

The Influence of Emotional Intelligence, Ability and Training on The Performance of Employees of The Regional Disaster Management Agency Southeast Sulawesi Province

Nur Arief, Muh. Nur, Indira Yuana

Master of Management Study Program, College of Economy Enam Enam Kendari, Southeast Sulawesi Province

Received: 02/09/2024

Accepted: 05/04/2025

Published: 30/06/2025

*Representative e-Mail: sri_wiyati@yahoo.com

ABSTRACT

This study aims to analyze the influence of emotional intelligence, competence, and training on the performance of employees at the Regional Disaster Management Agency (BPBD) of Southeast Sulawesi Province. The research method employs a quantitative approach, with a population of 54 employees. The independent variables are emotional intelligence, competence, and training, while the dependent variable is employee performance. The results indicate that, simultaneously, these three variables have a positive and significant influence on employee performance. Partially, emotional intelligence has an influence but is not significant, while competence and training have a positive and significant impact. Employees with high competence are more productive and efficient, while training enhances skills and work effectiveness. The synergy among these three variables supports improved employee performance and the optimal achievement of organizational goals. This study confirms that enhancing competence and structured training directly contributes to improving the performance of BPBD employees in Southeast Sulawesi Province.

Keyword : BPBD Southeast Sulawesi, Competence, Emotional Intelligence, Employee Performance, Training

I. INTRODUCTION

The existence of human resources in an organization is a very important factor when compared to the many resources owned by the organization, thus the existence of human resources is very closely related to the needs in an organization. The fact is that human resources in an organization are humans who work as planners, movers and thinkers to achieve the goals of the organization. In essence, the potential of human resources in a company is one of the capital and has a very important role in achieving organizational goals. Therefore, organizations need to manage human resources as best as possible in order to increase agency productivity

The organization must have good productivity in order to meet the targets that have been set. Good employee performance with a high work ethic will help the organization to be able to meet these targets and help the organization to make profits, but if employee performance decreases and is poor, it will be detrimental to the organization. Therefore, the organization must be able to manage employees well so that employee performance is maximized. The Regional Disaster Management Agency (BPBD) of Southeast Sulawesi Province is one of the government organizations that has a vital role in disaster management and management in the region. The performance of employees in BPBD is very important because it has a direct impact on the effectiveness of risk mitigation, rapid disaster response to communities affected by disasters. For this reason, it is very necessary to have the skills and training methods used from Southeast Sulawesi Province BPBD employees in dealing with disasters that occur. Good employee organization is the most important aspect that must be possessed by BPBD, in order to produce quality performance so that it can maintain its existence so that the potential in each employee can be achieved to the maximum. Seeing this, the BPBD Office must always have superior human resources or employees to be able to determine the success of the organization to get this quality performance.

According to Article 1 Paragraph 9 of Law No. 13 of 2003, job training is a total of activities to provide, obtain, improve, and develop training, productivity, discipline, length of time to implement training, and work ethic at the level of training methods used and certain skills in accordance with the level and qualifications of the position and job. According to Kartikawati et al., (2024) "training is part of education that involves the learning process to obtain and improve training methods used outside the applicable education system, in a relatively short time with methods that prioritize training over theory".

Based on the Regulation of the Minister of State Apparatus Empowerment and Bureaucratic Reform No. 40 of 2018, the performance of the agency is evaluated every year, with the assessment carried out at the end of the year (State, 2018). For several agencies that provide services, performance appraisals are very important. Service standards are used as a benchmark for the success of the agency. The Regional Disaster Management Agency (BPBD) of Southeast Sulawesi Province is an institution that plays a crucial role in mitigation, response, and rehabilitation efforts to natural disasters in the region. Effective performance of BPBD employees is needed to ensure rapid response, efficient coordination, and proper recovery after a disaster. Emotional intelligence (EQ) is a key factor in this context because the ability to manage emotions, understand and empathize with others, and motivate oneself greatly influences how individuals can work effectively in stressful and complex situations, such as disaster management. In addition, technical capabilities and the suitability of training materials through training are also important determinants in improving the quality and quantity of work of BPBD employees.

However, until now, there are still few studies that simultaneously examine the relationship between emotional intelligence, technical ability, training, and the performance of BPBD employees in Southeast Sulawesi Province. Therefore, this study aims to fill the gap in the suitability of this training material by analyzing the extent to which emotional intelligence, technical ability, and training contribute to employee performance. The results of this research are expected to provide a deeper understanding for BPBD management in designing more effective human resource development programs, so as to increase responsibility and efficiency in facing future disaster challenges.

This research is needed because there are several problems that need to be solved in the context of disaster management. First, the role of the Disaster Management Agency requires a fast, effective, and coordinated response in dealing with various scales of disasters. In dealing with flash floods, a quick response is carried out by issuing early warnings through the mass media and local sirens to encourage the evacuation of residents before the flood spreads. This effort was followed by effective steps such as preparing rubber boats, rescue equipment, and clear evacuation routes so that the rescue process could run smoothly. In addition, coordination between various parties is the key to success, with the establishment of emergency response posts involving BPBD, the Health Office, and social institutions to ensure that all the needs of affected residents can be optimally met in terms of economy, social, and access to basic facilities.

Furthermore, in addition to the phenomenon that occurred in the BPBD of Southeast Sulawesi Province, there is also a gap in research that has been conducted by previous researchers on the relationship between emotional intelligence and performance such as the research of Anggraini et al., (2024); Rahmawati, (2022) found that emotional intelligence has a positive but not significant effect on employee performance. The gap in the relationship between work ability and performance was found in a study conducted by Sinambela & Lestari, (2022) found that work ability has an influence but is not significant on employee performance. Furthermore, the gap in research conducted by E. P. Sinaga et al., (2021) found that training did not have a significant influence on employee performance.

II. LITERATURE REVIEW

Alzoubi & Aziz, (2021) This research is entitled "Does Emotional Intelligence Contribute to Quality of Strategic Decisions? The Mediating Role of Open Innovation". The results of this study prove that the technology system must be up to standard to ensure that the top management or employer of the organization (in this case, the case of a commercial bank) is not only on the side when making decisions, but also has the power to make strategic decisions that can be turned into policies. Based on these findings, it is expected that there will be many changes in human banking behavior in the future.

This study has similarities with previous research on the variables studied, namely emotional intelligence and employee performance. However, the difference lies in the research object used. Based on the results of previous research, the researcher will compare whether the influence between variables remains after conducting research with different objects.

Suleman et al., (2020) This study is titled "Correlating Emotional Intelligence With Job Satisfaction: Evidence From a Cross-Sectional Study Among Secondary School Heads in Khyber Pakhtunkhwa, Pakistan". The results of this study are that Emotional intelligence is a basic variable that guarantees individual job satisfaction and therefore stimulates the productivity of the entire organization. A positive relationship was found between emotional intelligence and job satisfaction. Emotional intelligence predicts job satisfaction, and five dimensions, namely integrity, emotional stability, self-development, relationship management, and altruistic behavior, were found to be substantial predictors of job satisfaction. This clearly shows that emotional intelligence is directly related to job satisfaction; The higher the emotional intelligence, the higher their job satisfaction level.

This study has similarities with previous research in terms of the variables studied, namely emotional intelligence and employee performance. The difference lies in the research object used. Based on the findings of previous research, the researcher will analyze whether the influence between these variables remains after the study is carried out with different objects.

