

An Analysis of Emotional Intelligence and Remuneration on Employee Performance Via Work Motivation at Medan Aviation Polytechnic

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ABSTRACT

This study aims to determine the effect of emotional intelligence and remuneration on employee performance via work motivation at Medan Aviation Polytechnic. This type of research uses quantitative research methods. The sampling method used simple random sampling using a closed questionnaire, which ultimately obtained as many as 104 employees of the Medan Aviation Polytechnic. The study's findings show that emotional intelligence has a positive and significant effect on employee performance, remuneration has a positive and significant effect on employee performance, motivation has a positive and significant effect on employee performance, and emotional intelligence has a positive and significant effect on employee performance through motivation. Through motivation, remuneration has a positive and significant effect on employee performance at Medan Aviation Polytechnic.

Keywords: Emotional Intelligence, Remuneration, Employee Performance, Work Motivation

INTRODUCTION

Obviously, for-profit and not-for-profit organizations, as well as private businesses and government agencies, must pay particular attention to their current human resources, specifically by analyzing the work results of each employee in addition to other elements that influence employee work results. Companies and organizations

have goals to attain in the future, and employee performance is one element that influences the fulfillment of these objectives. According to Arnada (2021), employee performance is the consequence of the conduct of workers who have been entrusted with the task of doing a job properly, thereby adding value to the organization and company. The COVID-19 pandemic has had an impact on all business procedures. With the policies implemented by the government to suppress the rate of spread of the COVID-19 virus since it was first identified until now, companies and organizations are required to create business strategies that can be implemented during the COVID-19 pandemic, including the aviation industry sector. One of the companies affected by the COVID-19 pandemic in the aviation sector is Medan Aviation Polytechnic. Medan Aviation Polytechnic (Medan Poltekbang) is a state university within the Ministry of Transportation, which is under and responsible for the Head of the Transportation Human Resources Development Agency.

At the end of 2021, a ranking of work units under BPSDM Transportation was conducted based on the results of each work unit's financial performance, and the Medan Polytechnic was ranked 29th out of 32 work units with a realization of financial e-monitoring of 96.30% and a deviation of -

2.89% from the target prognosis at the end of 2021 of 99.19%. From this description, it is clear that the overall performance of the Medan Poltekbang has not met the established benchmarks, indicating that the

performance of personnel in support of agency performance is not ideal. In addition, the average employee performance evaluation at the Medan Aviation Polytechnic will be shown below.

Table 1. Average Performance Evaluation of employees at Medan Aviation Polytechnic

No.	Performance Type	Performance Value Per Year	
		2020	2021
1	Service Orientation	78,00	78,13
2	Integrity	78,00	78,13
3	Commitment	77,00	77,29
4	Discipline	78,00	78,13
5	Cooperation	77,00	77,00

The table demonstrates that the average performance evaluation for Medan Poltekbang personnel increased by 0.13–0.29 points for service orientation, integrity, commitment, and employee disciplinary performance from 2020 to 2021. In this style of cooperation, the value of performance is fixed. According to this description, there is no substantial rise in supporting employee performance at its highest level. As per Goleman and Wibowo (2015), there are essential aspects that might affect employee performance, one of which is emotional intelligence in order to establish relationships within and outside the business and deliver the greatest possible service to the community. Other factors, such as emotional intelligence, determine the remaining 80% of a person's success in life. Intellectual intelligence (IQ) accounts for around 20% of the success-determining elements. Wirawan (2017), Zulaikha (2019), Ula (2020), and Fahira (2021) discovered via their research that emotional intelligence has a positive and significant impact on employee performance. However, it is different from the study done by Wicaksono (2020), who discovered that emotional intelligence has a negative and insignificant influence on employee performance.

According to Pasaribu (2020), o is the remuneration workers get in exchange for the sacrifices they have made for the organization. Remunerations is a way through which businesses may enhance employee performance. Salary, incentives or

bonuses, benefits, and facilities comprise compensation. Ruktipriangga (2022) discovered that remuneration and motivation had a positive and statistically significant impact on employee performance. In contrast, Fitri (2020) empirically demonstrates that remuneration has a negative and insignificant impact on employee performance. This suggests that remuneration has a minor influence but may contribute significantly to enhancing employee performance.

