



## The Role of Motivation in Moderating the Impact of Emotional Intelligence, Work-Life Balance, Leadership, and Work Ethic on Employee Performance

Yusniar Lubis <sup>1,\*</sup>, , Fajar Rezeki Ananda Lubis <sup>2</sup>, , Syaifuddin <sup>2</sup>, ,  
and Nasib <sup>3</sup>, 

<sup>1</sup> Department of Agribusiness, Postgraduate Program, Universitas Medan Area, 54101, Medan, North Sumatra Province, Indonesia

<sup>2</sup> Department of Management, Postgraduate School, Universitas Prima Indonesia, 20118, Medan, North Sumatra Province, Indonesia

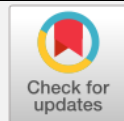
<sup>3</sup> Department of Management, Institut Bisnis Informasi Teknologi dan Bisnis, 20235, Medan, North Sumatra Province, Indonesia

\* Corresponding Author: [yusniar@staff.uma.ac.id](mailto:yusniar@staff.uma.ac.id)

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### ABSTRACT

*This research assesses the direct and indirect impact of emotional intelligence, work-life balance, leadership, and work ethics on employee performance at the Camait office in Central Tapanuli Regency, North Sumatra. Employing a quantitative analytic approach, the study sampled 146 workers, from which 88 employees were selected using the Slovin formula. Data analysis was conducted using Structural Equation Modeling-Partial Least Squares (SEM-PLS). The findings reveal that emotional intelligence, work-life balance, leadership, and motivation directly, positively, and significantly impact employee performance. In contrast, work ethic does not significantly affect employee performance. Moreover, motivation is a moderating variable that can indirectly influence the relationships between work-life balance, leadership, work ethic, and employee performance. However, motivation alone cannot effectively moderate the relationship between work ethic and employee performance at the Central Tapanuli Regency Head Office. This study underscores the importance of enhancing emotional intelligence, achieving a better work-life balance, and cultivating effective leadership to boost employee performance. Furthermore, it highlights the crucial role of motivation as a moderating factor in improving overall job performance. However, it emphasizes that motivation should be complemented with other strategies to*



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address work ethic issues effectively.

**Keywords:** Employee Performance; Emotional Intelligence; Leadership; Motivation; Work Ethics; Work-Life Balance

## 1. Introduction

Effective human resources (HR) management is pivotal for businesses aiming to achieve their strategic objectives. In the context of public administration, particularly within the Central Tapanuli Regency, the performance of government employees is critical in meeting community service expectations and executing work plans efficiently. This study focuses on evaluating and enhancing staff performance in this region.

Staff performance is fundamental to the successful execution of work plans and the delivery of excellent service to the community. It is defined as the output produced by an employee, considering both the quality and quantity of their work (Robbins, 2001). Performance encompasses the completion of assigned tasks and how these tasks are executed. It is influenced by an individual's abilities, effort, and the opportunities provided to them (Sonnetag & Frese, 2002).

According to various studies, employee performance is influenced by several factors, including emotional intelligence, work-life balance, leadership, and work ethics (Bass, 1985; Goleman, 1995; Greenhaus & Beutell, 1985; Maxwell, 2007). These factors can directly or indirectly impact how well employees perform their duties. Understanding and enhancing these factors is essential for improving overall performance in any organizational setting.

Table 1 provides an overview of the distribution of employees across various subdistricts in Central Tapanuli Regency. The data reveals a total of 146 employees distributed unevenly across 20 subdistricts.

**Table 1. Number of Civil Servants working in the Central Tapanuli Regency Government**

No	Subdistrict	Number of Employees
1	Subdistrict Andam Dewi	8
2	Subdistrict Badiri	7
3	Subdistrict Barus	9
4	Subdistrict Barus Utara	7
5	Subdistrict Kolang	8
6	Subdistrict Lumut	7
7	Subdistrict Manduamas	7
8	Subdistrict Kota Pandan	7
9	Subdistrict Pasaribu Tobing	7
10	Subdistrict Pinangsori	7
11	Subdistrict Sarudik	7
12	Subdistrict Sibabangun	7
13	Subdistrict Sirandorung	7
14	Subdistrict Sitahuis	7
15	Subdistrict Sorkam	7

No	Subdistrict	Number of Employees
16	Subdistrict Sorkam Barat	8
17	Subdistrict Sosorgadong	8
18	Subdistrict Suka Bangun	7
19	Subdistrict Tapani Nauli	7
20	Subdistrict Tukka	7
	<b>Total</b>	<b>146</b>

Source: Central Tapanuli Regency Government

**Table 1** displays the distribution of workers in the Central Tapanuli Regency Government Subdistrict. The total number of employees in this subdistrict is 146. A mini-research conducted by researchers in various subdistrict governments in Central Tapanuli Regency identified several performance issues. One observed problem was the suboptimal bureaucratic system for administrative services, which was evident in the lengthy correspondence process. Additionally, employees arrived late and left before office hours, indicating a decline in employee performance. This was further supported by employees' lack of motivation to complete work on time, resulting in delayed reporting of work results to their superiors.

