



The Influence of Emotional Intelligence and Quality of Work Life on Employee Performance at Platinum Gadget Malang

Ifelda Nengsih¹

Wahyu Mustika Rani²,

Mariana Puspa Dewi³

¹ Sharia Banking, University
Kebangsaan Malaysia,
UKM Bangi Selangor,
43600, Malaysia

² Accountancy, Universitas
Negeri Malang, 65145,
Indonesia

³ Fakultas Ekonomi dan
Bisnis, Institut Teknologi
dan Bisnis Asia Malang,
65113, Indonesia

ABSTRACT

Employee performance is a crucial element for the sustainability of companies, especially in the service sector. This study aims to examine the influence of emotional intelligence and quality of work life on employee performance at Platinum Gadget Malang. A quantitative research method was employed, using a survey approach and a saturated sampling technique that involved all 36 employees as respondents. Data analysis was conducted using multiple linear regression with SPSS version 27. The results indicate that both Emotional Intelligence ($\beta = 0.487$, $p < 0.05$) and Quality of Work Life ($\beta = 0.376$, $p < 0.05$) have a positive and significant effect on employee performance. The coefficient of determination (R^2) is 0.584, which means that 58.4% of performance variation can be explained by these two independent variables. These findings highlight the importance of open communication and a supportive work environment in enhancing performance. The implications of this study are valuable for human resource management, especially in efforts to improve employee welfare and productivity.

Keywords: Emotional Intelligence, Quality of Work Life, Employee Performance, HR Management, Organizational Behavior

*Corresponding Author
E- mail: marianapuspadewi
@gmail.com

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1. INTRODUCTION

In today's competitive and dynamic business environment, employees play a vital role in ensuring the smooth operation and long-term success of a company. Optimal employee performance is a key indicator of organizational success, as it reflects how well human resources meet job targets. According to Mangkunegara (2017), employee performance is measured by the quality and quantity of work produced in line with assigned responsibilities. Therefore, understanding the factors influencing performance is especially important in the service industry.

One such factor is emotional intelligence. Goleman (2007) defines emotional intelligence as the ability to recognize and manage one's own emotions while effectively building social relationships. This includes self-awareness, self-regulation, motivation, empathy, and social skills. In the workplace, individuals with high emotional intelligence are better equipped to handle stress, resolve conflicts, and collaborate with others.

Another critical factor is the quality of work life (QWL). According to Cascio (2010), QWL reflects employees' perceptions of comfort, safety, and opportunities for growth at work.

A supportive work environment, open communication, participatory decision-making, and work-life balance can lead to greater job satisfaction and productivity.

Platinum Gadget Malang, a company specializing in Apple product repairs, faces challenges in maintaining consistent performance among its technicians. Internal data show an average employee absenteeism rate of 4.10% from June to November 2023, above the 3% standard set by Mahrizal (2019), suggesting potential issues with motivation or work conditions.

Interviews with management revealed that the company has implemented several performance improvement initiatives, such as regular training, promotion opportunities, and performance-based incentives. However, emotional aspects and perceptions of the work environment may still be suboptimal in supporting employee performance.

Previous research has demonstrated a significant relationship between emotional intelligence, QWL, and job performance. For example, a study by Reski et al. (2023) found that both variables positively contribute to performance improvement. However, research specifically focused on tech-based service companies like Platinum Gadget is still limited.

This study aims to, (1) analyze the effect of emotional intelligence on employee performance at Platinum Gadget Malang, and (2) examine the impact of quality of work life on employee performance at the same company. Accordingly, the research questions are: Does emotional intelligence significantly affect employee performance? And does quality of work life significantly influence employee performance?

This research is expected to contribute theoretically to the HR management literature, particularly regarding the role of psychological and environmental factors in performance. Practically, it may serve as a reference for strategic HR decision-making within organizations.

In the context of the rapidly evolving service industry, especially in the field of technology repair services, employee performance is not only determined by technical skills but also by interpersonal competence and emotional resilience. As customers often demand high responsiveness and accuracy, employees must be able to remain calm under pressure and communicate effectively. Emotional intelligence and quality of work life become particularly relevant in ensuring service excellence, reducing turnover, and maintaining employee satisfaction in a highly demanding environment such as Platinum Gadget Malang.

Moreover, organizations today are increasingly recognizing the importance of human-centered management practices. As such, this study is also positioned within the broader discourse on sustainable human resource development, where employee well-being and emotional engagement are seen as long-term investments rather than short-term costs. By exploring the combined effects of emotional intelligence and QWL on performance, this research seeks to provide empirical evidence that supports a more holistic approach to workforce management—one that aligns individual psychological needs with organizational goals.

