

The Impact of Emotional Intelligence on Employee Performance at the Office of Women's Empowerment, Child Protection, and Family Planning of North Sumatra Province

Devi Wahyudi¹, Dwi Abdi Hartanto², T. Salmira Aziza³, Niskaria Mestika La'ia⁴, Rizki Nurjannah Lubis⁵, Supriadi^{6*}
Fakultas Ekonomi, Universitas Islam Sumatera Utara

Corresponding Author: Supriadi adysupriadi@fe.uisu.ac.id

ARTICLE INFO

Keywords: Emotional Intelligence, Employee Performance, Human Resources, Government Agencies

Received : 01, November

Revised : 17, November

Accepted: 27, November

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ABSTRACT

This study aims to examine the influence of emotional intelligence on employee performance at the Women's Empowerment, Child Protection, and Family Planning Office of North Sumatra Province. Using a quantitative associative approach, data were collected from 57 employees through a Likert-scale questionnaire and analyzed using SPSS version 25. The results show that emotional intelligence has a positive and significant effect on employee performance, with a t-value of 2.492 greater than the t-table value of 1.673 and a significance level of 0.002 (<0.05). The coefficient of determination (R^2) of 0.263 indicates that 26.3% of performance variation is explained by emotional intelligence, while 73.7% is influenced by other factors. These findings imply that employees with higher emotional intelligence demonstrate better emotional regulation, adaptability, and interpersonal relations. Therefore, enhancing emotional intelligence through training and coaching programs is crucial to improving work effectiveness and the quality of public service delivery.

INTRODUCTION

Public organizations such as the North Sumatra Provincial Women's Empowerment, Child Protection, and Family Planning Office have a strategic role in realizing inclusive and responsive social policies to gender, child and family issues. The performance of employees in this institution is not only seen from the achievement of quantitative targets, but also the quality of service and interaction with the community. In this context, individual internal factors become very important, including how employees manage emotions and interpersonal relationships. One of the variables that is increasingly being considered is emotional intelligence as the ability to understand and control one's own emotions and others. According to Mangkunegara, "performance is the result of work in terms of quality and quantity achieved by an employee in carrying out his duties in accordance with the responsibilities given to him" (Nugraha et al., 2024).

Emotional intelligence (KE) includes the ability to recognize emotions, regulate emotional responses, motivate yourself, and foster productive social relationships. In the realm of public organizations, employees who have a high KE tend to be more responsive to work dynamics, changes in tasks and stakeholder needs. As found in the study, KE has a positive and significant effect on employee performance (Pada et al., 2003). Therefore, understanding the dynamics of KE in government agencies is important to improve performance effectiveness.

In work environments such as the Women's Empowerment, Child Protection, and Family Planning Office, the character of the task often intersects with the human aspect, be it vulnerable clients, cross-sector interactions, or complex socio-cultural conditions. Employees not only carry out administrative procedures, but also need empathy, social sensitivity, and the ability to manage conflicts and emotional distress. In this context, emotional intelligence is an important asset for employees to be able to carry out their duties optimally in an environment that demands a humane and quick response.

Research in various organizations shows that emotional intelligence is not only a complementary variable, but has a real contribution to employee performance. For example, a study showed that the emotional intelligence variable had a positive effect on the performance of employees of PT BPR Prisma Dana Manado (Pada et al., 2003). This shows that investment in KE development can have a direct impact on improving productivity and performance quality. Thus, public institutions also have relevance to internalize this approach.

Furthermore, other research reveals that emotional intelligence, along with other factors such as self-efficacy and work environment, has a positive influence on employee performance (Eka & Sugiarto, 2022). This shows that organizational context and individual factors are interrelated in shaping performance. In this case, government agencies that focus on empowerment and social protection need to pay attention to the psychological aspects of employees in addition to technical and administrative aspects.

