

EMOTIONAL INTELLIGENCE, SELF-EFFICACY, AND EMPLOYEE LOYALTY AS PREDICTORS OF EMPLOYEE PERFORMANCE

Zulhawati¹, Meiliyah Ariani^{2*}, Arifah Rachmawati³, Abdullah⁴, Patricia K. Surya⁵

¹Graduate Program, Universitas Teknologi Yogyakarta, Indonesia

^{2,3,4,5}Faculty of Economics and Business, Universitas Prof Dr Moestopo (Beragama), Indonesia

*Corresponding Author:

meiliyahariannie@yahoo.co.uk

Abstract

This study examines the effects of emotional intelligence, self-efficacy, and employee loyalty on employee performance at CV Anugerah Bumi Semesta, an Indonesian company operating in the coffee export industry. The study addresses the competitive demands of the coffee export sector, which require employees to demonstrate effective emotional regulation, confidence in performing work-related tasks, and commitment to organizational objectives. The study employed a quantitative approach involving 103 employees selected using a saturated sampling technique. Data were analyzed using multiple linear regression with IBM SPSS Statistics 26. The results indicate that emotional intelligence has a positive and significant effect on employee performance, demonstrating that employees with better emotional regulation, self-motivation, empathy, and interpersonal skills tend to perform more effectively. Self-efficacy also has a positive and significant effect, indicating that employees with stronger confidence in their abilities are more persistent and capable of achieving work objectives. Employee loyalty has a positive and significant effect on employee performance and represents the largest contribution among the three predictors, followed by self-efficacy and emotional intelligence. Furthermore, emotional intelligence, self-efficacy, and employee loyalty simultaneously have a significant effect on employee performance. The coefficient of determination shows that these three variables explain 30.7% of the variation in employee performance, while 69.3% is explained by other factors. These findings highlight the importance of strengthening emotional intelligence, self-efficacy, and employee loyalty to enhance employee performance and organizational effectiveness.

Keywords: Emotional Intelligence, Self-Efficacy, Employee Loyalty, Employee Performance, Coffee Export Industry

1. Introduction

In an increasingly competitive business environment, human resources have become strategic assets that play a critical role in organizational success and long-term competitiveness. Sustainable competitive advantage is no longer driven solely by technological capabilities or financial capital but also by an organization's ability to develop, manage, and retain its human capital effectively (Aguinis, 2019; Noe et al., 2020). Consequently, organizations are expected to implement human resource management practices that extend beyond productivity enhancement by fostering employee competencies, promoting well-being, and cultivating high-quality workplace relationships (Koopmans et al., 2014). These efforts are essential for improving employee performance and sustaining organizational effectiveness in a rapidly changing business landscape.

Employee performance is widely recognized as a key determinant of organizational success because it reflects the extent to which employees effectively fulfill their roles and responsibilities in achieving organizational objectives (Aguinis, 2019). High levels of employee performance contribute to greater productivity, improved service quality, and enhanced organizational competitiveness, whereas poor performance may hinder the achievement of strategic goals and reduce overall operational effectiveness. Employee performance is generally defined as the degree to which individuals successfully accomplish work tasks and responsibilities assigned by the organization (Aguinis, 2019). It also encompasses employees' effectiveness, efficiency, and ability to achieve expected performance standards while contributing to organizational outcomes (Koopmans et al., 2014).

Employee performance is influenced by various internal and external factors that shape employees' ability to achieve organizational objectives. Among the internal factors, emotional intelligence, self-efficacy, and employee loyalty have been widely recognized as important determinants of employee performance (Goleman, 1998; Bandura, 1997; Hasibuan, 2017). Emotional intelligence refers to an individual's ability to recognize, understand, manage, and effectively use emotions in interpersonal interactions (Mayer & Salovey, 1997; Goleman, 1998). Employees with high emotional intelligence tend to demonstrate better stress management, conflict resolution, and interpersonal communication, which contribute to improved work performance and workplace relationships (Wong & Law, 2002; Joseph & Newman, 2010). Self-efficacy refers to an individual's belief in their capability to organize and execute the courses of action required to achieve desired outcomes (Bandura, 1997). Employees with high self-efficacy are generally more confident in handling challenging tasks, more resilient when facing obstacles, and more persistent in pursuing work goals, enabling them to achieve higher levels of job performance (Bandura, 1997; Stajkovic & Luthans, 1998). Likewise, employee loyalty reflects a long-term psychological attachment and commitment to the organization, demonstrated through dedication, responsibility, compliance with organizational policies, and a willingness to contribute beyond formal job requirements (Hasibuan, 2017). Loyal employees are more likely to remain committed to organizational objectives, exhibit lower turnover intentions, and actively support organizational stability and productivity (Meyer & Allen, 1991; Hasibuan, 2017).

