

THE INFLUENCE OF WORK MOTIVATION, WORK DISCIPLINE, EMPLOYEE ENGAGEMENT, AND EMOTIONAL INTELLIGENCE ON EMPLOYEE PERFORMANCE AT PT TOMOE VALVE BATAM

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Abstract: *This Study Aims To Analyze The Influence Of Work Motivation, Work Discipline, Employee Engagement, And Emotional Intelligence On Employee Performance At PT Tomoe Valve Batam. The Main Issue In This Study Is Based On The Importance Of Improving Employee Performance Amidst Industrial Competition And The Differences In Previous Research Results Regarding Factors That Influence Employee Performance. This Study Uses A Quantitative Approach With A Survey Method By Distributing Questionnaires Using A Likert Scale To 30 Employee Respondents. The Data Obtained Were Analyzed Using Statistical Product And Service Solution (SPSS) Software Through Validity And Reliability Tests, And Regression Analysis To Determine The Influence Between Research Variables. The Results Show That Work Discipline, Employee Engagement, And Emotional Intelligence Have A Positive And Significant Effect On Employee Performance, While Work Motivation Has A Lower Influence Than Other Variables. Simultaneously, All Independent Variables Are Able To Contribute To Improving Employee Performance In The Company. This Study Is Expected To Be A Consideration For Companies In Improving The Quality Of Human Resources And Employee Work Effectiveness.*

Keywords: *Work Motivation, Work Discipline, Employee Engagement, Emotional Intelligence, Employee Performance.*

INTRODUCTION

In an era of increasingly fierce business competition, companies are required to improve the quality of their human resources to achieve organizational goals effectively and efficiently. Human resources are a crucial asset that determines a company's success, as employees play a direct role in carrying out its operational and strategic activities. Therefore, companies need to consider various factors that can influence employee performance to maintain optimal organizational productivity. Employee performance is a crucial indicator in assessing a company's success, as it reflects the work results achieved by individuals in accordance with their assigned duties and responsibilities.

According to Tri Finta (2021), employee performance is the work results achieved by individuals or groups within an organization based on established standards. Employee



performance can be influenced by various factors, both internal to the individual and the organizational work environment. In human resource management research, several factors frequently associated with improved employee performance are work motivation, work discipline, employee engagement, and emotional intelligence.

Work motivation is a crucial factor because it can encourage employees to work more enthusiastically and productively. Abraham Maslow's hierarchy of needs theory explains that motivation arises from needs that must be met, ranging from physiological needs to self-actualization. Highly motivated employees tend to demonstrate greater work ethic, loyalty, and responsibility towards their work. However, several studies have shown conflicting results regarding the influence of motivation on employee performance. Research by Nurul Hidayah, Siti Zulaikha, and Ahmad Fauzi (2023) showed that work motivation had no significant effect on employee performance, while research by Yos Soejarminto and Rahmat Hidayat (2023) found that work motivation had a positive and significant effect on employee performance. These differences in research findings indicate a research gap, necessitating further research.

Besides work motivation, work discipline is also a factor that influences employee performance. Rivai (2009) explains that work discipline is a tool used by management to increase employee awareness and willingness to comply with company regulations. Employees with high work discipline tend to be able to work on time, comply with regulations, and be responsible for their work, thereby increasing work effectiveness. Previous research has shown that work discipline has a positive and significant influence on employee performance because discipline can create a more orderly and productive work environment.

Another factor that influences employee performance is employee engagement. Soane et al. (2012) define employee engagement as the level of cognitive, emotional, and social involvement in their work and organization. Employees with high engagement typically feel proud of their company, actively participate in teamwork, and are enthusiastic about their work, which leads to increased productivity and loyalty. Research by Febby Lorenza and Desy Prastyani (2025) shows that employee engagement has a positive effect on work performance. However, research by Chandra Rezky Kurniasari et al. (2024) found that employee engagement did not significantly impact employee performance. These differences in research findings indicate that employee engagement remains an interesting variable for further research.

Furthermore, emotional intelligence is also a crucial factor in improving employee performance. According to Wang and Law (2022), emotional intelligence is an individual's ability to understand, manage, and control their own and others' emotions in the workplace. Employees with high emotional intelligence tend to be better able to cope with work pressure, maintain interpersonal relationships, and make sound decisions. Emotional intelligence also helps employees adapt to changes in the work environment, thereby increasing work effectiveness. Previous research has shown that emotional intelligence has a positive influence on employee engagement and performance.