Mysirlaki & Paraskeva, (2020) This research is titled "Emotional intelligence and transformational leadership in virtual teams: lessons from MMOGs". The results of this study are that a significant predictive relationship between the perceived emotional intelligence of leaders and the effectiveness subfactors of virtual teams, mediated by transformational leadership behaviors. Further analysis uncovered gender differences in players' perceptions of leaders' emotional intelligence, transformational leadership, and virtual team effectiveness.

The similarities with this study are the variables studied; emotional intelligence and employee performance. Meanwhile, the difference with this research is that it uses a different research object. Based on the findings from previous research, the researcher will compare whether each variable remains to show an effect after being applied to different objects.

Alotaibi et al., (2020) This research is entitled "Does emotional intelligence and empowering leadership affect psychological empowerment and work engagement?". The results of this study show a statistically significant positive relationship between emotional intelligence, empowering leadership, psychological empowerment, and work engagement. The relationship between emotional intelligence and work engagement as well as psychological empowerment and work engagement was not significant.

The similarities between this study and the previous research lie in the variables studied, namely emotional intelligence and employee performance. The difference lies in the research object used. Based on the findings of previous research, the researcher will compare whether the influence between variables remains after the study is carried out with different objects.

III. RESEARCH METHODS

3.1 Research Design

This study employs two types of analysis: descriptive statistical analysis and inferential statistical analysis to examine the data collected in the field. Descriptive analysis is used to provide a deeper understanding of each research variable. Meanwhile, quantitative analysis is used to measure the extent of the influence between independent and dependent variables by analyzing the data that has been scored according to the predetermined measurement scale, through multiple linear regression analysis using Microsoft Excel and SPSS software.

3.2 Population and sample

According to Suriani & Jailani (2023), the population refers to the entire subject (object) of the research. The population in this study consists of all employees at the Regional Disaster Management Agency (Badan Penanggulangan Bencana Daerah) of Southeast Sulawesi Province, totaling 54 employees.

According to Cahyaningsih et al. (2021), a sample is a representative part of the population that will be studied, or a portion of the characteristics possessed by the represented population. This study uses the census method in determining the sample size, where the number of samples is equal to the total population, which amounts to 54 employees at the Regional Disaster Management Agency of Southeast Sulawesi. The entire population was used as respondents due to the relatively small population size.

3.3 Research Variables

The variables used in this study are as follows: Independent (exogenous) variables are variables that influence or cause changes in the endogenous variable. The exogenous variables in this study are emotional intelligence, ability, and training. Dependent (endogenous) variable is the variable that is influenced by the exogenous variables. The endogenous variable in this study is employee performance (Y).

3.4 Types and Data Sources

The types of data used in this study are: Qualitative data, which consists of descriptive explanations such as literature and theories related to the author's research. Quantitative data, which is data in the form of numbers or qualitative data that has been quantified (scored), such as the number of employees and other numerical information.

The data sources collected in this study are: Primary data refers to data obtained directly from the Regional Disaster Management Agency of Southeast Sulawesi, selected as respondents through the distribution of questionnaires. Secondary data refers to data obtained from the Regional Disaster Management Agency of Southeast Sulawesi in the form of published reports, including the agency's history, organizational structure, job descriptions, and employee data.

3.5 Data Collection Methods

The methods used for data collection in this study are as follows: Questionnaire: This method involves distributing a list of questions or statements to employees at the Regional Disaster Management Agency of Southeast Sulawesi. The honesty and seriousness of respondents in providing answers are crucial, as the data collected through the questionnaire is expected to be analyzed and interpreted to draw conclusions. Documentation: This involves collecting documents related to ability, supervision, job characteristics, and employee performance. The documentation is gathered both from the Regional Disaster Management Agency of Southeast Sulawesi and from the respondents.

3.6 Technical Data Analysis

This study employs two types of analysis: descriptive statistical analysis and inferential statistical analysis to examine the data collected in the field. Descriptive analysis is used to provide a deeper understanding of each research variable. Meanwhile, quantitative analysis is used to measure the extent of the influence between independent and dependent variables by analyzing the data that has been scored according to the predetermined measurement scale, through multiple linear regression analysis using Microsoft Excel and SPSS software.

IV. RESULT AND DISSCUSSION

4.1 Results

4.1.1 Characteristics of Respondents by Gender

The results of data analysis based on respondents' gender can be shown in table 4.1. as follows:

Table 4.1 Distribution of Respondents by Gender

Gender	Number of Respondents (People)	Percentage (%)	Gender
Man	32	59,26	Man
Woman	22	40,74	Woman
Sum		54	100,00

Source: Primary Data processed in 2025

Based on Table 4.1. The above shows that of the total 54 respondents, the majority are male, namely 32 people or

59.26% of the total respondents. Meanwhile, female respondents totaled 22 people, which accounted for 40.74% of the total respondents. The results of the study showed that male respondents dominated the number of employees at the Southeast Sulawesi Regional Disaster Management Agency (BPBD SULTRA). This male dominance can be explained through several factors.

Tasks in disaster management, such as evacuation and rescue, often require a high level of physical strength and mental endurance. In general, men are considered to meet this criterion more than women. In addition, responsibilities within organizations, especially those involving field coordination and operational management, tend to be given more to male employees. This is supported by the fact that men still dominate leadership positions in various organizations, including in BPBD South Sulawesi.

Social and cultural factors also affect this inequality. People often associate work with high physical demands or high risks as more suitable jobs for men. This has led to fewer women being interested in or considered suitable to work in the field of disaster management. As a result, the inequality in the number of employees based on gender in the Southeast Sulawesi Province BPBD is becoming more and more real.

Thus, the dominance of men in the employee structure of BPBD SULTRA is not only influenced by the demands of duties and responsibilities, but also by social and cultural factors that shape public perception of gender roles in certain jobs

4.1.2 Characteristics of Respondents by Age

Age can show or describe a person's maturity and maturity in acting and thinking to do the best for themselves and for other people's organizations. The results of data analysis based on the age of the respondents can be shown in table 4.2. as follows:

Table 4.2 Respondents by Age

Age Range (years)	Number of Respondents	Percentage (%)
20-29	3	5,56
30-39	9	16,67
40-49	35	64,81
50-59	7	12,96
Sum	54	100,00

Source: Data processed by the author, 2025

Overall, this age distribution shows that the organization has a mature and experienced employee base, which can provide stability, quality of work, and strong leadership. However, it takes an additional younger generation of employees as well to bring fresh perspectives, new enthusiasm and innovation, creating a healthy balance between experience and new ideas.

4.1.3 Characteristics of Respondents Based on Length of Service

An Employee's tenure reflects the experience gained during the Employee's employment. The data on respondent characteristics based on the length of service is shown in table 4.3. next:

Table 4.3 Distribution of Respondents by Tenure

Tenure (years)	Number of Respondents (People)	Percentage (%)
1-12	11	20,37
13-22	34	62,96
23-32	9	16,67

Source: Primary data processed, 2025

Based on Table 4.3. It can be seen that the employee's working period has a great influence on their emotional intelligence, abilities, and performance. Employees with longer working hours, such as 13 to 22 years, tend to have better emotional intelligence because they have gone through various challenges and situations in the world of work. The experience helps them become more mature in dealing with stress, communicating effectively, as well as lead the team better. Additionally, the broader experience makes them more skilled in their jobs and better prepared to undergo more in-depth advanced training, which can ultimately improve their overall performance.