## 2. Literature Review

### 2.1. Employee Performance

Performance refers to the outcome of employees' efforts in terms of both the quality and quantity of work accomplished while performing their assigned tasks (Harsono et al., 2022). It encompasses both the effort put into work and the tangible results achieved (Tambunan et al., 2023). Furthermore, performance pertains to the degree of efficiency and efficacy exhibited by an individual, department, or entity in carrying out assigned responsibilities and achieving established objectives within a certain assessment timeframe (Zacharias et al., 2021). Implementing corporate goals directly influences employee performance, making it crucial for all employees to exert effort to attain high-performance levels (Napitupulu et al., 2017).

Employee performance encompasses the extent of accomplishment, in terms of excellence and quantity, exhibited by the employee while fulfilling assigned tasks and obligations (Kim et al., 2010). Employees acknowledged and appreciated for their work tend to exhibit higher loyalty towards the firm (Dewi et al., 2022). Retaining high-performing staff is crucial for a firm, as they hold valuable knowledge and abilities that may greatly contribute to long-term success (Altahat, 2021). Effective staff performance may enhance the company's brand image and reputation (Wan, 2023). When employees deliver outstanding customer service, it leads to higher client satisfaction, improving the organization's image as a source of excellent products or services (Putri et al., 2021). Highly skilled employees are a valuable resource in creating a competitive edge for a firm. They assist organizations in adapting to market changes, enhancing operational effectiveness, and efficiently resolving competitive challenges (Bibi et al., 2022; Saputra et al., 2023).

### 2.2. Leadership

Leadership is defined as any activity or conduct that seeks to influence the aspirations of fellow employees to attain shared objectives (Wilkins, 2023). To accomplish organizational goals, leadership requires influencing subordinates to foster collaboration and enhance efficiency (Yao & Hao, 2023). Additionally, leadership involves effectively overseeing and

harnessing organizational resources and instruments (N. T. T. Nguyen et al., 2021). The leadership approach of superiors is a determining factor in achieving specified corporate goals.

Leadership involves proactively initiating social events to create new structures and processes and the planning, coordination, and collaboration necessary to achieve goals (Moreira et al., 2023). Efficient leadership can motivate personnel by establishing explicit objectives, offering constructive feedback, and promoting active participation in pursuing organizational goals (Sunarsi et al., 2020). Effective leadership stimulates employee enthusiasm and dedication, leading to optimal exertion and focus on their work (Divya, 2022).

Effective leadership guides people in accomplishing present objectives and uses resources to cultivate employee skills and potential (Shafi et al., 2020). Implementing compassionate leadership involves offering staff training, coaching, and growth opportunities, which leads to enhanced overall performance (Suharina et al., 2022). Effective leadership can construct and sustain a unified team. Leaders who promote cooperation, resolve conflicts, and cultivate a positive work atmosphere enhance the overall efficiency of their teams (Nabella et al., 2022).

Effective leadership necessitates adept and unbiased conflict resolution. Efficient dispute resolution minimizes interruptions to production and cultivates amicable relationships among employees (Arifuddin et al., 2023).

### **2.3. Emotional Intelligence**

Individuals with elevated levels of emotional intelligence possess a heightened ability to comprehend the feelings and perspectives of their coworkers (Efendi et al., 2021). Engaging in activities that enhance emotional intelligence can improve interpersonal connections, foster effective cooperation, and enhance teamwork skills (Aziz, 2021). Emotional intelligence enables employees to articulate their thoughts and feelings clearly and effectively (Barreiro & Treglown, 2020). Effective emotional communication skills improve employees' capacity to express ideas clearly, facilitate conflict resolution, and overcome challenges efficiently (Romano et al., 2020).

Individuals with elevated emotional intelligence also demonstrate a heightened capacity to manage stress and pressure in the professional environment proficiently (Wang, 2022). They can maintain composure and focus amidst intense pressure, sustaining efficiency and making sound judgments in challenging situations (Lucas-Mangas et al., 2022). Emotional intelligence includes heightened self-awareness, allowing individuals to recognize their strengths, weaknesses, and emotional and behavioral reactions to situations (Bausseron, 2020). Cultivating self-awareness helps employees identify areas for improvement and develop strategies to enhance their performance (Kai Liao et al., 2021).

Employees with elevated emotional intelligence typically exhibit heightened empathy towards their colleagues and customers (Ding & Yu, 2021). Those with enhanced empathy and perspective-taking skills can develop stronger interpersonal connections and effectively manage customer conflicts or difficulties (Saklofske, 2021). Employees with high emotional intelligence enhance their problem-solving skills by considering emotional factors associated with situations (Aziz, 2021). They can manage their own emotions and understand and manage the emotions of other workers, facilitating the identification of appropriate solutions and the making of rational judgments (Parker et al., 2021).