Motivation is another aspect that impacts employee performance. A lack of staff motivation at Medan Poltekbang might result in poor employee performance. Motivation is described as the factors that guide and encourage an individual's conduct or desire to engage in an activity, which is demonstrated by effort (Merihot and Marlioni, 2017). Multiple studies, including those by Damanik (2020), Akbar, Harjianto, and Hadi Winata (2021), Masriah, Fauzi, and Kustini (2022), and Herdianto (2020), have shown that motivation has a positive and statistically significant influence on employee performance. However, Julianry, Syarief, Affandi, and Abdullah (2018) discovered that motivation hinders employee performance. This research thus aims to address the contradiction between these results.

Therefore, the aim of this study is to construct a model of the factors that affect the performance of employees at the Medan Aviation Polytechnic. The study's practical ramifications are anticipated to be

considered by organizations seeking to enhance employee performance. In terms of emotional intelligence, remuneration, motivation, and employee performance, it is anticipated that theoretical implications will provide ideas for the development of human resource management in general and make empirical contributions.

LITERATURE REVIEW

Employee Performance

According to Rachmawati (2021), employee performance is related to the achievement of a person's work over a certain period of time. This work achievement relates to the output or output produced by the employee, which of course has an impact on the realization of the goals of the organization. Ismawati (2021) adds that employee performance is related to individual work that results from the tasks and responsibilities given by the organization. Arnada (2021) emphasizes that employee performance is related to the results of the behavior of employees who are given responsibility for carrying out a job optimally, which will provide positive value to the organization. Employee performance refers to the quality and quantity of results obtained by employees or organizations in carrying out tasks and targets in accordance with the responsibilities assigned during a given time period (Emelias, 2021). Organizational performance is also based on how well employees do their jobs. This depends a lot on each person's personality, motivation, expectations, and how well they do their jobs as judged by management (Gibson, 2015).

Emotional Intelligence

According to Wirawan (2017), emotional intelligence is a person's capacity to better understand himself and others so that he may develop harmonious relationships with others. This self-awareness, as well as others' acknowledgment of it, is the realization of one's own strengths and shortcomings, which enables a person to position himself appropriately while

interacting with others. Because emotional intelligence is built on understanding the feelings of others, a person with high emotional intelligence will be self-aware, able to think logically and act favorably, and able to form healthy social interactions (Robbins, 2012). Emotional intelligence is also the capacity to comprehend one's own and other people's emotions, to differentiate between them, and to utilize this knowledge to guide one's thoughts and actions (Labfaf, 2011). Emotional intelligence, according to Haris (2021), is a talent that allows workers to cope with failure, regulate emotions and not exaggerate sensations of joy, manage moods, and handle stress so that cognitive abilities do not diminish. According to Vratskikh (2016), emotional intelligence has a good correlation with teacher performance. Emotional intelligence is the capacity to regulate one's emotions, which impacts one's interactions with people, the quality of their relationships, and their professional achievement.

Remuneration

According to Majid (2021), compensation or remuneration from a company to employees for their services while working. As a form of caring for employees properly, companies should always pay attention to the remuneration given to employees so that they are able to achieve their goals easily. Dahlia (2021) argues that remuneration should be given to employees who have good performance in achieving set organizational goals. Remuneration is a counter-performance to users of energy or services provided by employees to companies, and it includes all rewards received by employees for their work in an organization (Elmi, 2018). According to Robbins (2012), there are three remuneration concepts commonly called "3 Ps," including "position," which is remuneration based on the position occupied. In other words, the remuneration given is the same for each position at the same level. People, in this case employees, who are compensated by the company based

on their special education and work. Performance is the provision of remuneration given to employees who have high performance (quality) or perform according to predetermined expectations.

Motivation

Motivation is something that pushes a person and encourages workers to go in the desired direction in order to accomplish organizational objectives (Bahri, 2018). According to Lestari (2020), motivation is anything that stimulates a person to act and do something; it indicates something complicated in an organism that asserts and drives the behavior or activity of a person towards a goal. Job motivation, according to Dahlia (2021), is the encouragement provided to people or workers by their superiors in order to develop excitement for their work. Motivation is a factor that influences a person's attitude and conduct in line with an organization's or company's desires, hence facilitating the achievement of organizational objectives (Hutabarat, 2021). Robbins and Judge (2015) state that there are four theories about job motivation: the hierarchy of needs theory, the X and Y theories, Frederick Hertzberg's two-factor theory, and McClelland's needs theory.

