
The Impact of Emotional Intelligence, Professionalism, and Compensation on Work Productivity (Study at A Manufacturing Company in Pasuruan)

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ABSTRACT

This study aims to explore the effects of emotional intelligence and professionalism on employee productivity at a manufacturing company in Pasuruan, while also assessing the role of compensation in enhancing productivity. It examines how emotional intelligence, professionalism, and compensation concurrently influence employee productivity. The research population comprises all employees working at the company, totaling 85 individuals. A saturation sampling method is employed, resulting in a sample size of 85 respondents. The study utilizes a quantitative descriptive methodology for data collection and analysis.

The findings reveal that emotional intelligence, professionalism, and compensation each have a positive and significant impact on employee productivity. Moreover, these three variables collectively contribute to enhancing work productivity among employees. The implications of this research are significant for management and human resource practices. Understanding that emotional intelligence plays a crucial role highlights the need for organizations to promote emotional skills among employees. This could be achieved through training programs that enhance emotional competencies, enabling employees to work better in teams, handle stress effectively, and improve their interactions with colleagues and clients.

Additionally, the positive influence of professionalism emphasizes the importance of fostering a professional work culture within the organization. Management should focus on creating an environment that values accountability, ethical behavior, and continuous improvement.

Furthermore, the significant effect of compensation reinforces the necessity for competitive remuneration packages that recognize and reward employee contributions. By addressing these aspects—emotional intelligence, professionalism, and compensation—organizations can create a more motivated workforce that drives higher productivity and achieves company goals. Overall, these findings provide valuable insights for enhancing human resource strategies and improving overall organizational performance in the competitive manufacturing sector.

Keywords: Com Emotional Intelligence, Professionalism, Compensation, Productivity

INTRODUCTION

In modern society, the imperatives of economic expansion and international rivalry require corporate success. There is a growing demand for a bright, imaginative, and adaptable workforce to secure a competitive advantage. Adaptive human resource management is crucial for success in a global marketplace. Technological advancements in human resources are essential for fostering corporate growth in the age of Society 5.0. Human resource management emphasizes employee involvement, dedication, and the development of exceptional talent. Enhancing labor productivity and sustaining global competitiveness necessitates the development of exceptional human resources. Human resources influence the efficacy of human-machine systems in businesses. Human Resource Management is responsible for achieving social, ethical, and environmental goals. Talent is essential for a company's success, necessitating a systematic approach to talent management.

In Indonesia, consumer buying habits are transitioning from traditional to modern retail as individuals increasingly prioritize convenience and practicality in their purchasing experiences. Sembiring et al., (2020) assert that traditional retail generally comprises small shops such as grocery stores, street sellers, and stalls in conventional markets.

Productivity is a success metric for individuals, teams, or organizations, evaluated by the degree or improvement of anticipated outcomes. Critical determinants of productivity encompass knowledge, skills, competencies, work attitudes, and behaviors. Constructive

work attitudes, including collaboration and a readiness to assume extra duties, markedly improve productivity. Collaborative attitudes are essential for attaining organizational objectives and enhancing production efficiency. According to Sanchez-Gomez & Bresó, (2020), knowledge, skills, competencies, attitudes, and behaviors are essential to productivity. Jena, (2022) further underscores that work attitudes, such as collaboration and the willingness to assume additional duties, considerably enhance productivity. Findings by Dian Septianti & Nyayu Khairani Putri (2023) indicate that emotional intelligence, organizational atmosphere, and career development substantially improve employee productivity. The findings align with Fransiska (2019) research, demonstrating a substantial correlation between emotional intelligence and staff productivity. In contrast, research conducted by Cahya et al., (2019) indicates that emotional intelligence does not substantially impact employee productivity.

The productivity of at one of the manufacturing companies in pasuruan is contingent upon market demand; it escalates with high demand and diminishes with low demand. Nonetheless, additional factors, such as the season, can affect output. Sales typically diminish during the rainy season due to decreased market demand, impacting productivity. Conversely, during the arid season, sales climb because of heightened market demand.