In contrast, employees who have a shorter tenure, between 1 and 12 years, are still in the process of developing skills and emotional intelligence. They may not have fully mastered the skills or strategies needed to deal with a variety of work situations, requiring more focused basic training. Despite their limited experience, these younger employees have the passion and potential to thrive quickly. With the right training and guidance, they can accelerate their mastery of skills and emotional intelligence, thus making a major contribution to improving organizational performance.

4.1.4 Characteristics of Respondents Based on Education

Education can influence the way employees understand information, solve problems, and adapt to job challenges. The data on respondent characteristics based on education are shown in table 4.4. next:

Table 4.4 Distribution of Respondents by Education

Education	Number of Respondents (People)	Percentage (%)
Magister	11	20
Bachelor	31	57
Diploma	3	6
SMA	9	17
Sum	54	100,00

Source : Primary Data to be processed in 2025

Table 4.4 shows the distribution of respondents based on education level in the BPBD of Southeast Sulawesi Province. Of the total 54 respondents, the majority have a Bachelor's (S1) education level of 31 people (57%), which shows that most employees have sufficient academic backgrounds to carry out their duties. A total of 11 respondents (20%) have a Master's degree (S2), which reflects the existence of a workforce with higher skills, potentially supporting decision- making and disaster management.

Meanwhile, 3 respondents (6%) had a Diploma background, which usually has certain technical skills, and 9 respondents (17%) had a high school education, who were most likely to occupy administrative or operational positions. This distribution shows that employees with higher education tend to be more dominant, which can contribute to the effectiveness of organizational performance. However, employees with lower education also still have an important role, especially in the implementation of BPBD's field and operational duties. This shows that different working periods have a great influence on the emotional intelligence, abilities, training, and performance of employees. Employees with longer working hours tend to have more emotional intelligence and abilities, and can lead better. They are also better prepared to take part in training in the development of advanced training methods. In contrast, younger employees with shorter tenures need more basic training and development of early used training methods, but they have the energy and potential to improve performance quickly.

Table 4.5 Descriptive Criteria for Research Variables

Average (Red)	Respondent Perception Categories			
	Intelligence Emotional	Ability	Training	Performance Official
1,00-1,79	Very Not Good	Very Not Good	Very Bad	Very Bad
1,80-2,59	Bad	Bad	Bad	Bad
2,60-3,39	Pretty Good	Pretty Good	Pretty Good	Pretty Good
3,40-4,19	Good	Good	Good	Good
4,20-5,00	Excellent	Excellent	Excellent	Excellent

Source : Gunawan & Febrianti, (2023) adapted by the author

Table 4.5. The above shows in interpreting the results of this study based on the respondent's answer score. An overview of respondent response data from the results of the research on the four latent variables studied using the

average score of the respondents' statement is described as follows : Emotional intelligence, ability and training have a positive and significant effect on the Performance of BPBD Employees of Southeast Sulawesi Province.

4.1.5 Emotional Intelligence Variables

Based on the results of the research obtained through questionnaires, the objective conditions for the emotional intelligence variables intended in this study were measured by 3 (three) indicators, namely: Self Motivation, Empathy and Social Skill. The respondents' responses to the Emotional Intelligence variable indicators can be seen in Table 4.6. The following :

Table 4.6 Descriptive Criteria for Research Variables

Item	Frequency of Respondents' Responses/Statements										Average
	Frequency (F)					Percentage (%)					
	SS	S	N	TS	STS	SS	S	N	TS	STS	
X1.1.1	19	32	1	2	0	35.19	59.26	1.85	3.70	0.00	4.26
X1.1.2	9	35	7	0	0	16.67	64.81	16.67	1.85	0.00	3.96
Average Score of Self-Motivation Indicator											4.11
X1.2.1	13	34	7	0	0	24.07	62.96	12.96	0.00	0.00	4.11
X1.2.2	23	27	4	0	0	42.59	50.00	7.41	0.00	0.00	4.35
Average Empathy Indicator Score											4.23
X1.3.1	16	30	8	0	0	29.63	55.56	14.81	0.00	0.00	4.15
X1.3.2	16	36	2	0	0	29.63	66.67	3.70	0.00	0.00	4.26
Average Social Skill Indicator Score											4.20
Average Emotional Intelligence Variable Score											4.18

Source: Primary Data in 2025

Table 4.6. From the explanation of the table above, it can be concluded that the Emotional Intelligence variable at the BPBD of Southeast Sulawesi Province is included in the good category which is shown by the average score for the Emotional Intelligence variable of 4.18. This shows that Employees at BPBD Southeast Sulawesi Province have good Emotional Intelligence in carrying out their respective duties and functions. However, there are still some employees who choose answers, hesitation, and disagree.

The factor that causes respondents to choose doubtful, doubtful, and disagreeable answers is that there are still employees at the Southeast Sulawesi Provincial BPBD who have a low perception of the Emotional Intelligence indicators, including that there are still employees who feel that they do not fully understand the importance of Emotional Intelligence in the work environment, especially in terms of self-motivation, empathy, and social skills. This can make them doubt the relevance of the indicator, and there are also those who have personal experiences or differing views that other factors are more relevant and some individuals may reject or feel uncomfortable with new concepts especially if they are used to more traditional or different ways of working.

Based on the information above, the Southeast Sulawesi Provincial BPBD is considered necessary to maintain Emotional Intelligence with a strategy of providing a more structured approach in increasing awareness and acceptance of Emotional Intelligence within the Southeast Sulawesi Province BPBD.

4.1.6 Variable Capabilities

Based on the results of the research obtained through questionnaires, the objective conditions for the ability variables intended in this study were measured by 2 (two) indicator items, namely: Intellectual Ability and Physical Ability. Respondents' assumptions of the ability variable indicators can be seen in Table 4.7 below:

Table 4.7 Distribution of Respondents' Answers to Ability Variables

Item	Frequency of Respondents' Responses/Statements										Average
	Frequency (F)					Percentage (%)					
	SS	S	N	TS	STS	SS	S	N	TS	STS	
X2.1.1	13	36	5	0	0	24.07	66.67	9.26	0.00	0.00	4.15
X2.1.2	16	25	13	0	0	29.63	46.30	24.07	0.00	0.00	4.06
X2.1.3	18	32	4	0	0	33.33	59.26	7.41	0.00	0.00	4.26
Average Score of Intellectual Ability Indicator											4.15
X2.2.1	18	25	9	2	0	33.33	46.30	16.67	3.70	0.00	4.09
X2.2.2	12	37	5	0	0	22.22	68.52	9.26	0.00	0.00	4.13
X2.2.3	9	26	11	8	0	16.67	48.15	20.37	14.81	0.00	3.67
Average Physical Ability Indicator Score											3.96
Average Ability Variable Score											4.06

Source: Primary Data in 2025

In table 4.7. above it can be seen that the Ability variable in the BPBD of Southeast Sulawesi Province is in the good category which is shown by the average value of the assessment score for the Ability variable of 4.06. This shows that employees at the Southeast Sulawesi Province BPBD have good abilities in carrying out their respective duties and functions. However, there are still some employees who choose hesitant answers and disagree, especially on physical ability indicators.