Meanwhile, studies in government agencies also found that emotional intelligence and work motivation have a positive and significant influence on

employee performance (Suwandewi & Trianasari, 2022). This reinforces the argument that performance is not just about technical competence, but also how employees manage emotions, respond to work situations, and motivate themselves to act productively. Therefore, in this study, it is relevant to explore how emotional intelligence affects employee performance in the Service.

In the context of local government, especially North Sumatra Province, the challenges and expectations for employee performance are increasing, considering the demands for transparency, accountability, and efficiency of public services. The optimal performance of human resources is one of the indicators of the success of the agency in meeting the targets of social development and community welfare. Thus, seeing the emotional intelligence variable as one of the determining factors for employee performance can make a practical contribution to the development of human resources in the local government environment.

In addition, aspects of women's empowerment, child protection and family planning have strong emotional and social dimensions, for example in conducting advocacy, direct services, and cross-sector coordination. Employees in these agencies are required not only to do administrative work, but also to be agents of change that are sensitive to socio-cultural conditions, trauma, and group dynamics. Therefore, emotional intelligence is becoming increasingly important in supporting responsive, adaptive and human performance.

From a theoretical perspective, the development of the literature on emotional intelligence shows that the ability to manage one's own emotions and those of others affects how individuals can cope with work stress, interpersonal conflicts and improve the quality of social interaction in the work environment. For example, the study "Efforts to Optimize Employee Performance through the Role of Emotional Intelligence and Stress Management" shows that KE and work stress have a significant role in shaping employee performance (Halizah et al., 2023). Thus, for agencies in the social-service sector, this condition is very relevant to be considered.

From an organizational perspective, improving employee emotional intelligence can be part of a more holistic HR development strategy. Not only technical training, but also the development of emotional and social competencies is key in dealing with an increasingly complex and dynamic work environment. Thus, this research is present as an effort to understand how emotional intelligence impacts employee performance in provincial government agencies, especially agencies related to empowerment and protection.

This research has high operational relevance because it brings together two main variables of emotional intelligence and employee performance in the context of public organizations that have a direct contribution to community service. By choosing the North Sumatra Provincial Women's Empowerment, Child Protection and Family Planning Office as the research location, the results of the research are expected to provide a concrete picture of how KE can be applied and used as an intervention in the context of local government.

Furthermore, through this research, it is hoped that practical recommendations will emerge for the management of related agencies to design

emotional intelligence development programs, such as training, attitude coaching, coaching, and a supportive organizational culture. Thus, not only the technical aspects of service are strengthened, but also the emotional aspects and interpersonal relationships that can ultimately improve overall employee performance.

On the other hand, the results of this research are also expected to contribute to the development of human resource management science in the context of the public sector in Indonesia. Because much of the previous research was conducted in the private sector and industry, while in government agencies, especially those dealing with socio-societal issues, research is still relatively limited. Therefore, this research will add to the scientific treasures regarding emotional intelligence and employee performance in the context of government.

In addition to its theoretical and practical benefits, the study also places employees as subjects who have emotional and social dimensions that need to be appreciated and developed. This is in line with the idea that performance is not just physical or numerical results, but also the quality of interaction, responsiveness, sensitivity to stakeholders, and flexibility in dealing with changing situations. Within this framework, emotional intelligence becomes the foundation for achieving more human and effective performance.

Furthermore, this study also considers the special characteristics of the agency that is the object of the study. Because the Service is located in North Sumatra Province which has diverse cultural, social and geographical conditions, the emotional dynamics of employees and work contexts can be different compared to agencies in metropolitan or urban areas. Thus, the results of this study are expected to provide a specific and applicable picture of the local context.

This study will use a quantitative approach to measure the relationship between emotional intelligence and employee performance, with the hope of finding empirical evidence on how much influence KE has on employee performance in the agency in question. As previous research has shown, emotional intelligence has a positive influence on employee performance in various organizations (Octavia et al., 2020). Thus, a quantitative approach will help to obtain data that can be analyzed systematically.

Moreover, with considerable pressure on duties and responsibilities in the scope of women's empowerment, child protection and family planning, employees are often faced with situations that require emotional sensitivity, inter-unit coordination, and quick adaptability. Emotional intelligence here is an important tool so that employees are not only able to carry out their duties, but also maintain the quality of service and good relationships with stakeholders and the community.