Hypotheses development

The hypothesis in this study is:

H1: Emotional intelligence has a positive and significant effect on employee performance at the Medan Aviation Polytechnic.

H2: Remuneration has a positive and significant effect on employee performance at the Medan Aviation Polytechnic.

H3: Emotional intelligence has a positive and significant effect on employee motivation at the Medan Aviation Polytechnic.

H4: Remuneration has a positive and significant effect on employee motivation at the Medan Aviation Polytechnic.

H5: Motivation has a positive and significant effect on employee performance at the Medan Aviation Polytechnic.

H6: Emotional intelligence has a positive and significant effect on employee performance through motivation at the Medan Aviation Polytechnic.

H7: Remuneration has a positive and significant effect on employee performance through motivation at the Medan Aviation Polytechnic.

RESEARCH METHODS

This study employs quantitative research methodologies. According to Sugiyono (2018), the quantitative method can be interpreted as a research method based on the positivist philosophy, used to study specific samples by collecting data using research instruments and performing quantitative or statistical analysis in order to test hypotheses. Methods of data analysis based on descriptive statistics and path analysis were used with a population consisting of 139 employees of the Medan Aviation Polytechnic. As a result of simple random selection from the community, 104 employees of the Medan Aviation Polytechnic served as the study sample. Data gathering was done with a closed questionnaire, and this form of questionnaire was used to give respondents a convenient means of delivering responses and to accommodate time constraints imposed on the study.

RESULTS

Respondent Characteristics

Table 2. Characteristics of Respondents

Characteristics	Frequency	Percentage
Gender		
Female	50	48,1
Male	54	51,9
Amount	104	100
Age		
21-30 years old	15	14,4
31-40 years old	57	54,8
41-50 years old	18	17,3
Above 50 years old	14	13,5
Amount	104	100
Working period		
1-10 years	49	47,1
11 - 20 years	38	36,5
Above 21 years	17	16,4
Amount	104	100
Education		
Senior high school	5	4,8
Diploma	7	6,7
Bachelor's degree	54	51,9
Master's degree	38	36,6
Amount	104	100

Descriptive Statistical Analysis of Variables

Table 3. Summary of the results of the overall mean distribution of the questionnaire

Constructs	Mean	Categories
Emotional Intelligence (X1)	3.73	High
Remuneration (X2)	3.53	High
Motivation (Z)	3.45	High
Performance (Y)	3.61	High

Test the Classical Assumptions Normality Test

The normality test determines whether or not the residual values have a normal distribution. A decent regression model must contain residual values with a normal distribution.

Table 4. Kolmogorov-Smirnov Test Sub Structure I

One-Sample Kolmogorov-Smirnov Test		
		Unstandardized Residuals
N		104
Normal Parameters, b	Mean	.0000000
	Std. Deviation	4.17303297
Most Extreme Differences	Absolutely	.091
	Positive	.034
	Negative	-.091
Statistics test		.091
Asymp. Sig. (2-tailed)		.065c
a. Test distribution is normal.		
b. Calculated from data.		
c. Lilliefors Significance Correction.		

The table displays the Kolmogorov-Smirnov value using Asymp. Sig (2-tailed) of 0.065 above 0.05 indicates that the substructure I examined in this study had a normal distribution.

Table 5. Kolmogorov-Smirnov Test Sub Structure II

One-Sample Kolmogorov-Smirnov Test		
		Unstandardized Residuals
N		104
Normal Parameters, b	Mean	.0000000
	Std. Deviation	3.89708583
Most Extreme Differences	Absolutely	.083
	Positive	.083
	Negative	-.071
Statistics test		.083
Asymp. Sig. (2-tailed)		.076c
a. Test distribution is normal.		
b. Calculated from data.		
c. Lilliefors Significance Correction.		

Table 5 displays the Kolmogorov Smirnov value using Asymp. Sig (2-tailed) of 0.076 is greater than 0.05, indicating that the substructure II examined in this study has a normal distribution.

Multicollinearity Test

Multicollinearity is tested by looking at the tolerance value and the variance inflation factor (VIF) value. A regression model is declared multicollinear if it has a tolerance value greater than 0.1 and a VIF value lower than 10.

