



## **THE EFFECT OF EMOTIONAL INTELLIGENCE AND REWARD ON EMPLOYEE PERFORMANCE AT DPMPTSP TASIKMALAYA**

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**Abstract.** This research aims to reveal the influence of emotional intelligence and the reward system on employee performance at the One-Stop Integrated Investment and Licensing Service Office (DPMPTSP) of Tasikmalaya City. The approach used is a quantitative method with an associative causal design. The research population includes all 30 employees of DPMPTSP Tasikmalaya City, who were made respondents through saturated sampling or census technique. Data collection was carried out through the distribution of questionnaires and interviews, then analysed using multiple linear regression with the assistance of SPSS version 25. The research results show that: (1) emotional intelligence has a positive and significant influence on employee performance, (2) the reward system also has a positive and significant influence on performance, and (3) simultaneously, both variables have a positive and significant influence on employee performance at DPMPTSP Tasikmalaya City. The coefficient of determination ( $R^2$ ) value of 0.728 indicates that 72.8% of the variation in employee performance can be explained by emotional intelligence and the reward system, while the remaining 27.2% is influenced by other factors not discussed in this research. These results affirm the importance of developing emotional intelligence and implementing a fair and proportional reward system as efforts to improve employee performance and public service effectiveness.

**Keywords:** Emotional Intelligence; Reward; Employee Performance; DPMPTSP Tasikmalaya City.

### **1. Introduction**

Employee performance is a key determinant of organizational success, both in the private and public sectors. In today's era of globalization and rapid technological development, society demands public services that are fast, transparent, accountable, and of high quality. This condition requires government institutions to continuously improve employee performance to meet public expectations.

Improving employee performance in the public sector is not only influenced by technical ability but also by psychological and behavioural factors such as emotional intelligence and reward. Employees with high emotional intelligence are able to recognize, understand, and manage their emotions effectively, enabling them to adapt to work pressure, remain emotionally stable, and maintain positive interpersonal relationships. According to Goleman (2009), emotional intelligence plays a critical role in influencing behaviours, decision-making, and workplace effectiveness. Recent studies by Coronado-Maldonado and Benítez-Márquez (2023) emphasize that emotional intelligence contributes to leadership effectiveness and teamwork collaboration, while Salameh-Ayanian et al. (2025) confirm its positive effect on employee performance, particularly during uncertain and high-pressure work conditions. These findings illustrate the importance of emotional intelligence in supporting high-quality public service performance.

In addition to emotional intelligence, reward systems also play an important role in shaping employee outcomes. Reward functions as both an external and internal form of appreciation designed to stimulate motivation and enhance performance (Robbins &

Judge, 2019). Financial rewards, such as salary and incentives, as well as non-financial rewards such as recognition, promotion, and development opportunities, significantly influence employee motivation and job commitment. Studies by Arifin (2022) and Punda (2025) demonstrate that fair and transparent reward systems increase motivation and improve employee performance. This aligns with Hasibuan (2018) theory stating that performance is influenced by ability, motivation, and the reward structures within organizations.

Employee performance itself refers to the quality and quantity of work achieved by individuals in accordance with their responsibilities (Mangkunegara, 2017). Key indicators include work quality, timeliness, productivity, and teamwork. Research by Ranjan Kumar Panda (2025) shows that internal factors such as motivation, satisfaction, and reward systems significantly affect employee performance. In the public sector, particularly in service-oriented institutions, employee competence and reward mechanisms are essential to ensuring effective, consistent, and responsive service delivery.

The DPMPTSP of Tasikmalaya City faces human resource limitations, with only about 30 employees managing more than 5,000 licensing requests per year. Although the 2022 Public Satisfaction Survey scored 88.25 (good category), aspects such as staff competence, work procedures, and productivity still require improvement. This condition highlights the need to strengthen emotional intelligence and implement a fair reward system to maintain employee motivation, adaptability, and quality of service.