The urgency of this research is driven by several critical factors. First, the coffee export industry operates in a highly competitive international market where product quality, operational efficiency, and timely customer service are critical to maintaining market competitiveness (Kotler & Keller, 2016). These organizational demands require employees to possess not only technical competencies but also strong emotional regulation, confidence in performing complex tasks, and commitment to organizational goals (Goleman, 1998; Bandura, 1997). Second, preliminary observations conducted at CV Anugerah Bumi Semesta indicated several human resource challenges, including difficulties in interpersonal communication, limited emotional regulation when receiving constructive feedback, low confidence in expressing ideas and initiating innovation, and relatively high employee turnover in several divisions. These issues suggest that emotional intelligence, self-efficacy, and employee loyalty remain important factors that may influence employee performance within the organization (Wong & Law, 2002; Hasibuan, 2017). Third, previous studies have extensively examined the relationships between emotional intelligence, self-efficacy, employee loyalty, and employee performance; however, the empirical evidence remains inconclusive, with studies

reporting inconsistent findings across different organizational contexts (Joseph & Newman, 2010; Stajkovic & Luthans, 1998; Meyer & Allen, 1991). Such inconsistencies suggest that the effects of these psychological and behavioral factors may depend on industry characteristics and organizational environments (Aguinis, 2019; Noe et al., 2020). Fourth, despite the growing body of literature, empirical studies that simultaneously investigate emotional intelligence, self-efficacy, and employee loyalty as predictors of employee performance within the coffee export industry remain scarce. Given the distinctive operational demands, international quality standards, and competitive pressures characterizing this industry, further investigation is warranted (Kotler & Keller, 2016). Fifth, the gap between theoretical predictions from human resource management and organizational behavior literature and empirical findings necessitates renewed investigation with more comprehensive research designs and sector-specific data (Mayer & Salovey, 1997; Bandura, 1997).

Previous research has shown significant but fragmented findings regarding the determinants of employee performance. Studies have demonstrated positive outcomes, where emotional intelligence positively influences employee performance through enhanced interpersonal communication, conflict resolution, and stress management (Wong & Law, 2002; Joseph & Newman, 2010). Research has shown that self-efficacy positively affects employee performance by increasing confidence, resilience, and persistence in achieving work goals (Bandura, 1997; Stajkovic & Luthans, 1998). Employee loyalty has been found to positively influence employee performance through enhanced commitment, dedication, and organizational citizenship behavior (Meyer & Allen, 1991; Hasibuan, 2017). However, studies have also reported that the strength of these relationships varies across different organizational contexts, suggesting the need for sector-specific investigations (Aguinis, 2019; Noe et al., 2020). These contrasting findings underscore the importance of examining these relationships within specific industry contexts, such as the coffee export industry, where operational demands, international quality standards, and competitive pressures may shape the nature and strength of these relationships.

The research gap in this study lies in the limited understanding of how emotional intelligence, self-efficacy, and employee loyalty collectively influence employee performance in the coffee export industry. While individual studies have examined the direct effects of emotional intelligence, self-efficacy, or employee loyalty on employee performance, the integrated framework connecting these three predictors remains underexplored (Goleman, 1998; Bandura, 1997; Hasibuan, 2017). Additionally, most previous studies have been conducted in manufacturing or service sectors, leaving a significant gap in knowledge regarding the dynamics of employee performance in the coffee export industry, where international quality standards, customer expectations, and operational pressures create unique challenges and opportunities. Furthermore, empirical evidence on employee performance in the Indonesian coffee export industry remains limited, particularly in the context of small and medium-sized enterprises that operate in highly competitive international markets (Kotler & Keller, 2016).

The novelty of this research lies in several aspects. First, this study focuses on CV Anugerah Bumi Semesta, a coffee export company in Indonesia, representing a unique context characterized by international market competition, stringent quality standards, and operational demands that require employees to possess strong emotional regulation, self-confidence, and organizational commitment (Goleman, 1998; Bandura, 1997). Second, this study develops an integrative model that simultaneously examines the

influence of emotional intelligence, self-efficacy, and employee loyalty on employee performance, providing a more comprehensive understanding of the determinants of employee performance in the coffee export industry (Mayer & Salovey, 1997; Bandura, 1997; Meyer & Allen, 1991). Third, this study positions emotional intelligence, self-efficacy, and employee loyalty as complementary predictors of employee performance, enabling the examination of how psychological and behavioral factors collectively influence individual work outcomes. Fourth, this study contributes to the limited empirical evidence on employee performance in the Indonesian coffee export industry, providing insights into how emotional competencies, self-belief, and organizational commitment translate into enhanced work performance. Fifth, this study extends the application of social cognitive theory, emotional intelligence theory, and organizational commitment theory to the context of employee performance in the coffee export industry, validating theoretical predictions in an under-researched institutional context.

The purpose of this study is to analyze the influence of emotional intelligence, self-efficacy, and employee loyalty on employee performance at CV Anugerah Bumi Semesta. The choice of this goal was driven by the limited understanding of how psychological and behavioral factors collectively influence employee performance in the coffee export industry and the mixed findings on the effectiveness of these predictors in different organizational contexts (Wong & Law, 2002; Stajkovic & Luthans, 1998; Meyer & Allen, 1991). With a comprehensive examination of the predictive mechanisms, this study aims to provide a deeper understanding of how emotional competencies, self-confidence, and organizational commitment can be strategically developed to enhance employee performance, thereby contributing to organizational effectiveness and competitiveness.

The contribution of this research is multifaceted. From a theoretical perspective, this research contributes to the enrichment of literature on human resource management and organizational behavior by proposing and testing an integrative model that links emotional intelligence, self-efficacy, and employee loyalty with employee performance, extending the application of social cognitive theory, emotional intelligence theory, and organizational commitment theory to the context of the coffee export industry. The findings contribute to the understanding of how specific psychological and behavioral factors influence employee performance and how these factors interact to shape individual work outcomes, providing a more nuanced theoretical framework for analyzing employee performance in international business contexts. From a practical perspective, this study provides actionable insights for organizational leaders, human resource managers, and practitioners in designing and implementing strategies to enhance employee performance. For organizational leaders, the findings provide guidance on which psychological and behavioral factors should be prioritized in employee development programs. For human resource managers, the results offer insights into the importance of developing emotional intelligence, building self-efficacy, and fostering employee loyalty through targeted interventions and supportive organizational practices. For employees, this study provides evidence on the importance of emotional regulation, self-confidence, and organizational commitment in achieving high levels of work performance. For policymakers and industry associations, this study provides empirical evidence to support the development of human resource development programs that strengthen employee competencies, well-being, and organizational commitment in the coffee export industry, thereby enhancing the sector's competitiveness and sustainability in international markets.