Based on various previous studies, there are still discrepancies in the results regarding the influence of work motivation, work discipline, employee engagement, and emotional intelligence on employee performance. Therefore, this study is important to determine the extent to which these four variables influence employee performance. This research is expected to provide theoretical contributions to the development of human resource management science and serve as a reference for companies in optimizing employee quality and performance.



METHOD

Research Approaches and Types

This study employed a quantitative approach with an explanatory research approach. This approach focused on objectively measuring the relationships between research variables through numerical data, which were then analyzed using statistical techniques. This approach was chosen because it provides more systematic and measurable research results and can be used to test previously formulated hypotheses. In quantitative research, all data obtained from respondents is converted into numerical form, making it easier for researchers to process the data and draw scientific conclusions.

This type of explanatory research was used because it aims to explain the causal relationship between the variables studied—work motivation, work discipline, employee engagement, and emotional intelligence—and employee performance. Explanatory research not only describes the condition of the variables but also explains how the influence between them occurs based on theory and empirical evidence in the field. By using explanatory research, this study is expected to provide a more in-depth explanation of the factors that influence employee performance in an organization.

This study employed a survey method as the primary data collection technique. The survey method was chosen because it is considered effective for obtaining data directly from respondents through questionnaire distribution. Furthermore, it provides a realistic picture of respondents' perceptions, attitudes, and experiences regarding the variables studied. Using a survey also facilitates the researcher's ability to obtain large amounts of data in a relatively short and efficient time.

Location and Time of Research

The research was conducted at the company being the object of the study, with respondents who were active employees. The research location was selected based on the consideration that the company had a work environment relevant to the research variables, particularly those related to work motivation, work discipline, employee engagement, emotional intelligence, and employee performance.

The research period lasted from the questionnaire distribution process to the completion of data processing. Data collection was conducted online using Google Forms for convenience, efficiency, and ease of access for respondents, eliminating the need for face-to-face meetings. The use of online media also facilitated the automatic recapitulation of respondents' responses, resulting in faster and more accurate data processing.

Population and Research Sample

Research Population

The population in this study was all 43 employees of PT Tomoe Valve Batam. This population was chosen because all employees were considered to be related to the variables of work motivation, work discipline, employee engagement, emotional intelligence, and employee performance.



Research Sample

The sample in this study consisted of 30 respondents, employees of PT Tomoe Valve Batam. The sample size was determined using the Slovin formula with a margin of error of 10%. The sampling technique used was purposive sampling, with the criteria being employees who had worked for at least one year.

Data collection technique

The data collection technique used in this study was primary data obtained directly through the distribution of questionnaires using Google Forms. Google Forms was chosen because it is more practical, easily accessible to respondents, and simplifies the data collection and processing process. The research instrument used a five-point Likert scale to measure respondents' level of agreement with each statement in the questionnaire. The Likert scale used consists of:

1. Strongly Disagree (STS) = 1
2. Disagree (TS) = 2
3. Neutral (N) = 3
4. Agree (S) = 4
5. Strongly Agree (SS) = 5

The research questionnaire was systematically compiled based on indicators for each research variable, drawing on theory and previous research. The instrument was designed to ensure each item accurately and precisely described the variables being studied. Before use in the research, the questionnaire was written in simple language that was easily understood by respondents, minimizing errors in answering questions.

In addition to using primary data through questionnaires, this study also utilized secondary data as supporting information. Secondary data was obtained from various sources, such as scientific journals, books, articles, and previous research related to work motivation, work discipline, employee engagement, emotional intelligence, and employee performance. Secondary data was used to strengthen the theoretical foundation and support the discussion of the research findings.

Operational Definition of Variables

The research questionnaire was compiled based on indicators for each variable, referring to previous theories and research, ensuring a clear theoretical basis for the instrument. The dependent variable in this study was employee performance (Y). According to Tri Finta (2021), employee performance is the work results achieved by individuals or groups within an organization based on standards or targets set by the company. Employee performance in this study was measured using seven indicators: work quality, work quantity, punctuality, responsibility, work effectiveness, discipline, and target achievement. These variables were measured using seven statement items structured based on these indicators.

This study uses one dependent variable and four independent variables. The operational explanation of each variable is as follows:



Independent Variables

The first independent variable in this study is work motivation (X1). Work motivation refers to Abraham Maslow's Hierarchy of Needs theory, which explains that individual behavior is influenced by hierarchical needs ranging from physiological needs to self-actualization. In this study, work motivation was measured through five indicators: salary, job security, work relationships, recognition, and self-development. These five indicators were then translated into five statement items used to determine respondents' level of work motivation.