The factor that causes respondents to choose a disagreeable answer is that there are still employees at the Southeast Sulawesi Province BPBD who have a low perception of the Physical Ability indicator, including that there are still employees who do not have a high awareness of the importance of maintaining physical fitness, both in terms of individuals and agency policies. Some older employees feel that their physical abilities and health issues can affect their perception of their physical abilities.

Based on the information above, the Southeast Sulawesi Province BPBD is considered necessary to overcome and improve the confidence and physical ability of employees with a strategy of providing intensive and directed physical training in carrying out their duties, especially those that require strength and resilience.

4.1.7 Variable Training

Based on the results of the research obtained through questionnaires, the objective conditions for the training variables intended in this study were measured by 3 (three) indicator items, namely: the suitability of the training material, the training method used and the length of time the training was implemented. The respondents' responses to the training variable indicators can be seen in Table 4.8. The following:

Table 4.8 Distribution of Respondents' Responses to Training Variables

Item	Frequency of Respondents' Responses/Statements										Average
	Frequency (F)					Percentage (%)					
	SS	S	N	TS	STS	SS	S	N	TS	STS	
X3.1.1	12	34	7	0	1	22.2	63.0	13.0	0.0	1.9	4.04
X3.1.2	18	31	4	0	1	33.3	57.4	7.4	0.0	1.9	4.20
Average Score of the Suitability Indicator of the training material											4,12
X3.2.1	14	32	5	2	1	25.9	59.3	9.3	3.7	1.9	4.04
X3.2.2	16	30	5	2	1	29.6	55.6	9.3	3.7	1.9	4.07
Average Indicator Score The training method used											4,05
X3.3.1	8	26	17	2	1	14.8	48.1	31.5	3.7	1.9	3.70
X3.3.2	9	37	4	3	1	16.7	68.5	7.4	5.6	1.9	3.93
Average Indicator Score Length of training time											3.8
Average Training Variable Score											4,0

Source: Primary Data in 2025

Data in table 4.8. Above it can be seen that competence is in the good category which is shown by the average score of the assessment score for the competency variable of 4.0. This shows that employees at the Southeast Sulawesi Provincial BPBD have good training. However, there are still some employees who choose a disagreed answer and strongly disagreed. The factor that causes employees to answer disagree and strongly disagree is that there are still employees who find it difficult to absorb the material properly. In addition, limited facilities such as narrow spaces or lack of learning aids can hinder employee active participation. Time imbalance is also a factor, where disproportionate time allocation, such as too much time is spent on opening and closure compared to the core material, making the use of time feel ineffective.

Based on the information above, the Southeast Sulawesi Province BPBD needs to increase the variety of training methods by adopting more interactive and diverse methods, so that the training becomes more interesting and makes it easier to understand the material. In addition, they also need to improve and provide adequate supporting facilities, such as comfortable training rooms and sufficient learning aids, to support the active participation of employees. The management of training time allocation should also be improved by developing a balanced schedule, so that time for opening, core materials, and closing can be used effectively.

4.1.8 Variable of Employee Performance's

Based on the results of the research obtained through questionnaires, the objective conditions for the employee performance variables intended in this study were measured by 5 (five) indicators, namely: work quality, work quantity, attendance and punctuality, responsibility and cooperation with colleagues. The respondents' responses to the variable indicators of employee performance can be seen in Table 4.9. The following:

Table 4.9 Distribution of Respondents' Answers to Employee Performance Variables

Item	Frequency of Respondents' Responses/Statements										Average
	Frequency (F)					Percentage (%)					
	SS	S	N	TS	STS	SS	S	N	TS	STS	
Y1.1.1	13	25	16	0	0	24.1	46.3	29.6	0.0	0.0	3.94
Y1.1.2	7	38	8	1	0	13.0	70.4	14.8	1.9	0.0	3.94
Average Work Quality Indicator Score											3,94
Y1.2.1	7	33	11	3	0	13.0	61.1	20.4	5.6	0.0	3.81
Y1.2.2	9	28	16	1	0	16.7	51.9	29.6	1.9	0.0	3.83
Average Score of Work Quantity Indicator											3,82
Y1.3.1	11	30	11	2	0	20.4	55.6	20.4	3.7	0.0	3.93
Y1.3.2	7	29	14	4	0	13.0	53.7	25.9	7.4	0.0	3.72
Average Score of Attendance and Punctuality Indicators											3,82
Y1.4.1	23	29	1	1	0	42.6	53.7	1.9	1.9	0.0	4.37
Y1.4.2	8	33	12	1	0	14.8	61.1	22.2	1.9	0.0	3.89
Average Responsibility Indicator Score											4,13
Y1.5.1	15	32	7	0	0	27.8	59.3	13.0	0.0	0.0	4.15
Y1.5.2	13	36	5	0	0	24.1	66.7	9.3	0.0	0.0	4.15
Average Score of Cooperation Indicators with Colleagues											4,15
Average Variable Score of Employee Performance											3,97

Source: Primary Data in 2025

Data in table 4.9. Above it can be seen that the employee performance variables at the Southeast Sulawesi Province BPBD are in the good category which is shown by the average score of assessment for the employee performance variable of 3.97. This shows that employees at the Southeast Sulawesi Provincial BPBD have implemented employee performance by conducting supervision and assessment as well as evaluating the implementation of work as a routine action that aims to analyze and diagnose the abilities and shortcomings of employees in a field of work undertaken. However, there are still some employees who choose hesitant answers and disagree.

The factor that causes respondents to choose hesitant and disagreeable answers is that there are still employees at the Southeast Sulawesi Provincial BPBD who have a low perception of performance indicators, including that there are still employees at the Southeast Sulawesi Provincial BPBD who do not have motivation to work as evidenced by some employees waiting for the instructions of the leadership in the implementation of work, there are still employees who are not careful and careful in the implementation of the work that results lack of supervision system, and lack of self-appreciation for the performance performed. So employees prefer to do other activities that are not related.

Based on the information above, the Southeast Sulawesi Provincial BPBD can increase employee motivation by providing awards and incentives, implementing an effective supervision system, and distributing the workload evenly. In addition, they can provide training for skill development as well as improve time management with policies that support on-time attendance and work efficiency. This improvement aims to improve the perception and overall performance of employees.

4.2 Discussion of Research Results

4.2.1 The Influence of Emotional Intelligence, Ability and Training on the Performance of BPBD Employees of Southeast Sulawesi Province

Based on the results of data analysis in this study, a regression coefficient value was obtained which showed the influence of emotional intelligence, ability and training on employee performance in the Southeast Sulawesi provincial BPBD which was positive and significant. This shows that the increase in emotional intelligence, abilities and training provided will be able to improve employee performance, this is because emotional intelligence, abilities and training support each other, creating synergies that have an impact on improving overall performance. The training provided not only improves technical competence, but also motivates employees and gives them a sense of appreciation, so that they are more enthusiastic at work.

