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**The Influence of Emotional Intelligence, Job Competence,  
Education Level, Work Motivation, and Understanding of Good  
Governance on the Performance of Employees in the  
Inspectorate Unit of Pohuwato District**

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**ABSTRACT**

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The purpose of this study was to determine the effect of emotional intelligence, work competence, education level, work motivation and understanding of good governance on the performance of individual employees of the Pohuwato District Inspectorate. The data collection method used in this study was to distribute questionnaires which were measured using a Likert scale. The analytical method used is quantitative analysis with multiple linear regression models. The results showed that (1) emotional intelligence has a significant positive effect on performance. (2) Work competence has no effect on performance (3) Education level has no effect on performance. (4) Work motivation has a positive effect on performance. (5) The understanding of good governance has no effect on the performance of the Pohuwato Regency Inspectorate Work Unit Employees.

*Emotional Intelligence, Work Competency, Education Level, Work Motivation, Understanding of Good Governance, Performance*

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**INTRODUCTION**

The Local Government Work Unit (SKPD) is a local government entity, at the province, regency, and city level, consisting of the regional secretariat, experts, regional council secretariat, agencies, bodies, and inspectorate, which are accountable to the local government. Therefore, it is crucial for SKPD to continuously plan and work more effectively. As employees, we must be able to communicate, collaborate, and adapt to various circumstances so that the

organization's goals, vision, and mission can be achieved and performance can be realized effectively.

Good governance needs to be emphasized to support good performance, particularly through the implementation of strict internal monitoring, evaluation, and control procedures. These actions are taken to prevent illegal behaviors, including corruption, collusion, and nepotism. Ineffective governance can provide opportunities for government officials to engage in crimes by embezzling public funds for personal gain.

Several elements can contribute to improving the functioning of the Inspectorate Unit of Pohuwato District and have an impact on the performance of employees in the local government work unit. The first aspect is emotional intelligence, which refers to an individual's ability to adapt to new situations and their capacity to handle issues such as work stress and peer and supervisor pressure to complete tasks in ways that can influence problem-solving approaches. These issues can be addressed by how we approach our work, think, and make decisions. By avoiding distractions and producing as much work as possible, productivity or performance will also increase.

The second aspect is job competence, which refers to the skills or talents possessed by individuals. Competency-based human resources have the potential to enhance capacity and lay a solid foundation because employees working in organizations with competencies that align with the tasks they face can apply their knowledge, skills, attitudes, and productive character to their work. Employees lacking the necessary skills will not know what to do, make mistakes due to improper task execution, and waste time and resources due to low productivity. Individual performance will decline if the company lacks competent employees, which will hinder the achievement of organizational goals.

The third component is education level, which is an important factor that can contribute to the growth of human resources during their employment. When employees are considered capable and competent to handle assigned tasks in their field, the alignment of job placement or positions within the work with the education level they possess will facilitate the completion of tasks. Formal education is crucial as it provides individuals with the skills they need to advance in their field of study and work (Kowaas et al., 2016). It is mentioned that employees often have a broader understanding of the workplace as their education level increases (Harahap, 2014).

The fourth aspect is work motivation. Motivation is the effort to always give the best in work. The desire to satisfy a need serves as a source of work motivation. These requirements include physiological, self-actualization,

socialization, security, and self-esteem needs. Someone will be more inclined to work better, be more productive, effective, efficient, and optimal if they have high work motivation. Providing motivation from leaders to employees is another factor that can encourage work motivation. A motivated individual in their work will be able to produce high-quality work, and this work will subsequently yield high-quality outputs or performance. It is crucial for a leader to inspire their team members to work diligently and productively so that organizational goals can be achieved.

The last factor is understanding of good governance. In this study, good governance focuses on how an individual has a good understanding of the principles of good governance by consistently adhering to and complying with transparent and accountable government financial governance. By consistently adhering to and complying with these principles, work will be completed well and on time, which will support good performance as well. Mardisamo (2003) in Budiono (2016) states that the idea of public sector development is included in governance.

Based on the description above, the aim of this study is to examine the influence of emotional intelligence, job competence, education level, work motivation, and understanding of good governance on performance in the Inspectorate Office of Pohuwato District.

## RESEARCH METHODE

The research method used in this study is quantitative descriptive. The analytical method employed is multiple linear regression model because the researcher wants to examine the influence of five independent variables, namely emotional intelligence, job competence, education level, work motivation, and understanding of good governance, on one dependent variable, which is employee performance.

