

Work Motivation in Mediating Emotional Intelligence to Improve Employees' Job Performance of State-Owned Enterprise in Port and Maritime Management

Edgar Octoyuda^a, Andri Dayarana K. Silalahi^b, Pantas H. Silaban^c

^aDepartment of Business Administration, School of Management, Chaoyang University of Technology, Taiwan,

^bDepartment of Business Administration, School of Management, Chaoyang University of Technology, Taiwan,

^cDepartment of Graduate Management School, HKBP Nommensen University, Indonesia

*Corresponding author: s10937911@gm.cyut.edu.tw

Abstract

This study tested the correlation between emotional intelligence on job performance and mediated by work motivation of the employees of State-Owned Enterprise in Port and Maritime Management at Medan City. 60 respondent of State-Owned Enterprise in Port and Maritime Management at Medan City has selected according to the number of the enterprise. Structural Equation Modelling was conducted to analyze the data to obtain both a direct and indirect relationship between emotional intelligence and job performance. The result shows that emotional intelligence significantly and positively affects the employees' work performance, where emotional intelligence also significantly and positively affects the employees' job performance. However, the study showed that emotional intelligence would directly influence the employees' job performance without mediating by the employees' work performance.

Keywords: State-Owned Enterprise, Port and Maritime Enterprise, Emotional Intelligence; Work Motivation; Job performance

1. Introduction

An enterprise is a tool of business to achieve its goals of seeking profit by selling the products or services to the public. Indonesia has several State-Owned Enterprises. Currently, under the Ministry of State-Owned Enterprises, Indonesia recorded 83 enterprises. Through its business activities, state-owned enterprises in Indonesia are expected to contribute the economic development. In order to obtain profit in their business activities, the state-owned enterprises must be well-performed, although the business conditions of each enterprise cannot be forced to grow. Enterprise's performance can be seen from financial and non-financial factors. Each entity of established and operating enterprises must have goals to be achieved, either for short-term or long-term goals. The enterprise must achieve these goals to maintain the existence in business and not be displaced by other competitors. One thing the company should do to survive in a tough competition is by utilizing human resources.

Human resources are an essential asset in an organization because it controls the company by maintaining and develops the company is facing the various demands of the times; therefore, human resources must be

considered, maintained, and developed. An organization is said to be successful because of its affected by the performance of employees. An organization will strive to improve the employees' performance so that the company goals can be achieved. [1] define that the employees' performance is related to the responsibility, sincerity, self-awareness, and professionalism to serve the organization. All those aspects are related to the Emotional Intelligence of the employees' job performance. A high Emotional Intelligence will strive to solve encountered problems and increase performance [2]. The research explains that emotional intelligence has an important essential in improving employees' performance. When the employee possesses those aspects, the performance and commitment will increase towards tasks in a work environment.

Several state-owned enterprises are locating in Medan City. One of the state-owned enterprises in Medan City engaged in Port and Maritime Management. The appointment of Medan City as a location to locate the enterprise is because Medan City is located in the Malacca Strait area, where this strait has a fairly high level of activity. With the high level of activity, the enterprise is expected to improve the performance. The enterprise's performance must be supported by employees' performance [3]. The enterprise's performance can be seen in Table 1. Within the last five years, the realization is still under the predetermined target. This condition requires more good performance of the employees [4], so that the following years, the predetermined target can be achieved.

Table 1. Performance Index

Year	Target (%)	Realization (%)
2019	100	94,42
2018		94,60
2017		94,30
2016		94,23
2015		94,19

Source: Company Profile

This study examined the relationship between emotional intelligence on job performance and mediated by work motivation among employees of the State-Owned Enterprise in Port and Maritime Management in Medan City. Concerning performance, the performance has been set for the employees has not reached the target. Prior research found that Emotional Intelligence is related to the level of performance on performance [5] and work motivation on performance [6]. From prior research, it is necessary to study the relationship of Emotional Intelligence through the motivation of work among employees to improve the employees' job performance. The increasing performance of employees will drive the corporation to be more competitive and maintain its existence. Thus, this study was implemented to ensure the link of emotional intelligence on job performance and mediated by work motivation among employees of the State-Owned Enterprise in Port and Maritime Management in Medan City.

