

# Empirical Study of Emotional Intelligence and Work Ethic among Bekasi Environmental Office Employees

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## Abstract

**Purpose:** This study investigates the impact of emotional intelligence and work ethic on the performance of State Civil Apparatus (ASN) at the Environmental Service Office of Bekasi City. Given the increasing demand for effective public service, understanding the role of non-technical factors in enhancing employee performance is essential.

**Methodology/approach:** This research employs a quantitative approach, involving 126 operational employees as respondents. Data were collected through a structured questionnaire and analyzed using multiple linear regression with SPSS version 29. The study utilized non-probability sampling to select participants from the operations division.

**Results/findings:** The results demonstrate that both emotional intelligence and work ethic have a statistically significant and positive influence on employee performance. This is evidenced by an F-value of 180.729 (Sig. = 0.001), indicating a strong combined effect of the two variables.

**Conclusion:** Both of emotional intelligence and work ethic are critical determinants of ASN performance. Therefore, enhancing ASN performance requires more than technical competence; it necessitates the development of personal attributes and behavioral values that foster emotional regulation and ethical conduct.

**Limitations:** This research is limited to operational employees of the Bekasi City Environmental Agency with a quantitative approach, and only includes variables of emotional intelligence and work ethic. The results cannot be generalized to other agencies or sectors.

**Contribution:** Studies in human resource management that have focused on the impact of EQ and WORK ETHIC on productivity have benefited from this new data. In an attempt to boost ASN performance by enhancing emotional components and work ethic, these results are helpful for government organizations.

**Keywords:** *Emotional Intelligence, Employee performance, State Civil Apparatus, Work Ethics.*

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## 1. Introduction

Human resources play a crucial role in the sustainability of organizations in both the public and private sectors. In the context of government, the Civil Servant Apparatus (ASN) is the main foundation for the implementation of administration and public services. In this regard, improving the performance quality of ASNs is a strategic goal to encourage the achievement of efficiency and effectiveness in the governance process.

The Environmental Agency (Dinas Lingkungan Hidup/DLH) in Bekasi City, listed as a regional institution focused on environmental issues, plays a significant role in maintaining ecosystem balance

in urban areas. The responsibilities faced by ASN employees in this institution require optimal performance and professionalism from them. To achieve this, more than technical expertise is needed; support from psychological aspects and work attitudes, including emotional intelligence and work ethics, is also essential. Although various efforts have been made to improve employee performance, some employees still face challenges in adapting to a continuously changing work environment.

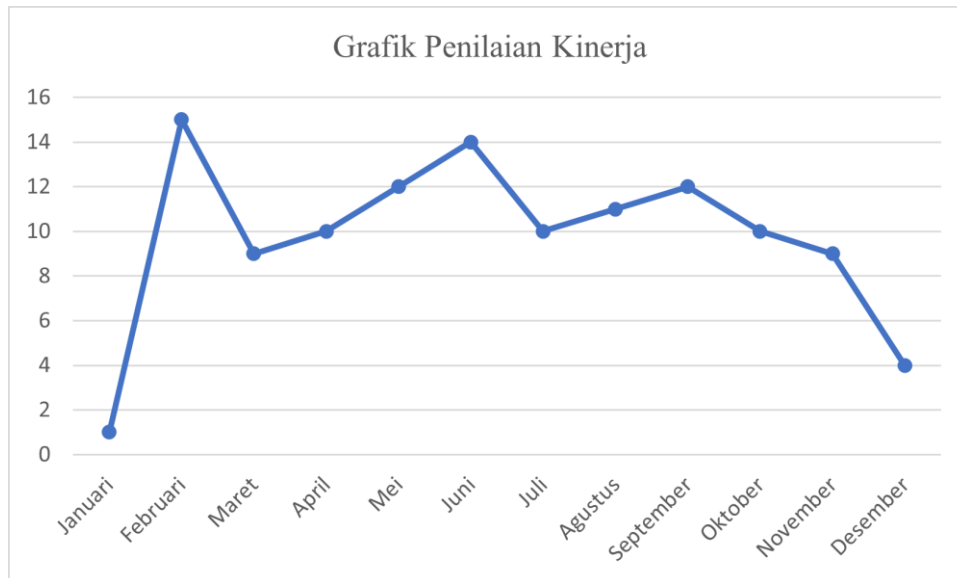


Figure 1. Performance Report of Employees at the Environmental Agency of Bekasi City for the Year 2024