2. LITERATURE REVIEW

Emotional Intelligence

Emotional intelligence refers to a person's capacity to recognize, understand, and manage their own emotions while building effective social interactions. According to Goleman (2007), it comprises five key components: self-awareness, emotional regulation, self-motivation, empathy, and social skills. Individuals with high emotional intelligence are generally more adept at handling workplace pressure, resolving conflicts, and collaborating within teams.

Studies have shown that emotional intelligence positively affects job performance. For example, research by Reski et al. (2023) found that emotional intelligence significantly improved nurse performance at Antam Pomalaa Hospital. Similarly, Siregar et al. (2022) observed that civil servants who managed their emotions well performed more effectively at the Department of Public Works in Central Tapanuli. Thus, emotional intelligence is considered a vital competency for enhancing work effectiveness.

Quality of Work Life (QWL)

QWL represents employees' perceptions of comfort, safety, and developmental opportunities within the workplace. Cascio (2010) defines QWL as a combination of physical, psychological, and social aspects that support well-being and productivity. Common indicators include participation in decision-making, fair compensation, job security, effective communication, and career growth.

Hernita (2022) found that QWL significantly boosts performance among employees of PT. BPR Majalengka Jabar. Similarly, Milzam et al. (2022) emphasized the importance of workplace safety, coworker relationships, and work-life balance in enhancing public sector employee performance. Therefore, building a healthy and supportive work environment is a strategic move in human resource management.

Employee Performance

Employee performance is the outcome achieved by individuals in fulfilling their assigned responsibilities. Mangkunegara (2017) states that performance can be measured by two dimensions: quality and quantity of work. High performance indicates efficiency and effectiveness in reaching organizational goals. Factors influencing performance include motivation, ability, working conditions, and psychological aspects such as emotional intelligence and QWL (Robbins & Judge, 2015b).

In service-oriented companies like Platinum Gadget Malang, technician performance directly affects customer satisfaction and the company's reputation. Understanding both internal and external performance influencers is crucial to maintaining productivity and consistency.

Several previous studies confirm the positive impact of emotional intelligence and QWL on employee performance. For example, Reski et al. (2023) reported significant effects of both variables on job performance. Siregar et al. (2022) also emphasized their importance

in supporting the success of public employees. Based on these theories and prior research, the study proposes the following hypotheses:

H1: Emotional Intelligence has a positive effect on employee performance at Platinum Gadget Malang.

H2: Quality of Work Life has a positive effect on employee performance at Platinum Gadget Malang.

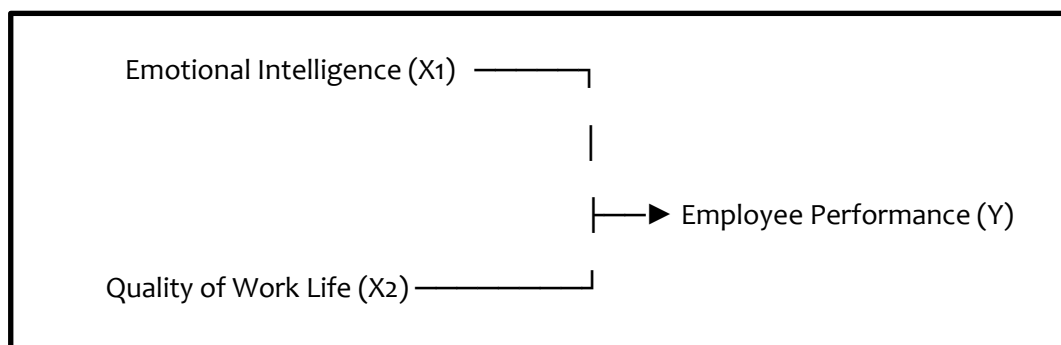


Figure 1. Research Hypothesis Framework

3. METHODOLOGY

This study employs a quantitative associative approach to examine the relationship between the independent variables (Emotional Intelligence and QWL) and the dependent variable (Employee Performance). The research was conducted at Platinum Gadget Malang, a service company that specializes in repairing Apple products, particularly iPhones.

The entire population of 36 employees was included using a saturated sampling technique, ensuring that every employee was part of the sample to gain comprehensive and representative data.