2. Theoretical Background

2.1 Social Cognitive Theory

Social Cognitive Theory, developed by Bandura (1986, 1997), explains that human behavior is shaped through the interaction of cognitive, behavioral, and environmental factors in a dynamic reciprocal relationship. This theory emphasizes that individuals are not merely passive recipients of environmental influences but actively process information, form beliefs, and exercise control over their actions. Central to this theoretical framework is the concept of self-efficacy, which refers to an individual's belief in their capability to organize and execute the courses of action required to achieve desired outcomes (Bandura, 1997). Self-efficacy influences individuals' choices, effort, persistence, and emotional responses when facing challenges or difficult tasks. According to Bandura, individuals with high self-efficacy are more likely to set challenging goals, maintain effort in the face of obstacles, and recover quickly from setbacks, which ultimately leads to higher levels of performance and achievement.

In organizational settings, Social Cognitive Theory provides a valuable framework for understanding how employees' beliefs about their capabilities influence their motivation, behavior, and performance outcomes (Stajkovic & Luthans, 1998). Employees who possess strong self-efficacy beliefs tend to demonstrate greater confidence, resilience, and persistence in completing work tasks, particularly when facing complex, uncertain, or demanding work environments. Conversely, employees who doubt their capabilities may experience anxiety, reduced effort, and avoidance behaviors that hinder their performance. Self-efficacy develops through four primary sources: mastery experiences (personal successes), vicarious experiences (observing others succeed), verbal persuasion (encouragement from others), and physiological and emotional states (Bandura, 1997). Organizations can enhance employees' self-efficacy through training, mentoring, positive feedback, and supportive work environments, thereby improving their motivation and performance.

2.2 Emotional Intelligence Theory

Emotional Intelligence Theory, developed by Salovey and Mayer (1990) and popularized by Goleman (1995, 1998), explains that emotional intelligence comprises a set of abilities that enable individuals to perceive, understand, manage, and effectively utilize emotions in themselves and others. Goleman (1998) conceptualizes emotional intelligence as the capacity to recognize, understand, and regulate one's own emotions, as well as the emotions of others, to facilitate effective thinking, decision-making, and interpersonal relationships. The theory identifies five key dimensions of emotional intelligence: self-awareness, self-regulation, motivation, empathy, and social skills. Self-awareness enables individuals to recognize and understand their emotions, strengths, and limitations. Self-regulation involves managing disruptive emotions and impulses. Motivation refers to the drive to achieve goals and maintain optimism in the face of challenges. Empathy is the ability to understand others' emotional perspectives and respond appropriately. Social skills encompass the ability to manage relationships, communicate effectively, and influence others.

In organizational contexts, emotional intelligence has been recognized as a critical determinant of individual and organizational performance (Wong & Law, 2002; Joseph & Newman, 2010). Employees with high emotional intelligence are better equipped to manage work-related stress, resolve conflicts constructively, communicate effectively with colleagues and supervisors, and adapt to changing organizational demands.

Emotional intelligence also contributes to effective leadership, teamwork, and organizational citizenship behaviors by facilitating positive interpersonal relationships and creating supportive work environments. Goleman (1998) argues that emotional intelligence is often more important than cognitive intelligence in predicting success in the workplace, particularly in roles that require interpersonal interaction, collaboration, and emotional regulation. Consequently, developing employees' emotional intelligence has become an important focus of human resource development programs, with organizations investing in emotional intelligence training to improve employee well-being, job satisfaction, and performance.

2.3 Organizational Commitment Theory

Organizational Commitment Theory, developed by Meyer and Allen (1991), explains that employee commitment to an organization is a multidimensional construct consisting of three distinct components: affective commitment, continuance commitment, and normative commitment. Affective commitment refers to an employee's emotional attachment to, identification with, and involvement in the organization. Employees with strong affective commitment remain with the organization because they want to do so. Continuance commitment reflects an employee's awareness of the costs associated with leaving the organization. Employees with strong continuance commitment remain with the organization because they need to do so. Normative commitment reflects an employee's feeling of obligation to remain with the organization. Employees with strong normative commitment remain with the organization because they feel they ought to do so. Meyer and Allen (1991) argue that affective commitment is the most desirable form of commitment because it is associated with positive work attitudes, behaviors, and performance.

In organizational settings, employee commitment has been identified as an important predictor of employee retention, organizational citizenship behavior, and job performance (Meyer & Allen, 1991; Hasibuan, 2017). Loyal employees demonstrate dedication, responsibility, compliance with organizational policies, and a willingness to contribute beyond formal job requirements. Employee loyalty reflects a long-term psychological attachment and commitment to the organization, which is demonstrated through positive work attitudes, reduced turnover intentions, and active contributions to organizational success. Organizations can foster employee loyalty through supportive work environments, fair compensation, opportunities for development, positive leadership, and recognition of employee contributions. The relationship between employee loyalty and performance is explained by the increased effort, engagement, and commitment that loyal employees demonstrate in their work, ultimately contributing to improved individual and organizational outcomes.