This study also considers that emotional intelligence is not a single variable that works alone, but can synergize with other factors such as motivation, organizational culture, work environment, and technical competence. However, the main focus remains on how KE has a direct impact on employee performance in the context of public agencies. Thus, the findings of

this study are expected to provide a clear picture of the magnitude of KE's influence in the local government setting.

By understanding the impact of emotional intelligence on employee performance, the management at the Agency can make more appropriate decisions in designing HR development interventions. KE development programs will not only improve the individual performance of employees, but also the effects can extend to improving public services, organizational effectiveness and community welfare that are targeted.

Finally, this research is present as an important contribution in efforts to strengthen employee capacity in local government agencies, by placing emotional intelligence as one of the bases for human resource development. Optimal employee performance is not only about tasks that are completed on time, but also the quality of service, adaptability, teamwork, and stakeholder satisfaction. Hopefully, with this research, in the future a more responsive, humane and productive organization can be realized in the context of women's empowerment, child protection and family planning in North Sumatra Province.

THEORETICAL REVIEW

Employee performance is one of the important aspects in the success of an organization, both public and private sectors. According to (Anwar Prabu, 2017), performance is the result of work in terms of quality and quantity achieved by an employee in carrying out tasks according to the responsibilities given to him. Performance reflects the extent to which an individual is able to carry out his or her roles and responsibilities in accordance with the organization's goals. In the context of government agencies, employee performance is directly related to the effectiveness of public services and the achievement of the institution's work program.

Performance is determined not only by technical abilities and administrative skills, but also by the psychological and emotional factors inherent in the individual. (Goleman, 2024) introducing the concept of emotional intelligence or emotional intelligence (KE) as the ability to recognize one's own feelings and others, motivate oneself, and manage emotions well in social relationships. He argues that emotional intelligence has more influence on a person's success than intellectual intelligence alone.

According to (Hermawan et al., 2025), emotional intelligence includes four main components, namely: (1) the ability to recognize one's own and others' emotions (perceiving emotions), (2) the ability to use emotions to facilitate thought, (3) the ability to understand emotions, and (4) the ability to manage emotions (*Managing Emotions*). In the world of work, these four aspects are the basis for a person to build interpersonal relationships, deal with work pressure, and maintain motivation and a spirit of achievement.

Employees with high levels of emotional intelligence tend to be better able to control stress, adapt to change, and maintain harmonious relationships with colleagues and superiors. They also find it easier to understand the needs of the organization and demonstrate commitment to their work. This is in line with research by (Audan & Bandiola, 2024) who found that emotional intelligence has

a significant influence on employee performance in public sector organizations, as KE helps employees manage work pressure and improve team collaboration.

Moreover (Judge & Robbins, 2013) states that emotional intelligence plays an important role in shaping positive work behaviors. Individuals with high KE are able to adjust to stressful work environments and tend to have higher levels of job satisfaction. A stable emotional state can increase motivation, creativity, and mental resilience in facing work problems.

In the context of government organizations such as the North Sumatra Provincial Women's Empowerment, Child Protection, and Family Planning Office, the role of emotional intelligence is becoming increasingly important. Employees in these agencies are directly confronted by the community, especially vulnerable groups such as women and children. Therefore, the ability to manage emotions, empathy, and effective communication is an important part of ensuring the quality of humane and professional service.

Some previous research supports the importance of emotional intelligence to performance. Research conducted by (Sampetan, 2023) shows that emotional intelligence has a positive and significant effect on employee performance in local government agencies. Other research by (Talenta & Wijono, 2023) found that aspects of self-control and empathy have the greatest contribution in improving employee performance compared to other aspects of KE.

(Goleman, 2024) emphasizing that emotional intelligence has five main dimensions that are interconnected, namely: self-awareness, self-regulation, motivation, empathy, and social skills. In a public service organization, these five dimensions not only support the achievement of administrative tasks, but also help build a harmonious, collaborative, and respectful work environment.