Employees who receive acknowledgment, attention, and understanding in the workplace are more likely to be highly motivated and dedicated to their jobs (Banban, 2021). Leaders with emotional intelligence can establish a nurturing work environment, foster emotional connections among employees, and achieve corporate objectives (Moroń & Biolik-Moroń, 2021). This fosters a sense of empowerment and motivation among employees, encouraging them to



perform at their highest capacity. Individuals with strong emotional intelligence typically experience higher levels of work satisfaction (Parker et al., 2021), enhanced camaraderie with colleagues, improved conflict resolution abilities, and increased job satisfaction (Ding & Yu, 2021).

#### **2.4. Work-Life Balance**

Employees who successfully achieve a harmonious balance between work and home life typically exhibit elevated levels of productivity (Rohani & Setyaningrum, 2023). They experience increased energy, enhanced attention, and intensified concentration (Tirta & Enrika, 2020). Optimal work-life balance incentivizes individuals to dedicate significant time and energy to extracurricular activities such as hobbies and creative pursuits (Semple, 2021). These activities broaden their outlook, stimulate imagination, and generate innovative ideas applicable professionally (Lestari & Margaretha, 2021).

Employees who achieve a favorable work-life balance generally experience reduced stress levels and improved overall mental well-being (Puspitasari & Darwin, 2021). Making time for relaxation can decrease the likelihood of experiencing exhaustion, anxiety, and sadness while increasing overall life satisfaction (Katili et al., 2021). Companies prioritizing maintaining a healthy balance between work and personal life often experience higher employee retention rates (Boamah et al., 2022). Such organizations are more likely to retain their workforce and reduce the likelihood of employees seeking alternative job opportunities (Irawanto et al., 2021).

Achieving a balance between professional and personal life allows employees to allocate time to their families, friends, and communities (Ma et al., 2021). Cultivating solid interpersonal relationships outside of work enhances social support, increases enjoyment, and reduces stress, ultimately improving employee performance (Rifadha & Sangarandeniya, 2017). Work-life balance also allows individuals to develop essential life skills such as time management, stress management, and communication skills (Aghimien et al., 2022). Applying these skills across different domains, including the professional environment, enhances employee efficiency and overall effectiveness (Rony & Yulisyahyanti, 2022).

#### **2.5. Work Ethic**

Individuals with a robust work ethic typically demonstrate notable tenacity in their endeavors (Rohani & Setyaningrum, 2023). They persevere with thorough effort and steadfastly commit to achieving their objectives, regardless of challenges or barriers (Zúñiga et al., 2022). A strong work ethic includes a deep sense of responsibility and accountability toward assigned tasks (A. H. Fadli et al., 2022). Employees with a robust work ethic exhibit proactive behavior by consistently and punctually completing their duties and taking accountability for the outcomes of their work (Jia et al., 2022).

A commendable work ethic shows a steadfast dedication to conscientiously performing daily tasks and consistently meeting deadlines (Jufrizen, 2022). Employees who demonstrate discipline and timeliness are likelier to deliver consistent and reliable performance (Friska Sihombing et al., 2022). Internal motivation, originating from the individual employee, often fosters a strong work ethic (Aflah et al., 2021). Employees with a robust work ethic typically find satisfaction in their work, which enhances their motivation to achieve exceptional performance (Jangda, 2023). They demonstrate a drive to continually improve and develop their skills, seize opportunities to acquire knowledge and enhance their abilities, increase their competency, and add value to the organization (Sari & Tukirin, 2023).

Exhibiting exemplary work ethics directly influences the quality of job outcomes. Employees with a robust work ethic consistently exert maximum effort in their tasks, resulting in improved outcomes and achieving corporate objectives (Aflah et al., 2021). Those dedicated to hard work maintain focus and achieve personal and organizational goals (Aini et al., 2022), showing tenacity and determination in pursuing their objectives and resilience in overcoming obstacles (Ichsan et al., 2022).

## **2.6. Work Motivation**

Motivated employees tend to work with greater efficiency and productivity (Wahyudi, 2022), driven by strong intrinsic motivation to perform activities effectively, pursue goals, and achieve desired outcomes (Zulfikar, 2021). High motivation generally correlates with superior work outcomes (Riyanto et al., 2021), as motivated employees strive to perform at their highest level, enhancing their work's precision, accuracy, and creativity (Lestariningsih et al., 2022).

Highly motivated individuals demonstrate strong accountability toward their work and organization (Susmadiana et al., 2021). They are typically more engaged, responsible, and dedicated, improving overall performance (Panjaitan, 2022). Strong motivation enables individuals to overcome difficulties and problems encountered in their work (Fahmi et al., 2022), showing persistence and finding innovative solutions (Andrianto et al., 2023).

Motivated employees show initiative and proactivity in pursuing opportunities, solving problems, and enhancing work procedures (Rivaldo, 2021). They not only wait for instructions but actively seek to improve their performance and contribute to business advancement (Erdogan et al., 2022). Motivated employees also tend to be more satisfied with their jobs and exhibit higher retention rates (Nasution et al., 2021), contributing to increased stability and continuity in the workplace (Yusuf Iis et al., 2022). They are more willing to collaborate and collaborate (Buulolo et al., 2023), striving towards common goals, fostering collaboration with colleagues, and making constructive contributions to team and organizational success (Liana & Hidayat, 2021).

