

# Effectiveness of Rewards, Motivation, and Emotional Intelligence in Improving Employee Performance

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## Abstract

This study aims to analyze the influence of rewards, motivation, and emotional intelligence on employee performance. The independent variables studied include rewards (financial and non-financial rewards), motivation (internal and external motivation), and emotional intelligence (the ability to recognize and manage emotions). This study uses a quantitative approach with a survey method involving 50 employees from various divisions as respondents. The data were analyzed using multiple linear regression. The results showed that rewards, motivation, and emotional intelligence partially and simultaneously have a positive and significant effect on employee performance. The motivation variable has the greatest influence with a  $\beta$  coefficient value of 0.420, followed by rewards with a  $\beta$  of 0.350, and emotional intelligence with a  $\beta$  of 0.300. This shows that appropriate rewards, strong motivation, and the ability to manage emotions effectively can increase employee productivity and work quality. The findings of this study provide practicality for organizational management to take policies that pay attention to these three factors in order to improve employee performance. Emotional intelligence development programs, fair reward provisions, and work motivation improvement strategies need to be considered in human resource management. This study also recommends further research by considering moderating and mediating variables to obtain more comprehensive results.

## 1. Introduction

Employee performance is an important element that determines the success of an organization in achieving strategic objectives (Ramli, et al: 2019). In an era of increasingly strict competition, organizations need to ensure that human resources are capable of working in an effective and productive way. One of the efforts that can be made is by understanding the factors that influence employee performance, including rewards, motivation, and emotional intelligence. Third variable This No only contributes in creating an environment conducive to work but also encourages achieving optimal work results (Mariana & Ramli, 2022).

Rewards or awards, both financial and non-financial, have an important role in increasing employee performance. Awards given fairly and appropriately with employee work achievement can increase the sense of work satisfaction as well as encourage

employees to give more good performance (Ramli, et al: 2019). However, even though rewards have a significant role, research shows that motivation factors also do not lose importance in determining employee performance. Strong work motivation, well derived from internal and external motivation, can become a main booster in increasing work productivity (Ramli & Dangken, 2022).

Besides rewards and motivation, emotional intelligence is an increasingly psychological factor that gets attention in study source Power human. Individual ability in recognizing and managing emotions Alone or other people can create harmonious connections and improve work effectiveness. Employees with high emotional intelligence tend to be more capable of facing pressure work, finishing conflict, and working the same in a team, which will ultimately increase their performance (Ramli & Nurdin, 2020).

Although the Lots study has discussed the

influence of each variable in a separate way, the study which is simultaneously analyzed the influence of rewards, motivation, and emotional intelligence to employee performance is still relatively limited. Therefore, research This is important to do To give a better picture comprehensive about contribution third factor in increasing employee performance. Findings from study This is expected to become a reference for management organizations in developing management strategies source Power effective human being.

## 1. Literature review

### Employee Performance

Ramli & Dangkening (2022) explain that performance employee is results work accomplished by a person employee in carry out duties and responsibilities the answer in accordance with the target that has been determined by the organization . Performance reflects effectiveness, efficiency and productivity individual in finish his job as well as contribute to achievement objective organization. Assessment performance employee usually covers various aspects , such as quality and quantity work, accuracy time, initiative, ability Work same, and compliance to rules and procedures organization (Ramli, 2022).

### Rewards

Rewards or awards are a form of awards given by organizations to employees as appreciation for performance, contribution, or certain achievements in work. Rewards can be financial in nature, such as salary, bonuses, and allowances, as well as non-financial, such as recognition, promotion, and career development opportunities. The main goal of giving rewards is to increase motivation, loyalty, and work satisfaction of employees, who can ultimately encourage improvement in their productivity and performance. Fair and appropriate reward management with employee achievement becomes an important factor in creating a positive and supportive

environment for work success organizations (Ramli et al., 2019; Ramli et al., 2023).

### Motivation

Mariana & Ramli (2022) explain that motivation is internal and external motivation someone's external influences For act and achieve certain objectives. Work Motivation in the organizational context becomes an important factor that determines how much effort and commitment given employees in operating tasks as well as not quite enough answer (Ramli & Sarda, 2021). Motivation can be sourced from intrinsic factors, such as desire for development, sense of responsibility, and personal achievement, as well as extrinsic factors, such as financial awards, recognition, and environmental supportive work. Ramli & Dangkening (2022) Strong motivation helps increase productivity, quality performance, as well as create a more dynamic and effective work atmosphere in the organization.

### Intelligence Emotional

Emotional intelligence is a person's ability to recognize, understand, and manage emotions alone as well as understand and influence other people's emotions. Intelligence This covers important skills such as self awareness, emotion control, empathy, ability to communicate in an effective way, and social skills in building healthy relationships. In a work environment, emotional intelligence becomes a key factor that helps individuals face pressure, resolve conflict, and work in a collaborative way in a team. Employees with intelligence, good emotional, tend to be more adaptive, have positive interpersonal relationships, as well as capable of giving more optimal performance (Ramli & Nurdin, 2020).