2. Material And Method

A. Emotional Intelligence

The concepts of emotional treating and understanding as a main ability of people [7]. The concept of emotional intelligence tends to have a good level of performance [8]. The popularity of emotional intelligence has been increasing and appear in the various definition. In recent theory and research, emotional intelligence contributes to the job performance of employees. From this perspective, the concept of emotional intelligence suggested that employees' higher emotional intelligence modulate the employees' emotions to increasing their performance at work. To support the theory of emotional intelligence, Joseph & Newman (2010) stated that emotional intelligence is worthwhile related to job performance theoretically. The relationship of emotional intelligence and job performance is strengthened through conceptual arguments that indicate that employees can identify and acknowledge the co-workers, subordinates, and superior if they have high emotional intelligence [9], [10]. [11]stated that the employee who is fell under pressure and follows the rules with high sensitivity and compliance needs support and encouragement. As a variable, emotional intelligence (EI) directly and indirectly influences employee work behaviour, including job performance. The theory was strengthened by the affective events theory [12], [13].

B. Employees' Work Motivation

Motivation is an individual voluntary involvement to perform a task [14]. Meanwhile, [15] defines that motivation as the individual willingness to promote a high level of effort to the organization's goals. In a corporation, the employees with high motivation will achieve good performance in work. The working environment influences the employee's motivation to work [16]. Work motivation is influenced by the relationship among employees. Work motivation is related to job performance, which means if an individual has

Work Motivation in Mediating Emotional Intelligence to Improve Employees' Job Performance of State-Owned Enterprise in Port and Maritime Management

the high motivation, the individual will give the best to the organization [6]. According to those research, motivation comes from one's desires in performing a task or activity. Employees tend to be motivated to do something to achieve their eagerness.

C. Employees' Job Performance

Job performance is employees' behaviour to promote organizational goals. Job performance is a universal concept of the effectiveness of an organization, part of an organization, and its employees based on predetermined standards and criteria. Generally, employees' performance in the result that achieved by an employees at workplace that applies to a particular work. Employees performance is a contribution of employees in organization [17]. It was confirmed in many studies while examining the job performance of an employee [18]–[24]. Those studies examine the relationship of employees' job performance on an organization. The relationship among employees is one of the successful to maximizing employees' job performance [23]. Leaders can influence the employees' job performance and the organization's success, and well-performing employees can be assets in the organization [25]. In improving the performance, performance can be affected by the following factors, that is: motivation, education, ability, skill, knowledge, workplace, leadership, work relationship, and income. Furthermore, employees' standard performance can be seen from output quantity, output quality, work attendance, and attitude [17].

H1: Emotional intelligence positively and significantly affecting the employees' work motivation.

H2: Emotional intelligence positively and significantly affecting the employees' job performance.

H3: Employees work Motivation positively and significantly affecting the employees' job performance.

H4: Emotional intelligence positively and significantly affecting the employees' job performance through employees' work motivation.

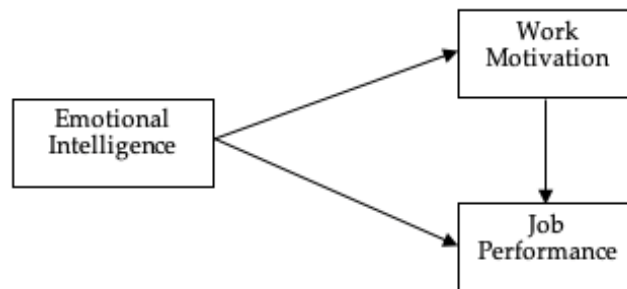


Figure 1 Research Framework of the link of emotional intelligence on work motivation and job performance

3. Research Methodology

This research conducted a quantitative method that obtained data both statistically and describes it better to understand the observed variables better. Furthermore, a questionnaire for data collection was conducted. The questionnaire design was developed and modified based on the observed variable following the previous research such as; emotional intelligence, spiritual intelligence, work motivation, and job performance using the 5-Likert scale suggested by the experts [26] ranging from strongly agree = 5 to disagree = 1 strongly. This research using the State-Owned Enterprises in Port and Maritime Management at Medan employees as the respondents. A total of 60 respondents were selected according to the number of employees in the company, as shown in table 2.

