

ABSTRAK

Penelitian ini bertujuan untuk menganalisis pengaruh kecerdasan emosional dan motivasi terhadap kinerja karyawan, dengan gaya kepemimpinan sebagai variabel *intervening* di PT Tempu Rejo, Kabupaten Jember. Kerangka konseptual dikembangkan melalui integrasi teori *Resource-Based View* (RBV), Kecerdasan Emosional, *Self-Determination Theory* (SDT), *Leader-Member Exchange* (LMX), dan *High-Performance Work Systems* (HPWS). Metode penelitian menggunakan pendekatan kuantitatif berdesain *cross-sectional*. Sampel penelitian mencakup 176 karyawan tetap dari total populasi 312 orang. Data dikumpulkan melalui survei kuesioner terstruktur dan dianalisis menggunakan *Structural Equation Modeling* (SEM) berbasis analisis jalur (*path analysis*) untuk menguji tujuh hipotesis. Hasil penelitian menunjukkan bahwa kecerdasan emosional berpengaruh positif dan signifikan secara langsung terhadap kinerja karyawan (H1 diterima). Sebaliknya, motivasi karyawan (H2 ditolak) dan gaya kepemimpinan (H3 ditolak) tidak berpengaruh signifikan secara langsung terhadap kinerja karyawan. Selanjutnya, kecerdasan emosional (H4 diterima) dan motivasi karyawan (H5 diterima) berpengaruh positif dan signifikan terhadap gaya kepemimpinan. Pada pengujian pengaruh tidak langsung, gaya kepemimpinan terbukti tidak mampu memediasi pengaruh kecerdasan emosional (H6 ditolak) maupun motivasi karyawan (H7 ditolak) terhadap kinerja karyawan. Temuan ini mengindikasikan bahwa pada sistem operasional yang mapan, kinerja terdorong oleh kematangan emosional individu secara mandiri. Keterbatasan penelitian ini terletak pada fokus objek tunggal di industri pengolahan tembakau serta penggunaan desain *cross-sectional*. Penelitian selanjutnya disarankan memperluas cakupan sampel lintas perusahaan (*cross-firm*) dan menerapkan pendekatan *longitudinal*.

Kata Kunci: *Kecerdasan Emosional, Motivasi Karyawan, Gaya Kepemimpinan, Kinerja Karyawan, SEM-PLS.*

ABSTRACT

This study aims to analyze the influence of emotional intelligence and motivation on employee performance, with leadership style as an intervening variable at PT Tempu Rejo, Jember Regency. The conceptual framework was developed through an integrative theoretical approach, incorporating the Resource-Based View (RBV), Emotional Intelligence Theory, Self-Determination Theory (SDT), Leader-Member Exchange (LMX), and High-Performance Work Systems (HPWS). The research methodology employed a quantitative approach with a cross-sectional design. The study sample comprised 176 permanent employees selected from a total population of 312 individuals. Data were collected via structured questionnaire surveys and analyzed using Structural Equation Modeling (SEM) based on path analysis to test seven proposed hypotheses. The results demonstrated that emotional intelligence has a direct, positive, and significant effect on employee performance (H1 accepted). Conversely, employee motivation (H2 rejected) and leadership style (H3 rejected) have no significant direct effect on employee performance. Furthermore, emotional intelligence (H4 accepted) and employee motivation (H5 accepted) exerted a positive and significant effect on leadership style. Regarding indirect effect testing, leadership style failed to mediate the influence of either emotional intelligence (H6 rejected) or employee motivation (H7 rejected) on employee performance. These findings indicate that within well-established operational systems, performance is primarily driven by an individual's emotional maturity independently. The limitations of this study lie in its single-object focus within the tobacco processing industry and the use of a cross-sectional design. Future research is recommended to expand the sample scope across multiple firms (cross-firm) and adopt a longitudinal approach.

Keywords: Emotional Intelligence, Employee Motivation, Leadership Style, Employee Performance, SEM-PLS.