees are unable to control emotional intelligence, then motivation will decrease.
2) The organizational climate path coefficient is positive, meaning that the organizational climate variable positively affects motivation. This shows that if the company's organizational climate becomes more conducive, motivation will increase.

Results of Correlation Coefficient and Determination of First Equation

The correlation coefficient value between emotional intelligence and organizational climate is 0.779, strongly correlated with motivation. This shows that the higher the emotional intelligence and organizational climate in the company, the higher the motivation of Hotel Salak *the Heritage employees.*

The R Square or R2 value is 0.607. This shows that the influence of the emotional intelligence variable (X1) and organizational climate (X2) on the motivation variable (Z) is 60.7%. In comparison, the remaining 39.3% contributes to other variables that were not studied, namely, compensation, supervision, job security, status, and responsibility (Kasmir, 2016, p. 189).

Results of Multiple Linear Regression Path Second Equation

The second equation shows the influence of emotional intelligence and organizational climate on motivation, resulting in path analysis: **$Y = 0.242X_1 + 0.306X_2 + 0.158Z + 0.137$**

The interpretation of the results of the multiple linear regression test above is as follows:

1) The path coefficient for emotional intelligence is positive, meaning that the emotional intelligence variable positively affects employee performance. This shows that if employees can control emotional intelligence well, employee performance will increase,

2) The organizational climate path coefficient is positive, meaning that the climate variable positively affects employee performance. This shows that if the company's organizational climate becomes more conducive, employee performance will increase.

3) The motivation path coefficient is positive, meaning the motivation variable positively affects employee performance. This shows that every increase in motivation is followed by an increase in employee performance.

## Results of Correlation Coefficient and Determination of the Second Equation

The multiple correlation coefficient value is 0.929, which means it has a very strong relationship with employee performance. This shows that the higher the level of suitability of emotional intelligence, organizational climate, and high motivation, the higher the performance of Salak *the Heritage Hotel employees.*

The R Square value is 0.863; this shows that the contribution of the influence of the variables emotional intelligence (X1), organizational climate (X2) and motivation (Z) to the employee performance variable (Y) is 86.3% while the remaining 13.7% is contributions from other variables that were not studied, namely: abilities and skills, knowledge, work plans, personality, leadership and supervision, leadership style, job satisfaction, commitment to work discipline and loyalty (Kasmir, 2016, p. 189).

Path Analysis

The analysis method is used to determine cause and effect relationships, aiming to explain the direct or indirect influence between exogenous and endogenous variables.

The following are the results of the path analysis, which is a combined model between multiple regression models and mediation models, which can be seen in the following image:
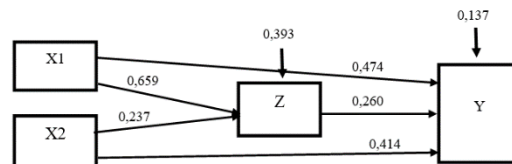
Gambar 4.3 Hasil Analisis Jalur
Sumber : Data Primer, diolah 2024

Table 1. Path Analysis Test Results

Variabel			Koefisien Jalur	Pengaruh(%)		
Eksogen	Endogen	Intervening		Langsung (%)	Tidak Langsung (%)	Total (%)
Kecerdasan Emosional (X₁)	Motivasi (Z)		0,659	43,42		
Iklim Organisasi (X₂)	Motivasi (Z)		0,237	56,10		
Kecerdasan Emosional (X₁)	Kinerja Karyawan (Y)		0,474	22,46		
Iklim Organisasi (X₂)	Kinerja Karyawan (Y)		0,414	17,13		
Motivasi (Z)	Kinerja Karyawan (Y)		0,260	67,60		
Kecerdasan Emosional (X₁)	Kinerja Karyawan (Y)	Motivasi (Z)			28,90	64,50
Iklim Organisasi(X₂)	Kinerja Karyawan (Y)	Motivasi (Z)			3,60	47,50

Sumber: Data diolah, 2024

It was found that emotional intelligence had a direct influence on motivation at 43.42%, organizational climate on motivation at 56.10%, emotional intelligence on employee performance at 22.46%, organizational climate on employee performance at 17.13%, and motivation on employee performance at 67.60%.

The indirect influence of emotional intelligence on employee performance through work motivation is 28.90%, the indirect influence of organizational climate on employee performance through work motivation is 3.60%, and the total influence is 46.08%. Based on the table above, it can be seen that emotional intelligence (X1) has a total influence on employee performance (Y) through motivation (Z) of 64.50%, and organizational climate (X2) has a total influence on employee performance (Y) through motivation (Z) of 47.50%

DISCUSSION
The influence of emotional intelligence on employee motivation
The results of the t-test calculation show that the emotional intelligence variable obtained a t_{count} of 9.567 and the $t_{table\ value}$ for $\alpha = 0.05$ with degrees of freedom 100-2-1= 97 of 1.661, meaning $t_{count} > t_{table}$ (9.567> 1.661) with significance equal to (0.00 0 <0.05). So Ha_1 is accepted, and H_{01} is rejected, meaning that emotional intelligence directly influences the work motivation of Hotel Salak, *the heritage employees*. The above opinion is supported by research by Febrianti (2023), which proves that there is a significant favorable influence between emotional intelligence and motivation, and research by Cuangnita (2023), which proves that there is a significant favorable influence between emotional intelligence and motivation.