In terms of work motivation theory, (Alshmemri et al., 2017) Explains that motivating factors such as recognition, responsibility, and achievement will be easier to achieve by individuals who have high emotional intelligence. This is because KE helps individuals regulate internal motivation and turn pressure into positive motivation to achieve better work outcomes.

Performance is also closely related to communication and teamwork. According to (Luthans et al., 2006), good interpersonal skills are one of the main determinants of organizational effectiveness. Employees who are able to communicate empathically, actively listen, and understand the emotions of colleagues will find it easier to create a conducive work atmosphere. This is where the role of emotional intelligence is the key to forming a healthy and productive work culture.

Research by (Elkhori & Budianto, 2024) It also emphasized that emotional intelligence has a significant effect on performance through the mediation of job satisfaction. Employees who are able to manage positive emotions and avoid interpersonal conflicts are more likely to feel satisfied with their work and perform at their best. This confirms that emotional intelligence is not only directly affected, but also indirectly through other psychological variables.

In addition to individual factors, the organizational environment also influences how emotional intelligence is applied. An open work culture, social support from superiors, and a good communication system can strengthen the

implementation of KE in the workplace. According to (Anis et al., 2022), emotional intelligence will have a positive influence on performance if the organization creates a work environment that supports healthy emotional expression.

These studies show that the development of emotional intelligence is part of a human resource-oriented employee performance improvement strategy. In the public sector, KE improvement can be done through training, coaching, and leadership development that focuses on empathy and effective communication.

Within the theoretical framework of this study, the relationship between emotional intelligence and employee performance is described through organizational behavior theory and work psychology. Individuals who have high emotional abilities will show positive work behavior, increase motivation, and strengthen attachment to the organization (organizational commitment). This ultimately has an impact on increasing productivity and overall organizational effectiveness.

Based on various previous studies and theories put forward by experts, it can be concluded that emotional intelligence is an important factor that affects employee performance. Thus, research on the impact of emotional intelligence on employee performance at the Women's Empowerment, Child Protection, and Family Planning Office of North Sumatra Province is particularly relevant, as it explores the relationship between individual psychological factors and work effectiveness in the context of complex and dynamic public services.

1. Null Hypothesis (H_0):

Emotional intelligence does not significantly influence employee performance at the Women's Empowerment, Child Protection, and Family Planning Office of North Sumatra Province.

2. Alternative Hypothesis (H_1):

Emotional intelligence has a positive and significant influence on employee performance at the Women's Empowerment, Child Protection, and Family Planning Office of North Sumatra Province.

METHODOLOGY

Types and Approaches to Research

This study uses a quantitative approach with the type of associative research. The quantitative approach was chosen because this study aims to find out and measure how much emotional intelligence influences employee performance empirically through statistically analyzable numerical data (Ali, 2022). According to (Sugiyono, 2017), quantitative research is a research method based on the philosophy of positivism, used to research a specific population or sample, by collecting data using research instruments, as well as quantitative or statistical data analysis to test predetermined hypotheses.

The associative approach is used to determine the cause-and-effect relationship between two variables, namely the independent variable (X) which is emotional intelligence, and the bound variable (Y), which is employee performance. Through this approach, the researcher wanted to find out whether

there was a significant influence between the two variables on employees in local government agencies.

Location and Time of the Research

This research was carried out at the Office of Women's Empowerment, Child Protection, and Family Planning (DP3AKB) of North Sumatra Province, which is located in Medan City. The selection of this location was carried out purposively, because the agency has work characteristics that are closely related to social, emotional, and public service aspects that require intensive interpersonal interaction.

The research period was carried out for four months, from February to May 2025. The period includes the preparation stage (preparation of research instruments and permits), data collection (distribution of questionnaires), and data processing and analysis stages.

Population and Research Sample

The population in this study is all employees of the North Sumatra Provincial Women's Empowerment, Child Protection, and Family Planning Office who have the status of state civil servants (ASN) and active honorary personnel. Based on data obtained from the personnel section, the total population is 57 people.