Table 6. Multicollinearity Test Results of Sub Structure I

Variable	Tolerance	VIF	Description
Emotional Intelligence	0.830	1,204	Multicollinearity does not occur
Remuneration	0.830	1,204	Multicollinearity does not occur

Table 7 displays the findings of Substructure II multicollinearity testing on the study outcomes.

Table 7. Multicollinearity Test Results of Sub Structure II

Variable	Tolerance	VIF	Description
Emotional Intelligence	0.790	1,266	Multicollinearity does not occur
Remuneration	0.628	1,591	Multicollinearity does not occur
Work Motivation	0.634	1,577	Multicollinearity does not occur

DV: Employee Performance

The tolerance and VIF values in this investigation did not suffer from multicollinearity, as seen in Tables 6 and 7. This is shown by the two independent variables in substructure I with a tolerance value more than 0.1 and a VIF value less

than 10, as well as the three independent variables in substructure II.

Heteroskedasticity Test

The results of the heteroskedasticity test on substructures I and II show that there is no heteroskedasticity in the regression model.

Path Analysis

Coefficient of Determination (R2)

The coefficient of determination is used to measure the extent to which the influence of the independent variables can explain the dependent variable. The higher the coefficient of determination (R2), the better the independent variables can explain the dependent variable. For structural equations I and II, the values of the coefficient of determination (R2) are given below.

Table 8. Coefficient of Determination (R2) Substructure I

Summary model				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.605a	.366	.353	4.21415
a. Predictors: (Constant), Remuneration, Emotional Intelligence				

Table 8 shows the determination value (adjusted R-Square) is 0.353, or 35.3%. The value can be interpreted as meaning that the variables of emotional intelligence and remuneration are able to influence motivation by 35.3%. The remaining 64.7% is influenced by other factors.

Table 9. Coefficient of Determination (R2) Substructure II

Summary model				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.618a	.382	.364	3.95511
a. Predictors: (Constant), Motivation, Emotional Intelligence, Remuneration				

Table 9 presents the level of significance or appropriateness of the relationship between the variable of emotional intelligence and remuneration on employee performance through motivation at Medan Aviation Polytechnic in the path analysis in this research, resulting in a coefficient of determination (adjusted R square) of 0.364 or 36.4%. The value can be interpreted as meaning that the variables of emotional intelligence, remuneration, and motivation influence the performance of employees by 36.4%. The remaining 63.6% is influenced by other variables.

Simultaneous Significance Test (F Statistic Test)

The F test aims to examine the effect of the emotional intelligence variable (X1) and remuneration (X2) on the motivational variable (Z), either simultaneously or sequentially. ANOVA (testing F) is a step in linear regression that determines whether the regression model can predict the correlation and influence relationship between the dependent and independent variables.

Table 10 Simultaneous Significance Test (F-Statistics Test) Structure I

ANOVA					
Model	Sum of Squares	df	Mean Square	F	Sig.
1 Regression	1034.250	2	517.125	29.119	.000b
Residual	1793.663	101	17.759		
Total	2827.913	103			
a. Dependent Variable: Motivation					
b. Predictors: (Constant), Remuneration, Emotional Intelligence					

In Table 10 of the simultaneous structural equation I, we can see that the variables of emotional intelligence and remuneration affect motivation simultaneously. This can

be proven by the F-count value of 29.119 and a significance value of 0.000, while the F-table uses 3.09 and a significance value of 0.05. The Ftable decision is the result of

reducing the number of independent variables and deducting 1 from the number of samples, namely $df_2 = n - k - 1 = 104 - 2 - 1 = 101$, and $F\text{-count} > F\text{-table}$, or $184.218 >$

3.09 , and a significant $0.000 < 0.05$. Therefore, H_1 is accepted and H_0 is rejected.