Data collection was done via a questionnaire, based on theoretical indicators for each variable. Emotional Intelligence was measured using Goleman's five dimensions: self-awareness, self-regulation, motivation, empathy, and social skills. QWL was assessed through indicators from Cascio (2010), including work environment, compensation, participation, and career development. Employee Performance was measured using Mangkunegara's indicators: work quality, quantity, timeliness, and cooperation.

Responses were scored using a five-point Likert scale (1 = strongly disagree to 5 = strongly agree). Prior to analysis, the instruments were tested for validity ($r > 0.3$) and reliability (Cronbach's Alpha > 0.7) using SPSS version 27.

Data analysis was conducted using multiple linear regression, preceded by classical assumption tests (normality, multicollinearity, heteroscedasticity). The model was then tested for coefficient of determination (R^2), and both t-tests (partial effect) and F-tests (simultaneous effect) were applied.

4. RESULTS

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This study involved a total of 36 permanent employees at Platinum Gadget Malang, selected through a saturated sampling technique to ensure complete representation of the workforce. The research was designed to evaluate the effects of Emotional Intelligence and Quality of Work Life (QWL) on Employee Performance, using both descriptive and inferential statistical analyses.

The descriptive statistics revealed several important demographic characteristics of the respondents. The majority of employees were male, with an age range predominantly between 21 and 30 years, which aligns with what Robbins and Judge (2015) categorize as a productive working age group. Individuals in this range typically possess high physical energy, adaptability to learning, and motivation for career advancement. Most of the participants had completed senior high school or vocational education, and a significant portion were married and had dependents. This combination of demographic traits points to a workforce that is likely concerned with financial security, work stability, and long-term career development, making QWL a particularly relevant factor for this group.

The data further showed that respondents demonstrated high levels of Emotional Intelligence, particularly in key areas such as self-regulation, empathy, and emotional self-awareness. Many employees reported being able to manage stress effectively, maintain composure in challenging service situations, and respond empathetically to customer complaints. These patterns reflect the core of Goleman's Emotional Intelligence model (2007) and support the theoretical assertion that emotionally intelligent employees tend to perform better due to their ability to adapt, manage relationships, and navigate workplace challenges constructively.

In terms of Quality of Work Life, most respondents perceived their work environment positively. Feedback indicated that communication among colleagues was generally open, and management demonstrated commitment to employee development through training, feedback, and compensation practices. However, the study also uncovered areas needing improvement, such as employee participation in decision-making processes and the availability of mechanisms for conflict resolution. These gaps suggest that while the foundational aspects of QWL are present, more participative and transparent managerial practices could further enhance employee satisfaction and engagement. This interpretation aligns closely with Cascio's (2010) assertion that employees' positive perceptions of their work environment contribute to higher job satisfaction, stronger commitment, and better performance outcomes.

For the inferential analysis, a multiple linear regression model was used to evaluate the simultaneous effects of the independent variables, Emotional Intelligence (X_1) and Quality of Work Life (X_2), on the dependent variable, Employee Performance (Y). The regression model produced the following equation:

$$Y = 9,330 + 0,381X_1 + 0,261X_2$$

This equation indicates that both independent variables contribute positively to employee performance. Specifically, a one-unit increase in Emotional Intelligence leads to an estimated increase of 0.381 units in performance, while a one-unit increase in QWL leads to a 0.261 unit increase, assuming other variables remain constant.

The coefficient of determination (R^2) was calculated at 0.623, suggesting that 62.3% of the variation in employee performance could be explained collectively by Emotional Intelligence and QWL. This is considered a strong explanatory value in social science research, indicating a solid model fit. The remaining 37.7% may be attributed to other external or internal variables not covered in this study, such as leadership style, organizational culture, or individual motivation.

The t-tests for both independent variables yielded significant results, $p = 0.000$ for Emotional Intelligence and $p = 0.001$ for QWL, both well below the significance threshold of 0.05. This confirms that each variable individually has a statistically significant effect on employee performance. Furthermore, the F-test returned a p-value of 0.000, indicating that the two variables jointly influence employee performance significantly when considered together in the regression model.

Overall, the findings underscore the strategic importance of nurturing both emotional intelligence and a high-quality work environment in service-based organizations, particularly those operating in the technology repair industry, where employee interaction with clients is frequent and emotionally demanding. Encouraging the development of empathy, stress tolerance, and emotional awareness, while also improving workplace communication, career development pathways, and participatory management, are key strategies to elevate employee performance and, by extension, organizational outcomes. These insights provide a valuable evidence base for HR managers and organizational leaders seeking to implement performance-enhancing interventions in small to medium-sized enterprises.