Previous studies have shown a positive relationship between emotional intelligence, reward, and employee performance (Ramadhan & Kusuma, 2020; Santoso, 2021; Amiruddin, 2021). However, most of these studies were conducted in private organizations or large institutions, leaving a gap in research on local government agencies with limited human resources. Furthermore, theoretical perspectives strongly suggest that emotional intelligence improves performance through stress management, conflict resolution, and enhanced communication, while reward systems increase motivation, commitment, and productivity.

Therefore, this study aims to analyze the influence of emotional intelligence and reward on employee performance at the DPMPTSP of Tasikmalaya City. The results are expected to contribute theoretically to the development of human resource management in the public sector and provide practical insights for improving public service quality.

## **2. Research Method**

This study uses an associative quantitative approach that aims to determine the relationship between independent variables and dependent variables. The independent variables in this study are Emotional Intelligence ( $X_1$ ) and Incentives ( $X_2$ ), while the dependent variable is Employee Performance ( $Y$ ). A quantitative approach was chosen because it allows hypothesis testing through numerically processed data that is statistically analyzed. This study was conducted at the One-Stop Integrated Licensing Service Office (DPMPTSP) in Tasikmalaya City.

The data used in this study is primary data collected directly through questionnaires distributed to all employees of the DPMPTSP of Tasikmalaya City, with a total of 30 respondents. The questionnaire was designed using a five-point Likert scale to measure the extent to which respondents agreed with each statement.

Table 1. Questionnaire Statements

| Variable                                       | Dimension/<br>Indicator     | Item<br>Code | Statements                                                                         |
|------------------------------------------------|-----------------------------|--------------|------------------------------------------------------------------------------------|
| Emotional<br>Intelligence<br>(X <sub>1</sub> ) | Self-Awareness              | X1.1         | I can recognize my feelings when facing work pressure.                             |
|                                                | Self-Regulation             | X1.2         | I am able to stay calm when receiving criticism from supervisors or colleagues.    |
|                                                | Motivation                  | X1.3         | I am motivated to complete tasks even when facing obstacles.                       |
|                                                | Social Skill /<br>Teamwork  | X1.4         | I can work effectively with the team to accomplish tasks together.                 |
| Reward (X <sub>2</sub> )                       | Financial Reward            | X2.1         | I feel that the incentives or additional compensation I receive match my workload. |
|                                                | Non-Financial<br>Reward     | X2.2         | I receive clear appreciation or recognition when I complete my tasks well.         |
|                                                | Career Development          | X2.3         | I have opportunities to develop my career based on my performance.                 |
|                                                | Performance-Based<br>Reward | X2.4         | The reward system provided by the organization motivates me to work better.        |
| Employee<br>Performance<br>(Y)                 | Quality of Work             | Y1           | My work results meet the quality standards set by the organization.                |
|                                                | Quantity of Work            | Y2           | I can complete the volume of tasks according to the established target.            |
|                                                | Timeliness                  | Y3           | I complete tasks on time according to the schedule.                                |
|                                                | Cooperation                 | Y4           | I maintain harmonious working relationships with my colleagues and supervisors.    |

Instrument testing included validity and reliability tests to ensure that the data obtained was accurate and consistent. In addition, secondary data was also used to support the analysis, such as official documents including the Government Agency Performance Report (LKIP) and Community Satisfaction Survey (SKM) from the DPMPTSP of Tasikmalaya City.

The collected data were analyzed using multiple linear regression techniques with the help of SPSS software. Before performing the regression test, classical assumption tests such as normality, multicollinearity, and heteroscedasticity tests were conducted to ensure that the data met the criteria for a good regression model.

Next, the t-test was used to analyze the partial effect of each independent variable on the dependent variable, while the F-test was applied to evaluate the simultaneous effect of both variables on employee performance. The coefficient of determination or R<sup>2</sup> was also used to determine the extent to which emotional intelligence and incentives could explain the variation in employee performance.