Source: Internal Data of the Environmental Agency of Bekasi City (2024)

Significant variations were observed in the employee performance evaluation data of the Environmental Agency of Bekasi City in 2024. A sharp decline in performance occurred, particularly in the last months of the year. This decline is closely related to the decreasing discipline of employees' time management, with many employees arriving late, not adhering to break times, or leaving earlier than scheduled. This disregard for time directly impacts productivity levels and indicates a lack of commitment to the work. Several interrelated supporting factors contribute to the success of employee performance. One of these is emotional intelligence, which, as explained by, is the ability to understand, manage, and influence one's own feelings and the emotions of others.

ASNs who score higher on EQ tests tend to remain calm under pressure, maintain strong relationships, and adapt effectively to dynamic work environments. Public sector employees often interact with community members who may display various emotions, making this an important consideration in this study. According to Layuk et al. (2024), the EQ of government employees significantly affects their ability to adapt and collaborate. Consistent with previous research, this study emphasizes that individuals with high emotional intelligence are better able to make rational decisions, even when under pressure (Sonitra & Ekowati, 2020). Furthermore, as highlighted by Idul et al. (2021), individuals with high emotional intelligence are more likely to feel satisfied and committed to their tasks, ultimately contributing to an organization's overall effectiveness.

A strong work ethic is as important as emotional intelligence. In performing tasks, work ethic reflects values such as commitment, honesty, accountability and enthusiasm (Kusuma, 2024). An individual with a strong work ethic tends to give their best, consistently provide quality service, and become an integral team member. According to Novianto et al. (2022), a strong work ethic motivates workers to be responsible and competent in their roles. Field observations indicate that the work ethic within the Environmental Agency of Bekasi City is not evenly distributed. Some employees tend to rely on colleagues, show selfish behavior, or feel more powerful because of their longer work experience.

Masrifah (2021) mentioned that this situation can reduce productivity and job effectiveness in the workplace. Research also supports this view, stating that optimal performance is directly related to a strong work ethic, which increases participation and collaboration in the workplace. However, most previous studies remain general and have not specifically addressed how emotional intelligence and work ethic impact the performance of ASNs in the environmental sector at the local level. Previous research has not thoroughly described the socio-psychological dynamics of agencies focused on environmental issues. Based on the theory and findings from previous studies, work ethic and emotional intelligence are key factors that significantly influence employee performance.

Given the importance of these two factors for the success of the Environmental Agency of Bekasi City in providing quality public services and achieving its goals, this study intends to examine their impact on worker productivity. Therefore, this study conducts an empirical analysis of the influence of emotional intelligence and work ethic on the performance of Civil Servant Apparatus at the Environmental Agency of Bekasi City to address the gaps that still exist in previous studies. This study also provides local insights into the development of public sector human resource management, particularly in the context of environmental services.

## **2. Literature Review and Hypothesis Development**

### **2.1 Emotional Intelligence**

Although emotional intelligence is a relatively new concept in industrial psychology, it plays a crucial role in the workplace, as it influences job satisfaction and employee commitment to the organization (Nurjaya, 2023). Emotional intelligence refers to a person's ability to regulate their own emotions and recognize the emotions of others to build harmonious and constructive social interactions (Leonel 2024). It is the ability to manage and express emotions appropriately and plays a significant role in effective leadership and conflict resolution in the workplace (Doho et al., 2023; Rizqi Ananda, 2023). Emotional intelligence highlights human potential by combining various complex abilities, which are considered critical in predicting individual success (Setyaasih et al., 2023).

### **2.2 Work Ethic**

Work ethic refers to a set of values, attitudes, and beliefs that motivate individuals to work diligently, honestly, and responsibly. According to Priansa (2021), work ethic is an internal moral strength that drives individuals to enthusiastically and diligently perform tasks. found that employees with a strong work ethic tend to demonstrate high productivity, loyalty, and dedication to their organization. Similar findings were presented by Maro dan Hermayanti (2022), who concluded that work ethic significantly influences employee performance in the public sector.