## 2.7. Conceptual Framework

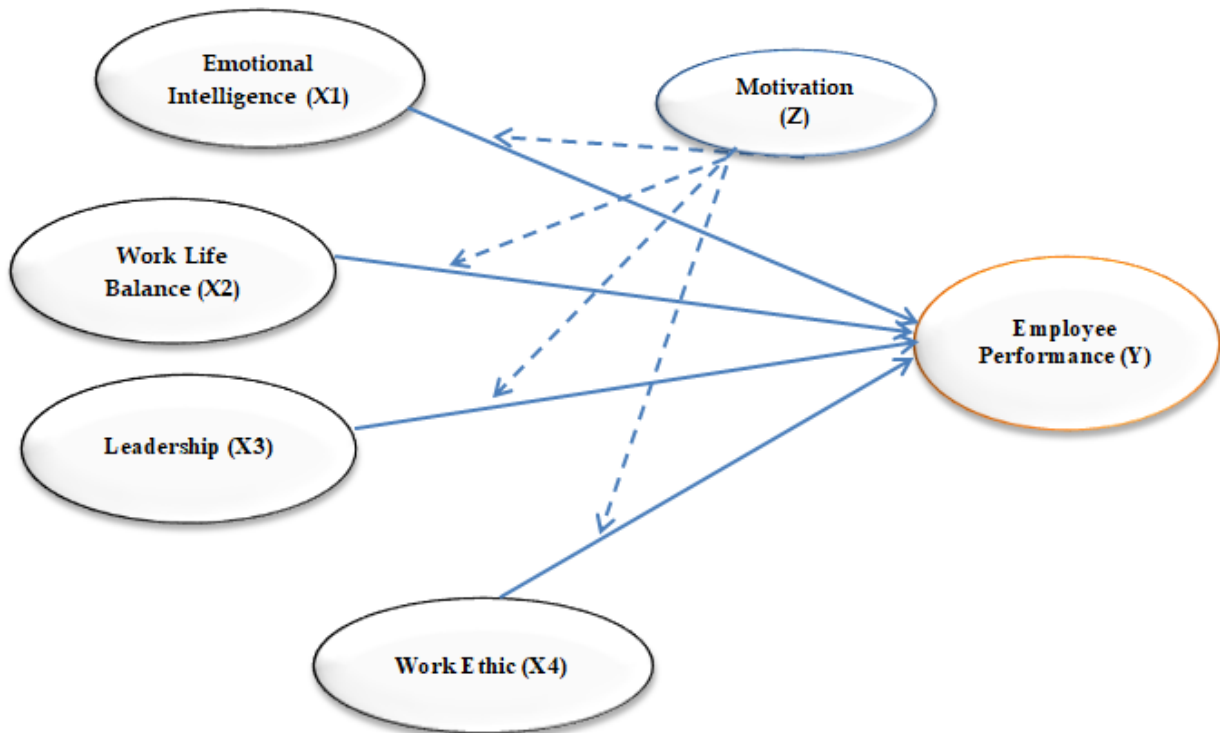


Figure 1. Conceptual Framework

## 2.8. Research Hypotheses

- 1) Emotional intelligence has a significant and influential effect on employee performance.
- 2) Work-life balance has a significant and influential effect on employee performance.
- 3) Leadership has a significant and influential effect on employee performance.
- 4) Work ethics have a significant and influential effect on employee performance.
- 5) Motivation has a significant and influential effect on employee performance.
- 6) Motivation significantly moderates the effect of emotional intelligence on employee performance.
- 7) Motivation plays a significant role as a moderator in the relationship between work-life balance and employee performance.
- 8) Motivation significantly moderates the effect of leadership on employee performance.
- 9) Motivation significantly moderates the effect of work ethics on employee performance.

## 3. Research Methodology

This study employs a quantitative approach to investigate the relationships between various factors and employee performance. Data were collected using a structured questionnaire to capture the respondents' perceptions and attitudes. The questionnaire was based on a Likert scale, allowing participants to express their level of agreement or disagreement with a series of statements.

The sample size for this study consisted of 88 respondents, selected to provide a representative cross-section of the population under investigation. The respondents were employees from different sectors, ensuring diverse input and enhancing the generalizability of the findings.

This study utilized the structural equation model (SEM) approach to analyze the collected data, specifically employing partial least squares (PLS) methodology. SEM is a robust statistical technique that examines multiple relationships between variables. PLS-SEM, in particular, is suitable for complex models and small to medium sample sizes, making it an appropriate choice for this study (Hair et al., 2019).

The analysis was conducted in two primary stages:

1) Measurement Model Evaluation

This stage involved assessing the reliability and validity of the constructs used in the study. We evaluated the internal consistency of the scales using Cronbach’s alpha and composite reliability. Convergent validity was assessed through average variance extracted (AVE), while discriminant validity was examined using the Fornell-Larcker criterion and cross-loadings.

