



Original Article

The Influence of Work Motivation on Employee Performance with Emotional Intelligence as A Mediating Variable in Insurance Companies in Pontianak City

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Abstract:

This study aims to analyse and determine the effect of work motivation on employee performance, with emotional intelligence as a mediating variable, in insurance companies located in Pontianak City. The sample used in this research consisted of 55 respondents who are employees working at insurance companies. Data were collected through questionnaires distributed via Google Forms, and the hypotheses in this study were tested using SEM-PLS (Structural Equation Modelling-Partial Least Squares). Statistical tests showed that the motivation variable has a significant positive effect on employee performance. In addition, this study also proves that emotional intelligence can mediate the relationship between motivation and employee performance.

Keywords: Motivation, Emotional Intelligence, Employee Performance, Mediation role

Introduction

The insurance service sector is highly competitive and heavily reliant on resources, especially human resources. In this sector, service quality and customer satisfaction are key factors in ensuring business sustainability. The more effectively human resources are managed, the better the performance that results from that management. Conversely, if human resources are poorly managed, performance may not materialise at all. Their work motivation essentially drives the performance exhibited by employees.

Many factors influence employee performance. As stated by Payaman Simanjuntak in (Rivai 2014), performance is the level of achievement resulting from the execution of specific tasks. The ability factor involves not only knowledge but also skills. Knowledge is developed through education and experience, while skills are formed through practice, which enables

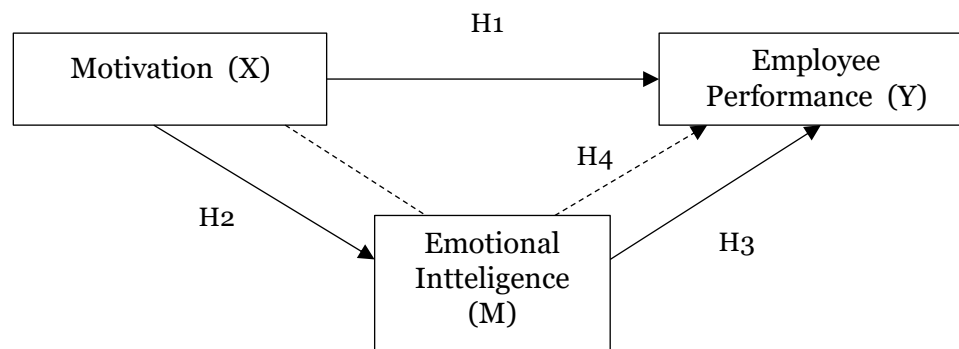


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Page 4068 of 4076

individuals to achieve specific goals aligned with their personal objectives. However, a person's willingness and skill alone are not sufficient to perform tasks effectively without a clear understanding of what needs to be done and how to do it. Performance is a tangible behaviour that can be observed in individuals as an achievement resulting from their roles within a company. According to [\(Rivai 2014\)](#), the indicators used to measure performance include: Technical ability, Conceptual ability, and Interpersonal relationship ability. Motivation is another factor that can drive individuals to achieve higher performance levels than they otherwise might. [\(Rivai 2014\)](#) defines motivation as a set of attitudes and values. According to David McClelland, as cited in [Rivai \(2014:610\)](#), the key indicators of work motivation are: *Need For Achievement*, *Need For Power*, and *Need For Affiliation*. In the workplace, motivation acts as a driving force to achieve better performance than before. A person's ability to manage themselves also relates to emotional intelligence. Emotional intelligence supports individuals in maximising their cognitive abilities (knowledge) in line with their potential. According to McShane and Von Glinow in [Wibowo \(2016:85\)](#), emotional intelligence is a set of abilities to perceive and express emotion, assimilate emotion in thought, understand and reason with emotion, and regulate emotion in oneself and others. Developing employees' emotional intelligence is crucial, as it positively affects performance and helps the company achieve its goals. The indicators used to measure emotional intelligence in this study are: *Self-awareness*, *Self-management*, *Social-awareness*, and *Relationship-awareness*. Below is the conceptual framework and research hypotheses :



Source: Processed by researchers 2025

The first hypothesis explains the influence of work motivation on employee performance.

