

**Analysis of the Antecedents and Impact of Emotional Intelligence on the Performance of Immigration Employee in the Working Area of the Ministry of Law and Human Rights Riau Islands**

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**Abstract**

This study aims to determine the effect of Emotional Intelligence on the performance of Government Employees, especially immigration employee in all Immigration Offices in the Riau Islands Province Working Area. This type of study makes use of quantitative research methods. The sampling method used Purposive Sampling Technique using survey instrumentation distributing questionnaires totalling 257 respondents were obtained and then analysed using the SMART-PLS 3 method. The findings demonstrated that employee performance is positively and significantly impacted by emotional intelligence.

**Keywords:** Emotional Intelligence, Employee Performance, Self Awareness, Social Awareness

**1. Introduction**

In line with the issuance of PERPRES number 81 of 2010 (Indonesian President, 2010) the discourse of the grand design of bureaucratic reform (GDRB) from 2010 to 2025 as a basic reference that contains policies for all ministries to also carry out bureaucratic reforms for the realisation of good Indonesian government management and quality governance towards the application of a consistent and sustainable reward and punishment system, all licensing rules can be done quickly and effectively, the use of time and working hours that are effective and productive, communication between the public goes well, and what will happen is that real development in front of the eyes is expected to be realized if supported by the performance of the State Civil Apparatus (ASN) in the formation of Bureaucratic Reform, namely by having the expertise and ability to achieve high work productivity using the ability to manage emotional intelligence which is a psychological factor in dealing with many kinds of characteristics of society, especially in the field of public sector services.

According to (Septiani Maya, 2020), this country has carried out Bureaucratic Reform in the State Civil Apparatus sector to deal with problems and solve them. in this case, it used to produce State Civil Apparatus (ASN) that has high quality in carrying out functions, duties, responsibilities in accordance with applicable

regulations, especially in the field of public sector services. This can be seen clearly. For example, the State Civil Apparatus uses more broken systems than before Bureaucratic Reform. After the reform, a better system was used, which had a significant impact on the performance of the State Civil Apparatus. The government has made efforts to assess the performance of the State Civil Apparatus of government agencies. To do so, they must make Employee Performance Targets (SKP) and be evaluated in stages every period. MENPAN Bureaucratic Reform (PANRB) Circular Letter No. 3/2021 (RB Menpan, 2021) regarding the breakdown of policies for making employee performance goals and ASN performance appraisal. During the performance appraisal period, government agencies must follow this guideline when preparing the Employee Performance Targets (SKP) of the State Civil Apparatus (ASN).

On the other hand, ASN performance can also be monitored externally, namely from the community they serve in terms of self awareness and social awareness (Drigas & Papoutsi, 2018). This can be seen from the level of public satisfaction with the performance of the organization where employees work in serving the community as a whole, as well as the performance of ASN specifically managed, which can be a means for leaders to evaluate their employees. Based on the MENPAN RB (PANRB) regulation, guideline number 14 of 2017 for the development of community satisfaction surveys, the organizer of the service quality perception survey (SPKP) shows good performance for ASN. (RB Menpan, 2017) According to the results of the SPKP IKM in the previous three years, the performance of the Immigration Office in the Riau Islands region is good.

The reality in the field shows that the performance of the State Civil Apparatus often experiences difficulties, pressure, and is sometimes emotional. While demands for integrity, accountability, and professionalism are high, emotional intelligence will also affect employee performance (Masitoh & Sudarma, 2019) and regulations are often changing as discoveries made by the top leaders of the central government are increasing, this is not in line with the constraints that occur when dealing exclusively with citizens who have various characteristics. Therefore, it is possible that ASN services are worse than public services, but it should be the basic thing that encourages ASN to know the expectations of citizens with the aim of achieving public satisfaction.