2) Structural Model Evaluation

In this stage, we tested the hypothesized relationships between the independent variables (emotional intelligence, work-life balance, leadership, work ethics, and motivation) and the dependent variable (employee performance). Additionally, we examined the moderating effect of motivation on the relationships between the independent variables and employee performance. Path coefficients, t-values, and p-values were calculated to determine the significance and strength of these relationships.

4. Results and Discussion

4.1. Measurement Model Analysis (Outer Model)

4.1.1. Outer Model

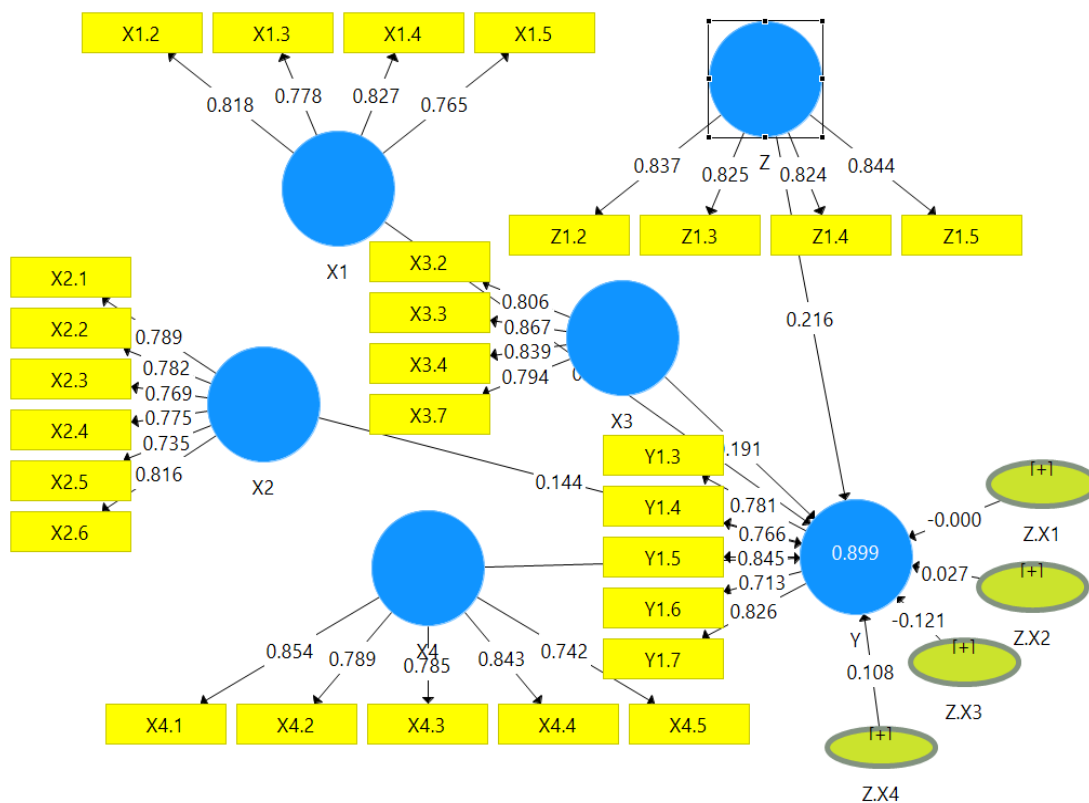


Figure 2. Outer Model Results



Figure 2 shows that all variables meet the validity criteria, as the loading factor values for all indicators exceed 0.7. Therefore, we can proceed with the subsequent test.

#### 4.1.1.1. Construct Reliability Test

Table 2. Construct Reliability Test

##### Construct Reliability and Validity

Matrix	Cronbach's Alpha	rho_A	Composite Reliability	Average Variance Extracted (AVE)
Z.X1	1.000	1.000	1.000	1.000
Z.X2	1.000	1.000	1.000	1.000
Z.X3	1.000	1.000	1.000	1.000
Z.X4	1.000	1.000	1.000	1.000
Z	0.914	0.915	0.930	0.623
X4	0.904	0.905	0.919	0.599
X3	0.901	0.901	0.901	0.901
Y	0.891	0.892	0.915	0.605
X1	0.866	0.867	0.897	0.556
X2	0.865	0.865	0.899	0.598

The study findings in Table 2 show that the Average Variance Extracted (AVE) values for each latent variable exceed 0.5. Furthermore, each latent variable's composite reliability and Cronbach's alpha values are above 0.7. Thus, it can be inferred that the indicators effectively measure the constructs.

#### 4.1.2. Inner Model

##### 4.1.2.1. Coefficient of Determination (R2)

Table 3. R-Square

Matrix	R-Square	R-Square Adjusted
Y	0.968	0.966

Table 3 reveals that the corrected R-Square value for the employee performance variable is 0.966, which corresponds to 96.6%. The remaining 3.4% is attributable to other factors not investigated in this study.