5. DISCUSSION

The findings of this study strongly support the hypothesis that Emotional Intelligence and Quality of Work Life significantly influence employee performance at Platinum Gadget Malang. These results are consistent with existing theoretical frameworks and empirical research (e.g., Reski et al., 2023; Siregar et al., 2022), underscoring the importance of psychological competencies and supportive work environments in enhancing organizational effectiveness. The integration of these variables into the performance management discourse highlights a shift from purely task-oriented performance assessments to a more holistic view that includes behavioral and perceptual dimensions.

Emotional Intelligence, as demonstrated in this study, plays a pivotal role in determining how employees respond to workplace demands, particularly in high-pressure environments like technology repair services. Technicians frequently encounter tight deadlines, dissatisfied customers, and complex technical challenges. Employees with high emotional intelligence are better able to maintain emotional balance, remain focused under stress, and foster positive interpersonal interactions. Goleman (2007) emphasizes that such competencies not only enhance individual performance but also contribute to a more cohesive and resilient organizational culture. Within this context, emotional intelligence becomes a strategic asset, especially in service industries that rely heavily on client satisfaction and repeat business.

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Similarly, a high-quality work life (QWL) acts as a foundation for sustained employee engagement and productivity. As Cascio (2010) notes, employees' perceptions of fairness, safety, communication openness, and developmental opportunities strongly influence their motivation and loyalty. When workers feel valued and supported, through fair compensation, participative decision-making, and structured career paths, they are more likely to commit to the organization and exceed performance expectations. The results of this study confirm that even in smaller companies such as Platinum Gadget, investing in QWL improvements can yield meaningful performance outcomes and reduce workplace issues like absenteeism, disengagement, or turnover.

From a practical standpoint, these findings provide a clear direction for human resource strategy. Management should prioritize emotional intelligence development through structured programs such as emotional regulation workshops, empathy training, and leadership coaching rooted in emotional awareness. Additionally, creating mechanisms for more inclusive decision-making, improving feedback systems, and reinforcing two-way communication can enhance employees' perceptions of organizational justice and belonging. Cultivating a healthy work culture that balances task demands with emotional well-being is particularly critical in service-based sectors, where employee experience directly affects customer experience.

Despite the positive implications, this study is not without its limitations. It was conducted within a single organization and involved a relatively small sample size of 36 employees. While the use of saturated sampling ensured internal validity, the limited scope reduces the generalizability of the findings to other industries or larger-scale companies. Moreover, the research focused solely on two independent variables, emotional intelligence and quality of work life, without incorporating other potential determinants of performance, such as leadership effectiveness, organizational commitment, job satisfaction, or workplace stress.

To address these limitations, future studies should consider a multi-organizational approach involving service firms of varying sizes and sectors to enhance the external validity of the findings. Expanding the variable set to include moderating and mediating factors like leadership styles, organizational culture, psychological safety, and work engagement would offer a more nuanced understanding of what drives employee performance. Longitudinal studies may also be valuable to observe how emotional intelligence and QWL interventions impact performance over time, rather than relying solely on cross-sectional data.

Ultimately, this research affirms the strategic importance of addressing both emotional and environmental aspects of work in performance management. By recognizing employees as complex individuals with emotional and psychological needs, organizations like Platinum Gadget can foster not only improved performance outcomes but also a more resilient and satisfied workforce. This dual focus on heart and habit, emotion and environment, will be essential for organizations seeking long-term success in competitive service markets.

6. CONCLUSION

This study concludes that both Emotional Intelligence and Quality of Work Life significantly affect employee performance at Platinum Gadget Malang. Emotional Intelligence fosters productive work behavior through self-awareness, emotional regulation, empathy, and interpersonal skills. Meanwhile, QWL contributes to a safe, satisfying, and growth-oriented work environment.

The results imply that performance enhancement depends not only on technical expertise but also on employees' emotional competencies and their perception of work quality. Therefore, organizations must design policies that support emotional balance and promote a fair, inclusive, and participatory work culture.

Aside from practical HR management contributions, this study also supports existing theories on the importance of emotional and environmental factors in performance. However, limitations in scope and sample size suggest that future research should explore additional variables and contexts to gain deeper insights.

Sustainable strategies focusing on emotional intelligence and work life quality are essential for achieving optimal performance, employee loyalty, and overall well-being in service companies like Platinum Gadget Malang.

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