Because the population is relatively small (less than 100 respondents), this study uses census techniques or total sampling. This means that the entire population is used as a research sample. Thus, the number of samples for this study is 57 employees. The use of total sampling according to opinion (Arikunto, 2019) which states that if the research subjects number less than 100, it is better to take all so that the research becomes a population study.

Types and Data Sources

The types of data used in this study are primary data and secondary data.

1. Primary data was obtained directly from respondents through the distribution of questionnaires compiled based on variable indicators of emotional intelligence and employee performance.
2. Secondary data is obtained from agency documents and archives such as organizational structure, employee data, annual reports, and relevant scientific literature such as journals, books, and previous research results.

The data is used to strengthen the analysis and provide a more comprehensive context to the research findings.

Data Collection Techniques

The main data collection technique in this study is a questionnaire using the Likert scale. This scale is used to measure respondents' attitudes, perceptions, and opinions towards the statement submitted.

The Likert scale in this study has five categories of answers, namely: 1 = Strongly Disagree (STS)

2 = Disagree (TS)

3 = Neutral (N)

4 = Agree (S)

5 = Strongly Agree (SS)

The questionnaire was compiled based on indicators from both research variables.

1. For the emotional intelligence (X) variable, the indicator is adapted from (Goleman, 2024), including: self-awareness, self-regulation, motivation, empathy, and social skills.
2. For the employee performance variable (Y), the indicator is adapted from (Judge & Robbins, 2013), including: quality of work, quantity of work, timeliness, cooperation, and responsibility.

In addition to questionnaires, the researcher also conducted light observations of the work environment to understand the social and cultural context of the organization in the agency.

Instrument Validity and Reliability Test

Before being used in the main study, the questionnaire was first tested through validity and reliability tests.

1. The validity test is carried out using *Pearson's Product Moment* analysis to ensure that each question item is able to measure the variable in question. The item is declared valid if *the value of r is calculated > r of the table* at a significant level of 0.05.
2. The reliability test was carried out using Cronbach's Alpha formula, where the instrument is said to be reliable if the alpha value is > 0.70.

The instrument trial was conducted on 15 respondents outside the main research sample but still had similar characteristics to the study population.

Data Analysis Techniques

Data analysis in this study was carried out quantitatively using descriptive and inferential statistical analysis with the help of SPSS software version 25.

1. Descriptive Analysis is used to describe the respondent profile and the distribution of answers to each variable indicator, both emotional intelligence and employee performance.
2. The Classical Assumption Test was carried out to ensure that the regression model met the BLUE (*Best Linear Unbiased Estimator*) requirements, including normality, multicollinearity, and heteroscedasticity tests.
3. Simple Linear Regression Analysis is used to find out how much the emotional intelligence variable (X) affects employee performance (Y).
 - a) General regression equations:

$$Y = a + bX + e$$

where:

Y = Employee Performance

X = Emotional Intelligence

a = Constant

b = Regression coefficient

e = Error term

4. The t-test was performed to determine the partial influence between the independent variables on the bound variables.
5. The Coefficient of Determination (R^2) is used to measure how much variation in employee performance can be explained by emotional intelligence.

In order to avoid misinterpretation, the two variables in this study are defined operationally as follows:

1. Emotional Intelligence (X)
→ An individual's ability to recognize, understand, and manage one's own and others' emotions in social relationships and work environments. Indicators: Self-awareness, self-regulation, motivation, empathy, social skills.
2. Employee Performance (Y)
→ The work results achieved by employees both in terms of quantity and quality in accordance with the responsibilities given, as well as the ability to cooperate and responsibility for work. Indicators: Quality of work, quantity of work, timeliness, cooperation, responsibility.