Figure 1 Conceptual Framework

Motivation is an individual's internal drive to achieve better results. [Lusiana and Dini Yuli Indah Fajar \(2024\)](#) study states, “*work motivation has a significant influence on employee performance with the mediation of organisational citizenship behaviour.*”

The second hypothesis explains the influence of work motivation on emotional intelligence. To achieve better work outcomes, individuals need to enhance not only personal intelligence but also emotional and spiritual intelligence. A study by [Setio Syarif, Habibullah Jimad, and Erlina Rr \(2023\)](#) states, “*Motivation becomes a mediating variable from the influence of emotional intelligence and job satisfaction on employee performance.*”

The third hypothesis describes the relationship between emotional intelligence and employee performance. According to [Rasnawati, Nurwati, and Montundu Yusuf \(2024\)](#), “Employee performance plays a significant role in increasing work motivation, both directly and as a mediator in the relationship of emotional intelligence and transformational leadership to work motivation”. Furthermore, research by [Betarina Nurmalia, Widodo Slamet, and Nugroho Sigit \(2023\)](#) found that “Organisational citizenship behaviour can significantly mediate the relationship between emotional intelligence and employee performance.”

The fourth hypothesis explains that emotional intelligence mediates the relationship between work motivation and employee performance. Emotional intelligence refers to individuals' ability to connect with themselves and their goals. According to [Isnawati, Jusriadi Edi, and Muchran Muchriady \(2024\)](#), “Emotional Intelligence has a positive and significant effect on employee performance; the work environment also has a positive and significant effect, and work culture significantly affects employee performance”.

Method

This study uses a quantitative approach to determine the effect of motivation on employee performance, with emotional intelligence as a mediating variable, in insurance companies located in Pontianak City. The population and sample in this study consist of employees working at insurance companies in Pontianak, selected using a probability sampling technique, specifically, simple random sampling, with a total of 55 respondents. The data collected is categorised into primary and secondary data. The data analysis in this research employs a multivariate statistical method known as Structural Equation Modelling–Partial Least Squares (SEM-PLS). PLS is a variance-based SEM statistical method used to address specific data-related issues such as small sample sizes, missing data, and multicollinearity. According to [Hatta Setiabudi et al. \(2025:27-43\)](#), there are two stages in evaluating measurement models in PLS-SEM: The measurement model (outer model) and the structural model (inner model). The outer model analysis in this study is conducted through the following tests:

1. *Convergent validity*. This test measures the extent to which the indicators of a construct (latent variable) are homogeneous and converge to represent the intended construct. A factor loading value should exceed 0.7, and the Average Variance Extracted (AVE) should be greater than 0.5.
2. *Discriminant validity* evaluates how distinct a particular construct (latent variable) is from other constructs. Ideally, each variable should have a cross-loading value above 0.7, indicating that it uniquely measures its intended construct.
3. Composite reliability assesses the overall reliability or consistency of all indicators in measuring a construct (latent variable). A high level of reliability is indicated by a composite reliability value greater than 0.7.
4. Cronbach's alpha shows how consistently the items (questions) measure a construct. The reliability test is considered strong when the Cronbach's alpha value exceeds 0.6.

The inner model is evaluated by observing the R-squared (R^2) value. The R^2 value explains how well the model accounts for the variance in the research variables. In the analysis, it is also crucial to determine whether the path coefficients between constructs are statistically significant. The method used to determine the significance of the relationships is bootstrapping.

Bootstrapping is a statistical method that involves repeatedly sampling from the data to estimate the sampling distribution of the path coefficients.

Results

Hypothesis testing was conducted to examine the proposed hypotheses regarding the variables of work motivation, emotional intelligence, and employee performance. The study involved 55 respondents. Among them, the percentage of male respondents was higher at 75%, compared to 35% female respondents. Most respondents were in the age range of 31 to 40 years, accounting for 37%. Regarding educational background, employees with a bachelor's degree dominated the sample, comprising 80% of participants.

Data analysis in this study was performed using SmartPLS version 4.0.9.9, a software application that helps process data into more comprehensible information and supports decision-making. This study utilised 22 questionnaire items categorised into three research variables: Work motivation consists of 5 items, Emotional intelligence consists of 8 items, and Employee performance consists of 8 items. Descriptive analysis revealed that respondents' perceptions of each item were rated on a scale ranging from a minimum value of one to a maximum of five.

Outer Model Analysis was conducted through convergent validity, composite reliability, and discriminant validity tests. The validity test results showed that the factor loading (cross-loading) values were above 0.7 for each indicator, and each indicator had a higher correlation with its corresponding construct than with other constructs. Therefore, the discriminant validity test results can be considered satisfactory.