Table 2. Respondent Profile

Profile	Frequency	%
<i>Gender</i>		
Male	26	43.4
Female	34	56.6
Total	60	100.0
<i>Age</i>		
< 30	28	46.7
31 - 40	24	40
41 - 50	6	10
> 50	2	33.3
Total	60	100.0
<i>Education Level</i>		
Diploma	7	11.67
Degree	47	78.33
Masters	4	6.67
Others	2	3.33
Total	60	100.0

Source: Owned Research

This research conducted structural equation modelling to test the research model and research hypothesis using the SmartPLS 2.0. According to experts' suggestions, partial Least Square considered analyzing the structural equation modelling [27], [28]. Furthermore, for the small samples in the social sciences field, the Partial Least Square to analyze a structural model is an adequate tool [27]. Therefore, this research conducted the Partial Least Square as a tool to analyze research data. Firstly, before testing the research hypothesis, test data validity and reliability are required. The questionnaire was recollected, tabulated into data excel, and continued to analyze using the pls algorithm. The results obtained in table 2 shows that the model is recognized through internal consistency of reliability, convergent validity, and discriminant validity [29].

Table 3. Results of Measurement Model

Construct	Loadings	AVE	CR	Convergent Reliability
Emotional Intelligence (EI)	0,771 – 0,861	0,668	0,800	Satisfactory
Work Motivation	0,795 – 0,882	0,705	0,827	Satisfactory
Job Performance	0,722 – 0,862	0,651	0,774	Satisfactory

Source: Owned Research

Internal consistency shows whether the items in this study are reliable and verified through composite reliability [30], and composite reliability is also called Cronbach Alpha [31]. A composite reliability value must more excellent than 0,7 [29]. The study resulted that all constructs reached the composite reliability value; Emotional Intelligence (0,800), Spiritual Intelligence (0,788), Work Motivation (0,827), and Job Performance (0,774), as shown in table 2. According to experts' suggestion to measure the satisfactory convergent validity, the value of construct must show that average variance extracted (AVE) must achieve 0,5 [29]. The study resulted from Average Variance Extracted of Emotional Intelligence (0,668), Spiritual Intelligence (0,651), Work Motivation (0,705), and Job Performance (0,651); thus, the convergent validity was supported.

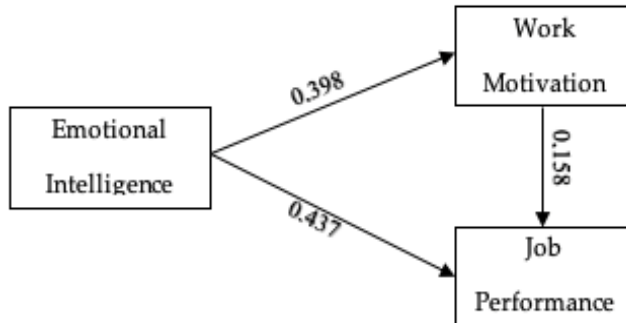


Figure 2 Result of Research Data Analysis

Table 4. Discriminant Validity (Fornell – Lacker Criterion)

Construct	Emotional Intelligence (EI)	Job Performance	Work Motivation
Emotional Intelligence (EI)	0,817		
Job Performance	0,500	0,796	
Work Motivation	0,396	0,331	0,804

Source: Owned Research

Discriminant validity indicates the low relationship between desired construct measurement and another construct [28], [32]. Partial least square (PLS) measurement denotes the proportion of square correlation among the construct and variance extracted [33]. This study resulted discriminant validity measurement value emotional intelligence (0,817), Job performance (0,796) and work motivation (0,804). All those measurements indicate the value is higher than the correlation construct and the measurement model is satisfactory [33].

Work Motivation in Mediating Emotional Intelligence to Improve Employees' Job Performance of State-Owned Enterprise in Port and Maritime Management

As mentioned above, this research conducted Partial Least Square to test the hypothesis. Hypothesis testing in this study was conducted in direct and indirect influence. The hypothesis testing in this study using critical ratio (CR) criteria $> 1,96$ and the p-value $< 0,05$ (Hair et al., 2006). This study shows the summary of hypothesis testing (Table 5).