Table 11. Simultaneous Significance Test (F-Statistics Test) Structure II

ANOVA						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	967.085	3	322.362	20.608	.000b
	Residual	1564.290	100	15.643		
	Total	2531.375	103			

a. Dependent Variable: Employee Performance
 b. Predictors: (Constant), Motivation, Emotional Intelligence, Remuneration

Using Table 11 on the simultaneous structural equation II, it shows that the calculated F-value is 20.608 and a significance value of 0.000, while the F-table uses 2.70 and a significance value of 0.05. The F-table decision is the result of reducing the number of independent variables from the number of samples, namely $df_2 = n - k = 104 - 4 = 100$, and the

number of variables is reduced by 1, so that $df_1 = k - 1 = 4 - 1 = 3$. The data above indicate that $F\text{-count} > F\text{-table}$ ($20.608 > 2.70$) and probability ($0.000 < 0.05$). Thus, it can be concluded that H_1 is accepted and H_0 is rejected, which means emotional intelligence, remuneration, and motivation simultaneously have a positive and significant effect on employee performance.

Partial Significance Test (t-Statistics Test) Structural Similarity Band Analysis I

Table 12. Partial Significance Test (t-Statistics Test) Structure I: Emotional Intelligence and Remuneration on Motivation

Coefficients					
Model	Unstandardized Coefficients		Standardized Coefficients		Sig.
	B	Std. Error	Beta	t	
1 (Constant)	13.331	2.946		4.525	.000
Emotional Intelligence	.169	.074	.198	2.280	.025
Remuneration	.704	.124	.495	5.698	.000

a. Dependent Variable: Motivation

The size of the t-table number with the conditions $\alpha = 0.05$ and $dk = (n - k)$ or $(104 - 3) = 101$. From these conditions, the t-table number is 1.660. Table 12 shows as follows.
 1. Emotional intelligence has a positive and significant effect partially on motivation. This is shown by the t-count value ($2.280 > 1.660$) and a significant value ($0.025 < 0.05$). This means that if the emotional intelligence

variable (X_1) is increased by one unit, then motivation (Z) will increase by 0.169.
 2. Remuneration has a partially positive and significant effect on motivation. This is shown from the t-count value ($5.698 > 1.664$) and a significant value ($0.000 < 0.05$). This means that if the remuneration variable (X_2) is increased by one unit, motivation (Z) will increase by 0.704.

Structural Equation Band Analysis II

Table 13. Partial Significance Test (t-Statistics Test) Structure II: Emotional Intelligence, Remuneration and Motivation on Employee Performance

Coefficients					
Model	Unstandardized Coefficients		Standardized Coefficients		Sig.
	B	Std. Error	Beta	t	
1 (Constant)	12.836	3.033		4.233	.000
Emotional Intelligence	.143	.071	.178	2.011	.047
Remuneration	.269	.133	.200	2.018	.046
Motivation	.355	.093	.375	3.801	.000

a. Dependent Variable: Employee Performance

If $t\text{-count} > t\text{-table}$, then H_0 is rejected and H_a is accepted and vice versa if $t\text{-count} < t\text{-table}$, then H_0 is accepted and H_a is rejected. The magnitude of the ttable number with the conditions $\alpha = 0.05$ and $dk = (n-k)$ or $(104-4) = 100$. From these conditions the t-table number is 1.660. Table 13 explains as follows:

1. Emotional intelligence has a positive and significant effect partially on employee performance. This can be seen from the t-count $(2.011) > t\text{-table} (1.660)$ and the significant value $(0.047) < (0.05)$. This means that if the emotional intelligence variable (X1) is increased by one unit, the employee's performance (Y) will increase by 0.143.
2. Remuneration has a positive and significant effect partially on employee performance. This can be seen from the t-count $(2.018) > t\text{-table} (1.660)$ and the

significant value $(0.046) < (0.05)$. This means that if the remuneration variable (X2) is increased by one unit, the employee's performance (Y) will increase by 0.269.

3. Motivation has a positive and significant effect partially on employees. This can be seen from the t-count value $(3.801) > (1.660)$ and the significant value $(0.000) < (0.05)$. This means that if the motivation variable (Z) is increased by one unit, the employee's performance (Y) will increase by 0.355.