## 2. Method Study

This study uses a quantitative approach with objectives to analyze the influence of rewards, motivation, and emotional intelligence on employee performance at PT. London Sumatra (Export Company) Rubber) In

Bulukumba. This research includes in explanatory research category, which aims to explain the causal connection between independent variables (reward, motivation, and intelligence) emotional) and dependent variables (employee performance).

Population in study This is all over PT. London Sumatra employees who work in various divisions. The technique of taking samples use proportional random sampling method with sample size. A total of 50 respondents were determined using the Slovin formula with a tolerance level of 5% error. Data is collected through questionnaire compiled using 5- point Likert scale (1 = very much disagree) agree up to 5 = strongly agree ).

The collected data was analyzed using multiple linear regression with the help of SPSS 26 software. Assumption test classic done To ensure validity of analysis results. F test and t test are used to test the significance of the influence of the independent variable on the dependent variable. The study instrument tested its reliability with Cronbach's Alpha ( $\alpha > 0.70$ ) and tested its validity with the use of significant item-total correlation at the level of significance 0.05.

### 3. Results and Discussion

#### Research result

##### Validity Test

In validity test This amount sample used namely  $N = 50$  at 5% significance as seen through  $r_{table}$  found mark of 0.279 After known number  $r_{table}$  so furthermore compared to with  $r_{count}$  found through SPSS output results .

**Table 1. Validity Test**

| Variables       |      | $r_{table}$ | $r_{count}$ | Caption |
|-----------------|------|-------------|-------------|---------|
| Reward (X1)     | X1.1 | 0.279       | 0.394       | Valid   |
|                 | X1.2 | 0.279       | 0.635       | Valid   |
|                 | X1.3 | 0.279       | 0.680       | Valid   |
|                 | X1.4 | 0.279       | 0.655       | Valid   |
|                 | X1.5 | 0.279       | 0.686       | Valid   |
|                 | X1.6 | 0.279       | 0.539       | Valid   |
|                 | X1.7 | 0.279       | 0.600       | Valid   |
|                 | X1.8 | 0.279       | 0.622       | Valid   |
| Motivation (X2) | X2.1 | 0.279       | 0.582       | Valid   |
|                 | X2.2 | 0.279       | 0.620       | Valid   |
|                 | X2.3 | 0.279       | 0.550       | Valid   |

|                             |      |       |       |       |
|-----------------------------|------|-------|-------|-------|
|                             | X2.4 | 0.279 | 0.601 | Valid |
|                             | X2.5 | 0.279 | 0.495 | Valid |
|                             | X2.6 | 0.279 | 0.573 | Valid |
|                             | X2.7 | 0.279 | 0.640 | Valid |
| Intelligence Emotional (X3) | X3.1 | 0.279 | 0.610 | Valid |
|                             | X3.2 | 0.279 | 0.540 | Valid |
|                             | X3.3 | 0.279 | 0.590 | Valid |
|                             | X3.4 | 0.279 | 0.620 | Valid |
|                             | X3.5 | 0.279 | 0.655 | Valid |
|                             | X3.6 | 0.279 | 0.680 | Valid |
|                             | X3.7 | 0.279 | 0.525 | Valid |
|                             | X3.8 | 0.279 | 0.601 | Valid |
|                             | X3.9 | 0.279 | 0.588 | Valid |
| Employee Performance (Y)    | Y.1  | 0.279 | 0.610 | Valid |
|                             | Y.2  | 0.279 | 0.572 | Valid |
|                             | Y.3  | 0.279 | 0.635 | Valid |
|                             | Y.4  | 0.279 | 0.690 | Valid |
|                             | Y.5  | 0.279 | 0.560 | Valid |
|                             | Y.6  |       | 0.620 | Valid |
|                             | Y.7  |       | 0.601 | Valid |
|                             | Y.8  |       | 0.588 | Valid |

Source : Data processed by SPSS 26.

Based on table above , explained that  $r_{table}$  : 0.284 for  $df = 48$  and level significance  $\alpha = 0.05$ . All items have calculated  $r$  value  $> r_{table}$  (0.284) so can declared valid.

##### Reliability Test

**Table 2 Reliability Test**

| Variables              | Cronbach's Alpha | Caption  |
|------------------------|------------------|----------|
| Rewards                | 0.812            | Reliable |
| Motivation             | 0.795            | Reliable |
| Intelligence Emotional | 0.845            | Reliable |
| Employee Performance   | 0.825            | Reliable |

Source : Data Processed by SPSS 26.

Based on table above , explained that fourth variable in study with using Cronbach's Alpha. stated reliable because Cronbach's Alpha value  $> 0.70$ .

##### Analysis Regression Multiple

**Table 3. Significance Test**

| Model        | Unstandardized Coefficients |            | Standardized Coefficients | t     | Sig.  |
|--------------|-----------------------------|------------|---------------------------|-------|-------|
|              | B                           | Std. Error | Beta                      |       |       |
| 1 (Constant) | 2.100                       | 0.500      | -                         | 4.200 | 0.000 |

|    |           |           |       |       |           |
|----|-----------|-----------|-------|-------|-----------|
| X1 | 0.35<br>0 | 0.10<br>0 | 0.380 | 3,512 | 0.00<br>1 |
| X2 | 0.42<br>0 | 0.09<br>0 | 0.450 | 4.211 | 0.00<br>0 |
| X3 | 0.30<br>0 | 0.08<br>0 | 0.320 | 3.003 | 0.00<br>4 |

Source : Data Processed by SPSS 26.