Table 5. Results of Hypothesis Testing

Hypothesis	Threshold CR	p-value	Critical Ratio Result	p-value result	Decision
<i>Direct Effect</i>					
EI → WM	1,96	0,05	3,915	0,003	Accepted
EI → JP			2,963	0,000	Accepted
WM → JP			0,863	0,389	Rejected
<i>Indirect Effect</i>					
EI → WM → JP	1,96	0,05	0,796	0,426	Rejected

Source: Owned Research

The result of the hypothesis result for direct effect among variables was performed in Table 5. The result shows that emotional intelligence has a positive (2,963) and significant ($0,009 < 0,05$) impact on work motivation, indicating that the better employees emotional intelligence, the higher work motivation of employees, supporting H1. Emotional intelligence positively (2,551) and significantly ($0,009 < 0,05$) influenced job performance, thus supporting H2. Work motivation has positive (0,863) but insignificant ($0,389 > 0,05$) on job performance (H4). Meanwhile, for the indirect effect, the result shows that Work Motivation as a mediation variable of Emotional Intelligence on Job Performance is $0,796 < 1,96$ with a significance value of $0,426 > 0,05$. It indicates that Work Motivation is not a mediation variable for the effect of Emotional Intelligence on Job Performance (H5).

4. Result And Discussion

A. Emotional Intelligence on Employees Work Motivation

The relations between emotional intelligence and motivation have occurred in the research [34], [35]. This research explores the concept of emotional intelligence and works motivation. Motivation is often defined as a driving factor of the employees to fulfil their needs and desires to carry out their work activity in the workplace. Motivation developed a meaningful construct in the workplace [36]. In managing the employees' motivation, positive emotional intelligence is needed because emotional intelligence and motivation are related to improving performance [37]. Several research hypothesis developed to test the [38] and declares that emotional intelligence has a motivation component [39]. This research also developed to test the relationship between emotional intelligence and motivation and resulted that emotional intelligence is related to improve the employees' performance.

B. Emotional Intelligence on Employees' Job Performance

In the work environment, the employees face various problems and challenges: intense competition, job demands, an uncomfortable workplace environment, and relationship problems among employees. Those problems require more than intellectual abilities; emotional intelligence is also needed. In particular, employees need a high emotional intelligence in the organizational environment because in organizational, employees need to interact with each other. If employees can solve the problem in the work environment related to their positive emotions, they will be able to increase their performance [36]. Good emotional intelligence is believed that employees will increase their performance and develop good work [11]. Those previous research supported this result that emotional intelligence supported the employees to increase their performance.

C. Employees' Work Motivation on Job Performance

Analysis of the link of motivation on performance is expected to improve the employees and organizational performance. Analyzing the concept of motivation on performance will contribute to the sustainability of good performance. A concept of motivation and performance according the theory of motivation expressed by [40] t that is: Achievement, Power and Affiliation. Analyzing the link of motivation on job performance in this

research resulted in an insignificant employee motivation effect on employees' job performance. The result supported by prior research resulted that if employees can manage their motivation, they can improve the performance and vice versa [36].

D. Emotional Intelligence On Job Performance Mediation Variables Of Work Motivation

This research resulted that the variable of work motivation is not mediating the link between emotional intelligence and job performance to the employee of State-Owned Enterprise in Port and Maritime Management at Medan City. In this current research, to improve the employees' job performance, emotional intelligence is significantly affecting the employees' job performance rather than mediated by work motivation. This result indicates that in addition to improving the employees' job performance, the employees need to increase emotional intelligence. To explain the distinction in the link of emotional intelligence on job performance is in the mediation variable. The direct and indirect result of this research determines changes in the performance of employees as seen from improving the eagerness of employees on increasing job performance [18].