Sobel's Test

The effect of emotional intelligence on employee performance through motivation

The results of the analysis with the Sobel Test Calculator for the significance of mediation by Kris Preacher are as follows:

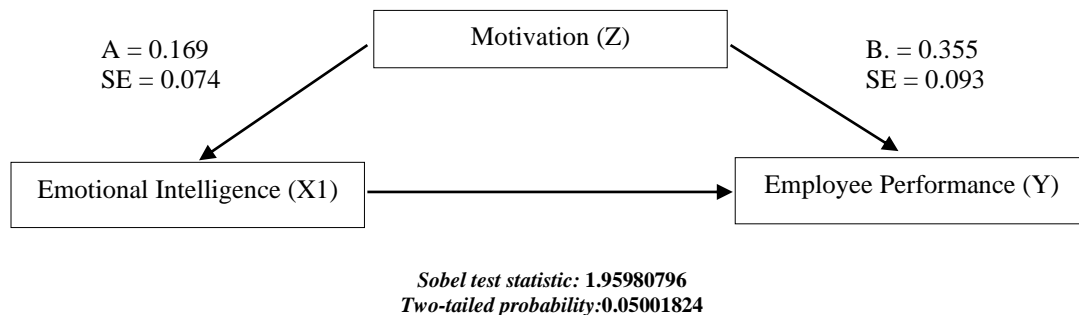


Figure 3. The Sobel Test of the effect of emotional intelligence on employee performance through motivation

The results of the Sobel test statistic show that the impact of motivation (Z value) as a reciprocal variable between emotional intelligence and employee performance is 1.96. Because the Z-value obtained is greater than 1.96 and the significance value is lower than 0.05, it is concluded that the indirect effect is positive and significant, which means motivation can be an

intervening variable in the relationship between the influence of emotional intelligence on employee performance.

The effect of remuneration on employee performance through motivation

The Sobel Test Calculator was used to figure out how important Kris Preacher's mediation was. Here are the results:

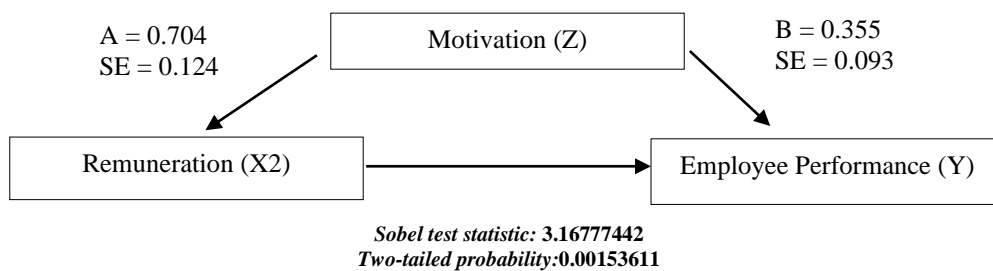


Figure 4. The Sobel Test of the effect of remuneration on employee performance through motivation

The results of the statistical analysis of the Sobel test show that the statistical value (Z-value) for the influence of the motivational variable as an intervening variable between remuneration and employee performance is 3.17 and is significant on the two-tailed probability scale with the number 0.002. Because the Z-value is 3.17, which is greater than 1.96, and the p-value is 0.002, which is less than 0.05, it is concluded that remuneration indirectly has a positive and significant effect on employee performance through motivation at the Medan Aviation Polytechnic.

Calculation of the effect of emotional intelligence and remuneration on employee performance through motivation

Table 14. Calculation of the effect of emotional intelligence and remuneration on employee performance through motivation as a mediating relationship

Direct effect	Path Coefficient	Indirect Effect	Path Coefficient
$X1 \rightarrow Y$	0.178	$X1 \rightarrow Z \rightarrow Y$	$0.198 \times 0.375 = 0.074$
$X2 \rightarrow Y$	0.200	$X2 \rightarrow Z \rightarrow Y$	$0.495 \times 0.375 = 0.186$
$Z \rightarrow Y$	0.375		

Based on the results of the mediation test in Table 14:

1. The total effect of emotional intelligence on employee performance through motivation is $0.178 + 0.074 = 0.252$.
2. The total effect of remuneration on employee performance through motivation is $0.200 + 0.186 = 0.386$.