2.4 Employee Performance

Employee performance refers to the work outcomes and behaviors demonstrated by employees in carrying out their assigned duties and responsibilities (Aguinis, 2019). Colquitt (2009, as cited in Umi & Nurnida, 2018) defines employee performance as the value of work-related behaviors that contribute positively or negatively to the achievement of organizational goals. Similarly, Kusriyanto (1991, as cited in Wartono, 2017) describes performance as the comparison between work results achieved and employees' contributions within a specific period. Employee performance encompasses not only work outcomes but also the effectiveness and productivity demonstrated during

the work process. Aguinis (2019) argues that employee performance is a multidimensional construct that includes task performance, contextual performance, and adaptive performance. Task performance refers to the core technical activities that employees perform as part of their job responsibilities. Contextual performance includes behaviors that support the organizational, social, and psychological environment in which technical tasks are performed. Adaptive performance involves employees' ability to respond effectively to changing work demands and organizational requirements.

Employee performance is influenced by several organizational and individual factors. Mangkunegara (2013, as cited in Nadapdap et al., 2020) argues that performance is primarily determined by ability and motivation. Ability includes intellectual capacity, knowledge, and skills, whereas motivation is shaped by employees' attitudes toward their work and influenced by interpersonal relationships, organizational facilities, leadership policies, organizational climate, and the work environment. In addition, Effendi (as cited in Ahnaffandika, 2024) explains that work discipline, employee development, productivity, and compensation systems can enhance employee motivation and performance. Employees who possess high ability and strong motivation tend to achieve higher levels of performance than those who lack either ability or motivation. Consequently, organizations seeking to improve employee performance must focus on both developing employees' competencies and creating a motivating work environment.

2.5 Hypothesis Development

2.5.1 The Effect of Emotional Intelligence on Employee Performance

Emotional intelligence refers to an individual's ability to perceive, understand, regulate, and effectively utilize emotions to support decision-making and foster positive interpersonal relationships (Salovey & Mayer, 1990; Goleman, 1998). In organizational contexts, emotional intelligence plays a critical role in enabling employees to regulate their emotions, maintain motivation, manage work-related stress, and respond constructively to workplace challenges (Wong & Law, 2002). Employees with high emotional intelligence tend to demonstrate better stress management, conflict resolution, and interpersonal communication, which contribute to improved work performance and workplace relationships (Joseph & Newman, 2010). According to Goleman (1998), emotional intelligence comprises five key dimensions: self-awareness, self-regulation, motivation, empathy, and social skills. These dimensions collectively enhance employees' ability to communicate effectively, collaborate with colleagues, adapt to organizational demands, and maintain positive work relationships. Employees who effectively manage their emotions are more likely to demonstrate higher levels of job performance than those who struggle with emotional regulation (Purnomo, 2016, as cited in Irfan et al., 2021). Emotional intelligence therefore serves as an important psychological resource that allows individuals to integrate emotional competencies with their knowledge and professional skills to achieve superior work outcomes. Based on the theoretical explanation and empirical findings, the following hypothesis is proposed:

H1: Emotional intelligence has a positive and significant effect on employee performance.

2.5.2 The Effect of Self-Efficacy on Employee Performance

Self-efficacy refers to an individual's belief in their capability to successfully perform specific tasks and achieve desired outcomes (Bandura, 1997). According to Bandura's Social Cognitive Theory, self-efficacy influences individuals' choices, effort, persistence,

and emotional responses when facing challenges or difficult tasks. Employees with high self-efficacy are generally more confident in handling challenging tasks, more resilient when facing obstacles, and more persistent in pursuing work goals, enabling them to achieve higher levels of job performance (Bandura, 1997; Stajkovic & Luthans, 1998). Individuals with high self-efficacy are more confident in overcoming challenges, adapting to changing environments, and influencing surrounding conditions to achieve their goals (Surya et al., 2018, as cited in Aisyiyah et al., 2022). Conversely, individuals with low self-efficacy tend to doubt their abilities, avoid difficult tasks, and give up more easily when confronted with obstacles. Self-efficacy develops through four primary sources: mastery experiences, vicarious experiences, verbal persuasion, and physiological and emotional states (Bandura, 1997). Organizations can enhance employees' self-efficacy through training, mentoring, positive feedback, and supportive work environments, thereby improving their motivation and performance. Based on the theoretical explanation and empirical findings, the following hypothesis is proposed:

H2: Self-efficacy has a positive and significant effect on employee performance.

2.5.3 The Effect of Employee Loyalty on Employee Performance

Employee loyalty refers to an employee's commitment and willingness to comply with organizational regulations while consistently fulfilling assigned duties and responsibilities (Hasibuan, 2017). According to Organizational Commitment Theory, employee loyalty reflects a long-term psychological attachment and commitment to the organization, demonstrated through dedication, responsibility, compliance with organizational policies, and a willingness to contribute beyond formal job requirements (Meyer & Allen, 1991). Loyal employees are more likely to remain committed to organizational objectives, exhibit lower turnover intentions, and actively support organizational stability and productivity (Hasibuan, 2017). Saydam (2009, as cited in Riyanti, 2015) defines employee loyalty as employees' determination to obey organizational rules and perform their responsibilities with accountability, as reflected in their daily attitudes and behaviors. Employees with high loyalty tend to demonstrate positive work attitudes, stronger organizational commitment, and higher productivity, thereby supporting organizational performance. Conversely, low employee loyalty can reduce organizational effectiveness, reflected in declining productivity, increased absenteeism, and reduced compliance with organizational policies (Nitisemito, 2004, as cited in Bahtiar et al., 2022). Therefore, employee loyalty is an important factor that influences employee performance because loyal employees demonstrate greater commitment, dedication, and willingness to contribute to organizational success. Based on the theoretical explanation and empirical findings, the following hypothesis is proposed:

H3: Employee loyalty has a positive and significant effect on employee performance.