However, the facts in the field show that many ASN do not have a good self-control system to manage emotional intelligence when dealing with the public at the immigration office, especially in the regional office of the Ministry of Law and Human Rights of Riau Islands. Serving wholeheartedly, being friendly, and being grateful for every gift given by the state is still poorly understood. It is imperative that the management of emotional intelligence, emotional intelligence of employees can significantly improve the performance of the organization employees (Ikhbar et al., 2022) both personally and in the social environment, can assist and improve ASN performance. This is because they can influence individual performance and professionalism in the workplace by recognising, understanding, managing, and expressing their own emotions, and correctly understanding and responding to the emotions of others. As a result, the government can achieve the main goal of Bureaucratic Reform itself in terms of improving human resource performance. Meanwhile, this previous research (Supramaniam & Singaravelloo, 2021) is one of the references for researchers in conducting research so that

researchers can enrich the theories used in examining the research conducted so that this research is more accurate.

## **Literature Review and Hypothesis Development**

### **Literature Review**

According to (Labolo Muhadam & Indrayani Etin, 2017), there are several important factors that drive bureaucratic reform in Indonesia. One of them is the increase in personnel expenditure, which is caused by an increase in the number of employees hired without adequate supervision. Another factor is the increasing complexity of the government's bureaucratic structure. In this situation, significant and important changes are needed. It is recognized that bureaucratic reform efforts are a core part of the grandplan to create good governance. This necessary concept can bridge the bad state of governance to create good governance. (Labolo Muhadam & Indrayani Etin, 2017). However, the main focus to be improved regarding bureaucratic reform policy is the government bureaucracy as an implementing instrument (Labolo Muhadam & Indrayani Etin, 2017).

Three main factors contribute to the challenges of bureaucratic reform in Indonesia, the first is internal factors including the failure of the bureaucracy to improve itself, the second factor is related to the lack of attention of bureaucratic political intervention to the implementation of service functions, then the last factor is public doubt about the performance of policies implemented by the bureaucracy. The initial point of view is also supported by the collapse of the authority to update the environment that allows them to develop their performance (Muhammad, 2007).

The role of the public bureaucracy is important in determining the implementation of government development. Therefore, fair and accountable services and empowerment are provided to citizens by the public bureaucracy (Grace, n.d.).

According to (Sunarno S, 2020) some of the important components required for the implementation and achievement of goals and objectives are consistency, leadership commitment, self-will, and understanding. In reality, bureaucratic reform must be carried out regularly and periodically, and to achieve this requires rigorous preparation and implementation. This is because effective administration has become the most effective key to all objectives related to government bureaucratic reform, this includes changes in the utilization of state administration, especially in Indonesia, as well as efforts to form a better and more sustainable government (Hasan, 2021).

Therefore, shifting to good governance means involving the participation of all stakeholders, including citizens and the private sector. Good governance is a framework that can be applied in the administration of the public sector if it is built on the religious basis of its three supporting pillars, namely the state, the private sector, and the people. Good public service is the responsibility of the state, which has a government bureaucracy. The private sector helps manage resources outside the government and state bureaucracy. They also help manage these resources. The spirit of reform colours the empowerment of the state apparatus to build a state administration capable of supporting the application of the tasks and functions of organizing state development in order to face the challenges of globalization practicing good governance is an effort to realize the principles in this regard (Wahyurudhanto, 2020).

People working in the public sector, especially public administrators, usually face highly emotional tasks and responsibilities. As a result, Emotional Intelligence is crucial to achieving organizational goals and job objectives. (Lee, 2018) It encourages people to work harder and more diligently. The ability to manage and regulate one's emotions can help reduce workplace burnout (Arfara & Samanta, 2016) Employees who have high Emotional Intelligence have been found to have lower levels of burnout while performing tasks (Sanchez-Gomez & Breso, 2020). According to (Goleman, 1995) the term intelligence has two definitions: mental intelligence and emotional intelligence. Emotional intelligence refers to the emotional mind being a spontaneous and highly influential, sometimes illogical system of understanding. In contrast, an intelligent mind is defined as one that is based on patterns of understanding that we normally consider wise, capable of action and careful reflection. These two minds, the emotional and rational mind, work together to achieve understanding albeit using very unsophisticated means. Emotional intelligence is expressed as a person's ability to understand, manage and use their emotions properly to help optimal attitudes, thoughts and actions. (Mayer et al., 2004). According to (Thorsteinsson, 2014) a person is considered to have the cognitive ability to recognize other people's emotions if they can understand other people's facial cues and facial sounds and can use their own emotions. Status and response are excellent ways of understanding personal emotions, the emotions of others, and the factors driving these emotions (Karimi et al., 2014). Emotional intelligence people not only have the ability to distinguish various emotions, but they can also make appropriate and efficient action plans to handle different conditions and circumstances. (Goleman D, 1998) In addition, it is also revealed that Emotional intelligence people can manage other people's emotions deeply by controlling body language, situations, and communication organizing and managing other people's emotions in a direction that suits the situation or the party's purpose.