The multiple linear regression equation in this study can be formulated as follows:

$$K = \alpha + b_1EI + b_2JC + b_3ED + b_4WM + b_5UGG + e$$

Where:

K = Dependent variable (Performance)

EI = Independent variable (Emotional Intelligence)

JC = Independent variable (Job Competence)

ED = Independent variable (Education Level)

WM = Moderator variable (Work Motivation)

UGG = Independent variable (Understanding of Good Governance)

$\alpha$  = Constant

$b_{12345}$  = Regression coefficients  
 $e$  = Standard error

## RESULT AND DISCUSSION

### Hypothesis Testing Results

**Table 1.**  
**Hypothesis Testing Results**

Model	Unstandardized Coefficients		Standardized Coefficients	T	Sig	Sig/2	Keterangan Hipotesis
	B	Std. Error	Beta				
1 (Constant)	16,519	6,230		2,652	0,009		
Emotional Intelligence	0,811	0,135	0,525	6,026	0,000	0,000	Accepted
Job competence	0,005	0,219	0,002	0,023	0,982	0,491	Rejected
Level of education	-0,309	0,657	-0,026	-0,470	0,639	0,319	Rejected
Work motivation	0,482	0,155	0,298	3,112	0,002	0,001	Accepted
Understanding of Good	0,098	0,095	0,071	1,032	0,304	0,152	Rejected

Table 1 is the result of the regression analysis in this study. From the significance value, it can be seen that the regression equation obtained is as follows:

$$K = 16,519 + 0,525KE + 0,002KK - 0,026TP + 0,298MK + 0,071PGG + e$$

K = Performance

KE = Emotional Intelligence

KK = Work Competency

TP = Education Level

MK = Work Motivation

PGG = Understanding of Good Governance

$e$  = Errors

### Determination Coefficient Test Results

**Table 2.**  
**Determination Coefficient Test Results**

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.816 <sup>a</sup>	.666	.652	5.22321

According to Table 2, the R-squared (R<sup>2</sup>) value is close to 1, specifically 0.652 or 65.2%. This means that the variables of emotional intelligence, job competency, education level, work motivation, and understanding of good governance can explain approximately 65.2% of the influence on the dependent variable, which is employee performance. The remaining 34.8% is explained by other variables not included in the model in this study.

**Results of the F-test**

**Table 3.**  
**Presents the Results of the F-test**

Model		Sum of	Df	Mean	F	Sig
1	Regression	6432.696	5	1286.539	47.157	.000 <sup>b</sup>
	Residual	3219.264	118	27.282		
	Total	9651.960	123			

According to Table 3, the significance value is less than 0.05. Therefore, it can be concluded that the data in this study fits the regression model, or the regression model in this study can be used to predict or explain the variable of performance. In other words, the variables of emotional intelligence, job competency, education level, work motivation, and understanding of good governance collectively influence the performance variable.

**DISCUSSION**

**The Influence of Emotional Intelligence on Performance**

The results of hypothesis testing in this study regarding the influence of emotional intelligence on performance show that the emotional intelligence variable has a positive effect on performance. Based on these results, hypothesis 1 in this study is accepted. Individuals who have good control over their emotions or good emotional maturity (EQ) are able to handle work-related pressures such as frustration, stress, and conflicts that arise. Job-related problems can be addressed through our approach, attitude, and decision-making process. Individuals with good emotional intelligence (EQ) tend to constantly correct their work, evaluate it, and engage in introspection to gather information that supports job success. They are cautious in completing tasks and constantly strive to improve work-related issues. On the other hand, individuals with average emotional intelligence (EQ) tend to rush or hurry in decision-making and task completion.

Emotional intelligence is the ability to perceive, understand, recognize emotional sensitivity in oneself and others, and effectively manage or control oneself. Good control over emotional intelligence can help employees complete tasks more accurately, effectively, and efficiently, leading to improved

performance. The results of this study are consistent with and support the research by Zalukhu, I., & Surip (2013), which states that emotional intelligence has a positive effect on performance.

### **The Influence of Job Competence on Performance**

The results of hypothesis testing in this study regarding the influence of job competence on performance indicate that the job competence variable does not have a significant effect on performance. Based on these results, hypothesis 2 in this study is rejected. This does not mean that the competence of each employee in the Regional Working Unit (SKPD) is poor, as it has been proven that each employee is able to complete assigned tasks well. Although tasks can be completed effectively, they have not directly and significantly contributed to performance improvement.

Technical training related to the duties and functions of employees is essential and should be conducted continuously to ensure that the training attended is not in vain. The lack of continuous technical training can result in suboptimal completion of tasks, leading to work that does not contribute to performance improvement. When an employee lacks a clear understanding of their tasks and responsibilities, performance will not improve. The provision of training is an integral part of comprehensive civil servant development efforts.

Employee development is crucial within an organization, as training programs can help enhance employees' abilities and skills, which, in turn, can affect performance improvement. In other words, job competence cannot directly or significantly influence performance improvement. The results of this study do not support the research by Panjaitan (2015), which states that job competence has a positive effect on performance. However, they are consistent with the previous research by Dhermawan et al. (2012), which states that competence has a significant effect on employee performance but is rejected.

### **The Effect of Education Level on Performance**

The results of hypothesis testing in this study regarding the influence of education level on performance indicate that the education level variable does not have a significant effect on performance. Based on these results, hypothesis 3 in this study is rejected. Education level is a key element that supports the development of human resources through a gradual learning process to acquire knowledge and develop abilities.