Good emotional intelligence also helps employees utilize the training results more effectively, making training and skills an important element in supporting organizational performance. The training that has been carried out over the years has helped improve the abilities of employees, so that their emotional intelligence also develops well. In the context of BPBD South Sulawesi employees with an average number of male employees with a mature age of 40 years

and a working period of more than 20 years, the relationship with the above variables to performance is very significant. Employees with mature age and long working years tend to have more ability, emotional intelligence and experience, but they may also experience decreased energy and motivation. Therefore, proper training and development can help to improve their emotional abilities and intelligence, so that it can improve their performance to achieve the goals of the Organization. The results of this study are in line with the opinion expressed by Alfaridli et al., (2025) that the development of emotional intelligence not only helps to create more harmonious relationships in the work environment, but also improves teachers' ability to handle interpersonal challenges, both inside and outside the classroom. Thus, this kind of training becomes an important element in strengthening the emotional competencies that support the success of individuals and the organization as a whole.

The results of this study are also in line with the opinion expressed by Adzansyah et al., (2023) that training, work motivation, and emotional intelligence have a significant influence on employee performance. Through training, an organization or company can achieve its goals and targets, while employees gain additional knowledge and skills that positively impact their performance. Work motivation also plays an important role because it encourages employees to take their tasks seriously, resulting in optimal performance. Additionally, emotional intelligence helps employees manage emotions well, which contributes to smooth work and improved overall performance.

The results of this study are also in line with the opinion expressed by Adzansyah et al., (2023) that training, work motivation, and emotional intelligence have a significant influence on employee performance. Through training, an organization or company can achieve its goals and targets, while employees gain additional knowledge and skills that positively impact their performance. Work motivation also plays an important role because it encourages employees to take their tasks seriously, resulting in optimal performance. Additionally, emotional intelligence helps employees manage emotions well, which contributes to smooth work and improved overall performance.

4.2.2 The Effect of Emotional Intelligence on the Performance of BPBD Employees in Southeast Sulawesi

Province

Based on the results of data analysis in this study, a regression coefficient value was obtained that showed a positive but insignificant influence between emotional intelligence on employee performance in the Southeast Sulawesi provincial BPBD. This shows that emotional intelligence cannot support the improvement of employee performance at the Southeast Sulawesi Provincial BPBD.

Emotional Intelligence has a positive influence that is not significant on the performance of employees of the Regional Disaster Management Agency (BPBD). Although this variable can help individuals in managing emotions and improving interpersonal relationships, in the context of disaster management work, Emotional Intelligence is not the main determining factor in determining employee performance. Implementation of Disaster Management, Pre-Disaster Preparedness and Prevention tasks, Handling Disaster Victims in disaster emergency conditions, and post-disaster rehabilitation/reconstruction, BPBD employees who are on duty are obliged to carry out their duties without being a servant of the state, employees are obliged to carry out their duties with full responsibility and dedication, without expecting rewards in the form of honorariums or incentives and or without knowing who the victims will be helped. Duties and obligations as civil servants must be prioritized and carried out with integrity and professionalism, for the sake of the public interest and the safety of the people. Therefore, employees must continue to carry out their duties with enthusiasm and commitment, without being affected by the presence or absence of incentives/honorariums. This is because BPBD employees are bound by the oath of Civil Servants, the BPBD duties that have been determined and also Marcus Tullius Cicero in his book *De Legibus* once said, *Salus Populi Suprema Lex Esto* which means, People's Safety is the Highest Law. That has always been the basis for BPBD South Sulawesi employees to act to overcome disasters, so that performance is more influenced by other factors such as training, experience, and technical capabilities. So emotional intelligence has a positive and insignificant influence on employee performance.

The results of this study are in line with the opinion expressed by Irfan et al., (2021) that emotional intelligence does not have a significant effect on employee performance. It can therefore be concluded that the hypothesis is not accepted. This is because Bank Mandiri Bone Branch employees feel confident that they have good performance. One should not mix up personal affairs, family, or other matters. In work, focusing on the task at hand is very important. This research implies that companies, banks, and other institutions need to understand that individuals with good emotional intelligence tend to have more optimal performance.

The results of this study are also in line with the opinion expressed by Borman, (2021) that Emotional Intelligence does not have a significant effect on Employee Performance with Positive values. This result is obtained from a significant level greater than the 5% distrust rate, namely $0.088 < 1.67591$. This explains that a well-structured work environment, such as strict SOPs or a strong management system, can make emotional intelligence not the main factor in determining employee performance.

4.2.3 The Influence of Ability on the Performance of BPBD Employees in Southeast Sulawesi Province

Based on the results of data analysis in this study, a regression coefficient value was obtained that showed a positive and significant influence between abilities on employee performance in the Southeast Sulawesi Provincial BPBD. This shows that the ability will be able to improve employee performance at the Southeast Sulawesi Provincial BPBD.

The abilities referred to here cover various aspects, such as technical skills, knowledge, analytical abilities, the ability to adapt to changes in the work environment, communication skills and managerial abilities. Overall, it can increase the chances of employees to show optimal performance at work.

The results of this study are in line with the opinion expressed by Widyana, (2022) Ability has a positive and significant influence on employee performance. Employability reflects the expertise of each individual in completing the assigned tasks. Good employability is essential to support the improvement of the quality of a company. When employees have a high level of employability, their performance tends to be optimal and predetermined targets can be achieved. The employability of each employee also reflects their potential in completing the tasks for which they are responsible. Employees with superior talents and competencies will be able to produce high-quality performance.

The results of this study are also in line with the opinion expressed by Maharani et al., (2022) that Ability is closely related to the physical and mental condition of individuals who support the implementation of tasks. The absence of these abilities can have an impact on decreased employee performance. In other words, to achieve optimal performance, an employee needs to improve his quality through the development of his abilities.

4.2.4 The Effect of Training on the Performance of BPBD Employees in Southeast Sulawesi Province

Based on the results of data analysis in this study, a regression coefficient value was obtained that showed a positive and significant influence between training on employee performance at the Southeast Sulawesi Provincial BPBD. This shows that the training will be able to improve employee performance at the Southeast Sulawesi provincial BPBD.

Through training, it produces employees who have good skills and knowledge, employees can carry out their duties

with more confidence, employees will also be more productive and their work results will be maximized. Employees who feel developed tend to be more loyal and have better performance and feel motivated because employees get the opportunity to develop in their careers. Which in the end employees reach their best potential so that it has a positive impact on the overall performance of the organization.

The results of this study are in line with the opinion expressed by Adzansyah et al., (2023b) that training affects employee performance. Employees can learn new work concepts, increase skills, improve work attitudes and increase productivity. Training is necessary for organizational growth. For employees, training has the benefit of being more effective in decision-making and problem-solving and helping to eliminate the fear of trying new tasks, and giving employees an avenue to grow.

The results of this study are also in line with the opinion expressed by Fahrozi et al., (2022) that Training has a significant influence on employee performance. Therefore, training programs must be carried out in a structured manner to improve the soft skills needed by employees, such as the ability to communicate with consumers, build solid teamwork, be honest, tenacious, and confident in completing tasks. Training accompanied by a disciplined attitude and work responsibility will help employees achieve optimal performance in the company.

4.3 Research Limitations

The researcher realized that in the implementation of this study, it is inseparable from the limitations experienced, in addition to time and cost limitations are:

1. This research is a type of perception research, so the responses from the respondents reflect the individual's point of view, which makes in-depth interviews very important
2. This study is time-limited, so it is cross-sectional (data taken at a specific point in time). Therefore, it is necessary to collect data periodically from time to time (time series) to get a complete and more comprehensive picture.
3. This study was only conducted on BPBD employees in Southeast Sulawesi Province, so the results may not be generalized to regions with different organizational characteristics.