Emotional intelligence can be in the form of basic competencies such as self-awareness; self-control, social awareness, and emotional control. (Bradberry Travis & Greaves Jean, 2009). The ability to understand and control your own emotions and know when they arise is known as self-management. It indicates one's tendency to react to certain situations and individuals. Self-management is defined as the proficiency of using one's own emotional awareness in order to remain adaptive changing the attitude in a positive direction. It is a simple term in which a person controls their emotional reactions to certain circumstances and individuals. Social awareness is the ability to accurately recognize as well as understand the emotions of others. It allows one to independently recognize and evaluate the emotions of others. The ability to use social awareness and independence to effectively interact with other people and situations is known as relationship management.

In this way, one can communicate effectively and resolve conflicts in difficult situations; the first two skills are working with one self, and the third and fourth skills are working with others. A comprehensive study on these skills (Hurley & Hutchinson, 2013) found that these four skills are important because they utilize these emotional intelligence skills.

### **Hypothesis Development and Relationship between Variables**

Emotional intelligence and self-awareness are complementary, according to previous research (Hurley & Hutchinson, 2013). This ability indicates that a person has the ability to understand their emotions. As emotions arise, the individual can identify them. The ability to observe

feelings regularly is essential for psychological insight and self-understanding. Power over feelings occurs when a person is unable to see their true feelings. Because they are more sensitive to their true feelings, people who trust their feelings are strong pilots in life. As a result, the following hypothesis can be made:

**H1:** There is a significant relationship between Immigration Employee Self Awareness and Immigration Employee Emotional Intelligence. Social Awareness also affects the ability to understand as well as feel the emotions of others (Boyatzis et al., 1999); (Goleman D, 1998). The more open we are to our emotions, the more adept we become at reading our feelings. The ability to read wordless messages such as gestures, tone of voice, and facial expressions is essential to understanding the feelings of others. An empathic person is better able to identify social signals indicating each other's needs. As a result, the following hypothesis can be made:

**H2:** There is a significant relationship between Social Awareness of Immigration Employees and Emotional Intelligence of Immigration Employees within the regional office of the Ministry of Law and Human Rights of Riau Islands. The results of this investigation are in line with previous studies (Najimi et al., 2021), suggesting that increasing employees' emotional intelligence is one way to improve their work performance. Emotional intelligence includes emotional ability, emotional intelligence, principles, and trust. It also found a direct relationship of emotional intelligence to employee performance (Ikhbar et al., 2022). As a result, the following hypothesis can be made:

**H3:** There is a significant relationship between Emotional Intelligence of Immigration Employees on Employee Performance of Immigration Employees within the regional office of the Ministry of Law and Human Rights of Riau Islands. Emotional intelligence has a major impact on performance, productivity, and customer satisfaction (Baloch et al., 2017) This result is also in line with the ideas of (bin Nordin et al., 2019) that work attitude requires a person to provide the best service to their organization. Good emotions encourage a person's attitude to complete tasks. in almost all types of work (Cherniss Cary & Goleman D, 2001). Emotional intelligence is a critical component of success, directly conveying a greater donation than the use of managerial intelligence and Emotional Intelligence (EI) on employee performance. Furthermore, emotional intelligence has a positive impact on business success and overall organizational performance. (Bagshaw,2000). Hence, employers are beginning to hire more emotionally intelligence workers (Cadman & Brewer Med, 2001) As a result, the following hypothesis can be made:

**H4:** There is a significant relationship between the variable Self Awareness of Immigration Employees and Social Awareness of Immigration Employees mediated by Emotional Intelligence of Immigration Employees. According to (Meining D, 2022) in his research which indicates that disturbed emotions cause a task to be interrupted. Similarly, the opinion of (Dahl, 2019) which states that, a good work attitude in the context is more or less dependent on good emotional control. As a result, the following hypothesis can be made:

**H5:** There is a significant relationship between Social Awareness and Emotional Intelligence mediated by Employee Performance of Immigration Employees. According to (Zacharias, 2022) a work attitude that fulfils the needs of stable emotions allows a person to do a good and productive job. This shows evidence that positive emotional intelligence can result in good commitment to the organization.. In addition, research (Sharfras Navas & Vijayakumar, 2018)

shows that controlled emotions while wearing clothes are able to shift a person's attention to their best efforts to achieve organizational goals. This research shows again that emotional intelligence is an important factor in managing commitment to the organization. It also shows the previous research variables have a strong correlation with each other. As a result, the following hypothesis can be made:

**H6:** There is a significant relationship between Self Awareness and Emotional Intelligence of Immigration Employees. The study results show that community awareness has a major impact on the level of employee productivity in organizations, particularly (Adenuga Olusegun Adeleke Oba, 2022). As a result, the following hypothesis can be made:

**H7:** There is a significant relationship between Social Awareness of Immigration Employees and Employee Performance of Immigration Employees. Figure 1 shows the conceptual framework of Emotional Intelligence in this study consisting of the influence of self-awareness as well as social awareness on employee performance which is influenced by human emotional intelligence itself.

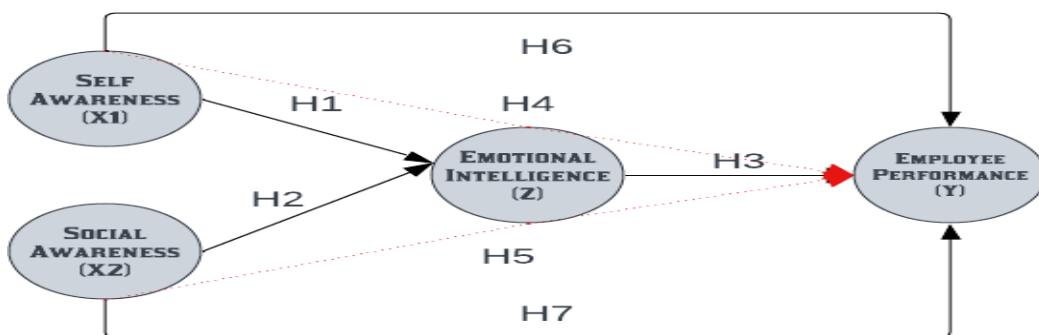


Figure 1. Research model, 2023

## 2. Method

### Population and Sample

In this study, the population analysis unit is the Civil Servants in this case the Immigration Employees of the Regional Office of the Ministry of Law and Human Rights of the Riau Islands consisting of the position of Government Employees Non-Civil Servants (PPNPN) to senior officials consisting of five hundred and thirty (530) immigration office employees in the Riau Islands region spread over eight Immigration Offices and collected two hundred and fifty-seven (257) respondents who can be used as research samples, in determining the sample size using the "Sample Size Table for a Specific Population" provided by (Krejcie & Morgan, 1970). While the *Purposive Sampling* technique with a known population was used at this stage which is expected to provide the necessary feedback for data analysis and processing.

### Data Collection Technique

A survey questionnaire was developed as a form of data collection method adapted from various experts (Cobb & Mayer, 2000), (Goleman, 1995), and (Zakuan et al., 2008). A complete list of the five emotion, employee performance, self-awareness, and social items used in this research questionnaire.

The questionnaire on emotional intelligence consisted of twenty questions. The carefully selected measurement tool is able to capture a range of positions relating to the conditions of self-awareness, social awareness, emotional intelligence, and how immigration workers perform in the workplace (O'Connor et al., 2019). Using a combination of strongly disagree, disagree, neutral, agree, and strongly agree options, the questionnaire was based on a five-point Likert scale. Researchers collected data through direct distribution of online questionnaires through a Google form link that can be accessed via the respondent's smartphone for approximately one month. This study uses a type of quantitative research (Ramdhani, 2021).