1. Work Motivation (X1)

Work motivation is an internal or external drive that influences a person's behavior at work to achieve specific goals. In this study, work motivation refers to Abraham Maslow's Hierarchy of Needs theory, which explains that human needs are arranged in stages, starting from physiological needs, safety needs, social needs, esteem needs, and self-actualization needs. Maslow's theory is used because it explains how individual needs can influence employee work enthusiasm and behavior.

Work motivation is measured using five main indicators: salary, job security, work relationships, recognition, and self-development. These five indicators are broken down into five items used to determine respondents' level of work motivation.

The second independent variable is work discipline (X2). According to Rivai (2009:599), work discipline is a person's willingness and awareness to comply with all applicable regulations and norms in the work environment. This study uses work discipline indicators according to Astutik (2016:145), namely attendance, compliance with work obligations and regulations, compliance with work standards, and a high level of alertness. The work discipline variable is measured using four statement items arranged based on these indicators.

2. Work Discipline (X2)

Work discipline is an individual's willingness and awareness to comply with all applicable regulations and norms in the workplace. According to Rivai (2009:599), work discipline is a crucial factor in increasing employee effectiveness and productivity. Employees with high levels of work discipline tend to perform their duties effectively, comply with company regulations, and take responsibility for their work.

This study uses work discipline indicators according to Astutik (2016:145), namely attendance, compliance with work obligations and regulations, adherence to work standards, and a high level of vigilance. The work discipline variable is measured using four statement items compiled based on these indicators.

The third independent variable is employee engagement (X3). According to Soane et al. (2012), employee engagement is the level of emotional, social, and intellectual involvement of employees in their work and the organization where they work. Employee engagement is a crucial factor in increasing employee loyalty, productivity, and performance. In this study, employee engagement was measured through three main indicators: intellectual engagement, social



engagement, and affective engagement. These three indicators are described in six statement items used to determine the level of employee involvement in their work.

3. Employee Engagement (X3)

Employee engagement is the level of emotional, social, and intellectual involvement of employees in their work and the organization they work for. According to Soane et al. (2012), employee engagement indicates the extent to which employees feel connected, committed, and actively participate in their work. Employees with high engagement tend to be more loyal, productive, and have high work morale.

In this study, employee engagement was measured using three main indicators: intellectual engagement, social engagement, and affective engagement. These three indicators were broken down into six statement items used to determine the level of employee involvement in their work and the company.

The fourth independent variable is emotional intelligence (X4). According to Wang & Law (2022), emotional intelligence is an individual's ability to understand, manage, and control their own and others' emotions in the work environment. Furthermore, this study also refers to the theory of Contreras-Pacheco et al. (2019), which explains that emotional intelligence is related to the ability to recognize emotions, manage emotions, understand the emotions of others, control emotions in work situations, and use emotions to support decision-making. The emotional intelligence variable is measured using six statement items arranged based on these indicators.

4. Emotional Intelligence (X4)

Emotional intelligence is an individual's ability to understand, manage, and control their own and others' emotions in the workplace. According to Wang & Law (2022), emotional intelligence is a crucial factor influencing how individuals interact, make decisions, and cope with work pressure within organizations.

Furthermore, this study also refers to the theory of Contreras-Pacheco et al. (2019), which explains that emotional intelligence encompasses the ability to recognize one's own emotions, manage them, understand the emotions of others, control emotions in work situations, and use emotions to support decision-making. Emotional intelligence was measured using six items structured around these indicators.

Dependent Variable

Employee Performance (Y)

Employee performance is the work results achieved by individuals or groups within an organization based on the standards and targets set by the company. According to Tri Finta (2021), performance reflects the extent to which an individual is able to carry out their duties and responsibilities effectively and efficiently.

In this study, employee performance variables were measured using seven indicators: work quality, work quantity, punctuality, responsibility, work effectiveness, discipline, and target



achievement. These seven indicators were used to determine the level of employee performance within the company.

The total number of questionnaire items in this study consisted of 29 statements, with seven items for employee performance variables, five items for work motivation variables, four items for work discipline variables, six items for employee engagement variables, and six items for emotional intelligence variables. All statements were arranged systematically to be easily understood by respondents and able to reflect the actual conditions.

Research Instrument Grid

The research instrument was developed based on indicators for each research variable. An instrument grid was used to ensure that all research indicators were represented in the questionnaire items.

1. Employee Performance Variable (Y)

The theory used in the employee performance variable refers to Tri Finta (2021). Employee performance is the work results achieved by individuals or groups within an organization based on standards set by the company. The indicators used include:

- 1) Quality of work
- 2) Quantity of work
- 3) Punctuality
- 4) Responsibility
- 5) Work effectiveness
- 6) Discipline
- 7) Target achievement

There are seven statement items used.