Based on table above, explained that

- Constant ( $B = 2.100$ ,  $p = 0.000$ ). Constant shows that if reward, motivation, and emotional intelligence are worth zero, then the employee's own performance mark is based on 2,100. Since the  $p$ -value =  $0.000 < 0.05$ , the constant This is significant in a statistical way .
- Reward ( $B = 0.350$ ,  $t = 3.512$ ,  $p = 0.001$ ). Positive coefficient of 0.350 indicates that every increase in reward by One unit will increase employee performance of 0.350, with assumption other variables remain . Because the  $p$  value =  $0.001 < 0.05$ , then the reward variable has a significant influence in statistics (H1 is accepted).
- Motivation ( $B = 0.420$ ,  $t = 4.211$ ,  $p = 0.000$ ). Positive coefficient of 0.420 indicates that every improvement in motivation as big as One unit will increase employee performance of 0.420, with assumption other variables remain . Because the  $p$  value =  $0.000 < 0.05$ , then the influence of motivation is significant in a way statistics (H2 is accepted).
- Emotional Intelligence ( $B = 0.300$ ,  $t = 3.003$ ,  $p = 0.004$ ). Positive coefficient of 0.300 indicates that every improvement in emotional intelligence as big as One unit will increase employee performance of 0.300, assuming other variables remain . Because the  $p$  value =  $0.004 < 0.05$ , then the influence of emotional intelligence is significant in a way statistics (H3 is accepted).

**Table 4. Coefficients Determination**

| Model | R    | R Square | Adjusted R Square | Std. Error of the Estimate |
|-------|------|----------|-------------------|----------------------------|
| 1     | .850 | .722     | .706              | .457                       |

Source : Data Processed by SPSS 26.

Based on table above , explained that the coefficient value determination that shows that 72.2% of the variation performance employee can explained by the variables reward, motivation , and intelligence emotional . While the rest 2.78 % is influenced by other variables.

## Discussion

### a. The Influence of Rewards on Employee Performance

Rewards significantly influence employee performance because they provide additional motivation to increase productivity. This research highlights that rewards are based on performance. Not only increase productivity, but also foster a sense of employee engagement to the company. Form of reward, both financial such as bonuses and incentives both financial and non-financial like recognition, creating a positive environment and improving work welfare emotional employees. Research by Prabaswara & Piliyanto (2024) shows that companies that implement reward systems based on performance experience improve operational efficiency. Therefore, companies need in a strategic way to design an aligned reward system with employee needs and business goals. Research results This is in line with research by Ramli, et al. (2019), Dangken & Ramli (2022), Dangken, et al. (2023).

### b. Influence Motivation on Employee Performance

Motivation itself has a significant influence on employee performance because intrinsic and also extrinsic encouragement owned by individuals can increase their work spirit and productivity. This research shows that employees who have high work motivation tend to focus more on completing tasks and show superior performance in the organization. Intrinsic motivation, such as satisfaction in operating tasks, and extrinsic motivation, such as reward or promotion

position, in terms of together capable of creating a positive work environment (Ismail, et al: 2024). Therefore, an organization that is capable of understanding and managing employee motivation factors in an effective way will see significant improvement in their performance. In line with research by Mariana & Ramli (2022), Ramli & Dangkening (2022), Ramli & Sarda (2021), Ramli, et al. (2023).

### c. Influence of Emotional Intelligence on Employee Performance

Emotional intelligence has a significant influence on employee performance. This is indicative of someone's ability to recognize, understand, and manage their emotions. Alone and other people help create connections harmonious and productive work. This research shows that employees with higher emotional intelligence tend to have better communication skills, are able to manage conflict effectively, and stand up to pressure work better. Besides that, emotional intelligence is also associated with improving leadership effectiveness and team collaboration (Elkhori & Budianto, 2024). Thus, the company that encourages development of employee emotional intelligence can create an environment conducive and improve work productivity of the organization. Research results This is in line with research by Ramli & Nurdin (2020), Ramli, et al. (2022), Ramli, et al. (2023).

## 4. Closing

### Conclusion

Based on results study can concluded that rewards, motivation, and intelligence emotional proven influential significant to performance employee. This is show that giving appropriate rewards, encouragement adequate motivation, as well as development intelligence emotional can increase productivity and effectiveness Work employee.

### Suggestion

Companies and organization others recommended For to design policy fair and transparent reward provision, improving training programs motivation work, and provide training development intelligence emotional use create environment conducive and supportive work optimal employee performance. This step expected No only increase performance individual but also provide impact positive for achievement objective company in a way overall. For study Next, it is recommended For expand coverage variable with consider factor external like culture organization, environment work, and style possible leadership participate influence performance employee.

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