Education is crucial for improving an individual's general knowledge, including theoretical assignments and decision-making skills related to achieving organizational goals. However, in reality, the education level is not a determining factor for individuals to improve their performance. This is evident from the results of hypothesis testing in this study, which show that the

education level variable does not have a significant effect on performance. There are other factors that can contribute to performance improvement, such as training. Training is a beneficial series of activities that enhance employees' knowledge and skills. Participation in training activities can support employees in their work, leading to performance improvement.

It can be said that to improve performance, not only a high level or educational attainment is needed, but also the implementation of training activities to enhance abilities, skills, and competence in completing tasks. This enables decision-making to be more accurate, effective, and efficient, aligned with organizational goals, thereby achieving performance improvement. By participating in training activities, individuals can gain new experiences and recognition. Therefore, achieving good performance in an organization is not solely dependent on a high level of education but also requires participation in training activities to support abilities, skills, and competence in work. The results of this study do not support the research by Kowaas et al. (2016), which states that the education level variable has a positive effect on performance. However, they are consistent with the research by Yani et al. (2017), which states that there is no relationship between education level and performance.

#### **The Influence of Work Motivation on Performance**

The results of hypothesis testing in this study regarding the influence of work motivation on performance indicate that the work motivation variable has a positive effect on performance. Based on these results, hypothesis 4 in this study is accepted. Work motivation is an internal drive within an individual to perform or complete tasks more productively. In this study, work motivation refers to the motivation that comes from within an individual to always give their best in their work.

Work motivation arises due to the drive to fulfill certain needs, including physiological needs, self-actualization needs, social needs, security needs, and self-esteem needs. With high work motivation, individuals are able to work better, effectively, efficiently, and optimally. This results in more productive work and improved employee performance.

In addition to the motivation derived from these five needs, providing motivation from leaders can also yield good work outcomes, which, in turn, lead to good performance. It is important for a leader to provide motivation to employees so that they can work more productively and achieve the organization's goals.

Motivation can be given in various forms, such as praise, recognition, promotion, incentives/compensation for achievements. Consequently, employees will strive to work productively and give their best for the

organization. The results of this study are consistent with and support the research by Amalia (2014) and Suaiba et al. (2021), which state that work motivation has a positive effect on performance.

### **The Influence of Good Governance Understanding on Performance**

The results of hypothesis testing in this study regarding the influence of understanding good governance on performance indicate that the variable of understanding good governance does not have a significant effect on performance. Based on these results, hypothesis 5 in this study is rejected. In this study, good governance refers to the individual's understanding of the principles of good governance.

It can be said that an individual's understanding of good governance does not directly influence performance. This study shows that the variable of understanding good governance has a high scale range but does not have an impact on improving employee performance. The high scale range indicates that employees' understanding of good governance, including accountability, participation, transparency, and the rule of law, enables employees to manage and fulfill their tasks and responsibilities based on established governance. This, in turn, can have an influence on improving or advancing performance within an organizational environment or regional work unit.

The responsibility that every employee must always embrace is to create a clean, trustworthy, honest, and non-abusive government. By consistently complying with and adhering to transparent and accountable government financial governance, this can have a positive impact on the government's performance in creating transparent and accountable financial governance.

Good governance has values that can make the government work more effectively in achieving the welfare of the people. If the values of good governance are translated into performance indicators for public officials or a bureaucratic unit, the motivation to behave and act in accordance with the values of good governance will naturally develop within the public bureaucracy. Public officials will be more responsible in carrying out their duties according to established procedures, which can reduce inefficiency and waste that lead to high costs and slow public services, thereby improving government performance.

The results of this study do not support the research by Olinda (2015), which states that the variable of understanding good governance has an effect on performance. However, they are consistent with the research by Hutapea & Aristanti (2017), which states that there is no significant influence between good governance and performance.



## CONCLUSION

Emotional intelligence has a significant positive impact on performance. Proper control of emotional intelligence can help employees to perform their tasks more accurately, effectively, and efficiently, leading to improved performance. Job competence does not have a significant impact on performance. In other words, job competence does not directly or significantly influence performance improvement. Educational level does not affect performance. To enhance performance, not only a high level or degree of education is required, but also training activities (such as workshops) should be conducted to enhance abilities, skills, and capabilities in completing tasks. This enables decision-making to be done more accurately, effectively, and efficiently, aligned with the organization's goals, thereby achieving performance improvement. Work motivation has a positive influence on performance. With high work motivation driven by desired needs, employees will be encouraged to work better, effectively, efficiently, and optimally. This leads to increased productivity in their work and improved employee performance. Understanding of good governance does not affect the performance of employees in the Inspectorate Office of Pohuwato Regency. Therefore, this research indicates that emotional intelligence positively influences performance, while job competence, educational level, and understanding of good governance do not directly or significantly impact performance.

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