Table 1. Product Data at One of The Manufacturing Companies In Pasuruan

Month	Number of Production Employees	Production Amount (Month)
January	30	575.000 paperboard
February	30	575.000 paperboard
March	30	690.000 paperboard
April	30	735.000 paperboard
May	30	805.000 paperboard
June	30	840.000 paperboard
July	30	880.000 paperboard
August	30	910.000 paperboard
September	30	920.000 paperboard
Oktober	30	875.000 paperboard
November	30	800.000 paperboard
December	30	770.000 paperboard

Table 1 reveals that employee productivity in the production department exhibited minimal fluctuations in 2023, influenced by seasonal variations and monthly attendance

discrepancies. Failure to solve the productivity difficulties faced in 2023 may decrease staff productivity in 2024, akin to the prior year. Increased productivity enhances emotional intelligence and boosts employee motivation, prompting people to strive for their personal and professional objectives. Professionally, productive individuals are generally more engaged in their work and business, demonstrating initiative, motivation, and a robust sense of responsibility, thereby improving their professional image. The recruitment and selection process, in conjunction with emotional intelligence, is essential for obtaining human resources that meet the company's requirements. Monthly bonuses are rewarded for commendable performance. However, they are exclusively awarded to employees absent without authorization, lacking legitimate justifications, ill, or taking a complete month off.

This study seeks to evaluate the influence of emotional intelligence, professionalism, and salary on employee productivity at one of the manufacturing companies in Pasuruan and explore the concurrent effects of these three variables on productivity in the same organization.

METHOD

This research employs a quantitative methodology utilizing an explanatory survey approach. The researcher employs a saturation sampling strategy, encompassing all employees of a manufacturing company in Pasuruan, resulting in 85 participants. Questionnaires are disseminated to every employee inside the firm to gather the requisite data for this study.

The collected data is examined using quantitative techniques, particularly multiple regression analysis. This analytical method allows the researcher to examine the correlations among different elements that affect employee performance. The analysis and testing procedures utilize SPSS 26 software, facilitating a comprehensive data evaluation and ensuring precise interpretation of the results.

This study utilizes research approaches to provide insights into the elements influencing employee satisfaction and productivity within the manufacturing company. The projected outcomes aim to elucidate the interactions of various factors within the workplace, assisting

management in formulating initiatives that enhance the overall work environment and promote employee engagement.

RESULT AND DISCUSSION

This study has 85 employees from a manufacturing firm in Pasuruan who act as responders.

The participants are classified according to age, length of work, and educational attainment.

Table 2. Respondent Characteristics

Characteristics	Frequency	Percentage
Age		
17 - 25 Year	52	61,2%
26 - 45 Year	33	38,8%
46 - 65 Year	0	0%
Education		
Junior High School	7	8,2%
High School/Equivalent	56	65,9%
D3/Equivalent	2	2,4%
S1/Equivalent	20	23,5%
Working Frequency		
≤ 1 year	13	15,3%
1 – 3 year	52	61,2%
4 – 6 year	16	18,8%
≥ 6 year	4	4,7%

An analysis of responder characteristics provides valuable insights into the workforce of the manufacturing organization.

The age distribution reveals that a significant proportion of responders (61.2%) are within the 17-25 age bracket, indicating a primarily youthful workforce. This youthful generation may contribute fresh ideas and enhanced adaptability to the organization. Currently, 38.8% of responses fall within the age range of 26 to 45, and there are no employees aged 46 to 65, indicating a potential deficiency of experienced professionals inside the organization.

A significant portion of the respondents (65.9%) has attained a high school diploma or an equal educational level, but only 23.5% hold a bachelor's degree or equivalent. This indicates that while some personnel possess higher educational qualifications, most may need more advanced credentials, potentially constraining their capacity to assume specific roles and responsibilities within the firm.

The data indicates that most respondents (61.2%) had been employed by the organization for 1-3 years, suggesting a relatively stable workforce with a degree of expertise. Nevertheless, 4.7% have worked for over six years, indicating possible avenues for enhancing employee retention or fostering career advancement for long-term staff.

This examination of employee characteristics offers essential insights that can assist management in formulating training, professional development, and workforce planning strategies inside the manufacturing organization.