3. Methods

This study employed a quantitative research approach with a descriptive and verificative research design to examine the influence of emotional intelligence, self-efficacy, and employee loyalty on employee performance at CV Anugerah Bumi Semesta. The population consisted of all 103 employees, and because the population size was relatively small, a saturated sampling (census) technique was employed in which all members of the population were included as respondents (Sugiyono, 2016). Primary data were collected through questionnaires adapted from validated measurement scales from

previous studies, structured into four sections corresponding to the research variables: emotional intelligence measured using five indicators from Goleman (1998) including self-awareness, self-regulation, motivation, empathy, and social skills; self-efficacy measured using four indicators from Lunenburg (2011) including mastery experience, vicarious experience, verbal persuasion, and physiological and emotional states; employee loyalty measured using four indicators from Sriyono and Lestari (2013) including compliance with organizational regulations, responsibility, dedication, and honesty; and employee performance measured using five indicators from Robbins (2016) including quality of work, quantity of work, timeliness, effectiveness, and independence. Each section contains multiple items measured using a five-point Likert scale, and the questionnaire also includes demographic questions to profile respondents.

Data analysis was conducted using multiple linear regression with IBM SPSS Statistics 26. Prior to hypothesis testing, the research instrument was evaluated for validity using Pearson Product-Moment Correlation where an item is considered valid if $r\text{-count} > r\text{-table}$ at $p < 0.05$, and reliability was assessed using Cronbach's Alpha where a construct is considered reliable if the value exceeds 0.70 (Nunnally & Bernstein, 1994). Classical assumption tests were then conducted to ensure the regression model satisfies the required assumptions, including normality test using Kolmogorov-Smirnov where data is considered normally distributed if $p > 0.05$, multicollinearity test using VIF and Tolerance where $VIF < 10$ and $Tolerance > 0.10$ indicate absence of multicollinearity, and heteroscedasticity test using Glejser where the model is considered homoscedastic if $p > 0.05$. Multiple linear regression analysis was then employed with the equation $Y = \alpha + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + \varepsilon$, where Y is employee performance, α is the constant, β_1 – β_3 are regression coefficients, X_1 is emotional intelligence, X_2 is self-efficacy, X_3 is employee loyalty, and ε is the error term. Hypothesis testing was conducted using t-test for partial effects where the hypothesis is accepted if $p < 0.05$ with $t\text{-statistic} > t\text{-table}$, F-test for simultaneous effects where the model is considered significant if $p < 0.05$, and coefficient of determination (R^2) to measure the model's explanatory power (Hair et al., 2019). All hypothesis tests were conducted at a significance level of 5% using IBM SPSS Statistics 26.

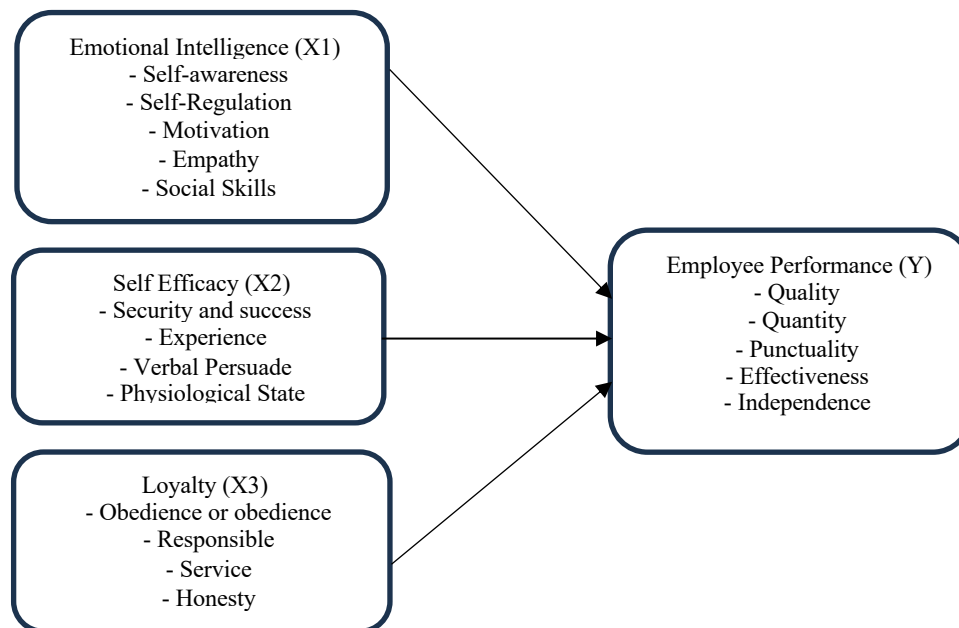


Figure 1. Research Model

4. Results and Discussion

4.1 Results

Table 1. Validity Test Results for Emotional Intelligence

Indicator	Pearson Correlation	r-Table	Remarks
X1.Q1	0.381	0.195	Valid
X1.Q2	0.606	0.195	Valid
X1.Q3	0.517	0.195	Valid
X1.Q4	0.509	0.195	Valid
X1.Q5	0.552	0.195	Valid
X1.Q6	0.568	0.195	Valid
X1.Q7	0.586	0.195	Valid
X1.Q8	0.594	0.195	Valid
X1.Q9	0.327	0.195	Valid
X1.Q10	0.402	0.195	Valid
X1.Q11	0.355	0.195	Valid
X1.Q12	0.506	0.195	Valid
X1.Q13	0.563	0.195	Valid
X1.Q14	0.314	0.195	Valid
X1.Q15	0.224	0.195	Valid

Source: Data processed by researchers (SPSS v.26), 2026

Table 1 presents the validity test results for the emotional intelligence variable. Based on the validity test results, all emotional intelligence items have Pearson correlation coefficients (r-count) greater than the critical value (r-table = 0.195). Therefore, all questionnaire items used to measure the emotional intelligence variable are considered valid.