(Sugiyono, 2014) Explaining research methods based on the philosophy of positivism is known as quantitative research, this method involves conducting research to collect research tool information from a certain sample, then evaluating the data using quantitative statistical methods. The hypothesis has been determined to be tested in this study. (Nasution & Ichsan, 2021) To evaluate the intensity of each element of Emotional Intelligence, this research will focus on the Immigration Employees of the Regional Office of the Ministry of Law and Human Rights of Riau Islands. Self Awareness (X1) and Social Awareness (X2) are considered as independent variables, while Employee Performance (Y) is considered as the dependent variable and Emotional Intelligence (Z) as a Mediator. The scope of the research will be limited to Immigration Employees of the Riau Islands Regional Office of the Ministry of Law and Human Rights to determine the intensity of each Emotional Intelligence factor.

### **Data Analysis Method**

The Smart Partial Least Square (SmartPLS) data processing application was used to ascertain the effect of Emotional Intelligence on Employee Performance. It is a tool for testing the overall fit of the model, including the structural model simultaneously (Gefen et al., 2000) SmartPLS is a commonly used multivariate method of evaluating the complete relationship between component measures for fit. The data was assessed in two steps, firstly testing the measurement models for Emotional Intelligence and Employee Performance, which included internal consistency, indicator reliability, convergent validity, and discriminant validity. The second stage involved assessing the influence of Emotional Intelligence on Employee Performance using a structural model. Self-awareness, social awareness, emotional intelligence, and employee performance were used to assess the total size of the Emotional Intelligence Model.

### **3. Results**

#### *3.1 Convergent Validity*

Test Indicators of the variables Self Awareness (SEA) - (X1), Social Awareness (SOA) - (X2), Emotional Intelligence (EI) - (Y) and Employee Performance (EP) - (Z) have been known to achieve adequate convergent validity, namely the model describes the relationship between variables and their indicators. Here it is seen from the convergent validity of the correlation value of the loading factor which is greater than 0.70 according to (Ghozali I & Latan H, 2015) in this case the development of a loading factor of 0.50 - 0.60 is still acceptable, the table shows that almost every has a statement filler factor value  $> 0.70$ . However, there is a filler factor value of 0.60, it is concluded that all emotional intelligence variables have been able to represent the variables presented. Can be seen PlsAlgorithm method below:

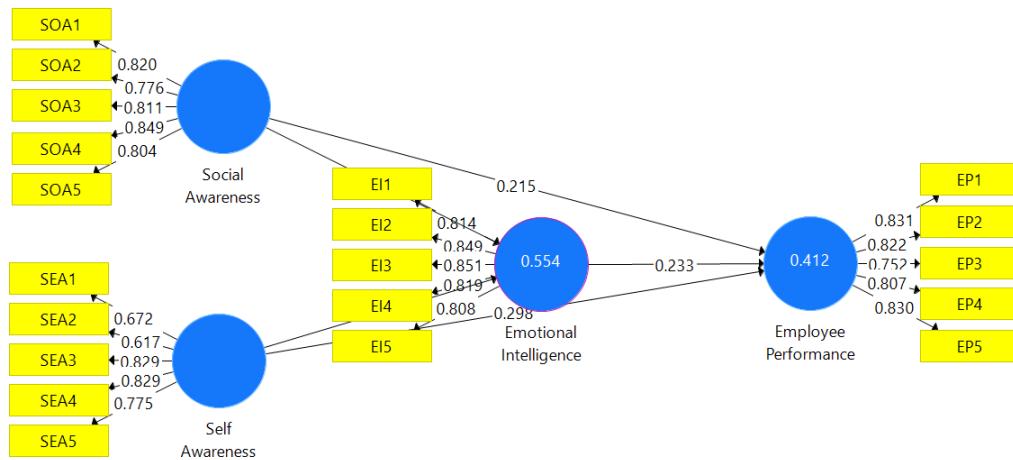


Figure 2. PLS Algorithm, 2023

### a. Outer Loading

Table 1. Outer Loading Test Result

Konstruk	Convergent Validity			
	Emotional Intelligence (EI)	Employee Performance (EP)	Self Awareness (SEA)	Social Awareness (SOA)
EI1	0.814			
EI2	0.849			
EI3	0.851			
EI4	0.819			
EI5	0.808			
EP1		0.831		
EP2		0.822		
EP3		0.752		
EP4		0.807		
EP5		0.830		
SEA1			0.672	
SEA2			0.617	
SEA3			0.829	
SEA4			0.829	
SEA5			0.775	
SOA1				0.820
SOA2				0.776
SOA3				0.811
SOA4				0.849
SOA5				0.804

SmartPLS3initialdata, 2023

**a. Average Variance Extracted (AVE)**

Good convergent validity can be seen from the correlation between reflexivity indicator scores and existing latent variables and can also be seen in the AVE value  $> 0.50$  (Ghozali I & Latan H, 2015) Based on Table 4, the AVE value of each variable is  $> 0.50$ . Therefore, research related to emotional intelligence and employee performance can be said to have fulfilled the prerequisite test of convergent validity.

Tabel 2. Average Variance Extracted (AVE)

Variable	Average Variance Extracted (AVE)
Emotional Intelligence (EI)	0.686
Employee Performance (EP)	0.654
Self Awareness (SEA)	0.561
Social Awareness (SOA)	0.660

Data awal smartPLS 3, 2023

**3.2 Discriminant Validity**

Test Examined assessed the validity of the identified discriminants (Rönkkö & Cho, 2022) Discriminant measurement of the validity of a reflexive indicator between its construct and the indicator itself. Comparing the Average Variance Extracted (AVE) for each construct with the correlation between one construct and the other constructs in the model is the second criterion that determines the discriminant validity of the model. The model is considered sufficiently valid if, in the model, the AVE for each construct is greater than the correlation between the construct and the other constructs. The (AVE) value meets the stipulation of 0.50, as well as the discriminant validity value. However, the minimum value requirement has been met. In addition, the table shows that all variables are valid because their descriptive validity numbers are greater than 0.50. EP1 0.831 EP2 0.822 EP3 0.752 EP4 0.807 EP5 0.830 SEA1 0.672 SEA2 0.617 SEA3 0.829 SEA4 0.829 SEA5 0.775 SOA1 0.820 SOA2 0.776 SOA3 0.811 SOA4 0.849 SOA5 0.804 SmartPLS 3 initial data, 2023

Table 3. The Fornell-Larcker Criteria (validity that discriminates)

Variable	Emotional Intelligence	EmployeeP erformance	SelfAw arenness	SocialA wareness
EmotionalIntelligence(EI)	0.828			
EmployeePerformance(EP)	0.561	0.809		
SelfAwareness(SEA)	0.599	0.555	0.749	
SocialAwareness(SOA)	0.698	0.541	0.548	0.812

SmartPLS 3 initial dResearch Variable Construct Reliability Test

Testing the reliability of this measure with regard to its composite reliability value is shown in the table below where a variable is declared in the good reliability category if its composite

reliability is above 0.70 (Ghozali I & Latan H, 2015). The following table shows that each composite reliability variable is > 0.70. Thus, it can be concluded that each variable has a good level of reliability in research.

Tabel 4. Cronbach's Alpha dan Composite Reliability

Variable	Cronbach's Alpha	Composite Reliability	Conclusion
Emotional Intelligence	0.886	0.916	Reliable
Employee Performance	0.867	0.904	Reliable
Self Awareness	0.801	0.863	Reliable
Social Awareness	0.871	0.906	Reliable

Data awal smartPLS 3, 2023

### *3.3 Inner Model Testing of the Relationship Structure between Research Variables*

Based on the findings, the R evaluation2 concluded that the Inner model examines the influence of latent variables on each other (Jannah & Hazriyanto, 2019) According to the research, the Emotional Intelligence variable can be explained by the Self Awareness and Social Awareness variables by 55.4% and the remaining 44.6% becomes clearer because there are additional variables not included in the study model. Meanwhile, the Employee Performance variable can be explained by the Emotional Intelligence variable, the Self Awareness variable and the Social Awareness variable by 41.2% and the difference of 58.8% is explained by other variables not included in the study model.