Instrument Test

Validity Test and Reliability Test

Table 3. Results of Validity Test and Reliability Test

Variables	Item	R Count	R Table	Information
Emotional Intelligence (<i>X1</i>)	X1.1	0,523	0,210	valid
	X1.2	0,585	0,210	valid
	X1.3	0,586	0,210	valid
	X1.4	0,643	0,210	valid
	X1.5	0,530	0,210	valid
	X1.6	0,641	0,210	valid
	X1.7	0,526	0,210	valid
	X1.8	0,672	0,210	valid
	X1.9	0,659	0,210	valid
	X1.10	0,484	0,210	valid
	X1.11	0,591	0,210	valid
	X1.12	0,561	0,210	valid
	X1.13	0,486	0,210	valid
	X1.14	0,648	0,210	valid
	X1.15	0,542	0,210	valid
	X1.16	0,583	0,210	valid
	X1.17	0,461	0,210	valid
	X1.18	0,569	0,210	valid
	X1.19	0,533	0,210	valid
	X1.20	0,563	0,210	valid
	X1.21	0,573	0,210	valid

	X1.22	0,590	0,210	valid
	X1.23	0,535	0,210	valid
	X1.24	0,656	0,210	valid
	X1.25	0,596	0,210	valid
	X1.26	0,560	0,210	valid
Professionalism (X2)	X2.1	0,699	0,210	valid
	X2.2	0,651	0,210	valid
	X2.3	0,608	0,210	valid
	X2.4	0,722	0,210	valid
	X2.5	0,693	0,210	valid
	X2.6	0,760	0,210	valid
	X2.7	0,706	0,2100	valid
	X2.8	0,678	0,210	valid
	X2.9	0,690	0,210	valid
	X2.10	0,669	0,210	valid
	X2.11	0,701	0,210	valid
Compensation (X3)	X3.1	0,650	0,210	valid
	X3.2	0,521	0,210	valid
	X3.3	0,652	0,210	valid
	X3.4	0,687	0,210	valid
	X3.5	0,669	0,210	valid
	X3.6	0,694	0,210	valid
	X3.7	0,537	0,210	valid
	X3.8	0,675	0,210	valid
	X3.9	0,708	0,210	valid
Work Productivity (Y)	Y.1	0,725	0,210	valid
	Y.2	0,650	0,210	valid
	Y.3	0,543	0,210	valid
	Y.4	0,669	0,210	valid
	Y.5	0,610	0,210	valid
	Y.6	0,633	0,210	valid
	Y.7	0,675	0,210	valid
	Y.8	0,640	0,210	valid
Reliability Tes				
Variables	N of Item	Nilai <i>Cronbach Alpha</i>	Information	Variables
Emotional Intelligence (X1)	26 Item	0,919	Reliabel	Emotional Intelligence (X1)
Professionalism (X2)	11 Item	0,888	Reliabel	Professionalism (X2)
Compensation (X3)	9 Item	0,823	Reliabel	Compensation (X3)

Work Productivity (Y)	8 item	0,794	Reliabel	Work Productivity (Y)
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Source: Data processed by researchers (2024)

Classical Assumption Test

Normality Test

This study employed the Kolmogorov-Smirnov test to assess data distribution normality.

Table 4. Normality Test Results

	<i>Unstandarized Residual</i>	Information
N	85	Normally Distributed
<i>Asymp. Sig. (2-tailed)^c</i>	0,066 ^d	Normally Distributed

Source: Data processed by researchers (2024)

Table 4 presents the outcomes of the asymptotic analysis. The significant value of 0.066, exceeding 0.05, suggests that the data follows a normal distribution.

Multicollinearity Test

The multicollinearity test evaluates the correlation between independent variables in regression analysis with the VIF criterion. Multicollinearity occurs when the tolerance level surpasses 0.10, or the VIF value reaches 10. If the tolerance is below 0.10 or the VIF exceeds 10, multicollinearity is indicated.