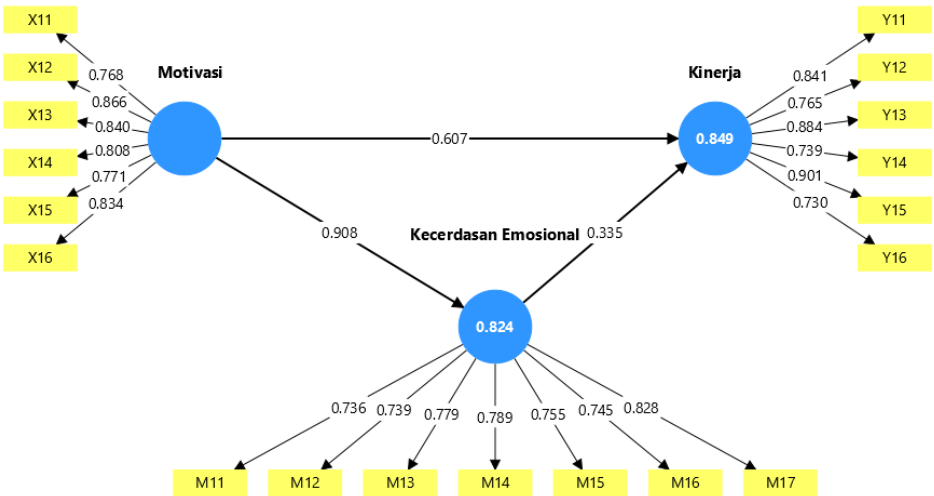


Figure 2. Validity Test Results

Reliability testing was conducted by evaluating the Average Variance Extracted (AVE) values. The results of the reliability test in this study are as follows:

Table 1
RELIABILITY TEST TABLE

	Cronbach's	Composite	Composite	Average
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	alpha	reliability (rho_a)	reliability (rho_c)	variance extracted (AVE)
Kecerdasan Emosional	0.884	0.886	0.909	0.589
Kinerja	0.896	0.909	0.921	0.661
Motivasi	0.898	0.901	0.922	0.664

Source: Processed by researchers 2025

The table above shows that all variables in the validity and reliability tests have an AVE (Average Variance Extracted) value above 0.5 and a composite reliability value greater than 0.7. Therefore, it can be concluded that the variables used in this study are both valid and reliable. As a result, the analysis can proceed to the structural model testing stage. This involves using R-squared (R^2) values for the dependent variables and path coefficient values for the independent variables, which are then evaluated for significance based on the t-statistics of each path.

Table 2
TABEL R -SQUARE-OVERVIEW

R-square-Overview		
	R-square	R-square adjusted
Kecerdasan Emosional	0.824	0.821
Kinerja	0.849	0.843

Source: Processed by researchers 2025

The R-squared (R^2) value indicates the extent to which independent variables can explain the variance of dependent variables. The R^2 value for the latent variable Emotional Intelligence is 0.824, meaning emotional intelligence can explain 67.9% of the variance in the related dependent variable. The R^2 value for the latent variable Employee Performance is 0.849, which indicates that employee performance can be explained by 72% of the variance in its dependent variables.

Hypothesis Test

Table 3
PATH COEFFICIENT RESULTS, MEAN, STDEV, P-VALUES

Path Coefficient, Mean, STDEV, P-Values					
	Original sample (O)	Standard deviation (STDEV)	T statistics (O/STDEV)	P values	Keterangan
Emotional Intelligence -> Performance	0.335	0.142	2.364	0.018	H1 Supported
Motivation -> Emotional Intelligence	0.908	0.034	26.336	0.000	H2 Supported

Motivation -> Performance	0.911	0.034	26.918	0.000	H3 Supported
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Source: Processed by researchers 2025

A construct is considered significant if the p-value is less than 0.05 and the t-statistic exceeds 2.004. Based on these criteria, the following conclusions can be drawn :

1. The effect of work motivation on employee performance shows an estimated coefficient of 0.911, a t-statistic of 26.918, and a p-value of $0.000 < 0.05$. This indicates a significant influence of work motivation on performance. Therefore, Hypothesis 1 (H1), "Work motivation affects employee performance", is accepted.
2. The effect of work motivation on emotional intelligence has an estimated coefficient of 0.908, a t-statistic of 26.336, and a p-value of $0.000 < 0.05$. This demonstrates a significant influence of work motivation on emotional intelligence. Hence, Hypothesis 2 (H2), "Work motivation affects emotional intelligence", is accepted.
3. The effect of emotional intelligence on employee performance shows an estimated coefficient of 0.335, a t-statistic of 2.364, and a p-value of $0.018 < 0.05$. This also indicates a significant influence of emotional intelligence on performance. Consequently, Hypothesis 3 (H3), "Emotional intelligence affects employee performance", is accepted.