2. Work Motivation Variable (X1)

The work motivation variable uses Abraham Maslow's Hierarchy of Needs theory, which explains that human motivation is influenced by hierarchical needs. Work motivation indicators include:

- 1) Wages
- 2) Job security
- 3) Work relationship
- 4) Confession
- 5) Self-development

There are five statement items used.

3. Work Discipline Variable (X2)

The work discipline variable uses Rivai's theory (2009:599) with indicators from Astutik (2016:145). The work discipline indicators consist of:

- 1) Presence
- 2) Compliance with work regulations



- 3) Adherence to work standards
- 4) High level of alertness

There are four statement items used.

4. Employee Engagement Variable (X3)

The employee engagement variable uses the theory of Soane et al. (2012). Employee engagement indicators consist of:

- 1) Intellectual Engagement
- 2) Social Engagement
- 3) Affective Engagement

There are six statement items used.

5. Emotional Intelligence Variable (X4)

The emotional intelligence variable uses the theories of Wang & Law (2022) and Contreras-Pacheco et al. (2019). The emotional intelligence indicators consist of:

- 1) The ability to recognize one's own emotions
- 2) Ability to manage one's emotions
- 3) The ability to understand other people's emotions
- 4) Ability to control emotions in work situations
- 5) The ability to use emotions to support decision making

There are six statement items used.

Data Analysis Techniques

The data analysis technique in this study uses the assistance of IBM SPSS Statistics 30 software. Data analysis was carried out through validity tests, reliability tests, multiple linear regression analysis, t-tests, F-tests, and coefficients of determination (R^2). Validity tests were carried out to determine the accuracy of the research instrument in measuring research variables, while reliability tests were carried out using Cronbach's Alpha with the provision of a value greater than 0.70 so that the research instrument is declared reliable and suitable for use in research.

DISCUSSION

1. Validity Test

Validity indicates the extent to which a measuring instrument is able to measure what is being measured. For example, when a researcher will measure employee performance, the statements contained in the questionnaire are related to employee performance. In descriptive or explanatory research involving variables or concepts that cannot be measured directly, the measuring instrument must be valid so that the research results can be trusted (Duli, 2019, p. 104). The calculation results are compared with the r table at a significance level of 5% ($\alpha = 0.05$) for 30 respondents, where the degrees of freedom ($df = n - 2 = 30 - 2 = 28$), so the r table value is 0.361. If the SPSS output shows a significance value <0.05 or a calculated r correlation value >0.361 , then the statement can be declared valid. Conversely, if the significance value obtained is >0.05 or the calculated r <0.361 , then the statement is invalid.



Table 1. Results of the Validity Test of the Work Motivation Variable (X1)

Indicator	R Count	R Table	Significance	Note:
X1.1	0.630	0.361	0,000	Valid
X1.2	0.837	0.361	0,000	Valid
X1.3	0.742	0.361	0,000	Valid
X1.4	0.705	0.361	0,000	Valid
X1.5	0.691	0.361	0,000	Valid

Source: Primary data processed with SPSS (2025)

Based on the results of the validity test on variable X1, it is known that all statement items (X1.1 to X1.5) have a calculated r value greater than the r table of 0.361. The calculated r value ranges from 0.630 to 0.837 with a significance value of $0.000 < 0.05$. Thus, all statement items in variable X1 are declared valid and suitable for use in research.

Table 2. Results of the Validity Test of the Work Discipline Variable (X2)

Indicator	R Count	R Table	Significance	Note:
X2.1	0.899	0.361	0,000	Valid
X2.2	0.943	0.361	0,000	Valid
X2.3	0.952	0.361	0,000	Valid
X2.4	0.839	0.361	0,000	Valid

Source: Primary data processed with SPSS (2025)

Based on the results of the validity test on variable X2, it is known that all statement items (X2.1 to X2.4) have a calculated r value greater than the r table of 0.361. The calculated r value is in the range of 0.839 to 0.952 and all items have a significance value of $0.000 < 0.05$. This indicates that all items in variable X2 are declared valid so they can be used as a research measuring tool.