However, A. Saputra et al. (2023) added that this influence is also affected by the organizational culture and management system in place. Priansa (2021) identified three main indicators in shaping the work ethic personality: the belief that work is a divine blessing, work as a trust that must be carried out responsibly, and work as a calling that requires dedication and commitment. These three principles form the foundation for building a productive and integrity-driven workplace culture.

### **2.3 Employee Performance**

Employee performance reflects the extent to which an employee can effectively carry out their duties and responsibilities and serves as an indicator of an organization's success in achieving its strategic objectives. Key performance indicators include the quantity and quality of work results, punctuality, attendance, and ability to collaborate with colleagues (Fariz et al., 2025). High-quality performance represents the success of human resource management in meeting the challenges of an ever-evolving organization. Zaliany (2024) emphasized the role of key internal factors, such as emotional intelligence and work ethic, in supporting consistent employee performance.

Emotional intelligence aids in managing work pressure, making wise decisions, and effective communication, whereas work ethic encourages discipline, responsibility, and loyalty. Simanjuntak et al. (2024) and Samora and Tanjun (2023) align with previous studies, highlighting that the simultaneous development of emotional intelligence and work ethic significantly contributes to productivity and

performance effectiveness. Therefore, organizations need to provide training that not only hones technical skills but also nurtures emotional and work attitude. Utomo (2021) mentions that the goals of employee performance include mastering current skills to improve work effectiveness, resolving problems comprehensively in the context of policies, and improving cooperation among colleagues to support collective performance. Thus, the synergy between technical skills, emotional intelligence, and work ethic forms the foundation for creating high-quality human resources that are adaptive to the dynamics of the modern work environment.

## **2.4 Hypothesis Development**

### **2.4.1 The Effect of Emotional Intelligence on Employee Performance**

Many companies today use various employee selection tests to assess the intelligence of potential candidates for employment. These tests are designed to measure the ability to understand, process, analyze, and draw conclusions from the available information, thus predicting the potential for career success. Therefore, emotional intelligence has become an important standard for assessing the intellectual abilities and sharpness of a candidate in an organization (Sudiartini, 2024).

Juwita and Hanum (2023) showed that emotional intelligence significantly impacts employee performance, supporting the empirical foundation of this study. A similar finding was reported by Aulia and Widodo (2024), who also indicated that emotional intelligence influences employee performance. Hence, employee performance, regarding the influence of emotional intelligence, should affect how employees behave and carry out their work duties and responsibilities. Based on this, the following hypothesis can be formulated:

**H1:** EI influences of emotional intelligence on employee performance.

### **2.4.2 The Effect of Work Ethic on Employee Performance**

According to Yayat (2022), the practice of having a strong work ethic can stem from basic attitudes towards oneself and the environment, reflected in daily behaviors related to work. This behavior is critical to the quality and results of work in the workplace. The combination of a dedicated work ethic with other aspects can significantly impact employee performance, while a lack of a dedicated work ethic may reduce employee performance. As a result, work ethic is intrinsically related to the presence of core values and life perspectives shared by individuals or communities in their efforts to continuously improve work quality. Swandiana and Diputra (2024) revealed that a strong work ethic significantly improves employee performance, leading to better performance than previous projects. The results can be summarized as follows:

**H2:** Work ethics influence employee performance.

### **2.4.3 The Effect of Emotional Intelligence and Work Ethic on Employee Performance**

Employees with high emotional intelligence can regulate their own emotions and understand the emotions of their coworkers, leading to harmonious relationships and smoother task execution (Gunawan et al., 2024; Zayeed 2025). A dedicated work ethic can also motivate employees to engage in their tasks with perseverance, responsibility, and enthusiasm, ultimately achieving the company's goals. Both aspects significantly improve employee performance; employees with high emotional intelligence are more likely to adapt, and those with a dedicated work ethic strive to enhance their performance. Therefore, enhancing emotional intelligence and work ethics through training and development is critical to increasing human resource productivity within an organization. (Haq 2021) also showed that emotional intelligence and work ethic positively affect employee performance. Based on the information presented, the following research hypothesis is formulated:

**H3:** There is a simultaneous influence of emotional intelligence and work ethic simultaneously influence employee performance.