5. Conclusion And Limitation

This study provides several theoretical implications for the development of Human Resources Management in increasing the Job Performance of employee-related to Emotional Intelligence and Work Motivation. In this study, the researcher found that emotional intelligence plays an essential role in increasing employees' job performance. The increasing employee performance caused by the high level of employees' emotional intelligence supports the employees' job performance [5]. Employees with positive emotions tend to maintain their performance [36]. The company is expected to be able to maintain and improve the employees' emotional intelligence. To maintain and improve the employees' emotional intelligence, the company can provide self-development training, material and in-material support, and motivation. The company is expected to create a conducive atmosphere in the work environment. Besides the employees themselves, the organization also has an essential role in motivating the employees to increase their performance. Motivation in an organization is related to employees' performance, which means that employees with high motivation will increase the performance and are willing to give the best in the organization [6]. However, in this study shows that the employees are not motivated to improve their performance. This might be happened if the employees' have happened motivation is not formed from an employee's attitude in dealing with work environment situations. This study also improved the employees' performance; emotional intelligence is more effective when it is directly associated with employees' performance than through work motivation. This result might happen because the employees can be focused on controlling their emotions and self-development without associated with a motivation that supports the increase of employees' job performance.

This study is not without limitations, some of the limits of this study could be improved by future study. The study has a limited sample scope because it only focuses on the employees of State-Owned Enterprise in Port and Maritime Management at Medan City and may not generalize to other areas. In this study, emotional intelligence is positively affected by employees' job performance. Future studies can be carried out in State-Owned Enterprises across the nation in operating Port and Maritime Management to increase its generalization. Another point, the measurement of all variables using questionnaire and researcher, is not fully able to answer the respondent's honest and accurate answer. This measurement is prone to emergence bias or measurement error. In practice, this study sends a message to the management state-owned enterprises in Medan City engaged in Port and Maritime Management to increase employees' performance. Motivation is an essential factor in increasing employee performance [36], [41]. More specifically, the increase of motivation will increase the employees' performance. A recent study allows enterprises to comprehend the association between emotional intelligence and work motivation to improve employees' job performance.

6. Acknowledgments

With heartfelt, the authors would like to gratefulness to all employees who involved in this research area for their assent, precious time and great response during their involving in filling up the questionnaire. The authors also would like to thankful for all support received from the enterprise during the data collection.

References

- [1] S. Haryono, F. Rosady, and M. Shamsuri MdSaad, "Effects of Emotional and Spiritual Intelligence on Job Performance among Temporary Nurses at Abdul Riva'i Regional General Hospital, Berau District, East Kalimantan Province, Indonesia," *Manag. Issues Healthc. Syst.*, vol. 4, no. 1, pp. 42–54, 2018, doi: 10.33844/mihs.2018.60231.

Work Motivation in Mediating Emotional Intelligence to Improve Employees' Job
Performance of State-Owned Enterprise in Port and Maritime Management