Table 5. Multicollinearity Test Results

Model	<i>Collinearity Statistic</i>		Information
	<i>Tolerance</i>	VIF	
Emotional Intelligence (X1)	0,541	1,848	There is no multicollinearity
Professionalism (X2)	0,563	1,775	There is no multicollinearity
Compensation (X3)	0,596	1,677	There is no multicollinearity

Source: Data processed by researchers (2024)

The results shown in Table 5 demonstrate that none of the three independent variables exhibit multicollinearity. The tolerance value for the emotional intelligence variable is 0.541, exceeding 0.10, while the VIF value is 1.848, remaining below 10. The professionalism variable exhibits a tolerance value of 0.563, above 0.10, and a VIF value of 1.775, which remains below 10. The compensation variable exhibits a tolerance value of 0.596, surpassing 0.10, and a VIF value of 1.677, remaining below 10. Consequently, there is no evidence of multicollinearity among the three independent variables.

Heteroscedasticity Test

Table 6. Heteroscedasticity Test Results

Independent Variables	Sig. Residual	Information
Emotional Intelligence (X1)	0,548	Free of Heterochidasticity
Professionalism (X2)	0,345	Free of Heterochidasticity
Compensation (X3)	0,432	Free of Heterochidasticity

Source: Data processed by researchers (2024)

The significant value for the emotional intelligence measure, as indicated in Table 4.12, is 0.548, exceeding the threshold of 0.05. The professionalism variable has a significance value of 0.345, also exceeding 0.05, while the compensation variable exhibits a significance value of 0.432. Consequently, this signifies the absence of heteroscedasticity.

Multiple Linear Regression Analysis

Table 7. Multiple Linear Regression Analysis

Model	<i>Unstandardized Coefficients</i>		<i>Standardized Coefficients</i>		
	B	Std. Error	Beta	t	Sig.
(Constant)	6,850	2,935		2,334	0,22
Emotional Intelligence (X1)	0,068	0,033	0,201	2,044	0,044
Professionalism (X2)	0,241	0,056	0,412	4,279	0,000
Compensation (X3)	0,237	0,081	0,274	2,926	0,004

Source: Data processed by researchers (2024)

Table 7 displays the findings of the data analysis, illustrating the consequences of the multiple linear regression equation as follows:

$$Y = \alpha + b_1X_1 + b_2X_2 + b_3X_3 + e$$

$$Y = 6,850 + 0,068 X_1 + 0,241 X_2 + 0,237 X_3 + e$$

Information :

Y = Productivity

α = Constants

X₁ = Emotional Intelligence

X₂ = Professionalism

X₂ = Compensation

e = *Error Term* (Influence of other factors)

The multiple linear regression equation partially demonstrates the link between independent factors and the dependent variable. The positive constant number of 6.850 indicates that when emotional intelligence, professionalism, and compensation are all considered zero (X₁, X₂, X₃ = 0), the productivity score would be 6.850 units, representing the baseline score without the influence of the independent factors. The regression coefficient for emotional intelligence (X₁) is 0.068, signifying that an increase in emotional intelligence improves productivity by 0.068 units for each unit increase, underscoring its beneficial impact. The coefficient for professionalism (X₂) is 0.241, indicating that a one-unit increase in professionalism leads to a productivity increase of 0.241 units, illustrating its beneficial effect. Finally, the coefficient for compensation (X₃) is 0.237, indicating that a one-unit increase in compensation results in a productivity increase of 0.237 units, highlighting the beneficial impact of compensation on productivity.

Hypothesis Testing

F Test

This test aims to evaluate the influence of the independent factors (X₁, X₂, and X₃) on the dependent variable (Y). The data indicates concurrent influence when the significance value (sig) is less than 0.05, and the computed F-value (Fhitung) surpasses the crucial F-value (Ftabel). If the determined F-value is smaller than the crucial F-value, it indicates that the data lacks an effect and the hypothesis is unsupported.

Table 8. f-test results

Model	Sum of Squares	df	Mean Square	F	F table	Sig.
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<i>Regression</i>	343,208	3	114,403	36,777	2,72	,000 ^b
<i>Residual</i>	251,969	81	3,111			
<i>Total</i>	595,176	84				
<i>Hasil</i>	Influencing simultaneously and significantly					

Source: Data processed by researchers (2024)

Table 8 demonstrates that the computed F-value (F count) of 36.777 exceeds the crucial F-value (F table) of 2.72, and the significance level of 0.000 is below 0.05. This indicates that the variables of emotional intelligence, remuneration, and professionalism jointly influence work productivity.