## **3. Research Methodology**

This study employed a quantitative approach with a descriptive method to assess the impact of emotional intelligence and work ethic on workplace performance. According to Sahir (2021), quantitative data refers to numerical information collected through surveys, observations, or documents, and then analyzed using statistical methods. This research was conducted at the Environmental Agency

of Bekasi City. A total of 126 Civil Servants (ASN) participated in this study. The researchers used a saturated sampling strategy, meaning that the entire population was taken as the sample due to the small size and ease of access of the population (Sugiyono, 2017). A questionnaire was developed using indicators from previous studies for data collection. The questionnaire consisted of four variables: emotional intelligence (X1) with 10 items, work ethic (X2) with 7 items, and employee performance (Y) with 10 items. The measurement scale used was the Likert scale, which has the following values: "Strongly Agree – 5," "Agree – 4," "Neutral – 3," "Disagree – 2," and "Strongly Disagree – 1."

In addition, internal agency records, documents, and literature reviews were used as secondary data. After the data were collected, analysis was conducted using SPSS version 29, which included reliability and validity testing as well as multiple linear regression. Before performing the regression analysis, the data were tested for classical assumptions, including normality, multicollinearity, and heteroscedasticity (Amruddin et al., 2022). The partial and simultaneous effects of emotional intelligence (EQ) and work ethic on workplace productivity were measured using multiple linear regression analyses. The results fully illustrate the relationships between the variables analyzed in this study..

## 4. Results and Discussion

Data analysis is a crucial process in research that aims to systematically process and interpret data based on scientific principles. This process requires effort, creativity, and intellectual ability to ensure that the results obtained are valid and meaningful in social and academic contexts (Majid & Qadar, 2021).

### 4.1 Validity Test

The validity test aimed to assess the extent to which the research instrument could accurately collect data. This procedure involved calculating the  $r$  value for each item in relation to the  $r$  table, which served as a comparison to determine the validity of each item. If the calculated  $r$ -value is greater than the  $r$ -table, the item is considered valid. With a significance level of 5% and a sample size of 126, the  $r$  table value is 0.1736, meaning that the calculated  $r$  must exceed this value for the validity.

#### 4.1.1 Emotional Intelligence Variable

The validity test for the emotional intelligence (X1) variable questionnaire consisted of 10 items, with an  $r$  table value of 0.1736. The results of the validity test for X1 are shown in Figure 2.

Pernyataan	R hitung	R Tabel	Keterangan
X1.1	0,537	0,1736	Valid
X1.2	0,509	0,1736	Valid
X1.3	0,508	0,1736	Valid
X1.4	0,536	0,1736	Valid
X1.5	0,434	0,1736	Valid
X1.6	0,676	0,1736	Valid
X1.7	0,494	0,1736	Valid
X1.8	0,539	0,1736	Valid
X1.9	0,582	0,1736	Valid
X1.10	0,707	0,1736	Valid

Figure 2. Emotional Intelligence (X1) Validity Test

Source: SPSS Data Processing Results (Version 29)

Based on Figure 2, all 10 items in the emotional intelligence (X1) variable were declared valid because the  $r$  values for each item exceeded the  $r$ -table value.

#### 4.1.2 Work Ethic Variable

The validity test for the work ethic (X2) variable questionnaire consisted of seven items, with an  $r$  table value of 0.1736. The results of the validity test for X2 are shown in Figure 3.

Pernyataan	R hitung	R table	Keterangan
"X2.1"	0,701	0,1736	Valid
"X2.2"	0,735	0,1736	Valid
"X2.3"	0,788	0,1736	Valid
"X2.4"	0,788	0,1736	Valid
"X2.5"	0,771	0,1736	Valid
"X2.6"	0,717	0,1736	Valid
"X2.7"	0,736	0,1736	Valid

Figure 3. Work Ethic (X2) Validity Test  
Source: SPSS Data Processing Results (Version 29)

Referring to the results in Figure 3, all seven items in the work ethic (X2) variable were declared valid, as the *r* values for each item exceeded the *r-table* value.

#### 4.1.3 Employee Performance Variable

The employee performance (Y) variable consisted of 10 items, with an *r* table value of 0.1736. The results of the validity test for the Y variables are presented in Figure 4.