Table5.RSquare

Variab e	RSquare	RSquareAdjuste d
Emotional Intelligence	0.554	0.551
Employee Performance	0.412	0.405

SmartPLS3 initial data, 2023

This test uses Smart PLS by using validity and reliability tests designed to describe the instruments used in the research variables, as well as forming a Bootstrapping method from PLS, for example as follows:

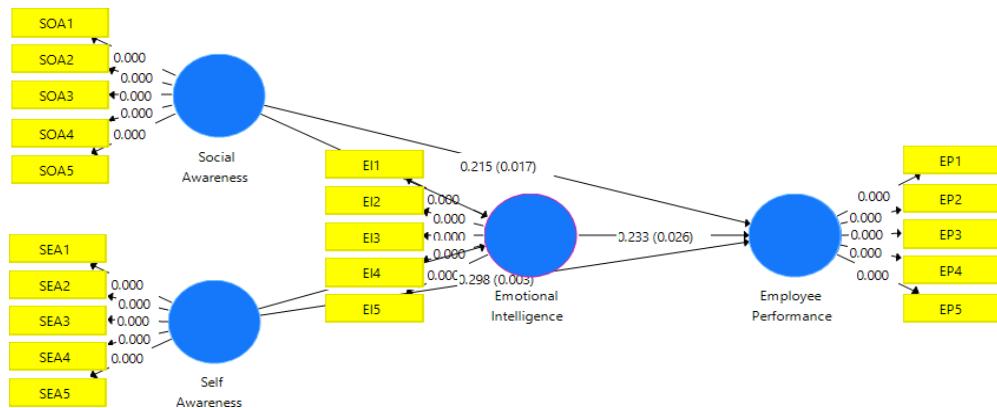


Figure 3. PLS Bootstrapping test, 2023

### 3.4 Hypothesis Test

Table 6. Path Coefcient

Variable	Original Sample( O)	Sample Mean( M)	Standard Deviation (STDEV)	T Statistics ( O/STDEV )	P Values	Conclusion
SelfAwareness-> Emotional Intelligence	0.309	0.319	0.079	3.898	0.000	Accepted
SocialAwareness-> Emotional Intelligence	0.529	0.521	0.083	6.407	0.000	Accepted
Emotional Intelligence-> EmployeePe rformance	0.233	0.227	0.101	2.308	0.021	Accepted
SelfAwareness-> Emotional Intelligence-> EmployeePe rformance	0.072	0.073	0.039	1.861	0.063	Rejected
SocialAwareness->Emotional Intelligence->Employee Performance	0.123	0.117	0.055	2.255	0.025	Accepted
Self Awareness -> Employee Performance	0.298	0.297	0.091	3.272	0.001	Accepted
Social Awareness -> Employee Performance	0.215	0.227	0.086	2.496	0.013	Accepted

Smart PLS3 initial data, 2023

**4. Discussion**

**H1:** Stating that there is a direct impact between Self Awareness on Emotional Intelligence of Immigration Employees at the Regional Office of the Ministry of Law and Human Rights of Riau Islands as evidenced by the T Statistical test showing the number  $3.898 > (1.96)$  and P Value 0.000 in line with testing (Jimoh et al., 2012).

**H2:** Stating that there is a direct influence between Social Awareness on Emotional Intelligence of Immigration Employees of the Regional Office of the Ministry of Law and Human Rights of Riau Islands, it is evident from the T Statistical test that the number  $6.407 > (1.96)$  and P Value 0.000 is in line with research. (Shahzad et al., 2011)

**H3:** Stating that there is a direct effect between Emotional Intelligence on Employee Performance of Immigration Employees at the Regional Office of the Ministry of Law and Human Rights of the Riau Islands as evidenced by the T Statistical test showing the number  $2.308 > (1.96)$  and P Value 0.021 in line with the test (Masitoh & Sudarma, 2019b).