Table 3. Results of the Validity Test of the Employee Engagement Variable (X3)

Indicator	R Count	R Table	Significance	Note:
X3.1	0.789	0.361	0,000	Valid
X3.2	0.874	0.361	0,000	Valid
X3.3	0,846	0,361	0,000	Valid
X3.4	0,699	0,361	0,000	Valid
X3.5	0,811	0,361	0,000	Valid
X3.6	0,831	0,361	0,000	Valid
X3.7	0,838	0,361	0,000	Valid

Sumber: Data primer diolah dengan SPSS (2025)

Based on the results of the validity test on variable X3, it is known that all statement items (X3.1 to X3.7) have a calculated r value greater than the r table of 0.361. The calculated r value ranges from 0.699 to 0.874 with a significance value of $0.000 < 0.05$. Therefore, all statement items in variable X3 are declared valid and able to measure the research variables well .

Table 4. Results of the Validity Test of the Emotional Intelligence Variable (X4)

Indicator	R Count	R Table	Significance	Note:
X4.1	0.906	0.361	0,000	Valid
X4.2	0.888	0.361	0,000	Valid
X4.3	0.880	0.361	0,000	Valid
X4.4	0.808	0.361	0,000	Valid
X4.5	0.667	0.361	0,000	Valid

Source: Primary data processed with SPSS (2025)

Based on the results of the validity test on variable X4, it is known that all statement items (X4.1 to X4.5) have a calculated r value greater than the r table of 0.361. The calculated r value is in the range of 0.667 to 0.906 and all items show a significance value of $0.000 < 0.05$. Thus, all items in variable X4 are declared valid and suitable for use in research.

Table 5. Results of the Validity Test of the Employee Performance Variable (Y)

Indikator					Signifikansi				
R Count		R Table		Note:					
Y.1		0.484		0.361		0.000 Valid			
Y.2		0.800		0.361		0.000 Valid			
Y.3		0.798		0.361		0.000 Valid			
Indicator	R Count		R Table		Significance		Note:		
Y.4	0.642		0.361		0,000		Valid		
Y.5	0.844		0.361		0,000		Valid		
Y.6	0.820		0.361		0,000		Valid		
Y.7	0.721		0.361		0,000		Valid		

Source: Primary data processed with SPSS (2025)

2. Reliability Test

Reliability is a test tool to determine the extent to which measurement results remain consistent when measurements are taken twice or more against the same symptoms using the same measuring instrument. The level of reliability of a research construct/variable can be seen from the results of the Cronbach Alpha statistic (α). A variable is said to be reliable if it produces a Cronbach alpha result > 0.60 . The closer the alpha value is to 1, the more reliable the data reliability value. In this



study, reliability testing was carried out with the help of the IBM SPSS Statistics 30 program, and the reliability results for each variable are presented in the following table.

Table 6. Reliability Test Results.

Variables	Cronbach's Alpha	Cronbach's Alpha Standard	Note:
Y	0.837	0.60	Reliable
X1	0.794	0.60	Reliable
X2	0.929	0.60	Reliable
X3	0.914	0.60	Reliable
X4	0.880	0.60	Reliable

Source: Primary data processed with SPSS (2025)

Based on the results of the reliability test using Cronbach's Alpha, all variables in this study were declared reliable because they had alpha values greater than the minimum standard of 0.60. Variable X1 obtained a value of 0.794, variable X2 was 0.929, variable X3 was 0.914, and variable X4 was 0.880, indicating a good to very high level of internal consistency. Meanwhile, variable Y had a Cronbach's Alpha value of 0.837, which was also above the minimum limit and included in the reliable category. Thus, all research instruments were declared to have a good level of reliability and were suitable for further analysis.

3. Normality Test

Testing was conducted using the Histogram, P-Plot, and One-Sample Kolmogorov-Smirnov (KS) tests. The decision-making criteria in the Kolmogorov-Smirnov test are that if the significance value (Asymp. Sig.) is greater than 0.05, the data is declared normally distributed, whereas if the significance value is less than 0.05, the data is not normally distributed. This normality test is important as one of the requirements in parametric statistical analysis, such as linear regression, so that the analysis results obtained are reliable and valid. The results of the normality test are as follows:

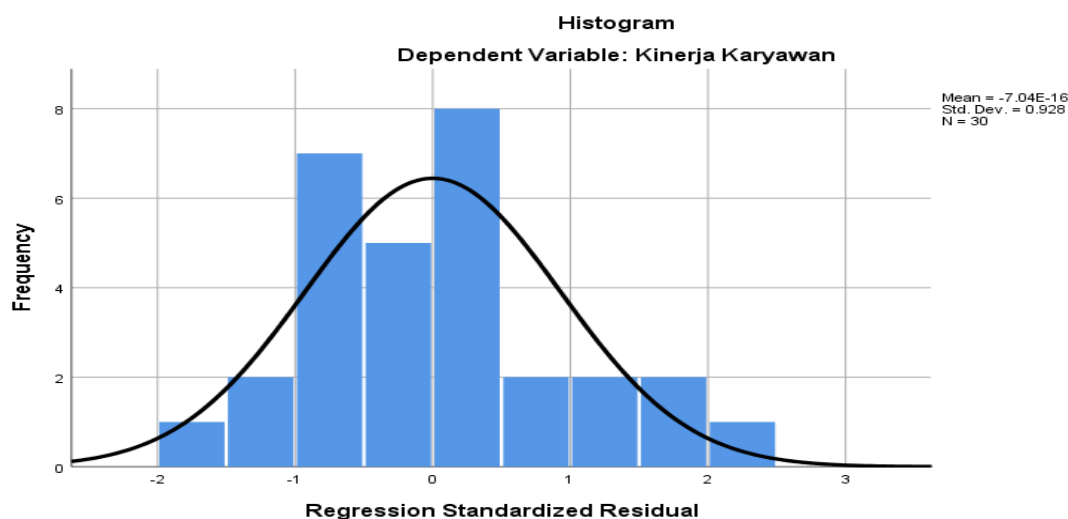


Figure 1. Histogram

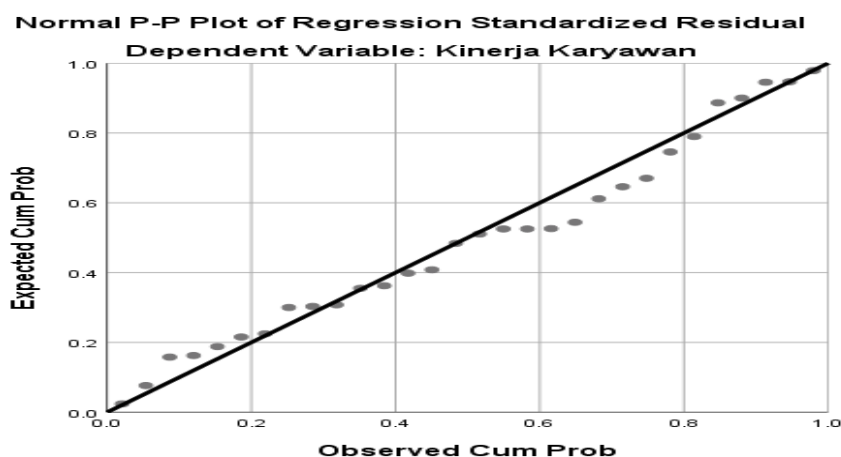


Figure 2. Histogram

Table 7. Results of the One-Sample Kolmogorov-Smirnov Test for Normality

Information	Mark
N	30
Mean (Unstandardized Residual)	0.0000000
Standard Deviation	1.42614381
Test Statistics	0.119
Asymp. Sig. (2-tailed)	0.200

Source: Primary data processed with SPSS (2025)

Based on the results of the normality test using the Kolmogorov-Smirnov method, it is known that the Asymp. Sig. (2-tailed) value is 0.200, which means it is greater than the significance level

of 0.05. This result is also supported by the Histogram graph which shows a bell-shaped curve and the Normal PP Plot graph where the data points follow the diagonal line. Thus, it can be concluded that the data in this study is normally distributed.

4. Multicollinearity Test

According to Widarjono in (Duli, 2019, p. 120), the multicollinearity test aims to determine whether there is a high correlation between the independent variables in a multiple linear regression model. Widarjono explains that if there is a high correlation between the independent variables, the relationship between the independent variables and the dependent variable will be disrupted.

Multicollinearity testing in this study was conducted by examining the Variance Inflation Factor (VIF) and Tolerance values. Looking at the tolerance value:

- If the tolerance value > 0.10 , it means that there is no multicollinearity in the data being tested.
- If the tolerance value is < 0.10 , it means that multicollinearity occurs in the data being tested.
- Viewing the Variance Inflation Factor (VIF) value
- If the VIF value is < 10.00 , it means that there is no multicollinearity in the data being tested.
- If the VIF value > 10.00 , it means that there is no multicollinearity in the data being tested.