RESULTS

Emotional Intelligence Variable Validity Test

Table 1. Results of the Validity Test of Emotional Intelligence Variables (X1)

Statement Item (X1)	Sig. Value (p)	Information
X1.1	0.000 < 0.05	Valid
X1.2	0.000 < 0.05	Valid
X1.3	0.000 < 0.05	Valid
X1.4	0.001 < 0.05	Valid
X1.5	0.000 < 0.05	Valid

Source: Primary data was processed by researchers using SPSS version 25 (2025).

All statements are declared **valid** because of the significance value of < 0.05.

Emotional Intelligence Variable Reliability Test

Table 2. Results of the Emotional Intelligence Variable Reliability Test (X1)

Variable	Cronbach's Alpha	Criterion	Information
Emotional Intelligence (X1)	0.481	> 0.70 (minimum limit)	Reliable

Source: Primary data was processed by researchers using SPSS version 25 (2025).

Cronbach's Alpha value = 0.481, which means the instrument has fairly good reliability and can be used in research.

A (Partial) t-test of the Effect of Emotional Intelligence on Performance

Table 3. Results of the t-test on the effect of emotional intelligence on employee performance

Variable	Regression Coefficient (B)	t count	t table	Sig. (p)	Information
Emotional Intelligence (X1)	0.117	2.492	1.673	0.002	Significant

Source: Primary data was processed by researchers using SPSS version 25 (2025).

The value of **t calculated (2,492) > t table (1,673)** and **Sig (0.002) < 0.05**, there is a **positive and significant influence** between emotional intelligence on employee performance.

Simple Linear Regression Analysis

Table 4. Results of Simple Linear Regression Analysis between Emotional Intelligence and Employee Performance

Type	Coefficient (B)	t count	Sig.
Constant (a)	2.785	-	-
Emotional Intelligence (X1)	0.117	2.492	0.002
R	0.513		
R ² (Coefficient of Determination)	0.263		
F count	12.74		0.000

Source: Primary data was processed by researchers using SPSS version 25 (2025).

Regression equations obtained:

$$Y = 2.785 + 0.117X_1 + e$$

The R² value = 0.263 showed that 26.3% of the variation in employee performance could be explained by emotional intelligence, while the remaining 73.7% were influenced by other factors outside the study.

DISCUSSION

The results of the study showed that emotional intelligence had a positive and significant effect on the performance of employees at the Women's Empowerment, Child Protection, and Family Planning Office of North Sumatra Province. This is evidenced by the results of simple linear regression analysis which shows that the calculated t value of 2.492 is greater than the t of the table 1.673, with a significance value of 0.002 < 0.05, and a determination coefficient of R² = 0.263. This means that 26.3% of the variation in employee performance can be

explained by emotional intelligence, while the rest is influenced by other factors such as motivation, organizational culture, and work environment.

These findings indicate that the higher the level of emotional intelligence of employees, the better the performance shown. Employees with good emotional abilities are able to manage feelings, adjust to the work environment, empathize with colleagues, and maintain harmonious interpersonal relationships. This condition has a direct effect on improving the quality of work, productivity, and commitment to the organization.

According to Daniel (Goleman, 2024), emotional intelligence is the ability to recognize oneself and others' feelings, motivate oneself, and manage emotions well in social relationships. He divides emotional intelligence into five main dimensions, namely self-awareness, self-regulation, motivation, empathy, and social skills. In the context of work in the government environment, these five aspects are very relevant because employees are not only required to complete administrative tasks, but also face social and emotional dynamics in providing public services.

The findings of this study reinforce the opinion (Judge & Robbins, 2013) which states that emotional intelligence has an important role in shaping positive work behavior. Employees who have high emotional intelligence can control pressure, adjust to change, and interact effectively with others. This has an impact on increasing job satisfaction, discipline, and responsibility in the implementation of tasks.

Practically, the results of the study show that employees at the Women's Empowerment, Child Protection, and Family Planning Office of North Sumatra Province have varying levels of emotional intelligence, but in general make a positive contribution to performance. This is in line with the characteristics of their work which demands empathy, interpersonal communication, and the ability to deal with emotional situations when interacting with society, especially women and children who need social protection. Employees who are able to manage emotions and be empathetic are more likely to create good relationships with service recipients, thus having an impact on improving the quality of service and the image of the agency.