##### 4.1.2.2. Predictive Relevance (Q2)

The Q2 value has the same meaning as the R-square coefficient of determination. A Q2 value of 0 indicates that the model has predictive relevance. Conversely, if Q2 is less than 0, it indicates less predictive relevance. Higher Q2 values indicate the model is more suitable for the data under consideration. The Q2 value can be calculated as follows:

$$Q2 = 1 - (1-R^2_1)(1-R^2_2)... (R_n^2)$$

$$Q2 = 1 - (1-0.966)$$

$Q^2 = 1 - 0.034$

$Q^2 = 0.966$

The results indicate that the  $Q^2$  value is 0.966, suggesting that the variables examined in this study—charismatic leadership, supervision, work ethics, motivation, work stress, and employee performance—significantly contribute to the authenticity of the current structural model, accounting for 96.6% of the variance. The remaining 0.034% is attributed to other factors not considered in this model.

#### 4.1.2.3. Effect Size (F2)

Effect size (F2) determines the model’s strength and whether the predictor variables have weak, moderate, or strong influences at the structural level.

### 4.2. Hypothesis Test

**Table 4. Hypothesis Test Results**

Hypothesis	Path Coefficient				
	Original Sample (O)	Sample Mean (M)	Standard Deviation (SD)	T Statistic ( T )	P Values
X1 → Y	0.575	0.571	0.072	8.006	0.000
X2 → Y	0.283	0.287	0.037	7.570	0.000
X3 → Y	0.555	0.550	0.056	9.965	0.000
X4 → Y	-0.032	-0.028	0.052	0.604	0.546
Z → Y	-0.441	-0.435	0.059	7.522	0.000
Z.X1 → Y	-0.101	-0.105	0.058	1.743	0.082
Z.X2 → Y	0.109	0.099	0.040	2.724	0.007
Z.X3 → Y	-0.142	-0.125	0.055	2.594	0.010
Z.X4 → Y	0.115	0.113	0.036	3.204	0.001

#### 4.2.1. Direct Influence

##### 4.2.1.1. The Influence of Emotional Intelligence on Employee Performance

Emotional intelligence exerts a beneficial and substantial impact on the performance of employees. The outcome is shown by a significance value of 0.000, lower than 0.05. Therefore, a direct correlation exists between stronger emotional intelligence and increased staff performance in the Central Tapanuli Regency sub-district office. This research is consistent with the results of other studies (Afwindra et al., 2022; Barreiro & Treglown, 2020; A. Fadli et al., 2020), which indicate that self-awareness, self-regulation, motivation, empathy, and social skills have a substantial impact, either individually or collectively, on many aspects of employee performance. The findings align with previous research (Barreiro & Treglown, 2020), establishing a link between emotional intelligence and employee performance. Edward and Purba posits that emotional intelligence showcases the data’s results, demonstrating a direct relationship between emotional intelligence and employee performance (Edward & Purba, 2020). The analysis results indicate a substantial positive link between emotional intelligence

and employee performance variables. Additionally, the performed regression analysis reveals a beneficial effect of emotional intelligence on employee performance.

#### **4.2.1.2. The Influence of Work-Life Balance on Employee Performance**

The research findings indicate that work-life balance notably impacts employee performance. The work-life balance has a significance value of 0.000, indicating that it is statistically significant at a level less than 0.05. Integrating work-life balance practices in the workplace substantially positively impacts employee performance. This conclusion is consistent with previous research (Hediningrum, 2023; Nurcahyo, 2021; Paudel & Sthapit, 2021), which demonstrates that each component related to work-life balance, such as time balance, engagement balance, and satisfaction balance, has a significant and substantial impact on employee performance. According to study findings (Roopavathi, 2021), a significant and relevant relationship exists between work-life balance and employee performance, with work-life balance positively influencing performance. Studies (Katili et al., 2021) indicate a direct and favorable association between work-life balance and employee performance. Correlation and path coefficients assess the magnitude of this association.

#### **4.2.1.3. The Influence of Leadership on Employee Performance**

The data analysis results indicate that leadership significantly impacts staff performance. The P values 0.000, which are less than 0.05, indicate this. Researchers (Ozturk et al., 2021; Purwanto, 2022; Yao & Hao, 2023) demonstrate a positive correlation between enhanced leadership and improved workforce performance. Effective leadership has a significant impact on both success and performance enhancement. Consistent with previous studies (Angriani et al., 2020), it has been found that leadership style has a partially favorable and considerable impact on staff performance.

Moreover, Liu et al. provide empirical findings demonstrating that leadership exerts a substantial impact (Liu et al., 2023). This research yields substantial practical ramifications for managing human resources in businesses. First and foremost, businesses should prioritize leadership development, specifically cultivating a transformational leadership style. Leadership training and development should prioritize enhancing the abilities and qualities linked to a transformational leadership style, specifically the four transformational dimensions identified in the literature: idealized influence, inspirational motivation, intellectual stimulation, and individualized consideration. Furthermore, managers and organizational leaders must be ready to embrace and implement a transformational leadership approach in their day-to-day operations. This can be accomplished by utilizing training, mentoring, and assistance from higher-level executives.