V. CONCLUSION

Based on the findings of the research, the formulation of the problem, the objectives of the research, the hypothesis, data analysis, and the discussion of the results, the conclusions of this study can be concluded as follows:

1. Variables Emotional intelligence, ability, and training together or simultaneously have a positive and significant influence on the performance of employees in BPBD Southeast Sulawesi Province. This means that the three variables emotional intelligence, ability, and training simultaneously have a strong impact on the performance of employees at the Southeast Sulawesi Province BPBD. Emotional intelligence helps employees manage stress and interact effectively with colleagues, abilities enable them to complete tasks well, and training provides additional knowledge and skills to increase productivity. When these three variables are applied together, employees become better able to adapt to job challenges, work more efficiently, and contribute more to the achievement of organizational goals. This synergy between emotional intelligence, abilities, and training creates more optimal results in improving employee performance.
2. Variable Emotional intelligence partially has an influence on employee performance, but the effect is not significant meaning that although emotional intelligence can affect employee performance, the effect is not strong or consistent enough to be considered a major factor determining performance. In this context, there may be other factors that are more dominant or more influential on employee performance, such as technical skills, work experience, organizational support, or intrinsic motivation. For example, an employee with high emotional intelligence may be better at managing stress or interacting with colleagues, but if he or she does not have adequate technical skills or does not receive enough training, his performance can still be hampered. So, while emotional intelligence can be helpful in creating a better and supportive work environment, it's just one of the many factors that affect overall performance. In other words, emotional intelligence does have an impact, but the impact is not large or consistent

enough to be considered a single determining factor in employee performance. Other factors may need to be considered and improved to achieve more optimal results.

3. Variable Ability partially has a positive and significant influence on employee performance. This means that employees who have the ability tend to be more productive, efficient, and able to manage time and resources well. They are also faster in making informed decisions, able to overcome challenges that arise, and complete work with high quality. This makes them more effective in achieving work goals, which ultimately improves overall performance in the organization.
4. Partial Training Variables have a positive and significant influence on employee performance. This means that training has given employees the ability to face job challenges and be able to apply what they learn to complete tasks better. Additionally, training allows employees to learn at a pace and manner that works best for them, leading to increased skills, productivity, and effectiveness in their jobs. Thus, variable training is one of the important factors that supports the improvement of employee performance and its contribution to organizational goals.

Based on the results of data analysis, discussion and conclusions of this study, the suggestions that can be put forward are:

1. For the Southeast Sulawesi Provincial BPBD Leaders, it is recommended to develop a continuous training program and support the development of emotional intelligence and technical skills of employees. In addition, policies that encourage work motivation, such as giving appreciation and dividing tasks according to competencies, need to be implemented to create synergy in improving employee performance optimally.
2. For universities, it is recommended to integrate the development of soft skills, such as emotional intelligence and communication skills, into the curriculum. In addition, universities can work with the industrial world to organize training programs relevant to the needs of the job market, as well as ensuring students have skills that support their readiness in the professional world.
3. For the next researcher, it is recommended to add other variables, such as organizational culture or work motivation, to get more comprehensive results. Research can also be conducted in other regions or agencies with a long-term approach to look at the ongoing impact of training and emotional intelligence on employee performance

REFERENCES

- Adzansyah, A., Fauzi, A., Putri, I., Fauziah, N. A., Klarissa, S., & Damayanti, V.B. (2023). Pengaruh pelatihan, motivasi kerja, dan kecerdasan emosional terhadap kinerja karyawan (literature review manajemen kinerja). *Jurnal Ilmu Manajemen Terapan*, 4(4), 498–505.
- Agustina, F., & Anshori, M. I. (2024). Peran Kompetensi Individu terhadap Kinerja Karyawan pada PT Berkah Aldabbas, H., Pinnington, A., & Lahrech, A. (2023). The influence of perceived organizational support on employee creativity: The mediating role of work engagement. *Current Psychology*, 42(8), 6501–6515. <https://doi.org/10.1007/s12144-021-01992-1>
- Alotaibi, S. M., Amin, M., & Winterton, J. (2020). Does emotional intelligence and empowering leadership affect psychological empowerment and work engagement? *Leadership & Organization Development Journal*, 41(8), 971–991. <https://doi.org/10.1108/LODJ-07-2020-0313>
- Alzoubi, H. M., & Aziz, R. (2021). Does Emotional Intelligence Contribute to Quality of Strategic Decisions? The Mediating Role of Open Innovation. *Journal of Open Innovation: Technology, Market, and Complexity*, 7(2), 130. <https://doi.org/10.3390/joitmc7020130>
- Amelia, A., Manurung, K. A., & Purnomo, D. B. (2022). Peranan Manajemen Sumberdaya Manusia Dalam Organisasi. *Mimbar Kampus: Jurnal Pendidikan Dan Agama Islam*, 21(2), Article 2. <https://doi.org/10.47467/mk.v21i2.935>
- Aulia, M., & Hidayat, I. (2017). Pengaruh Kualitas Produk, Kualitas Pelayanan Dan Harga Terhadap Kepuasan Konsumen Amanda Brownies. *Jurnal Ilmu dan Riset Manajemen (JIRM)*, 6(5). <http://jurnalmahasiswa.stiesia.ac.id/index.php/jirm/article/download/1473/1487>
- Azizah, S. N. (2022). Pengaruh Penerapan Absensi Fingerprint Terhadap Disiplin Kerja Aparatur Sipil Negara Pada Bagian Pengadaan Barang/Jasa Sekretariat Kota Bandar Lampung. *Journal Strategy of Management and Accounting Through Research and Technology (SMART)*, 1(2), 67–77.
- Basyit, A., Sutikno, B., & Dwiharto, J. (2020). Pengaruh tingkat pendidikan dan pengalaman kerja terhadap kinerja karyawan. *Jurnal Ema*, 5(1), 12–20.
- Cahyaningsih, P. N., Kirana, K. C., & Welsa, H. (2021). Analisis Organizational Trust dan Komitmen Organisasi terhadap Turnover Intention pada Pekerja Generasi Milenial dengan Kepuasan Kerja sebagai Variabel Intervening. *J- Mas (Jurnal Manajemen Dan Sains)*, 6(2), 500–505.
- Darmawan, D., Mardikaningsih, R., Sinambela, E. A., Arifin, S., Putra, A. R., Hariani, M., Irfan, M., Al Hakim, Y. R., & Issalillah, F. (2020). The quality of human resources, job performance and employee loyalty. *International Journal of Psychosocial Rehabilitation*, 24(3), 2580–2592.
- Dewianawati, D., Efendi, M., & Oksaputri, S. R. (2022). Pengaruh Kecerdasan Emosional, Kompetensi, Komunikasi dan Disiplin Kerja Terhadap Kinerja Karyawan. *Jurnal teknologi dan manajemen industri terapan*, 1(3), 223–230.
- Dianty, J. (2022). Tanggung Jawab Pemerintah Dalam Menyediakan Dana Penanggulangan Bencana Alam Menurut Undang-Undang No. 24 Tahun 2007. *Lex Administratum*, 10(4). <https://ejournal.unsrat.ac.id/index.php/administratum/article/view/42560>