Table 2. Validity Test Results for Self-Efficacy

Indicator	Pearson Correlation	r-Table	Remarks
X2.Q1	0.429	0.195	Valid
X2.Q2	0.566	0.195	Valid
X2.Q3	0.622	0.195	Valid
X2.Q4	0.587	0.195	Valid
X2.Q5	0.599	0.195	Valid
X2.Q6	0.324	0.195	Valid
X2.Q7	0.351	0.195	Valid
X2.Q8	0.355	0.195	Valid
X2.Q9	0.370	0.195	Valid
X2.Q10	0.380	0.195	Valid
X2.Q11	0.448	0.195	Valid
X2.Q12	0.424	0.195	Valid

Source: Data processed by researchers (SPSS v.26), 2026

Based on the validity test results presented in Table 2, all self-efficacy items have Pearson correlation coefficients (r-count) greater than the critical value (r-table = 0.195). Therefore, all questionnaire items used to measure the self-efficacy variable are considered valid.

Table 3. Validity Test Results for Loyalty

Indicator	Pearson Correlation	r-Table	Remarks
X3.Q1	0.228	0.195	Valid

Indicator	Pearson Correlation	r-Table	Remarks
X3.Q2	0.382	0.195	Valid
X3.Q3	0.515	0.195	Valid
X3.Q4	0.639	0.195	Valid
X3.Q5	0.673	0.195	Valid
X3.Q6	0.637	0.195	Valid
X3.Q7	0.583	0.195	Valid
X3.Q8	0.687	0.195	Valid
X3.Q9	0.474	0.195	Valid
X3.Q10	0.557	0.195	Valid
X3.Q11	0.561	0.195	Valid
X3.Q12	0.583	0.195	Valid
X3.Q13	0.244	0.195	Valid
X3.Q14	0.274	0.195	Valid
X3.Q15	0.271	0.195	Valid

Source: Data processed by researchers (SPSS v.26), 2026

Based on the validity test results presented in Table 3, all loyalty items have Pearson correlation coefficients (r-count) greater than the critical value (r-table = 0.195). Therefore, all questionnaire items used to measure the loyalty variable are considered valid.

Table 4. Validity Test Results for Employee Performance

Indicator	Pearson Correlation	r-Table	Remarks
Y.Q1	0.468	0.195	Valid
Y.Q2	0.240	0.195	Valid
Y.Q3	0.605	0.195	Valid
Y.Q4	0.697	0.195	Valid
Y.Q5	0.613	0.195	Valid
Y.Q6	0.569	0.195	Valid
Y.Q7	0.368	0.195	Valid
Y.Q8	0.509	0.195	Valid
Y.Q9	0.514	0.195	Valid
Y.Q10	0.502	0.195	Valid
Y.Q11	0.394	0.195	Valid
Y.Q12	0.356	0.195	Valid

Source: Data processed by researchers (SPSS v.26), 2026

Based on the validity test results presented in Table 4, all employee performance items have Pearson correlation coefficients (r-count) greater than the critical value (r-table = 0.195). Therefore, all questionnaire items used to measure the employee performance variable are considered valid.

Table 5. Reliability Test Results

Variable	Cronbach's Alpha	N of Items	Remarks
Emotional Intelligence	0.744	15	Reliable
Self-Efficacy	0.641	12	Reliable
Loyalty	0.771	15	Reliable
Employee Performance	0.702	12	Reliable

Source: Data processed by researchers (SPSS v.26), 2026

Table 5 presents the reliability test results. The Cronbach's Alpha values for emotional intelligence (0.744), self-efficacy (0.641), loyalty (0.771), and employee performance (0.702) all exceed the acceptable threshold of 0.60, indicating that all variables have acceptable internal consistency reliability (Nunnally & Bernstein, 1994). The loyalty variable demonstrates the highest reliability coefficient (0.771), suggesting the strongest internal consistency among the measured constructs.

Table 6. Multiple Linear Regression Results

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
(Constant)	4.991	6.959		0.717	0.475
Emotional Intelligence	0.164	0.073	0.194	2.240	0.027
Self-Efficacy	0.280	0.085	0.275	3.281	0.001
Loyalty	0.327	0.070	0.405	4.690	0.000

a. Dependent Variable: Employee Performance

Source: Data processed by researchers (SPSS v.26), 2026

Based on the multiple linear regression analysis presented in Table 6, the regression equation can be expressed as follows:

$$\text{Employee Performance} = 4.991 + 0.164(\text{Emotional Intelligence}) + 0.280(\text{Self-Efficacy}) + 0.327(\text{Employee Loyalty}) + \varepsilon$$

The regression results indicate a constant value of 4.991, while the regression coefficients for emotional intelligence, self-efficacy, and employee loyalty are 0.164, 0.280, and 0.327, respectively. The positive coefficients indicate that increases in emotional intelligence, self-efficacy, and employee loyalty are associated with increases in employee performance, assuming that the other variables remain constant. Among the independent variables, employee loyalty has the largest regression coefficient (0.327), suggesting the strongest contribution to employee performance in the proposed model.