T-test

This test seeks to evaluate the impact of independent variables on the dependent variable. The effect is simultaneous when the computed t-value (thing) surpasses the t-table value (table). However, it is not simultaneous if the computed t-value is below the t-table value.

Table 9. t-Test Results

Variables	t	t _{table}	Sig.	Results
Emotional Intelligence (X1)	2,044	1,989	0,044	Significant
Professionalism (X2)	4,279	1.989	0,000	Significant
Compensation (X3)	2,926	1.989	0,004	Significant
Results	The three independent variables have a partial and significant influence			

Source: Data processed by researchers (2024)

Table 10 indicates that the emotional intelligence variable (X1) has a computed t-value (thing) of 2.044, exceeding the t-table value (table) of 1.989, with a significance level of 0.044, which is below 0.05, demonstrating that emotional intelligence exerts a partial and significant impact on work productivity (Y). The professionalism variable (X2) exhibits a computed t-value of 4.279, surpassing the t-table value of 1.989, with a significance level of 0.000, affirming its partial and substantial impact on work productivity (Y). The compensation variable (X3) exhibits a calculated t-value of 2.926, exceeding the t-table value of 1.989, with a significance level of 0.004, indicating that compensation considerably and partially influences work productivity (Y).

The Influence of Emotional Intelligence on Work Productivity

The findings of this study correspond with Goleman (2004), which posits that emotional intelligence correlates with job efficiency. In "Emotional Intelligence," Goleman asserts that emotional intelligence is a vital determinant of workplace success, frequently surpassing the significance of intellectual intelligence (IQ). Individuals with elevated emotional intelligence typically have superior communication skills, enabling them to establish robust relationships, collaborate effectively, and operate efficiently within teams. This results in increased production for both teams and the organization overall.

This finding is corroborated by studies from Dian Septianti & Nyayu Khairani Putri, (2023), demonstrating that emotional intelligence, organizational atmosphere, and career development significantly enhance employee productivity. Zaher & Luturlean (2023) discovered that emotional intelligence and charismatic leadership styles significantly influence job productivity, both separately and synergistically, at the Training Center of PT. XYZ. Muliati & Susiana (2023) demonstrated a positive and substantial correlation between work discipline and staff productivity at PT. Victory Chingluh Indonesia. Furthermore,

Juliantari et al., (2021) showed that emotional intelligence positively and significantly influences staff productivity at PT Matahari Duta Plaza Denpasar. Nasution et al., (2020) illustrated the influence of emotional intelligence on employee productivity at PT. Satya Kisma Usaha in Labuhanbatu Selatan. Finally, a study by Fransiska (2019) demonstrated that work motivation and emotional intelligence collectively influence staff productivity at PT. MNC Sky Vision KPP Padang.

The Influence of Professionalism on Work Productivity

The hypothesis testing results indicate that professionalism enhances work productivity. In this investigation, the computed t-value (thing) surpasses the t-table value (table), and the significance level is below 0.05. This suggests that professionalism exerts a limited yet substantial influence on work productivity. The findings align with Hasibuan (2017), which characterizes professionalism as the quality, skill, and conduct commonly linked to professional employment. This includes the readiness to support anyone encountering hardships in adverse circumstances (Wignjosoebroto, 1999). Individuals or organizations are deemed successful when they exhibit a professional demeanor (Hasibuan, 2017)

This concept is additionally substantiated by the Employee Engagement Theory proposed by William Kahn (1990), which provides significant insights into the impact of employee engagement on work productivity. Kahn posits that employee engagement with the firm fosters profound commitment, which correlates with their dedication and motivation in doing activities. This dedication is evident in an enhanced work ethic and a commitment to producing optimal results, strengthening professionalism in their job duties. This idea elucidates the relationship between professionalism and employee productivity.

This research is further supported by Shara et al., (2023) findings, which indicate that job professionalism partially influences staff productivity at CV. Sinar Gebang Raya. Mittra Candana et al., (2023) discovered that professionalism influences production. Hakim's (2022) research demonstrates that honesty and professionalism positively, substantially, and significantly impact employee productivity. Similarly, Parameswari et al. (2020) demonstrate professionalism influences employee productivity. Usman (2020) demonstrate a favorable and strong correlation between professionalism and employee productivity. Muharam (2020) illustrate that professionalism, work discipline, and the work environment have a favorable and significant impact on employee productivity at PT KTC Coal Mining & Energy Samarinda. Rani et al., (2018) conclude that honesty, competence,

and professionalism influence the productivity of accounting personnel at PT. Bank Mandiri (Persero) Tbk Manado.