Table 8. Multicollinearity Test Results

Variables	Tolerance	VIF	Note:
Work Motivation (X1)	0.619	1,614	There is no multicollinearity
Work Discipline (X2)	0.365	2,738	There is no multicollinearity
Employee Engagement (X3)	0.189	5,290	There is no multicollinearity
Emotional Intelligence (X4)	0.361	2,766	There is no multicollinearity

Source: Primary data processed with SPSS (2025)

Based on the results of the multicollinearity test in the Coefficients table, it can be seen that all independent variables have a Tolerance value > 0.10 and VIF < 10 . The Work Motivation variable (X1) has a tolerance value of 0.619 and a VIF of 1.614, Work Discipline (X2) has a tolerance of 0.365 and a VIF of 2.738, Employee Engagement (X3) has a tolerance of 0.189 and a VIF of 5.290, and Emotional Intelligence (X4) has a tolerance of 0.361 and a VIF of 2.766. These values indicate that there are no symptoms of multicollinearity between the independent variables in the regression model. Thus, it can be concluded that the regression model used is feasible and the independent variables are not highly correlated with each other, so it can be used to analyze the influence on Employee Performance (Y).

5. Heteroscedasticity Test

According to Widarjono in (Duli, 2019, p. 122), the heteroscedasticity test is used to determine whether there is inequality in the variance of residuals from one observation to another. The basis for making decisions in the heteroscedasticity test is as follows:

- If the significance result $\alpha > 0.05$, the conclusion is that there is no heteroscedasticity.
- If the significance value $\alpha < 0.05$, the conclusion is that heteroscedasticity occurs.

Table 9. Results of Heteroscedasticity Test (Glejser Method)

Variables	Significance (Sig.)	Note:
Work Motivation (X1)	0.273	There is no heteroscedasticity
Work Discipline (X2)	0.539	There is no heteroscedasticity
Employee Engagement (X3)	0.847	There is no heteroscedasticity
Emotional Intelligence (X4)	0.872	There is no heteroscedasticity

Source: Primary data processed with SPSS (2025)

Based on the results of the heteroscedasticity test using the Glejser method, it can be seen that all independent variables have a significance value (Sig.) greater than 0.05. The Work Motivation variable (X1) has a Sig. value of 0.273, Work Discipline (X2) of 0.539, Employee Engagement (X3) of 0.847, and Emotional Intelligence (X4) of 0.872. Because all significance values are > 0.05 , it can be concluded that there are no symptoms of heteroscedasticity in the regression model. This means that the residual variance is constant (homoscedasticity), so the regression model used has met the classical assumptions and is suitable for further analysis.

6. Multiple Linear Regression Test

Multiple linear regression analysis in this study was used to determine the extent of the influence of the independent variables, namely (X1), (X2), (X3) and (X4) on the dependent variable, namely (Y), both partially and simultaneously. The results of the multiple linear regression analysis in this study are presented as follows:

Table 10. Multiple Linear Regression Test Results (Model Summary)

Model	R	R Square	Adjusted R Square	Standard Error of the Estimate
1	0.790	0.625	0.590	2,111

Predictors: (Constant), X4, X1, X2, X3. Source: Primary data processed with SPSS (2025)

Based on the results of the multiple linear regression test in the Model Summary table, an R value of 0.790 was obtained, indicating that the relationship between the independent variables (X1, X2, X3, and X4) and the dependent variable (Y) is classified as strong. The R Square value of 0.625 indicates that 62.5% of the variation in the Y variable can be explained by the four independent variables in this multiple linear regression model, while the remaining 37.5% is influenced by other factors outside the study. Furthermore, the Adjusted R Square value of 0.590 indicates that after adjusting for the number of variables and samples, the model's ability to explain



Y is 59%, which means the model is still quite good. The Std. Error of the Estimate value of 2.111 indicates the level of error in predicting the Y variable, where the smaller the value, the better the model. Thus, it can be concluded that the multiple linear regression model used has a fairly strong ability to explain the relationship between the independent variables and the dependent variable.

7. F Test (Simultaneous)

According to Sujarweni (Handayani, 2020), the F test is a test of the significance of the equation used to determine how much the independent variables (X1, X2, X3) affect the dependent variable (Y). The decision-making rules in the F test are as follows:

H0 : Does not meet the eligibility criteria

Ha: Meets the eligibility criteria:

If $f_{count} > f_{table}$, then H0 is rejected and Ha is accepted.

If $f_{count} < f_{table}$, then H0 is accepted and Ha is rejected.