The influence of organizational climate on employee motivation
The results of the t-test calculation show that the organizational climate variable obtained a t_{count} of 3.456 and the $t_{table\ value}$ for $\alpha = 0.05$ with degrees of freedom 100-2-1= 97 of 1.661, meaning $t_{count} > t_{table}$ (3.456>1.661) with significance equal to (0.001<0.05). So, Ha_2 is accepted, and H_{02} is rejected, meaning that the organizational climate directly influences the work motivation of Salak *the Heritage Hotel employees.*

The above opinion is supported by research by Syamsudin (2022), which proves that organizational climate has a significant positive effect, and subsequent research by Febriyan (2023), which proves that organizational climate has a significant positive effect.

The influence of emotional intelligence on employee performance
The results of the t-test calculation show that the emotional intelligence variable obtained a t_{count} of 9.084 and the $t_{table\ value}$ for $\alpha = 0.05$ with degrees of freedom 100-2-1= 97 of 1.661, meaning $t_{count} > t_{table}$ (9.084 > 1.661) with significance equal to (0.0 00 < 0.05). So Ha_4 is accepted, and H_{03} is rejected, meaning that emotional intelligence directly influences the performance of Salak *the Heritage Hotel employees*.

The opinion above is supported by research by Manafe et al. (2022), which proves that emotional intelligence has a significant effect on performance employees, and research by Saputra (2022), which proves that emotional intelligence has a significant effect on performance employees.

The influence of organizational climate on employee performance
The results of the t-test calculation show that the organizational climate variable obtained a t_{count} of 9.836 and the $t_{table\ value}$ for $\alpha = 0.05$ with degrees of freedom 100-2-1= 97 of 1.661, meaning $t_{count} > t_{table}$ (9.836 > 1.661) with a significance of (0.0 00 < 0.05). So, Ha_5 is accepted, and H_{05} is rejected, meaning that the organizational climate directly influences the performance of Salak *the Heritage Hotel employees.*

The opinion above is supported by Isnaniyah's (2019) research showing that organizational climate has a significant positive effect on employee performance and Erfando's (2019) research on the Effect of Organizational Climate on Employee Performance, which proves this.

The influence of motivation on employee performance

The results of the t-test calculation show that the motivation variable obtained a t $_{count}$ of 5.250 and the t $_{table\ value}$ for α= 0.05 with degrees of freedom 100-2-1= 97 of 1.661, meaning t $_{count}$ > t $_{table}$ (5,250 > 1.661) with a significance of (0.00 0 < 0.05). So Ha $_6$ is accepted, and H $_{06}$ is rejected, meaning that motivation directly influences the performance of Salak *the Heritage Hotel employees.*

The opinion above is supported by research by Nissa et al. (2023), which proves that there is a significant positive influence between motivation and employee performance, and research by Destiana (2020), which also proves this.

The influence of emotional intelligence on employee performance through motivation.

The calculated Z value was 4.62. The $_{calculated}$ Z value > Z $_{table}$ (4.62 > 1.96) proves that motivation indirectly influences emotional intelligence and employee performance through motivation as an intervening variable. The test results show an indirect effect of price on employee performance through significant motivation, so mediation occurs. In this research, emotional intelligence positively and significantly indirectly affects employee performance through motivation.

The opinion above is supported by research by Nissa (2023), which proves that there is a significant favorable influence between emotional intelligence variables on employee performance through motivation as an intervening variable, and subsequent research by Putri (2018), which proves that there is a significant favorable influence between emotional intelligence variables on employee performance through motivation as an intervening variable.

The influence of organizational climate on employee performance through motivation

The calculated Z value was 2.87. The calculated Z value >Z $_{table}$ (2.87>1.96) proves that organizational climate's indirect influence on employee performance through motivation is an intervening variable. The test results show an indirect influence of organizational climate on employee performance through significant motivation, so mediation occurs. In this research, organizational climate positively and significantly indirectly affects employee performance through motivation.

Opinion research by et al. (2023) proves that organizational climate influences employee performance through motivation as an intervening variable. Sari et al. (2022) prove that organizational climate positively and significantly influences employee performance, with work motivation as an intervening variable.

CONCLUSION

The average employee gives an appropriate assessment of emotional intelligence. The highest assessment is on the self-regulation indicator, and the lowest is on the self-awareness and social skills indicators.

Employees provide a good assessment of the organizational climate. The conflict indicator has the highest assessment, and the responsibility indicator has the lowest assessment.

Employees give high assessments of their performance. The highest assessment is on the work quality indicator, and the lowest assessment is on the effectiveness indicator.

Employees give a high assessment of motivation. The highest assessment is found in the work facilities indicator, and the lowest is in the remuneration and working conditions indicators.

The results of hypothesis testing can be concluded that emotional intelligence has a direct effect on motivation, the organizational climate has a direct effect on motivation, emotional intelligence has a direct effect on employee performance, the organizational climate has a direct effect on employee performance, motivation has a direct effect on employee performance, emotional intelligence has an indirect effect on employee performance through motivation, the organizational climate has an indirect effect on employee performance through motivation.

RECOMENDATION

Employees need to develop greater awareness of their emotions and motivations and strengthen their ability to interact and communicate with others to achieve optimal performance and a more collaborative work environment. With this, companies can provide special training to increase self-awareness, emotional management, and social skills. Companies should consider this when creating emotional intelligence (EQ) training programs such as *workshops* and seminars.

Companies need to clarify employee roles and responsibilities, provide the necessary support, and motivate employees to feel more responsible for their duties. To motivate employees to be more responsible, companies must promote positions and develop careers.

Companies need to review SOPs and implement mentoring programs, such as *coaching sessions,* to help employees develop more effective and efficient work strategies.

It is best for companies to provide salaries in accordance with applicable regulations and distribute allowances in the form of meal money and bonus incentives evenly to employees so that employees are more motivated at work, employee morale can increase, and employees feel appreciated.

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