Pernyataan	R hitung	R table	Keterangan
"Y1"	0,659	0,1736	Valid
"Y2"	0,634	0,1736	Valid
"Y3"	0,766	0,1736	Valid
"Y4"	0,727	0,1736	Valid
"Y5"	0,713	0,1736	Valid
"Y6"	0,732	0,1736	Valid
"Y7"	0,735	0,1736	Valid
"Y8"	0,689	0,1736	Valid
"Y9"	0,748	0,1736	Valid
"Y10"	0,742	0,1736	Valid

Figure 4. Employee Performance (Y) Validity Test  
Source: SPSS Data Processing Results (Version 29)

Based on the results in Figure 4, it can be concluded that all items from the Employee Performance (Y) variable are valid, as the *r* values for each item are greater than the *r-table* values.

#### 4.2 Reliability Test

Reliability was evaluated using Cronbach's alpha. An instrument is considered reliable if Cronbach's alpha is greater than 0.600. The survey results indicate that each variable has an alpha value greater than 0.600, suggesting that all indicators in the instrument meet the required reliability and can be used for the research.

##### 4.2.1 Emotional Intelligence

The results of the reliability test for the Emotional Intelligence (X1) variable are shown in Table 1.

Table 1. Emotional Intelligence (X1) Reliability Test

Reliability Statistics	
Cronbach's Alpha	N of Items
.923	10

Source: SPSS Data Processing Results (Version 29)

The reliability test for the emotional intelligence (X1) variable showed a Cronbach's alpha of 0.923, which is greater than 0.600. This result indicates that all items related to this variable were considered reliable.

#### 4.2.2 Work Ethic (X2)

The results of the reliability test for work ethic (X2) are shown in Table 2.

Table 2. Work Ethic (X2) Reliability Test

Reliability Statistics	
Cronbach's Alpha	N of Items
.910	7

Source: SPSS Data Processing Results (Version 29)

The Cronbach's alpha for the work ethic (X2) variable is 0.910, which exceeds 0.600, confirming that all items in the work ethic (X2) questionnaire are reliable.

#### 4.2.3 Employee Performance (Y)

The results of the reliability test for the employee performance (Y) variable in this study are shown in Table 3

Table 3. Employee Performance (Y) Reliability Test

Reliability Statistics	
Cronbach's Alpha	N of Items
.919	10

Source: SPSS Data Processing Results (Version 29)

The reliability test for the employee performance (Y) variable yielded a Cronbach's alpha of 0.919, which is greater than 0.600, indicating that the employee performance variable is both reliable and valid.

### 4.3 Classical Assumption Tests

#### 4.3.1 Normality Test

Normality was determined using the Kolmogorov-Smirnov test. Residuals were considered normal if the p-value was greater than 0.05.

Table 4. Kolmogorov-Smirnov Normality Test

			Unstandardized Residual
Asymp. Sig. (2-tailed) <sup>a</sup>			,200 <sup>d</sup>
Monte Carlo Sig. (2-tailed) <sup>a</sup>	Sig.		,713
	99% Confidence Interval	Lower Bound	,701
		Upper Bound	,724
a. Lilliefors Significance Correction.			
b. This is a lower bound of the true significance.			

Source: SPSS Data Processing Results (Version 29)

The Kolmogorov-Smirnov normality test resulted in a p-value of 0.200 ( $> 0.05$ ), indicating that the data were considered to have a normal distribution.

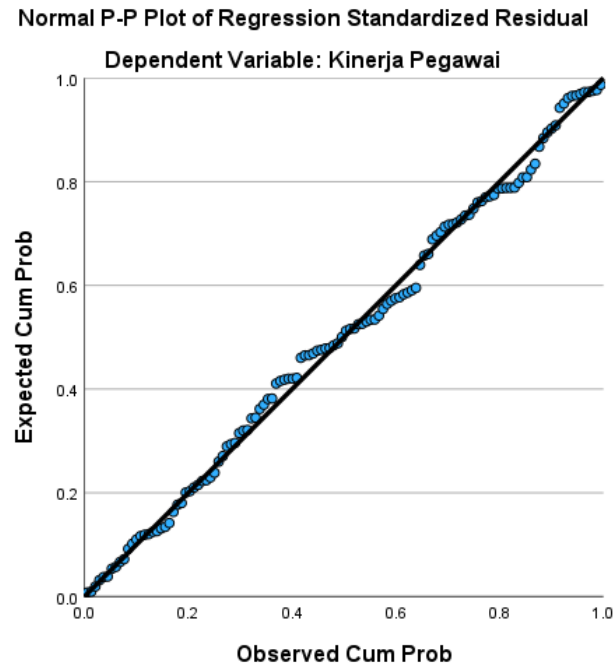


Figure 5. Normality P-Plot  
Source: SPSS Data Processing Results (Version 29)