#### **4.2.1.4. The Influence of Work Ethics on Employee Performance**

The data analysis results indicate that work ethic does not impact employee performance. The P-value of 0.546 is higher than 0.05, indicating that work ethic does not significantly impact employee performance. Contrary to previous studies (Aini et al., 2022; Arifin & Putra, 2020; Syahputra & Satrya, 2021), which assert that work ethics substantially enhance employee performance, our finding suggests otherwise. Work ethics is a crucial concern for many firms, mandating compliance from all employees. This research yields significant practical ramifications for managing human resources in businesses. Initially, firms must prioritize employee recruiting and selection to guarantee that potential workers comprehend and exhibit a work ethic that aligns with the company's values and culture.

Organizations should develop a recruiting and selection process to find individuals who exemplify strong commitment, self-control, and proactiveness. Furthermore, firms must prioritize staff development and coaching to enhance their work ethic. Organizations may cultivate strong work ethic values by implementing training programs, coaching sessions, and incentivization.

#### **4.2.1.5. The Influence of Motivation on Employee Performance**

The results of the analysis show that motivation has a direct positive and significant effect on employee performance. The significance value of 0.000, smaller than 0.05, reveals these results. This means that when motivation increases, employee performance will also increase. This research aligns with the previous findings (Alshemmari, 2023; Fahmi et al., 2022; Riyanto et al., 2021). Motivation has a significant effect on work productivity. This research results align with Rivaldo, who found that work motivation positively and significantly affects managerial performance (Rivaldo, 2021). This shows that the more employees are motivated to be enthusiastic about work, the more employee performance increases. This research yields significant practical ramifications for managing human resources in businesses. Initially, management must prioritize developing impactful motivating programs to enhance employee performance. This can encompass offering rewards, acknowledging accomplishments, and establishing a nurturing work atmosphere. Furthermore, management must pinpoint the determinants that impact employee motivation and implement strategies to surmount these hindrances. This may entail offering instruction, fostering professional growth, or establishing transparent communication channels between supervisors and staff.

#### **4.2.2. Indirect Influence Through Motivation**

##### **4.2.2.1. The Influence of Emotional Intelligence on Employee Performance Through Motivation**

The data testing results stated that motivation could not moderate the relationship between emotional intelligence and employee performance. These results can be seen from the significance value of 0.082, greater than 0.05. This study's results contradict previous research (Afwindra et al., 2022; Anggraeni, 2020; Barreiro & Treglown, 2020), suggesting that motivation significantly affects work productivity. Similarly, work motivation has a positive and significant effect on managerial performance, indicating that the more employees are motivated to be enthusiastic about work, the more employee performance increases (A. Fadli et al., 2020). Ding and Yu also found a positive influence of work motivation on employee performance (Ding & Yu, 2021). These findings align with psychological theories that demonstrate how emotional intelligence might impact individual behavior and success in the workplace. These ideas highlight the importance of comprehending and controlling emotions in attaining personal and organizational objectives. Moreover, these data bolster the motivation hypothesis by illustrating that personal qualities, such as emotional intelligence, may influence an individual's motivation. Individuals with emotional self-regulation skills have increased motivation towards achieving their goals.

##### **4.2.2.2. The Influence of Work-Life Balance on Employee Performance Through Motivation**

Based on the findings of hypothesis testing, it seems that motivation moderates the connection between work-life balance and employee performance. The outcome of 0.007, less than 0.05, indicates a noteworthy result. This research is consistent with prior studies (Paudel & Sthapit, 2021; Puspitasari & Darwin, 2021; Tirta & Enrika, 2020) that illustrate the influence of

work-life balance on job motivation. This study corroborates Margaretha's results, indicating a substantial influence of motivation on employee performance (Lestari & Margaretha, 2021). According to Ma et al., research indicates that job motivation has a beneficial and substantial impact on management performance (Ma et al., 2021). This suggests that motivation might play a moderating role in the relationship between work-life balance and employee performance. This research yields significant practical consequences for managing human resources in businesses. Initially, firms must prioritize establishing a work environment that fosters a harmonious equilibrium between professional commitments and their workers' personal lives. This encompasses the provision of flexible work schedules, implementing remote work regulations, and cultivating a business culture that values and acknowledges workers' leisure time and personal lives. Furthermore, management should develop motivating programs that aid employees in achieving a harmonious equilibrium between their professional and personal lives. This may encompass various incentives to promote a healthy equilibrium between work and personal life, acknowledge employees' accomplishments in preserving such equilibrium, and assist in enhancing time and stress management abilities.