- [2] J. W. Chang, T. Sy, and J. N. Choi, "Team emotional intelligence and performance: Interactive dynamics between leaders and members," *Small Gr. Res.*, vol. 43, no. 1, pp. 75–104, 2012, doi: 10.1177/1046496411415692.
- [3] R. I. Vosloban, "The Influence of the Employee's Performance on the Company's Growth - A Managerial Perspective," *Procedia Econ. Financ.*, vol. 3, no. 12, pp. 660–665, 2012, doi: 10.1016/s2212-5671(12)00211-0.
- [4] B. Almatrooshi, S. K. Singh, and S. Farouk, "Determinants of organizational performance: a proposed framework," *Int. J. Product. Perform. Manag.*, vol. 65, no. 6, pp. 844–859, Jan. 2016, doi: 10.1108/IJPPM-02-2016-0038.
- [5] H. Z. Lubis, S. Effendi, D. S. Marbun, and M. F. Rahmadana, "Auditor Performance From The Perspective Of Emotional Intelligence And Spiritual Intelligence At The Office Of The Financial And Development Supervisory Agency (BPKP) Of The North Sumatra Representative," vol. 9, no. 08, pp. 9–13, 2020.
- [6] S. Andriani, N. Kesumawati, and M. Kristiawan, "The influence of the transformational leadership and work motivation on teachers performance," *Int. J. Sci. Technol. Res.*, vol. 7, no. 7, pp. 19–29, 2018.
- [7] M. L. Carsky and J. R. Ogilvie, "Building Emotional Intelligence In Negotiations," *Int. J. Confl. Manag.*, vol. 13, no. 4, pp. 381–400, Jan. 2002, doi: 10.1108/eb022883.
- [8] K. Puri and M. Mehta, "The relationship between emotional intelligence and job performance: a study of hospitals employees," *Int. J. Sci. Technol. Res.*, vol. 9, no. 1, pp. 1040–1044, 2020.
- [9] A. L. Day and S. A. Carroll, "Using an ability-based measure of emotional intelligence to predict individual performance, group performance, and group citizenship behaviours," *Pers. Individ. Dif.*, vol. 36, no. 6, pp. 1443–1458, 2004, doi: 10.1016/S0191-8869(03)00240-X.
- [10] D. Greenidge and I. Coyne, "Job stressors and voluntary work behaviours: Mediating effect of emotion and moderating roles of personality and emotional intelligence," *Hum. Resour. Manag. J.*, vol. 24, no. 4, pp. 479–495, 2014, doi: 10.1111/1748-8583.12044.
- [11] A. Carmeli and Z. E. Josman, "The Effects of Cognitive Appraisal and Emotion on Social Motive and Negotiation Behavior : The Critical Role of Agency of Negotiator Emotion The Effects of Cognitive Appraisal and Emotion on Social Motive and Negotiation Behavior : The Critical Role of Ag," *Hum. Perform.*, vol. 19, no. 4, pp. 403–419, 2006, doi: 10.1207/s15327043hup1904.
- [12] D. Greenidge, D. Devonish, and P. Alleyne, "The Relationship Between Ability-Based Emotional Intelligence and Contextual Performance and Counterproductive Work Behaviors: A Test of the Mediating Effects of Job Satisfaction," *Hum. Perform.*, vol. 27, no. 3, pp. 225–242, 2014, doi: 10.1080/08959285.2014.913591.
- [13] H. M. Weiss and R. Cropanzano, *Affective Events Theory: A Theoretical Discussion of The Structure, Cause and Consequences of Affective Experiences at Work*, B. M. Staw. Elsevier Science/JAI Press, 1996.
- [14] A. Mol, "Motivating Subordinates," *IPM J.*, pp. 19–22, 1992.
- [15] Stephen P. Robbins, *Organizational Behavior*, 11th ed. Pearson Prentice Hall, 2005.
- [16] E. M. Sutanto, J. Scheller-Sampson, and F. Mulyono, "Organizational justice work environment and motivation," *Int. J. Bus. Soc.*, vol. 19, no. 2, pp. 313–322, 2018.
- [17] L. R. Mathis and H. J. Jackson, *Human Resources Management*. Jakarta: Salemba Empat, 2002.
- [18] D. Zawawi, D. Tsang, Z. Mustafa, and A. M. O. Rodriguez, "Ethnic variations of values, emotional intelligence, and job performance: The case of a multinational subsidiary in a multi-ethnic context," *Int. J. Bus. Soc.*, vol. 20, no. 2, pp. 755–774, 2019.
- [19] J. M. Peiró, J. A. Bayona, A. Caballer, and A. Di Fabio, "Importance of work characteristics affects job performance: The mediating role of individual dispositions on the work design-performance relationships," *Pers. Individ. Dif.*, vol. 157, no. November 2019, p. 109808, 2020, doi: 10.1016/j.paid.2019.109808.