The results of the normality test P-Plot, shown in Figure 5, indicate that the data follow a diagonal pattern, thereby confirming a normal distribution. Therefore, the regression model met the normality assumption.

#### 4.3.2 Multicollinearity Test

The multicollinearity test aims to identify correlations between independent variables that could approach a perfect correlation. The results of the multicollinearity test are shown in Table 5.

Table 5. Multicollinearity Test

Coefficients <sup>a</sup>			
Model		Collinearity Statistics	
		Tolerance	VIF
1	Emotional Intelligence	.335	2.983
	Work Ethic	.274	3.656

Source: Data Processed (2025)

Based on Table 5, the VIF value for emotional intelligence (X1) is 2.983, and the value for work ethic (X2) is 3.656, both of which are below the threshold of 10.000. Therefore, the regression model was considered to be free of multicollinearity issues.

#### 4.3.3 Heteroscedasticity Test

The heteroscedasticity test evaluates the degree of variance in the residuals across observations in a regression model. The results of the heteroscedasticity test are presented below.

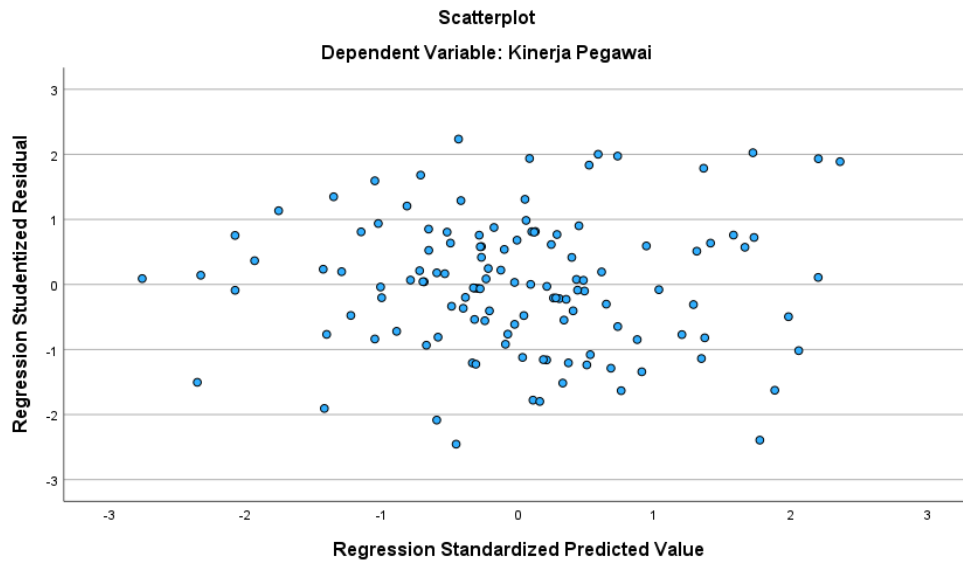


Figure 6. Heteroscedasticity Test – Scatterplots  
Source: SPSS Data Processing Results (Version 29)

Figure 6 shows a random pattern of points with no particular arrangement along the Y-axis. This indicates that the regression model used in this study is unlikely to experience heteroscedasticity issues.

#### 4.4 Multiple Regression Test

The following regression equation was obtained based on the results of the multiple linear regression analysis (Table 1):

$$Y = 6,888 + 0,277X_1 + 0,824X_2$$

1. When the independent variables, Emotional Intelligence (X1) and Work Ethic (X2), are zero, the baseline (constant) value for the dependent variable, Employee Performance (Y), is 6.888.
2. The regression coefficient for Emotional Intelligence (X1) was positive at 0.277, indicating a positive relationship between X1 and Y. In other words, an increase in Emotional Intelligence is generally followed by an improvement in Employee Performance, and vice versa.
3. The regression coefficient for Work Ethic (X2) was positive at 0.824, showing that higher levels of work ethic led to higher levels of employee performance. Conversely, a decline in work ethic may result in reduced performance and productivity.