Based on the explanation, the following line diagram can be drawn:

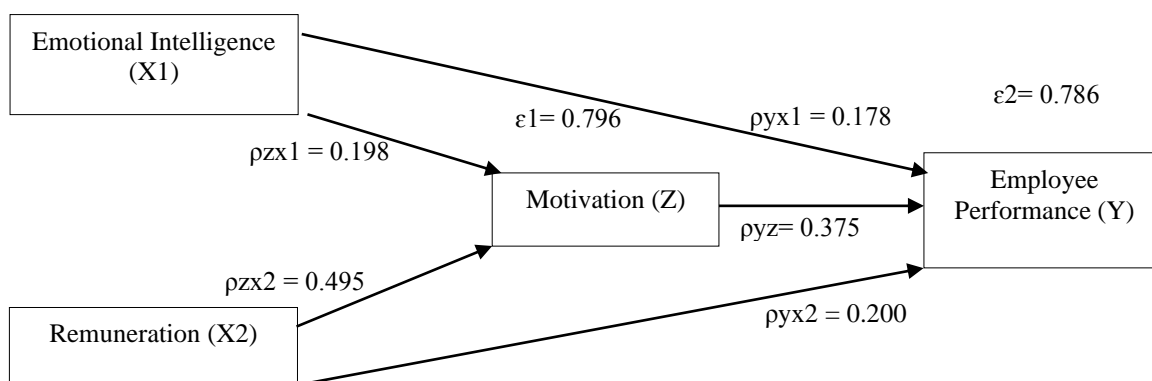


Figure 5. Diagram of Influence Between Variables

Path Analysis Results

Table 15. Results of Path Analysis

No.	Hypothesis	Positive / Negative	Significant / Not Significant	Mediate / Not Mediate	Description
1.	Emotional Intelligence has a positive and significant effect on Employee Performance at Medan Aviation Polytechnic.	Beta Value = 0.178 (Positive)	$0.047 < 0.05$ (Significant)	-	Accepted
2.	Remuneration has a positive and significant effect on Employee Performance at Medan Aviation Polytechnic.	Beta Value = 0.200 (Positive)	$0.046 < 0.05$ (Significant)	-	Accepted
3.	Emotional Intelligence has a positive and significant effect on the motivation of Employees at Medan Aviation Polytechnic.	Beta Value = 0.198 (Positive)	$0.025 < 0.05$ (Significant)	-	Accepted
4.	Remuneration has a positive and significant effect on the motivation of Employees at Medan Aviation Polytechnic.	Beta Value = 0.495 (Positive)	$0.000 < 0.05$ (Significant)	-	Accepted
5.	Motivation has a positive and significant effect on Employee Performance at Medan Aviation Polytechnic.	Beta Value = 0.375 (Positive)	$0.000 < 0.05$ (Significant)	-	Accepted
6.	Emotional Intelligence has a positive and significant effect on Employee Performance through motivation at Medan Aviation Polytechnic.	Beta Value = 0.074 (Positive)	$0.05 < 0.05$ (Significant)	$1.96 > 1.96$ (Mediate)	Accepted
7.	Remuneration has a positive and significant effect on Employee Performance through motivation at Medan Aviation Polytechnic.	Beta Value = 0.186 (Positive)	$0.002 < 0.05$ (Significant)	$3.17 > 1.96$ (Mediate)	Accepted

DISCUSSION

The effect of emotional intelligence on employee performance

The pattern of human interaction and the number of relationships formed are determined by emotional intelligence. Someone who is emotionally intelligent can control their emotions, which affects how they react to people, the quality of their relationships, and their success at work. Employees with strong emotional intelligence understand how to concentrate, what they want, and how to get it; therefore, they are more productive. The results of the partial test reveal that the emotional intelligence of Medan Aviation Polytechnic personnel has a positive and significant impact on employee performance, indicating that the hypothesis is accepted. In other words, a good employee with emotional intelligence may boost employee performance. An emotional intelligence investigation of Medan Aviation Polytechnic personnel found that it had a positive and significant impact on employee performance. This result of the study is consistent with those of prior research such as that by Fakriyadi (2022), Alamsyah (2022), and Hutapea (2022).

The effect of remuneration on employee performance

Regarding remuneration, it is the overall remuneration received by employees as a result of carrying out work organized in the form of money, in the form of salaries, wages, bonuses, incentives, and other benefits (Effendii, 2018), such as holiday allowances, meal allowances, health leave allowances, and meal money. Fauzi (2014) found that remuneration has a positive effect on performance; this means that if employees receive remuneration that is in accordance with what has been done in the company, then employees tend to do their best for the company and try to improve their performance in the company. Based on the results of the study through the partial test, it shows that remuneration has a positive and significant effect on the

performance of employees at the Medan Aviation Polytechnic. That is, good remuneration will be able to improve employee performance, so leaders at the Medan Aviation Polytechnic must pay attention to the amount of remuneration received by their employees and also regarding timeliness. The results of this study are in line with Fazrin (2021); Pasaribu (2020); Sultan (2021); Aromega, Kojo, and Lengkong (2019); and contrast with Praadita (2017), which discovered that remuneration has a negative and significant effect on employee performance.