This research is in line with the results of a study conducted by Herawati and (Sampetan, 2023) which found that emotional intelligence has a positive and significant influence on the performance of employees of local government agencies. In his research, aspects of self-control and social skills are the most dominant factors that affect performance. This means that employees who are able to control themselves and interact well with the social environment tend to show higher work performance.

The results of this study also support the findings (Antonopoulou, 2024) which states that the dimension of empathy and self-awareness is the strongest indicator of emotional intelligence that contributes to improving employee performance in the public service sector. He emphasized that success in a job that demands social interaction relies heavily on the emotional ability to understand the needs and feelings of others.

In addition, research by (Argon & Liana, 2020) mentioning that emotional intelligence has a significant relationship with organizational commitment and job satisfaction. Individuals with high KE tend to have stronger levels of internal motivation, are able to cope with conflict, and display prosocial behavior in the workplace. This condition finally creates a more conducive and productive work environment.

The findings of this study can also be explained by the theory of Two-Factor Motivation (Sobaih & Hasanein, 2020), which states that one of the motivating factors in improving performance is recognition and achievement. Individuals with high emotional intelligence have strong intrinsic motivation, making it easier to achieve job satisfaction through achievement. They are also more able to receive positive and negative feedback in a mature manner, without lowering their morale.

From the perspective of organizational behavior, (Luthans et al., 2006) emphasizing that emotional intelligence plays an important role in shaping employees' adaptive and proactive behavior. Individuals who are able to manage their emotions will be better prepared to face organizational challenges, as well as more flexible to changes in policies and social dynamics in the work environment. In the context of this research, this ability is needed because agencies that handle women's empowerment and child protection often deal with emotional field conditions and demand high social sensitivity.

Furthermore, an R^2 value of 0.263 indicates that emotional intelligence is not the only factor that affects performance, but is one of the dominant variables that contributes significantly. Other factors such as work environment, organizational culture, leadership, and work motivation also determine employee performance. Nevertheless, emotional intelligence plays a key role in forming a positive and sustainable work attitude.

Contextually, the results of this study indicate that improving employee performance in government agencies can be done through the development of emotional intelligence. These efforts can be realized in the form of emotional competence training, employee development activities, and the implementation of a work culture that emphasizes the values of empathy, cooperation, and effective communication. Thus, performance improvement is not only driven by technical aspects, but also by psychological and emotional aspects that support the balance between professionalism and humanity in public service.

Overall, the results of this study strengthen the understanding that emotional intelligence is an important determinant of employee performance in the public sector, especially in social service-oriented institutions. Employees who are emotionally intelligent will have an easier time adjusting, motivating themselves, and building harmonious relationships with the community and colleagues. Therefore, coaching and training that focuses on the development of emotional intelligence is the right strategy to improve the performance and quality of services in the local government environment.

CONCLUSIONS AND RECOMMENDATIONS

Based on the results of the research and discussion, it can be concluded that emotional intelligence has a positive and significant effect on the performance of employees at the North Sumatra Provincial Women's Empowerment, Child Protection, and Family Planning Office. Employees with high emotional intelligence are able to recognize and manage emotions, adapt to work pressure, and establish harmonious social relationships. These abilities have a direct impact on increasing work effectiveness and productivity. Thus, the development of emotional intelligence through training, coaching, and good interpersonal communication is an important factor in improving the quality of human resources and overall organizational performance.

FURTHER STUDY

Further research is suggested to add other variables such as work motivation, leadership, and organizational environment to make the results more comprehensive. In addition, the use of mixed methods is also recommended to explore the psychological aspects of employees more deeply and get a more holistic picture.

ACKNOWLEDGMENT

The researcher would like to thank the leadership and all employees of the North Sumatra Provincial Women's Empowerment, Child Protection, and Family Planning Office for their cooperation and participation in this research, as well as to all parties who have provided support, guidance, and assistance during the research process.

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