#### 4.5 Hypothesis Testing

##### 4.5.1 t-Test (Partial Test)

A partial test (t-test) with a 5% significance level was used to determine the effect of each independent variable on the dependent variable. The results are shown in Table 6.

Table 6. t-Test Results

No	Model	Coefficient	t-Calculated	Significance	Conclusion
1	Constant	6,888	3,214	0,002	-
2	Emotional Intelligence (X1)	0,277	3,882	0,001	Accepted
3	Work Ethic (X2)	0,824	8,318	0,001	Accepted

Source: Data Processed (2025)

From Table 6, we can draw the following conclusions.

##### 1. Emotional Intelligence (X1)

The analysis shows that emotional intelligence (X1) has a positive and significant effect on employee performance, with a significance value of 0.001 (less than 0.05) and a t-calculated value of 3.882,

which is greater than the t-table value of 1.979. Therefore, Hypothesis 1 (H1), which states that emotional intelligence influences employee performance, is supported.

## 2. Work Ethic (X2):

The work ethic (X2) variable also shows a positive and significant effect on employee performance, as indicated by the significance value of 0.001 (less than 0.05) and the t-calculated value of 8.318, which is greater than the t-table value of 1.979. Consequently, Hypothesis 2 (H2) is accepted, indicating that work ethic enhances employee performance.

### 4.5.2 F-Test (Simultaneous Test)

Table 7. F-Test Results

No	Model	F Hitung	Signifikansi
1	Regression	180,729	.001 <sup>b</sup>
2	Residual		
3	Total		

Source: Data Processed (2025)

The results in Table 7 show that the F-calculated value of 180.729 is greater than the F-table value of 3.07, with a significance level of 0.001, which is below the 0.05 threshold. This means that the independent variables, emotional intelligence (X1) and work ethic (X2), significantly affect employee performance (Y). The F-statistic displayed in the table is based on the degrees of freedom (df) and the probability at the 5% significance level.

### 4.5.3 Coefficient of Determination ( $R^2$ Test)

Table 8. Model Summary

Model	R Square
1	0,746

Source: Data Processed (2025)

Based on the data in Table 8, emotional intelligence and work ethic together explain 74.6% (0.746) of the variation in employee performance. The remaining 25.4% of the variation was explained by other variables not included in the model.

## 4.6 Discussion

### 4.6.1 The Effect of Emotional Intelligence on Employee Performance at the Environmental Agency of Bekasi City - Operational Division

Emotional intelligence (EQ) significantly influenced employee productivity, as evidenced by the t-test results of this study. The calculated t-value of 3.882 exceeds the t-table value of 1.979, with a significance value of 0.001, which is less than the 0.05 threshold. This result indicates that the effects of the tested variables were significant in this study. Therefore, the findings support H1, which posits that emotional intelligence affects workplace productivity.

The positive coefficient of 0.277 for emotional intelligence in the multiple linear regression analysis shows a direct relationship between EQ and employee performance. This implies that as emotional intelligence increases, workplace productivity also increases. Emotional intelligence has become a primary factor influencing how well employees perform their jobs, supporting the argument that a higher EQ leads to improved performance.

The findings of this study align with those of Karambut et al. (2023), suggesting that emotional intelligence plays a crucial role in enhancing employee performance. Therefore, investing in the emotional intelligence development of employees may be an effective strategy for organizations aiming to boost productivity and success.

#### *4.6.2 The Effect of Work Ethic on Employee Performance at the Environmental Agency of Bekasi City - Operational Division*

Statistical analysis indicates that work ethic (X2) significantly impacts employee performance, as shown by the t-value of 8.318, which exceeds the t-table value of 1.979, and a significance level of 0.001, which is less than 0.05. Hence, H2, which tests the partial effect of work ethic on employee performance, is accepted.

This study found a positive correlation between work ethic and performance. Higher productivity and quality of task execution result from a strong work ethic, which reflects values such as accountability, honesty, and dedication to work. Organizations that help employees develop a strong work ethic tend to achieve better performance outcomes.