The effect of emotional intelligence on employee motivation

According to research, emotional intelligence has a positive and significant impact on employee motivation at Medan Aviation Polytechnic. That is, high levels of emotional intelligence may boost employee motivation. The findings of this study complement those of Indy (2021), who found that research on emotional intelligence influences work motivation; however, they contradict those of Pardede (2020), who found that emotional intelligence has a negative impact on employee motivation.

The effect of remuneration on employee motivation

The partial test findings demonstrate that remuneration has a positive and significant influence on employee motivation at Medan Aviation Polytechnic. In other words, excellent remuneration may enhance staff motivation. The results of this study are consistent with those of Astuti and Kurnia (2021), Adha (2020), and Pramita, Djawoto, and Soekotjo (2020).

The effect of motivation on employee performance

Work motivation enhances one's enthusiasm. According to Robbins (2015), motivation is a mechanism that drives workers' intensity, direction, and ongoing efforts toward accomplishing organizational

objectives. Intensity reflects how hard people work. As per Riyadi (2011), work motivation impacts employee performance. Murty and Hudiwinarsih (2012) discovered that work motivation has a considerable impact on employee performance. Thus, according to Hadi (2020), when work motivation implies a shift or rise in work motivation, performance will improve. The study's partial test results indicate that motivation has a positive and significant impact on staff performance at the Medan Aviation Polytechnic. That is, high levels of motivation may enhance employee performance. This study's findings are consistent with those of Pardede and Indrawati (2020), Febrianti (2019), Priyatmono (2017), and Hadi (2020), who discovered that work motivation has an influence on employee performance. Kurniawan (2020) discovered the inverse: job motivation has no influence on employee performance.

The effect of emotional intelligence on employee performance through motivation

The findings of the research utilizing the Sobel test statistic indicate that the motivation variable might serve as an intervening variable between emotional intelligence and employee performance. It may be stated that, via motivation, emotional intelligence indirectly has a favorable and considerable influence on employee performance. According to the simultaneous significance test, emotional intelligence, remuneration, and motivation have a significant and positive impact on employee performance. These findings are consistent with Hutapea's findings. However, contrary to the findings of Primadya's (2022) study, emotional intelligence does not have a major beneficial impact on employee performance through motivation.

The effect of remuneration on employee performance through motivation

The Sobel test demonstrates that the motivation variable may serve as an intervening variable in the link between remuneration and employee performance. It may be established that remuneration has a significant and positive influence on employee performance via motivation. According to the simultaneous significance test, emotional intelligence, remuneration, and motivation have a substantial favorable impact on employee performance. Astuti and Kurnia (2021), Adha (2020), Pramita et al. (2020), and Subchanifa (2020) all found that remuneration has an effect on employee performance that is mediated by work motivation. This study also found that better bonuses and incentives, as well as the availability of suitable facilities, drive staff to improve their performance.

CONCLUSION

According to the study's objectives and research results, emotional intelligence has a positive and significant effect on employee performance, remuneration has a positive and significant effect on employee performance, emotional intelligence has a positive and significant effect on motivation, and motivation has a positive and significant effect on employee performance. Through motivation, emotional intelligence has a significant and positive influence on employee performance. Through motivation, remuneration has a positive and significant influence on employee performance. Consequently, it is recommended that Medan Aviation Polytechnic Management To optimize organizational performance, it is advised that training be offered to workers at Medan Aviation Polytechnic to enhance their emotional intelligence, particularly in terms of their communication skills. It is recommended that the Medan Aviation Polytechnic be able to implement measures to enhance BLU revenues so that agencies can pay staff on time. The Medan Aviation Polytechnic desires to be able to

create a reward system for staff in order to inspire them further and enhance their performance. Future researchers will be able to evaluate other factors, such as leadership, work environment, and job satisfaction, at the Medan Aviation Polytechnic.

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