**H4:** Stating that there is no significant direct influence between Self Awareness mediated by Emotional Intelligence on Employee Performance of Immigration Employees at the Regional Office of the Ministry of Law and Human Rights of Riau Islands as evidenced by the T Statistical test showing  $1.861 < (1.96)$  and P Value 0.063 is not in line with research (Mardiani & Hanafi, 2020)

**H5:** Shows a significant direct influence between Social Awareness mediated by Emotional Intelligence on Employee Performance of Immigration Employees of the Regional Office of the Ministry of Law and Human Rights of Riau Islands as evidenced by the T Statistical test showing the number  $2.255 > (1.96)$  and P Value 0.025 where the independent variable represents the dependent variable significantly (Setyawan, 2018) in line with testing (Gontur & Dekom, 2017).

**H6:** Shows a significant direct impact between Self Awareness on Employee Performance of the regional office of the Ministry of Law and Human Rights of the Riau Islands as evidenced by the T test statistics showing the number  $3.272 > (1.96)$  and P Value 0.001 where the independent variable is an important explanation for the dependent variable (Setyawan, 2018) in line with the study (Supramaniam & Singaravelloo, 2021).

**H7:** Shows a significant direct influence between Social Awareness on Employee Performance of Immigration Employees of the Regional Office of the Ministry of Law and Human Rights of the Riau Islands as evidenced by the T Statistical test showing the number  $2.496 > (1.96)$  and P Value 0.013 in line with the (Gontur & Dekom, 2017).

**Conclusion**

As the country's gatekeeper, Immigration is one of the components of the public sector in Indonesia and around the world. The work plan of the Ministry of Law and Human Rights of the Republic of Indonesia considers competency development an important element in public sector reform to serve well and wholeheartedly. (Wibowo & Kertati, 2022) The results of this study indicate that emotional intelligence is proven to contribute directly to employee performance in line with previous research (Rexhepi & Berisha, 2017) We hope the findings of this study will help other researchers analyse and apply these findings about Emotional Intelligence in the workplace. To achieve company goals and objectives, it is crucial to be able to use these emotions correctly in various situations. With the depth and breadth of advances in the digital

age, data science, and analytics, emotional intelligence is expected to become an important source in determining success and performance. As a result, the study of emotional intelligence will become increasingly important as it is deemed to be crucial in the workplace.

Public administrators are expected to deliver and perform globally in line with stakeholder expectations as organizations and countries become increasingly connected. Individuals with higher emotional intelligence are considered administrative leaders in the civil service. A call for change is also expected in the performance of civil servants, especially in fulfilling their responsibilities to realised government goals in line with society's expectations. As key stakeholders, society expects civil servants, who represent various ministries, to be responsible and accountable. Considered relevant and timely, awareness of emotional intelligence provides an opportunity for civil servants to consider their previous roles and prepare themselves for the inevitable changes associated with the changes in policies and procedures that followed the election of the new government. As a result, the influence of emotional intelligence on employee performance becomes more significant and more significant. As public resources are better utilised, improved performance will boost the country's economy.

In the future, government policies should be tailored to the need to hire Emotional intelligence public administrators to improve performance. It is imperative for existing public administrators to be educated on the importance of performance and Emotional Intelligence, both of which can be considered as skill enhancement efforts as part of the government's transformation policy in many departments to improve employee performance. Emotional Intelligence must be practised and applied from top to bottom. To improve employee performance and drive human resource development, especially soft skills and hard skills, key workers should apply it in their daily lives and when dealing with people in the public service.

From a theoretical point of view, researchers can conduct further research on additional indicators, as well as demographic variables and other emotional aspects that may affect employee performance. In addition, this research can be extended to different types of public and private organizations and services. The researchers have the ability to improve the theoretical framework. In summary, this study shows how important Emotional Intelligence is in the workplace, especially in the public sector due to the many policies, processes and excellent services available to the public.

The researcher provides suggestions for future researchers further to examine more deeply about the influence of emotional intelligence in other places and in a wider different regions and countries as well as different demographics so that more and more accurate research literature can be obtained.

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