Mediation Testing

The mediating role of a variable can be tested using the bootstrapping method by examining the p-value and t-statistic of the specific indirect effect. In this test, the mediating effect of emotional intelligence was analysed in relation to the relationship between work motivation (independent variable) and employee performance (dependent variable).

Table 4

SPEFIFIC INDIRECT EFFECTS – MEAN, STDEV, T VALUE, P VALUE

	Original sample (O)	Sample mean (M)	Standard deviation (STDEV)	T statistics (O/STDEV)	P values
Motivation > Emotional Intelligence -> Performance	0.304	0.287	0.129	2.349	0.019

Source: Processed by researchers 2025

Based on the analysis table, employee performance is influenced by work motivation through emotional intelligence, with a t-statistic of 2.349 and a p-value of $0.019 < 0.05$. Therefore, it can be concluded that emotional intelligence has a significant mediating effect on the indirect influence of work motivation on employee performance. As a result, Hypothesis 4 (H4), "Emotional intelligence mediates the effect of work motivation on employee performance", is accepted.

The next step is the calculation of Variance Accounted For (VAF), which measures the extent to which a mediating variable absorbs the direct effect of an independent variable on a

dependent variable. A VAF value greater than 80% indicates complete mediation, a value between 20% and 80% indicates partial mediation, and a value below 20% suggests that mediation is almost nonexistent (Hair et al., 2021). The VAF (Variance Accounted For) can be calculated using the following formula:

$$VAF = \frac{\text{Indirect influence}}{\text{Indirect influence} + \text{Direct influence}}$$

Indirect effect The VAF value of the emotional intelligence variable can be calculated as follows:

$$VAF = \frac{0,908 \times 0,911}{(0,908 \times 0,911) + 0,335} = 0,712$$

Based on the calculation, the VAF value for the emotional intelligence mediating variable is 0.712. This indicates that emotional intelligence partially mediates the relationship between work motivation and employee performance, accounting for 71.2% of the effect. In other words, the independent variable influences the dependent variable both directly and indirectly through the mediating variable. Therefore, emotional intelligence as a mediator exerts a greater influence than the direct effect of work motivation on employee performance.

Interpretation of Results

The Effect of Work Motivation on Employee Performance

Work motivation (X) has an influence on employee performance (Y). The data analysis shows that the indicator of the need for recognition, such as the provision of bonuses in addition to salary, can effectively drive the improvement of employee performance.

The Effect of Work Motivation on Emotional Intelligence

Work motivation (X) also affects emotional intelligence (M). The data analysis indicates that self-awareness plays a significant role in motivating individuals at work. Additionally, the indicator of awareness of job responsibilities fosters motivation to complete tasks in accordance with the company's expectations.

The Effect of Emotional Intelligence on Performance

Emotional intelligence (M) influences performance (Y). The results of the study show that aspects of emotional intelligence, such as self-awareness, self-regulation, empathy, and social skills, can positively impact employee performance. The higher the level of emotional intelligence, the greater an individual's awareness, which in turn makes it easier for them to fulfil their responsibilities, leading to improved performance.

The Effect of Work Motivation on Employee Performance with Emotional Intelligence as a Mediating Variable in Insurance Companies in Pontianak

Based on the data and research findings, emotional intelligence serves as a partial mediating variable in the relationship between work motivation and employee performance. This means that employees with high emotional intelligence are more likely to recognise their responsibilities at work, making it easier for the company to motivate them to perform better.

The results also show that the indirect effect of work motivation on performance mediated by emotional intelligence is stronger than the direct effect between the independent and dependent variables. This indicates that motivation has a greater impact on performance when

emotional intelligence acts as an intermediary. With higher self-awareness, employees become more conscious of their responsibilities, making it easier for the company to motivate them, since the employees themselves understand their duties and obligations.

Conclusion

This study demonstrates a positive relationship between motivation and employee performance. When employees are motivated, their performance improves. One key factor that drives employee motivation is recognition for achievements. When the company acknowledges accomplishments, employees become more motivated to perform well. The findings also show a positive and significant influence of motivation on emotional intelligence, meaning that the higher a person's self-awareness, the stronger the internal drive to excel at work. Additionally, the study reveals a positive and significant effect of emotional intelligence on performance, indicating that high self-awareness enables employees to understand their duties and responsibilities, thereby improving performance.

Furthermore, this research highlights emotional intelligence's significant and positive role as a mediating variable in the relationship between motivation and employee performance. In other words, when employees are aware and committed to completing their tasks, they are more likely to carry out their responsibilities effectively, resulting in improved performance.

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