Emotional Intelligence, Discipline, And Motivation: Employee Performance and Service Quality at Bandar Lampung KPU

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Abstract

This study examines the relationships between emotional intelligence, work discipline, and work motivation and employee performance and service quality at the General Elections Commission (Komisi Pemilihan Umum/KPU) of Bandar Lampung City, including the mediating role of service quality. A quantitative cross-sectional design was employed involving 135 personnel selected through census sampling. Data were collected using a five-point Likert-scale questionnaire and analyzed using regression and path analyses. The findings indicate that work discipline positively relates to employee performance, while emotional intelligence and work motivation show no significant direct relationships with performance. Work discipline and work motivation positively relate to service quality, whereas emotional intelligence does not. Service quality is positively associated with employee performance and mediates the relationships between work discipline and performance and between work motivation and performance, but not the relationship involving emotional intelligence. Theoretically, this study integrates psychological, behavioral, and service-related dimensions to explain employee performance in an election-management institution. Practically, the findings suggest that KPU management should strengthen work discipline and improve service quality to support employee performance. However, the cross-sectional design and single-institution setting limit causal interpretation and generalizability. This study provides contextual evidence for understanding the links between employee attributes, service quality, and performance in Indonesia's public sector.

Keywords: *Emotional Intelligence, Employee Performance, Service Quality, Work Discipline, Work Motivation*

1. INTRODUCTION

Human resources are a fundamental determinant of organizational success because organizational objectives depend on employees' ability to perform their tasks, adapt to job demands, and maintain consistent performance. In public organizations, employee performance is particularly important because it affects both internal organizational outcomes and the quality of services received by the public (Razak, Sari, & Meidasari, 2026; Putri, & Septiyanti, 2026). Research on employee sustainable performance emphasizes that performance should be understood as the ability to produce effective contributions that can be sustained over time (Ji, Peeters, & Taris, 2021). Accordingly, understanding the factors associated with employee performance is essential for improving public service delivery and organizational effectiveness.

This issue is particularly relevant to the General Elections Commission (*Komisi Pemilihan Umum*/*KPU*) of Bandar Lampung City, where employees are responsible for administrative accuracy, information management, cross-functional coordination, and services for voters and election participants in the election. These responsibilities require employees to maintain professionalism, discipline, and responsiveness in a politically sensitive and procedurally regulated environment. Previous public-sector research indicates that organizational characteristics and context can influence the relationships among psychological factors, motivation, and employee performance, therefore, findings from private organizations cannot always be directly generalized to public institutions (Palma, Crisci, & Mangia, 2021; Thuy, & Phinaitrup, 2023).

The initial conditions at the KPU of Bandar Lampung City indicate a gap between the expected performance standards and actual work implementation. Preliminary observations found employee attendance of approximately 87%, fluctuating attendance, inconsistent punctuality, delays in

completing some reports, passive service initiatives, and coordination that still requires improvement (Kumalasari, Masthurah, Hairudin, Maryani, & Khoirina, 2026). These observations provide a contextual basis for examining whether individual psychological and behavioral factors are associated with employee performance and service quality.

Emotional intelligence is one potential determinant because it enables employees to recognize, understand, and regulate emotions when interacting with others and dealing with work pressure. Doğru (2022) found a positive relationship between emotional intelligence and various employee outcomes, including job performance, while Miao, Humphrey, and Qian (2021) reported a positive relationship between emotional intelligence and job performance, although its strength varies across work contexts. Nanda and Randhawa (2022) found that emotional intelligence can improve performance through reduced emotional exhaustion and increased job satisfaction, while Lu and Chen (2024) found that teachers' emotional intelligence positively affects team member exchange and job performance. Moorthy, Juan, Kamarudin, and Govindarajo (2023) further showed that emotional intelligence is associated with employee performance through psychological capital, and Wonda (2024) demonstrated its contribution to performance in the public sector. Alinejad, Parizad, Almasi, Cheraghi, and Piran (2023) found that emotional intelligence represents only one component of the mechanism connecting work pressure and performance. These differing findings suggest that the relationship between emotional intelligence and performance may depend on organizational context and the mechanisms through which emotional competencies are translated into work outcomes.

Work discipline is another important factor because it encourages compliance with procedures, regulations, and deadlines. Alkaf, Yunus, and Ady (2024) found that work discipline significantly affects employee performance and can link organizational practices to work outcomes. Dharma, Hady, Lusiana, Ridwan, and Mulyani (2023) likewise identified a relationship between work discipline and performance when examined alongside organizational culture and job satisfaction (Hairudin, Oktaria, & Wenda, 2023). In government organizations, studies have also reported a positive relationship between discipline and employee performance (Kartikasari, & Rodiyah, 2022; Suriani, Anwar, Kurniawan, Akbar, & Natsir, 2023). However, previous findings indicate that the contribution of discipline may vary according to motivation, work environment, organizational culture, and job satisfaction. Research examining motivation and discipline simultaneously also shows that both can contribute to performance, although their effects depend on organizational and job characteristics (Burhanudin, Pratiwi, & Apriyani, 2023; Rozi, Widiyanti, Yusuf, & Ichsan, 2024). This variation warrants further investigation into how work discipline operates alongside emotional intelligence and work motivation in specialized public institutions, such as the KPU.