Or H0 is accepted if the significance value (α) > 0.05 or 5%, which means that it does not simultaneously affect the significance of the independent variable and the dependent variable. H0 is rejected if the significance value (α) < 0.05 or 5%, which means that it simultaneously affects the independent variable and the dependent variable. The results of the F test (simultaneous) in this study are as follows:

Table 11. F Test Results (ANOVA)

Model	Sum of Squares	df	Mean Square	F	Sig.
Regression	326,105	4	81,526	18,300	<0.001
Residual	196,018	44	4,455		
Total	522,122	48			

Predictors: (Constant), X4, X1, X2, X3. Dependent Variable: Y. Source: Primary data processed with SPSS (2025)

Based on the results of the F test (simultaneous) in multiple linear regression analysis, the calculated F value was 18.300 with a significance value < 0.001 . Because the significance value is smaller than 0.05, it can be concluded that simultaneously (simultaneously) variables X1, X2, X3, and X4 have a significant effect on variable Y. This means that the four independent variables used in this study as a whole are able to explain the changes that occur in the dependent variable.

Furthermore, the table also shows that the Sum of Squares Regression value of 326.105 is greater than the Residual of 196.018, indicating that the model is able to explain data variation quite well. Thus, the multiple linear regression model used in this study is feasible and can be used for further analysis because the independent variables simultaneously have a significant influence on the dependent variable.

8. T-Test (Partial)

According to Sujarweni (Handayani, 2020), the T-test is a test of individual partial regression coefficients used to determine whether the independent variables individually influence the dependent variable. Criteria:



If $t_{hitung} < t_{tabel}$, then H_0 is accepted and H_a is rejected.

If $t_{hitung} > t_{tabel}$, then H_0 is rejected and H_a is accepted

Or H_0 is accepted if the significance value (α) > 0.05 or 5%, which means the independent variable does not affect the dependent variable. H_0 is rejected if the significance value (α) < 0.05 or 5%, which means the independent variable affects the dependent variable. The results of the T test (Partial) in this study are as follows:

Table 12. Results of the T-Test (Partial)

Model	B	Std. Error	Beta	t	Sig.
(Constant)	8,795	2,587	-	3,400	0.001
X1	0.032	0.123	0.031	0.257	0.798
X2	0.267	0.213	0.202	1,253	0.217
X3	0.491	0.177	0.543	2,781	0.008
X4	0.077	0.138	0.073	0.559	0.579

Dependent Variable: Y. Source: Primary data processed with SPSS (2025)

Based on the results of the t-test (partial) in multiple linear regression, it can be seen that each variable has a different influence on Y. Variable X1 has a significance value of 0.798 which is greater than 0.05, so it has no effect on Y. Variable X2 also has a significance value of 0.217 (> 0.05), so it has no effect on Y. Furthermore, variable X3 has a significance value of 0.008 (< 0.05), which means it has an effect on Y. While variable X4 has a significance value of 0.579 (> 0.05), so it has no effect on Y. So, it can be concluded that of the four variables, only X3 really has an effect on Y, while X1, X2, and X4 have no effect.

9. Determinant Test

According to Sujarweni (Handayani, 2020), the coefficient of determination (R^2) is used to measure the extent of the dependent variable's ability. The coefficient of determination (R^2) value is between zero and one. A small (R^2) value means the independent variables' ability to explain the dependent variable is very limited. If the coefficient of determination is equal to zero, then the independent variable has no effect on the dependent variable. If the coefficient of determination is close to 1, then the independent variable has a perfect effect on the dependent variable. The results of the Determinant test in this study are as follows:

Table 13. Results of the Determination Coefficient Test

Model	R	R Square	Adjusted R Square	Standard Error of the Estimate
1	0.915	0.838	0.812	1,536

Predictors: (Constant), Emotional Intelligence, Work Motivation, Work Discipline, Employee Engagement. Source: Primary data processed with SPSS (2025)

Based on the Model Summary table, the Adjusted R Square (R^2) value was 0.812. This indicates that 81.2% of the variation in the Employee Performance variable (Y) can be explained

by the independent variables consisting of Work Motivation (X1), Work Discipline (X2), Employee Engagement (X3), and Emotional Intelligence (X4). Meanwhile, the remaining 18.8% is explained by other variables outside the research model that were not examined.

CONCLUSION

Based on the results of research on the influence of work motivation, work discipline, employee engagement, and emotional intelligence on employee performance at PT Tomoe Valve Batam, it can be concluded that these four variables play a significant role in improving employee performance. Work discipline, employee engagement, and emotional intelligence have a positive influence on employee performance because they can encourage employees to work more responsibly, feel committed to the company, and be able to manage emotions well in the work environment.

Meanwhile, work motivation is also a factor influencing employee performance, although previous studies have found mixed results. This suggests that companies still need to pay attention to work motivation to continuously improve employee morale and productivity.

Simultaneously, work motivation, work discipline, employee engagement, and emotional intelligence positively influence employee performance. Therefore, companies need to pay attention to these factors to improve the quality of human resources and optimally achieve company goals.

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