- [20] X. Peng, S. Lee, and Z. Lu, "Employees' perceived job performance, organizational identification, and pro-environmental behaviors in the hotel industry," *Int. J. Hosp. Manag.*, vol. 90, no. April 2019, p. 102632, 2020, doi: 10.1016/j.ijhm.2020.102632.
- [21] A. Albloush, A. Ahmad, Y. M. Yusoff, and N. H. N. Mat, "The impact of organizational politics on job performance: Mediating role of perceived training opportunities," *Int. J. Bus. Soc.*, vol. 20, no. 2, pp. 657–674, 2019.
- [22] N. Zainal, D. Zawawi, Y. A. Aziz, and M. H. Ali, "Work-family conflict and job performance: Moderating effect of social support among employees in malaysian service sector," *Int. J. Bus. Soc.*, vol. 21, no. 1, pp. 79–95, 2020.
- [23] E. M. Sutanto and K. Hendarto, "Leader-member exchange (LMX), job involvement, and performance," *Int. J. Bus. Soc.*, vol. 21, no. 2, pp. 693–702, 2020.
- [24] O. Olagunju, S. Hassan, M. Y. A. Samad, and R. Kasin, "Enhancing work performance of extension agents among cocoa farmers in malaysia: The influence of human resource development skills," *Walailak J. Sci. Technol.*, vol. 18, no. 5, pp. 1–15, 2021, doi: 10.48048/wjst.2021.8985.
- [25] E. Swanson, S. Kim, S. M. Lee, J. J. Yang, and Y. K. Lee, "The effect of leader competencies on knowledge sharing and job performance: Social capital theory," *J. Hosp. Tour. Manag.*, vol. 42, no. September 2019, pp. 88–96, 2020, doi: 10.1016/j.jhtm.2019.11.004.
- [26] G. Albaum, "The Likert scale revisited: An alternate version," *Int. J. Mark. Res.*, vol. 39, no. 2, pp. 331–348, 1997, doi: 10.1177/147078539703900202.
- [27] R. P. Bagozzi and Y. Yi, "On the evaluation of structural equation models," *J. Acad. Mark. Sci.*, vol. 16, no. 1, pp. 74–94, 1988, doi: 10.1007/BF02723327.
- [28] D. V. Hinkley, "Bootstrap Methods," *J. R. Stat. Soc. Ser. B*, vol. 50, no. 3, pp. 321–337, 1988, doi: 10.1111/j.2517-6161.1988.tb01731.x.
- [29] M. Hair, J. F., Hult, G. T. M., Ringle, C. M., & Sarstedt, A Primer on Partial Least Squares Structural Equation Modeling (PLS-SEM). Thousand Oaks. 2017.
- [30] D. McNeish, "Thanks coefficient alpha, We'll take it from here," *Psychol. Methods*, vol. 23, no. 3, pp. 412–433, 2018, doi: 10.1037/met0000144.
- [31] R. . Netmeyer, W. . Bearden, and S. Sharma, *Scaling procedures: Issues and applications*. Sage Publications, 2003.
- [32] C. Fornell and D. Larcker, "Evaluating Structural Equation Models with Unobservable Variables and Measurement Error," *J. Mark. Res.*, vol. 18, no. 1, pp. 39–50, 1981.
- [33] J. Henseler and W. W. Chin, "A comparison of approaches for the analysis of interaction effects between latent variables using partial least squares path modeling," *Struct. Equ. Model.*, vol. 17, no. 1, pp. 82–109, 2010, doi: 10.1080/10705510903439003.
- [34] N. H. Frijda, *The nature of emotions: Fundamental questions*. New York: Oxford University Press, 1994.
- [35] E. L. Zurbriggen and T. S. Sturman, "Linking motives and emotions: A test of McClelland's hypotheses," *Personality and Social Psychology Bulletin*, vol. 28, no. 4, pp. 521–535, 2002.
- [36] A. Reizer, Y. Brender-Ilan, and Z. Sheaffer, "Employee motivation, emotions, and performance: a longitudinal diary study," *J. Manag. Psychol.*, vol. 34, no. 6, pp. 415–428, 2019, doi: 10.1108/JMP-07-2018-0299.
- [37] J. R. Gray, "Integration of Emotion and Cognitive Control," *Curr. Dir. Psychol. Sci.*, vol. 13, no. 2, pp. 46–48, 2004, doi: 10.1111/j.0963-7214.2004.00272.x.
- [38] D. Goleman, *Emotional Intelligence*. Bantam Books, New York, 1998.
- [39] A. Christie, P. Jordar, T. Ashlea, and S. Lawrence, "Testing the links between emotional intelligence and motivation," *J. Manag. Organ.*, vol. 13, no. 3, pp. 212–226, 2015, doi: 10.5172/jmo.2007.13.3.212.
- [40] D. C. McClelland and R. S. Steele, *Motivation workshops*. Morristown: General Learning Press, 1972.

Work Motivation in Mediating Emotional Intelligence to Improve Employees' Job
Performance of State-Owned Enterprise in Port and Maritime Management

- [41] M. T. Lee and R. L. Raschke, "Understanding employee motivation and organizational performance: Arguments for a set-theoretic approach," *J. Innov. Knowl.*, vol. 1, no. 3, pp. 162–169, 2016, doi: 10.1016/j.jik.2016.01.004.