Table 7. ANOVA Test Results

Model	Sum of Squares	df	Mean Square	F	Sig.
Regression	617.320	3	205.773	14.607	0.000
Residual	1394.602	99	14.087		
Total	2011.922	102			

a. Dependent Variable: Employee Performance

b. Predictors: (Constant), Loyalty, Self-Efficacy, Emotional Intelligence

Source: Data processed by researchers (SPSS v.26), 2026

As presented in Table 7, the ANOVA test produced an F-statistic of 14.607, which exceeds the critical F-value of 2.69 (with $k = 3$, $n = 103$, and $\alpha = 5\%$). Therefore, the regression model is statistically significant, indicating that emotional intelligence, self-efficacy, and employee loyalty simultaneously have a significant effect on employee performance.

Table 8. Coefficient of Determination Results

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	0.554	0.307	0.286	3.753

a. Predictors: (Constant), Loyalty, Self-Efficacy, Emotional Intelligence

b. Dependent Variable: Employee Performance

Source: Data processed by researchers (SPSS v.26), 2026

Table 8 presents the coefficient of determination results. The R^2 value is 0.307, which indicates that 30.7% of the variation in employee performance is explained by emotional intelligence, self-efficacy, and employee loyalty, while the remaining 69.3% is influenced by other factors not examined in this study. The Adjusted R^2 value of 0.286 accounts for the number of predictors in the model. The multiple correlation coefficient (R) of 0.554 indicates a moderate positive correlation between the independent variables and employee performance.

4.2 Discussion

4.2.1 Emotional Intelligence Affects Employee Performance

The hypothesis testing results indicate that emotional intelligence has a significant positive effect on employee performance, with a coefficient value of 0.164 and a probability value of 0.027, indicating that H1 is accepted. This finding suggests that employees who are better able to recognize and regulate their emotions, motivate themselves, empathize with others, and maintain effective social relationships tend to demonstrate higher levels of performance. These competencies enable employees to remain focused on their tasks, adapt to workplace challenges, and foster harmonious working relationships, thereby enhancing work quality, productivity, timeliness, effectiveness, and independence.

These findings are consistent with Goleman's (1998) theory, which identifies self-awareness, self-regulation, motivation, empathy, and social skills as the core dimensions of emotional intelligence that contribute to workplace success. Employees with higher emotional intelligence are generally better equipped to regulate their emotions, collaborate effectively with colleagues, resolve workplace conflicts constructively, and maintain productivity under varying work conditions (Wong & Law, 2002; Joseph & Newman, 2010). Emotional intelligence enables employees to manage interpersonal relationships and adapt to workplace challenges, which ultimately enhances their work performance and effectiveness.

However, the contribution of emotional intelligence to employee performance remains relatively modest ($\beta = 0.194$), indicating that employee performance is influenced not only by emotional intelligence but also by other organizational and individual factors, such as competence, work motivation, leadership, the work environment, organizational culture, compensation systems, and work experience (Aguinis, 2019; Noe et al., 2020). Therefore, although emotional intelligence is an important determinant of employee performance, it should be complemented by supportive organizational practices to maximize employee effectiveness. Consequently, organizations should consider implementing emotional intelligence development programs, such as training and coaching initiatives, to enhance employee performance and well-being.

4.2.2 Self-Efficacy Affects Employee Performance

The hypothesis testing results indicate that self-efficacy has a significant positive effect on employee performance, with a coefficient value of 0.280 and a probability value of 0.001, indicating that H2 is accepted. This finding suggests that employees who have greater confidence in their ability to accomplish work-related tasks tend to demonstrate higher levels of performance. Individuals with strong self-efficacy are generally more confident in dealing with job demands, making decisions, and completing tasks effectively. They are also more likely to persist in achieving work objectives despite encountering challenges and obstacles (Bandura, 1997; Stajkovic & Luthans, 1998).

The positive influence of self-efficacy on employee performance can be explained by its underlying dimensions (Bandura, 1997). Employees' previous successful experiences (mastery experiences) strengthen their confidence in handling future tasks, while accumulated work experience (vicarious experiences) enhances their ability to respond to diverse workplace situations. In addition, verbal encouragement from supervisors and colleagues reinforces employees' confidence, whereas positive physiological and emotional conditions enable them to remain focused and effectively manage work-related stress. Together, these factors contribute to higher-quality work, timely task completion, greater effectiveness, and stronger independence in performing job responsibilities (Lunenburg, 2011).

These findings highlight the importance of strengthening employees' self-efficacy as part of human resource management practices. Organizations can foster self-efficacy by providing challenging work experiences, job-relevant training, constructive feedback, and a supportive work environment that promotes employees' psychological well-being (Bandura, 1997). Such initiatives are expected to strengthen employees' confidence in their abilities and, ultimately, improve their contribution to organizational performance. Nevertheless, the contribution of self-efficacy to employee performance remains relatively modest ($\beta = 0.275$), suggesting that employee performance is also shaped by other organizational and individual factors, including competence, work motivation, leadership, the work environment, reward systems, and organizational support.