### **3. Result and Discussion**

This chapter presents the research findings on the influence of emotional intelligence and reward on employee performance at the Investment and One-Stop Integrated Service Office (DPMPTSP) of Tasikmalaya City. Data analysis was conducted based on the results of questionnaires distributed to 30 respondents, using SPSS version 25 to examine the effect of each variable both partially and simultaneously. The respondents in this study consisted of 30 employees of the Investment and One-Stop Integrated Service Office (DPMPTSP) of Tasikmalaya City, comprising 18 males (60%) and 12 females (40%). This indicates that male employees are more dominant than

females. Such composition reflects the general condition of local government institutions, where male employees still tend to dominate positions in the field of public services.

Table 2. Validity Test Result

| Variable               | Item | R Table | R Count | Significant Value | Note  |
|------------------------|------|---------|---------|-------------------|-------|
| Emotional Intelligence | X1.1 | 0.361   | 0.582   | 0.001             | VALID |
|                        | X1.2 | 0.362   | 0.605   | 0.000             | VALID |
|                        | X1.3 | 0.363   | 0.568   | 0.001             | VALID |
|                        | X1.4 | 0.364   | 0.550   | 0.002             | VALID |
| Reward                 | X2.1 | 0.365   | 0.467   | 0.009             | VALID |
|                        | X2.2 | 0.366   | 0.658   | 0.000             | VALID |
|                        | X2.3 | 0.367   | 0.754   | 0.000             | VALID |
|                        | X2.4 | 0.368   | 0.548   | 0.002             | VALID |
| Employee Performance   | Y.1  | 0.369   | 0.778   | 0.000             | VALID |
|                        | Y.2  | 0.370   | 0.770   | 0.000             | VALID |
|                        | Y.3  | 0.371   | 0.762   | 0.000             | VALID |
|                        | Y.4  | 0.372   | 0.828   | 0.000             | VALID |

Source: Output SPSS (2025)

From the table, it is clear that each calculated *r* value is higher than the table *r* value of 0.361, plus the Sig. (2-tailed) value for each item is below 0.05. This shows that all statements in the questionnaire have passed the validity test.

For the reliability test, the results are also good because all variables have Cronbach's Alpha values exceeding 0.6 such as Emotional Intelligence (0.739), Reward (0.636), and Employee Performance (0.892). Thus, this measuring instrument is reliable and stable when measuring each variable.

Before proceeding to regression analysis, we conducted classical assumption tests covering normality, multicollinearity, and heteroscedasticity. The Kolmogorov–Smirnov normality test yielded a significance value of 0.200, which is greater than 0.05, meaning that the data is normally distributed. The multicollinearity test showed a Tolerance value of 0.888 (above 0.10) and a VIF of 1.126 (below 10), indicating that there is no strong correlation between the independent variables. The heteroscedasticity test also shows a random distribution pattern, indicating no heteroscedasticity issues. Finally, this regression model meets all classical assumptions and is suitable for further analysis.

Table 3. Multiple Linier Regression Analysis

|       |                        | Coefficients <sup>a</sup>   |            |                           | t     | Sig. |
|-------|------------------------|-----------------------------|------------|---------------------------|-------|------|
| Model |                        | Unstandardized Coefficients |            | Standardized Coefficients |       |      |
|       |                        | B                           | Std. Error | Beta                      |       |      |
| 1     | (Constant)             | -1.683                      | 2.425      |                           | -.694 | .494 |
|       | Emotional Intelligence | .425                        | .129       | .352                      | 3.306 | .003 |
|       | Reward                 | .942                        | .150       | .668                      | 6.270 | .000 |

a. Dependent Variable: Employee Performance

Source: Output SPSS 2025

Based on the results above, the multiple linear regression equation can be expressed as follows:

$$Y = -1.683 + 0.425X_1 + 0.942X_2$$

This equation indicates that Emotional Intelligence ( $X_1$ ) and Reward ( $X_2$ ) both have positive effects on Employee Performance ( $Y$ ). In other words, higher emotional

intelligence and a better reward system will lead to improved employee performance at DPMPTSP Tasikmalaya City.