- Dipoatmodjo, T. S., Kurniawan, A. W., & Haeruddin, M. (2021). Pengaruh Motivasi dan Lingkungan Kerja terhadap Kinerja Karyawan CV. Ibunda di Kota Makassar. *Jurnal Manajemen*, 1(1). <https://eprints.unm.ac.id/27825/>
- Drigas, A., & Papoutsis, C. (2020). The Need for Emotional Intelligence Training Education in Critical and Stressful Situations: The Case of Covid-19. *Int. J. Recent Contributions Eng. Sci. IT*, 8(3), 20–36.
- Eka, S., & Sugiarto, A. (2022). Pengaruh kecerdasan emosional, self-efficacy, dan lingkungan kerja terhadap kinerja karyawan. *Jurnal Inspirasi Bisnis dan Manajemen*, 6(1), 47–66.
- Farisi, S. (2018). Effect Of Training And Emotional Intelligence On Employee Performance. *International Conference on Global Education VI*, 1064–1072. https://www.academia.edu/download/57827939/2._PROCEEDING_VOL_UME_2.PDF#page=41
- Ferine, K. F., Aditia, R., & Rahmadana, M. F. (2021). An empirical study of leadership, organizational culture, conflict, and work ethic in determining work performance in Indonesia's education authority. *Heliyon*, 7(7). [https://www.cell.com/heliyon/fulltext/S2405-8440\(21\)01801-6](https://www.cell.com/heliyon/fulltext/S2405-8440(21)01801-6)
- Fitriyani, F. (2024). Efektivitas Proses Rekrutmen dan Pengaruh Pelatihan terhadap Kinerja Karyawan melalui kepuasan kerja sebagai variabel intervening pada pt shinta woo sung textile indonesia [phd thesis, universitas sultan ageng tirtayasa]. <https://eprints.untirta.ac.id/id/eprint/39381>
- Goleman, D. (2021). Leadership: The power of emotional intelligence. More Than Sound LLC. <http://dspace.vnbrims.org:13000/jspui/bitstream/123456789/4733/1/Leadership%20The%20Power%20of%20Emotional%20Intelligence.pdf>
- Hafiz, M., Armansyah, A., Leindarita, B., & Sandra, E. (2023). Efektifitas Pelatihan Kerja Karyawan pada Perusahaan Adira Dinamika Multifinance Tanjungpinang. *Jemba: Jurnal Ekonomi, Manajemen, Bisnis dan Akuntansi*, 2(3), 313–322.
- Hairina, Y., Komalasari, S., & Fadhila, M. (2023). Interpersonal Skill: Pengembangan Diri yang Unggul. *Nas Media Pustaka*.
- Harmiansyah, O., Yudha, T. K., & Azim, F. (2021). Pengaruh Kecerdasan Emosional Dan Motivasi Kerja Terhadap Kinerja Pegawai di PT. KAI Stasiun Belawan. *JRMB (Jurnal Riset Manajemen & Bisnis)*, 6(1), 82–88.
- Hidayah, H. S., Yusuf, Y., Fatah, Z., & Wahjono, S. I. (2023). Latihan Dan Pengembangan Sumber Daya Manusia. *Hutagalung, B. A. (2022). Analisa Faktor – Faktor yang Mempengaruhi Kinerja Pegawai: Kompetensi, Motivasi Dan Lingkungan Kerja (penelitian literature review manajemen sumber daya manusia). jurnal manajemen pendidikan dan ilmu sosial*, 3(1), 201–210. <https://doi.org/10.38035/jmpis.v3i1.866>
- Industri Mesin Angkat (BIMA) Surabaya. *Jurnal Riset Manajemen*, 2(2), 82–93.
- Isma, S., Sobari, T., & Yuliani, W. (2023). Uji validitas dan reliabilitas angket kemandirian belajar. *FOKUS (Kajian Bimbingan & Konseling dalam Pendidikan)*, 6(6), 509–516.
- Kamassi, A., Boulahlib, L., Abd Manaf, N., & Omar, A. (2019). Emotional labour strategies and employee performance: The role of emotional intelligence. *Management Research Review*, 43 (2), 133–149. <https://doi.org/10.1108/MRR-03-2019-0097>
- Kartikawati, E., Muryati, M., & Alfiana, A. (2024). Pengaruh Pelatihan, Lingkungan Kerja dan Kecerdasan Emosional terhadap Kinerja Melalui Kepuasan Kerja sebagai Variabel Intervening di Inspektorat Kota Malang. *JIM (Jurnal Ilmu Manajemen)*, 9(3), 203–218.
- Lima, D., Spahi, J., & Shala, V. (2022). The Management of emotional intelligence in the workplace impact on improving employee performance. *Calitatea*, 23(188), 297–301.
- Lubbadeh, T. (2020). Emotional intelligence and leadership—the dark and bright sides. *Modern Management Review*, 25(27), 39–50.
- MILAH, D. S. (2024). Korelasi Antara Kecerdasan Emosional Dan Self Efficacy Terhadap Prokrastinasi Akademik Peserta Didik Pada Mata Pelajaran Biologi (Studi Korelasional dikelas X SMA Negeri 4 Tasikmalaya, Tahun Ajaran 2023/2024 [PhD Thesis, Universitas Siliwangi]. <http://repository.unsil.ac.id/13093/>
- Moniaga, M. J. A., Lengkong, V. P., & Rogi, M. H. (2024). Pengaruh Karakteristik Individu, Pengawasan Dan Kecerdasan Emosional Terhadap Efektivitas Kerja Karyawan Pada Manado Town Square. *Nusantara Journal of Multidisciplinary Science*, 1(6), 244–255.
- Mukhlisa, P., Yohenda, S., Yanti, U., & Yarni, L. (2024). Kecerdasan Emosional/Emotional Intelligence (EQ). *Atmosfer: Jurnal Pendidikan, Bahasa, Sastra, Seni, Budaya, dan Sosial Humaniora*, 2(1), 115–127.
- Mysirlaki, S., & Paraskeva, F. (2020). Emotional intelligence and transformational leadership in virtual teams: Lessons from MMOGs. *Leadership & Organization Development Journal*, 41(4), 551–566. <https://doi.org/10.1108/LODJ-01-2019-0035>
- Naim, I., Rajuddin, W. O. N., & Muthalib, D. A. (2023). Pengaruh Harga Dan Promosi Terhadap Kepuasan Konsumen Pada PT. Nissan Kendari. *Ecotechnopreneur: Journal Economics, Technology And Entrepreneur*, 2(02), 79–89.
- Nasution, N. A., Madiistriyatno, H., & Nurrochim, B. (2024). Pengaruh Pelatihan, Kompetensi Dan Disiplin Kerja Terhadap Kinerja Pegawai Di Sekretariat Umum PolRI. *Jurnal Cahaya Mandalika ISSN 2721-4796 (online)*, 2215 2231.
- National Conference on Applied Business, Education, & Technology (NCABET), 3(1), 300–317. <http://ncabet.conferences-binabangsa.org/index.php/home/article/view/128>