4.2.3 Employee Loyalty Affects Employee Performance

The hypothesis testing results indicate that employee loyalty has a significant positive effect on employee performance, with a coefficient value of 0.327 and a probability value of 0.000, indicating that H3 is accepted. This finding demonstrates that employees with stronger organizational loyalty tend to perform their duties more effectively and contribute more consistently to the achievement of organizational goals. Employee loyalty reflects commitment to the organization, willingness to maintain positive working relationships, and dedication to delivering the best possible work outcomes (Hasibuan, 2017; Meyer & Allen, 1991). Among the independent variables, employee loyalty has the largest regression coefficient ($\beta = 0.405$), suggesting the strongest contribution to employee performance in the proposed model.

The positive relationship between employee loyalty and performance can be explained by the dimensions of loyalty (Sriyono & Lestari, 2013). Employees who demonstrate greater compliance with organizational rules are more likely to perform their duties in accordance with established procedures, thereby reducing work-related errors. Likewise, a strong sense of responsibility encourages employees to complete their tasks diligently and on time, while dedication motivates them to contribute their knowledge, skills, and effort toward organizational success. Honesty further strengthens mutual trust and promotes a positive work environment. Collectively, these dimensions enhance work quality, productivity, effectiveness, and employees' ability to perform their responsibilities independently.

These findings suggest that strengthening employee loyalty should be considered a strategic priority for organizations seeking to improve performance (Meyer & Allen, 1991; Hasibuan, 2017). Organizations can foster employee loyalty by creating a fair and supportive work environment, strengthening organizational commitment, promoting harmonious workplace relationships, and reinforcing organizational values that encourage compliance, responsibility, dedication, and honesty. However, although

employee loyalty contributes positively to employee performance, it is not the sole determinant of performance, as employee performance is also influenced by other organizational and individual factors, including competence, work motivation, leadership, the work environment, reward systems, and organizational support (Aguinis, 2019; Noe et al., 2020).

5. Conclusion

This study examines the influence of emotional intelligence, self-efficacy, and employee loyalty on employee performance at CV Anugerah Bumi Semesta, an Indonesian company operating in the coffee export industry. Using multiple linear regression analysis on 103 employees selected through saturated sampling (census) technique, the results show that emotional intelligence has a positive and significant effect on employee performance, indicating that employees who are better able to recognize and regulate their emotions, motivate themselves, empathize with others, and maintain effective social relationships tend to demonstrate higher levels of performance. Self-efficacy has a positive and significant effect on employee performance, suggesting that employees who have greater confidence in their ability to accomplish work-related tasks tend to demonstrate higher performance and are more likely to persist in achieving work objectives despite encountering challenges and obstacles. Employee loyalty has a positive and significant effect on employee performance, demonstrating that employees with stronger organizational loyalty tend to perform their duties more effectively and contribute more consistently to the achievement of organizational goals. Among the independent variables, employee loyalty has the largest contribution to employee performance, followed by self-efficacy and emotional intelligence. Furthermore, emotional intelligence, self-efficacy, and employee loyalty simultaneously have a significant effect on employee performance, indicating that employee performance is not determined by a single factor but rather by the combined influence of employees' ability to regulate emotions, confidence in their capabilities, and commitment to the organization. The coefficient of determination indicates that 30.7% of the variation in employee performance is explained by emotional intelligence, self-efficacy, and employee loyalty, while the remaining 69.3% is influenced by other factors not examined in this study, such as organizational culture, leadership style, compensation systems, work environment, motivation, job satisfaction, training and development, and career development opportunities.

The theoretical implications extend Social Cognitive Theory, Emotional Intelligence Theory, and Organizational Commitment Theory to the context of employee performance in the coffee export industry. The positive effect of emotional intelligence supports Emotional Intelligence Theory, while the positive effect of self-efficacy confirms Social Cognitive Theory's prediction that individuals with strong self-efficacy beliefs demonstrate higher levels of performance. The positive effect of employee loyalty reinforces Organizational Commitment Theory, and the finding that employee loyalty is the most dominant predictor highlights the importance of fostering emotional attachment and dedication to organizational goals. The simultaneous effect of these variables demonstrates that employee performance is shaped by the combined influence of psychological and organizational factors rather than by a single determinant.

From a practical perspective, companies should strengthen consistency between employee development programs and organizational support practices. Organizations should invest in emotional intelligence development programs, such as training and

coaching initiatives, to enhance employee performance and well-being. Organizations should strengthen employees' self-efficacy by providing challenging work experiences, job-relevant training, constructive feedback, and a supportive work environment that promotes employees' psychological well-being. Organizations should foster employee loyalty by creating a fair and supportive work environment, strengthening organizational commitment, promoting harmonious workplace relationships, and reinforcing organizational values that encourage compliance, responsibility, dedication, and honesty.

This study has several limitations. First, the analysis is limited to a single company in the coffee export industry, restricting generalizability to other industries or organizational contexts. Second, the cross-sectional design limits the ability to establish causal relationships between variables. Third, the study relies on self-reported data collected through questionnaires, which may be subject to social desirability bias and common method bias. Fourth, the study excludes other potential determinants such as leadership style, organizational culture, work engagement, and job satisfaction.

Future research should broaden the scope to other industries and organizational contexts to test the generalizability of the findings. Researchers should employ longitudinal designs to examine how the relationships between emotional intelligence, self-efficacy, employee loyalty, and employee performance evolve over time. Future studies should employ mixed-method approaches, such as combining surveys with interviews or observations, to provide richer insights into the mechanisms through which psychological and behavioral factors influence employee performance. Researchers should also investigate the moderating role of individual differences such as age, gender, education level, and tenure in the relationships examined, as well as incorporate additional variables such as leadership style, organizational culture, work engagement, and job satisfaction to improve the explanatory power of the model.

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