The regression coefficient for Emotional Intelligence stands at 0.425, meaning that for every one-unit boost in emotional intelligence, employee performance goes up by 0.425 units, all else being equal. This points to the idea that workers who handle their emotions better, know themselves well, and adjust easily are likely to get better results at work. On the other hand, the Reward coefficient of 0.942 indicates that enhancing the reward system by one unit bumps up employee performance by 0.942 units, proving that rewards that are fair and inspiring really help improve how people do their jobs.

The t-test results reveal that both independent variables exert a positive and significant impact on employee performance, with p-values of 0.003 for Emotional Intelligence and 0.000 for Reward—both well below the 0.05 threshold. Meanwhile, the F-test outcome (Sig. = 0.000 < 0.05) demonstrates that Emotional Intelligence and Reward together have a notable effect on performance. The coefficient of determination, or  $R^2$ , at 0.728, means these factors account for 72.8% of the variation in employee performance, leaving the other 27.2% to be explained by external factors not covered in this research.

These results back up the idea that Emotional Intelligence has a strong, positive influence on how well employees perform. People who are good at grasping, handling, and showing their emotions tend to cope better with job stress, stay professional, and provide top-notch public services. This aligns with Goleman's 2009 theory, which breaks down emotional intelligence into key elements like self-awareness, self-control, drive, empathy, and social savvy—all vital for boosting personal output. Plus, it matches up with studies by Sari and Hidayat in 2021 and Ramadhani in 2020, which highlight how emotional intelligence boosts effectiveness and service standards in government settings.

What's more, the findings indicate that Reward plays a positive and meaningful role in boosting employee performance. A reward setup that's fair, open, and tied to how well people do their jobs really amps up motivation, dedication, and overall happiness at work. This lines up with what Robbins and Judge said in 2019, stressing that good rewards lead to happier and more involved employees, and it's backed by Fitriani and Setiawan's 2020 study, which showed that clear pay policies can ramp up productivity and discipline.

At the same time, both Emotional Intelligence and Reward together make a big difference in how employees perform at DPMPTSP Tasikmalaya City. This fits with Hasibuan's 2018 ideas, which point out that performance depends on skills, drive, and the organization's reward structure. So, to get better results, there are two main ways to go about it: first, by building up employees' emotional intelligence through things like soft skills workshops, ways to handle stress, and boosting empathy; and second, by rolling out a reward system that's fair, steady, and based on performance to keep everyone motivated and accountable.

All in all, when Emotional Intelligence and a solid Reward system work hand in hand, they create a great workplace vibe, spark more motivation, and straight-up lead to stronger performance and top-notch public services at DPMPTSP Tasikmalaya City.

#### **4. Conclusion**

This research wraps up by showing that emotional intelligence and rewards both have a strong, positive impact on how employees perform at the Investment and One-Stop Service Office in Tasikmalaya City. Workers who score high in emotional intelligence are better at handling their feelings, dealing with job stress, and keeping good

relationships with others, which boosts their professionalism and overall output. In the same way, rewards that are fair and open boost motivation, loyalty, and dedication, leading to a more productive workplace. Together, these two elements really step up employee performance, accounting for 72.8% of the differences in how well people do their jobs, while the other 27.2% comes from things like drive, discipline, and the work setup. In the end, building up emotional intelligence and offering solid rewards are key to getting staff ready to provide top-tier public services.

The study has several limitations, including the restricted research location and population, reliance on self-reported questionnaires, focus on only two variables, a relatively short research period, and the use of only multiple linear regression analysis. These limitations suggest caution in generalizing the results and highlight opportunities for more comprehensive future research using broader variables and advanced analytical methods.

## **5. Recommendations**

Employees are encouraged to develop emotional intelligence by managing stress, increasing empathy, and improving communication skills, while fostering motivation and responsibility for their tasks. Leadership at DPMPTSP Tasikmalaya should implement fair, transparent, and performance-based reward systems and provide training to strengthen employees' emotional and interpersonal skills. Local government can use these findings to inform HR policies aimed at improving public service performance and employee well-being. Future researchers are advised to include additional variables, expand the study to other institutions or regions, and apply more advanced analytical methods to obtain broader and more generalizable insights

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