The Influence of Compensation on Work Productivity

This research demonstrates that professionalism positively influences work productivity. The analysis indicates that the computed t-value (thing) exceeds the t-table value (table), with a significance level of 0.004 below 0.05. This indicates that professionalism substantially and partially enhances work productivity.

These findings align with Ruemenda's thesis (2018), which characterizes compensation as reimbursement for employee contributions and services to the organization. Thus, providing suitable remuneration following job performance can enhance employee productivity (Kartawan, 2018). Equity Theory, developed by John Stacey Adams in 1960, underpinned this concept, elucidating how perceptions of fairness or inequity in the workplace influence employee productivity. This idea posits that employees evaluate their input-output ratios (including effort, skills, time, and experience) compared to their peers. When employees see equitable treatment, and their remuneration corresponds to their contributions, they are generally more motivated to perform at a high level. Conversely, inequitable compensation may result in diminished motivation and production and heightened turnover rates.

This result is additionally supported by studies from Ramadona & Pangesti (2021), demonstrating that salary and the work environment greatly influence employee productivity simultaneously and individually. Ningsih & Prastiwi (2021) identified a favorable and significant correlation between work excitement and remuneration regarding their impact on productivity. Research conducted by Mutiadi et al. (2021) substantiates that the pay variable exerts a favorable and significant influence on job productivity. Tanjung et al., (2020) demonstrate a robust positive correlation between job appraisal characteristics and employee productivity and a very substantial association between salary and employee productivity. This indicates that compensation affects productivity both concurrently and partially. Finally, Kartolo (2020) demonstrates that salary and job training collectively substantially impact employee productivity.

The Influence of Emotional Intelligence, Professionalism, Compensation on Work Productivity

The hypothesis testing demonstrates that brightness, professionalism, and emotional intelligence significantly enhance work efficiency. The results demonstrate that these variables exert a concurrent and substantial influence on productivity, as indicated by the computed F-value (Fhitung) above the crucial F-value (Ftabel) and the significance threshold below 0.001. This corresponds with Goleman's prior theory (2004), which emphasizes that emotional intelligence is crucial in assessing an individual's success in the job, frequently surpassing intellectual intelligence (IQ). Enhanced productivity is attained as people possessing robust emotional intelligence can communicate proficiently, foster harmony, and collaborate effectively within teams.

William Kahn's Employee Engagement Theory (1990) posits that engaged employees exhibit profound commitment, enhancing their motivation and dedication to their responsibilities. Their robust work ethic and resolve to achieve peak performance demonstrate their professionalism in their responsibilities. This hypothesis elucidates the relationship between professional conduct and employee productivity. Furthermore, John Stacey Adams' Equity Theory (1960) elucidates how perceptions of justice in the workplace might influence employee productivity.

CONCLUSION

Productivity is a metric for the performance efficacy of individuals, teams, or organizations. The extent of anticipated outcomes or enhancements attained is assessed. The principal determinants of productivity encompass knowledge, skills, talents, work attitudes, and behaviors. A positive work attitude, encompassing collaborative skills and a readiness to assume extra duties, enhances productivity. The research indicates that those with elevated emotional intelligence are typically more proficient in managing their emotions, resulting in a pleasant and productive work environment. Compensation substantially and favorably influences employee productivity, as a high degree of professionalism reflects strong commitment and dedication, enhancing efficiency and output quality. Moreover, professionalism significantly enhances staff productivity, while equitable and suitable compliance can boost employee enthusiasm and satisfaction, resulting in increased

production. Emotional competencies, professionalism, and employee satisfaction influence work productivity.

To improve job productivity, management must prioritize the development of employees' emotional intelligence and professionalism. They should evaluate their compensation plans to guarantee that remuneration aligns with employee performance and contributions. Future researchers could broaden the parameters of this study by integrating other variables that could affect the research results.

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