- Negara, K. P. A. (2018). Peraturan Menteri Pendayagunaan Aparatur Negara dan Reformasi Birokrasi Nomor 40 Tahun 2018 tentang Pedoman Sistem Merit dalam Manajemen Aparatur Sipil Negara. Jakarta: Kemenkumham. <https://bkpsdm.sawahluntokota.go.id/filemanager/download/4d22167fd9e325e2a648e80fdbdff421.pdf>
- Papoutsis, C., Drigas, A., & Skianis, C. (2021). Virtual and augmented reality for developing emotional intelligence skills. *Int. J. Recent Contrib. Eng. Sci. IT (IJES)*, 9(3), 35–53.
- Pelupessy, M. M., Tahaparry, G. H., & Fitriani, F. (2022). Pengaruh Identitas Merek, Persepsi Kualitas Produk dan Brand Trust terhadap Loyalitas Merek Smartphone iPhone di Kota Ambon. *Jurnal Pendidikan Tambusai*, 6(2), 11317–11324.
- Popovych, I., Halian, I., Pavliuk, M., Kononenko, A., Hrys, A., & Tkachuk, T. (2022). Emotional quotient in the structure of mental burnout of athletes. *Journal of Physical Education & Sport*, 22(2). <http://efsupit.ro/images/stories/februarie2022/Art%2043.pdf>
- Prentice, C., Dominique Lopes, S., & Wang, X. (2020). Emotional intelligence or artificial intelligence– an employee perspective. *Journal of Hospitality Marketing & Management*, 29(4), 377–403. <https://doi.org/10.1080/19368623.2019.1647124>
- Priadana, M. S., & Sunarsi, D. (2021). Metode penelitian kuantitatif. Pascal Books. https://books.google.com/books?hl=id&lr=&id=9dZWEAAQBAJ&oi=fnd&pg=PR2&dq=Kerangka+konseptual+penelitian+adalah+suatu+diagram+yang+menjelaskan+secara+garis+besar+alur+logika+berjalannya+sebuah+penelitian&ots=1fbCLb6pHf&sig=z_TFdXQXqOEB_PQjeFI-t08tpr8
- Ratnasari, H., Nurasniar, W. A., & Riesata, Y. (2022). Implementasi, Efektifitas dan Evaluasi Program Training di PT.Mandiri Utama Finance Cabang Serang. *Jurnal Riset Bisnis dan Manajemen Tirtayasa*, 6(1), 56–63.
- Ridwan, R., Thayeb, A. F. A., & Bater, R. (2024). Kompensasi, Lingkungan Kerja dan Kinerja Pegawai. *Economics and Digital Business Review*, 5(1), 267–278.
- Sembiring, M., Jufrizen, J., & Tanjung, H. (2021). Efek Mediasi Kepuasan Kerja pada Pengaruh Motivasi Dan Kemampuan Kerja Terhadap Kinerja Pegawai. *Maneggio: Jurnal Ilmiah Magister Manajemen*, 4(1), 131–144.
- Sembiring, N., Nimran, U., Astuti, E. S., & Utami, H. N. (2020). The effects of emotional intelligence and organizational justice on job satisfaction, caring climate, and criminal investigation officers' performance. *International Journal of Organizational Analysis*, 28(5), 1113–1130. <https://doi.org/10.1108/IJOA-10-2019-1908>
- Sinaga, D. M., & Ghozali, I. (2012). Analisis pengaruh audit tenure, ukuran KAP dan ukuran perusahaan klien terhadap kualitas audit [PhD Thesis, Fakultas Ekonomika dan Bisnis]. <http://eprints.undip.ac.id/35698/>
- Suleman, Q., Syed, M. A., Mahmood, Z., & Hussain, I. (2020). Correlating Emotional Intelligence With Job Satisfaction: Evidence From a Cross- Sectional Study Among Secondary School Heads in Khyber Pakhtunkhwa, Pakistan. *Frontiers in Psychology*, 11. <https://doi.org/10.3389/fpsyg.2020.00240>
- Sumiyati, E., Cahyani, M., Farida, F., & Fariz, F. (2023). Analisis Kemampuan Pegawai, Motivasi Dan Deskripsi Pekerjaan Terhadap Kinerja Pegawai Dinas Perpustakaan Dan Kearsipan Kabupaten Pasuruan. *Innovative: Journal Of Social Science Research*, 3(3), 7750–7761.
- Sun, H., Wang, S., Wang, W., Han, G., Liu, Z., Wu, Q., & Pang, X. (2021). Correlation between emotional intelligence and negative emotions of front-line nurses during the COVID-19 epidemic: A cross-sectional study. *Journal of Clinical Nursing*, 30(3–4), 385–396. <https://doi.org/10.1111/jocn.15548>
- Suriani, N., & Jailani, M. S. (2023). Konsep populasi dan sampling serta pemilihan partisipan ditinjau dari penelitian ilmiah pendidikan. *IHSAN: Jurnal Pendidikan Islam*, 1(2), 24–36.
- TADESSE, H. (2020). Assessment Of Employees'performance Management Practice: The Case Of Commercial Bank Of Ethiopia, Addis Ababa Area [PhD thesis, st. Mary's university]. <http://repository.Smuc.edu.et/handle/123456789/5507>
- Tampubolon, R., Lumbanraja, P., & Silalahi, A. S. (2021). The Effect of Emotional Intelligence and Spiritual Intelligence on Job Satisfaction with Social Interaction is a Moderate Variable in PT Bank Tabungan Negara Medan Branch. *International Journal of Research and Review*, 8(3), 715–730.
- Tharbe, I. H. A., Sumari, M., Ng, K.-M., Razak, N. A. A., & Amat, S. (2020). Emotional intelligence from the perspectives of Malaysian helping professionals: A qualitative study. *Pertanika J. Soc. Sci. & Hum*, 28(4), 1–18.
- Trifena, G. T. T. (2023). Pengaruh Pelatihan Dan Pengembangan Serta Karakteristik Pekerjaan Terhadap Kinerja Pegawai Pada Badan Kesatuan Bangsa Dan Politik Provinsi Sulawesi Utara. *Jurnal EMBA: Jurnal Riset Ekonomi, Manajemen, Bisnis Dan Akuntansi*, 11(3), 935–945.
- Vernia, D. M., & Sandiar, L. (2020). Peranan kompetensi kerja terhadap kepuasan kerja dan kinerja. *Jurnal Ilmiah Wahana Pendidikan*, 6(2), 91–99.
- Wahyudi, R., Rahmat, A., & Abdillah, M. R. (2022). Pengaruh Kecerdasan Emosional Terhadap Kinerja Pegawai yang Dimediasi oleh Motivasi. *Jurnal Komunitas Sains Manajemen*, 1(4), 311–320.
- Widyanata, I. P. A. (2022). Pengaruh Kemampuan Kerja Dan Etos Kerja Terhadap Kinerja Pegawai Pada Bawaslu Provinsi Bali [PhD Thesis, Universitas Mahasaraswati Denpasar]. <http://eprints.unmas.ac.id/id/eprint/299/>
- Wisudaningsi, B. A., Arofah, I., & Belang, K. A. (2019). Pengaruh kualitas pelayanan dan kualitas produk terhadap kepuasan konsumen dengan menggunakan metode analisis regresi linear berganda. *Statmat: Jurnal Statistika Dan Matematika*, 1(1), 103–116.