#### **4.2.2.3. The Influence of Leadership on Employee Performance Through Motivation**

Based on the data research, motivation moderates the connection between leadership and employee performance. The notable outcome of 0.010, a value below 0.05, illustrates this. This study's results align with previous research findings (Ingsih et al., 2021; P. T. Nguyen et al., 2020; Wuryani et al., 2021), demonstrating that leadership has a favorable and substantial impact on staff performance. Leadership involves mobilizing a group of people toward achieving organizational objectives. Executing effectively may generate transformative energies that facilitate attaining corporate goals. Hidayati and Zulher found a positive and substantial correlation between work motivation and employee performance, suggesting that employees need motivation to improve their performance (Hidayati & Zulher, 2022). However, the level of motivation may vary based on the specific nature of their work. In general, the participants indicated contentment with the leader's level of motivation during their time at the institution. Research findings indicate incomplete leadership directions do not substantially impact job motivation (Fikri et al., 2021). This research yields significant practical ramifications for managing human resources in businesses. Initially, businesses must prioritize the development and nurturing of competent leadership. Leadership training and development should prioritize cultivating abilities that motivate and inspire workers. Furthermore, management must ensure leaders understand effective techniques to inspire and incentivize their workforce. This can be achieved through training, coaching, and organized feedback.

#### **4.2.2.4. The Influence of Work Ethics on Employee Performance Through Motivation**

Based on the findings of the hypothesis test, motivation moderates the connection between work ethics and employee performance. The statistically significant result of 0.001, which is less than the threshold of 0.05, clearly indicates this. The findings of this study align with other studies (Aini et al., 2022; Hutagalung et al., 2020; Moreira et al., 2023), indicating that work ethics can benefit employees. Moreover, the results of this study align with previous research (Aflah et al., 2021) that suggests a correlation between workers' job motivation and work ethics. As stated by Aflah et al., motivation is crucial in enhancing employee performance, with work ethics as the foundation for improving the organization's work culture (Aflah et al., 2021). This research yields significant practical ramifications for managing human resources in businesses. Initially, firms must prioritize recruiting and selection to find individuals with



strong work ethics. Choosing personnel with strong commitment, self-control, and accountability may enhance motivation and improve performance. Furthermore, it is imperative for management to devise training and development initiatives aimed at enhancing employee work ethics. This may encompass instruction in work ethic principles, mentoring to enhance abilities such as time management and prioritizing, and acknowledgment for accomplishments that exemplify a robust work ethic.

## 5. Conclusion

The research concluded that leadership, supervision, work ethics, and motivation substantially impact employee performance. However, work stress did not directly impact employee performance at the Central Tapanuli district sub-district office. Leadership has the potential to moderate the effects of work ethics, motivation, and stress. Interestingly, leadership could not mediate the connection between supervision and employee performance in the sub-district office of Central Tapanuli Regency.

Despite the valuable insights, this study has several limitations. Firstly, the research was limited to the public sector within a specific geographic area, which may not represent other sectors or regions. Secondly, the study's cross-sectional design limits the ability to infer causality between the variables. Thirdly, the reliance on self-reported data may introduce biases, such as social desirability bias, affecting the accuracy of the findings. Lastly, the study did not account for other potential moderating or mediating variables influencing employee performance, such as organizational culture, employee engagement, or job satisfaction.

Future studies should address these limitations by exploring a more diverse range of sectors, including private enterprises, to enhance the generalizability of the findings. Longitudinal studies are recommended to understand better the causal relationships between leadership, supervision, work ethics, motivation, and employee performance. Additionally, incorporating objective performance measures and multi-source feedback could provide a more comprehensive understanding of the factors influencing employee performance. Further research should also investigate the role of organizational culture, employee engagement, and job satisfaction as potential moderators or mediators. Finally, exploring the impact of emotional intelligence and work-life balance on employee performance could provide deeper insights into how to foster a more productive and motivated workforce.

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## 7. Declaration of Conflicting Interests

The authors have declared no potential conflicts of interest concerning this article's research, authorship, and/or publication.

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### About the Authors

1. **Yusniar Lubis** obtained her Doctorate from Pasundan, Indonesia, in 2012. The author is a Professor at the Department of Agribusiness, Postgraduate Program, Universitas Medan Area, Indonesia.  
E-Mail: [yusniar@staff.uma.ac.id](mailto:yusniar@staff.uma.ac.id)
2. **Fajar Rezeki Ananda Lubis**, obtained his Master's degree from Universitas Padjadjaran, Indonesia, in 2018. The author is an Associate Professor at the Department of Management, Postgraduate School, Universitas Prima Indonesia, Indonesia.  
E-Mail: [fajarrezekiananda@gmail.com](mailto:fajarrezekiananda@gmail.com)
3. **Syaifuddin** obtained his Doctorate from Universitas Pasundan, Indonesia, in 2012. The author is a Professor at the Department of Management, Postgraduate School, Universitas Prima Indonesia, Indonesia.  
E-Mail: [drsyaifuddin@unprimdn.ac.id](mailto:drsyaifuddin@unprimdn.ac.id)
4. **Nasib** obtained his Master's degree from Universitas Muhammadiyah Sumatera Utara, Indonesia, in 2013. The author is an Associate Professor at the Department of Management, Institut Bisnis Informasi Teknologi dan Bisnis, Indonesia.  
E-Mail: [nasibwibowo02@gmail.com](mailto:nasibwibowo02@gmail.com)