This result is consistent with previous studies, such as Barsah and Ridwan (2020), which emphasize the importance of a strong work ethic in creating a positive and productive work culture. This is particularly relevant in technical and operational departments, such as the Operational Division of the Environmental Agency of Bekasi City, where efficiency and effectiveness are paramount. Strengthening work ethic in this context can enhance work performance and operational efficiency in the public sector.

#### *4.6.3 The Combined Effect of Emotional Intelligence and Work Ethic on Employee Performance at the Environmental Agency of Bekasi City - Operational Division*

A positive and statistically significant impact on employee performance was evident when emotional intelligence and work ethic were analyzed simultaneously. This is confirmed by the F-test, where the calculated F-value of 180.729 exceeds the F-table value of 3.07, with a significance level of 0.001, which is well below the 0.05 significance level. This result indicates that both independent variables, when combined, contribute significantly to improving performance, especially for the staff in the Operational Division of the Environmental Agency of Bekasi City.

This study supports the idea that employees with high emotional intelligence are better equipped to handle stressful situations, build strong professional relationships with colleagues, and manage their emotions. A strong work ethic, characterized by responsibility, dedication, and honesty, leads to increased productivity and higher-quality work. Together, emotional intelligence and a solid work ethic foster a professional and supportive work environment, contributing to the achievement of organizational goals.

This finding aligns with Haq (2021), who suggested that emotional management and work commitment are key factors in enhancing employee performance. Therefore, human resource development in government agencies should prioritize both aspects to improve public servants' overall performance.

## **5. Conclusion**

Based on the analysis of the relationship between emotional intelligence and work ethics on employee performance in the Operational Division of the Environmental Agency of Bekasi City, several key conclusions can be drawn as a basis for managerial policy formulation. First, emotional intelligence positively and significantly impacts employee performance. This indicates that individuals who can recognize and effectively manage their emotions tend to perform well, build healthy professional relationships, and respond adaptively and productively to workplace pressures. Second, work ethics significantly contribute to improved performance, indicating that values such as dedication, integrity, and enthusiasm are crucial for achieving optimal performance. Furthermore, both emotional intelligence and work ethics significantly influence performance, indicating the need for an integrative approach to developing human resources in a bureaucratic environment. Practically, these results provide clear policy directions for the Environmental Agency of Bekasi City, particularly in designing employee development programs based on strengthening psychosocial aspects and work behavior. Improving performance should not only focus on technical training but should also include the ongoing development of mentalities and work ethics.

## Theoretical and Practical Implications

### *Theoretical Implications*

This study provides empirical support for previous theories that position emotional intelligence and work ethics as significant determinants of employee performance. The findings support a multidimensional approach to understanding the non-technical factors affecting performance, while also contributing theoretically to the development of work behavior models in the public sector. In the context of bureaucratic performance management, these findings add empirical evidence that personality and work behavior play a central role in supporting organizational effectiveness.

### *Practical Implications*

- a. From a managerial perspective, several recommendations can be made for government agencies.
  - a. Strengthening Emotional Intelligence: Agencies should conduct soft skill training, such as emotional management, assertive communication, and conflict resolution, to help employees cope with work pressure and build healthy team synergy.
  - b. Instilling Work Ethics: Local governments can design performance-based incentive systems that emphasize values such as hard work, integrity, and responsibility among teachers. A positive work culture must be cultivated through leadership that sets an example and recognizes individual contributions.

Overall, the findings of this study highlight the urgency of reforming the work culture of bureaucracy by strengthening character and fundamental values. By implementing human resource development strategies integrated with emotional, ethical, and work behavior aspects, government institutions can develop civil servants who are not only excellent in technical skills but also uphold professionalism and integrity.

## Limitations and Future Research

This study had several important limitations that should be considered when interpreting the results. First, the scope of this study is limited to the role of emotional intelligence and work ethics in affecting the performance of Civil Servants (ASN), without considering other potentially relevant factors. Second, the subjects of the study were limited to ASN in a single institution; therefore, the results may not represent the conditions of ASN in other government agencies. Third, the data collection method was through closed-ended questionnaires, which limited the ability to capture the depth of meaning in respondents' answers. These limitations can serve as a basis for future research to expand the scope and approach of the study.

## Referensi

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