Work motivation provides the psychological drive needed to direct effort, maintain persistence, and complete tasks effectively. Wang, Luan, and Ma (2024) found longitudinal meta-analytic evidence that motivation at an earlier period positively affected subsequent performance, whereas the reverse effect of performance on motivation was not significant. Their study explicitly concluded that work motivation is more likely to cause job performance than vice versa. Fan, Blalock, and Lyu (2022) found a positive relationship between public service motivation and individual performance based on a meta-analysis of 34 studies across 12 countries or regions. Palma et al. (2021) further showed that an orientation toward benefiting service users can strengthen the relationship between public service motivation and performance. Zubair, Khan, and Mukaram (2021) found that public service motivation is associated with organizational performance through mechanisms such as altruism and perceived social impact. Setiawan and Andriani (2025) emphasized that motivation and discipline should be considered together because their contributions to performance are context-dependent. Although these studies establish the relevance of motivation, the extent to which general work motivation relates to employee performance in election-management institutions remains insufficiently understood.

Employee performance is ultimately closely connected to service quality because it represents the point at which internal organizational capabilities become public-service experiences. Sukmara, Sumiati, and Barokah (2024) demonstrated that employee performance affects service quality, while Abbas and Rahmadanita (2023) identified discipline, punctuality, technological capability, and

employees' ability to perform their duties as important aspects of public service quality. Similar relationships among service quality, employee performance, and user satisfaction were reported by Satya, Neng, and Boy (2024), while Anggraeni, Herlina, and Aziz (2022) emphasized the importance of service quality and organizational resources in supporting performance in public institutions. At the KPU of Bandar Lampung City, preliminary observations indicate that responsiveness to public information requests through KPU communication channels and cross-unit coordination requires improvement. These conditions make it important to examine service quality not merely as a general organizational objective but as a potential mechanism that connects employee-related factors with performance.

Taken together, three gaps emerge from the literature. First, emotional intelligence, work discipline, and work motivation have often been examined separately or in limited combinations, leaving less evidence on their simultaneous relationships with employee performance in election-management institutions (Alinejad et al., 2023; Lu and Chen, 2024; Miao et al., 2021). Second, studies of public-sector motivation have frequently emphasized public service motivation rather than general work motivation, limiting the evidence available for understanding broader motivational factors in this setting. Third, the relationship between employee-related factors, employee performance, and service quality remains underdeveloped in the context of a specialized public institution such as the KPU. Studies have shown that emotional intelligence may operate through interpersonal relationships and knowledge sharing (Babu, Prasad, & Prasad, 2024; Kumari, Abbas, Hwang, & Cioca, 2022), while performance outcomes are also shaped by performance management systems, organizational environments, and human resources (Siraj & Hágen, 2023).

Accordingly, this study proposes a model that integrates emotional intelligence, work discipline, and work motivation as factors explaining employee performance, and examines its implications for service quality at the KPU of Bandar Lampung City. The novelty of this study lies not in claiming that the variables themselves are entirely new but in integrating these determinants within the specific context of an election-management institution and connecting employee performance with service quality. This differs from studies that focus primarily on one or two direct determinants of performance or on organizational performance management systems (Rauf, Mahmood, Naveed, & Yen, 2024; Siraj and Hágen, 2023). The need to develop performance research within Indonesian public organizations is also supported by the fact that much of the previous literature has been developed from Western populations (Ferine, Aditia, Rahmadana, & Indri, 2021).

This study contributes theoretically by integrating psychological, behavioral, and public service perspectives into a single empirical framework. Rather than assuming that established relationships apply uniformly across settings, it examines whether the relationships between emotional intelligence, work discipline, and work motivation and employee performance are supported in the specific institutional context of the KPU. Empirically, it adds context-specific evidence from KPU Bandar Lampung and examines service quality in relation to employee performance, extending prior work that has focused on selected determinants or broader performance-management systems (Rauf et al., 2024; Siraj and Hágen, 2023).

Practically, the findings can inform KPU human resource management by identifying which employee-related factors warrant attention and how service quality relates to performance. Potential managerial priorities include emotional regulation, communication, empathy, conflict management, compliance with procedures and schedules, rewards, recognition, career development, and internalization of public service values. Such interventions should be guided by the empirical findings rather than assuming that all factors have equal importance. Thus, this study addresses a practical problem and an academic gap concerning the relationships among emotional intelligence, work discipline, work motivation, employee performance, and service quality within an election management institution. The research is therefore directed toward examining "Emotional Intelligence, Work Discipline, and Work Motivation on Employee Performance and Their Implications for Service Quality at the KPU of Bandar Lampung City."

2. LITERATURE REVIEW

2.1 Emotional Intelligence and Employee Performance

Emotional intelligence refers to the ability to recognize, understand, and regulate emotions to guide adaptive behavior. From a self-regulation perspective, this capability helps employees manage pressure, maintain interpersonal relationships, and focus on task completion. Doğru (2022) and Moorthy et al. (2023) found that emotional intelligence is associated with employee outcomes and performance, while Wonda (2024) demonstrated its relevance in the public sector. Lu and Chen (2024) also linked emotional intelligence to job performance and team member relationships. Although these findings generally support a positive relationship, its strength may depend on the organizational context and the ability to translate emotional competencies into effective work behavior. At the KPU of Bandar Lampung City, emotional intelligence is therefore expected to support employees in performing their responsibilities effectively.

H_1: Emotional intelligence has a positive and significant effect on employee performance at KPU of Bandar Lampung City

2.2 Work Discipline and Employee Performance

Work discipline refers to employees' compliance with organizational rules, schedules, procedures, and responsibilities (Sungkawati, Mere, Hernanik, & Rokhmawati, 2026). From a behavioral control perspective, discipline promotes consistency, punctuality, and accountability, enabling employees to adhere to work standards. Bangun (2024) found that work discipline affects employee performance, while Hasibuan, Kusmanto, and Zulkifli (2024) identified discipline and performance as relevant to public-service outcomes. However, compliance may only improve performance when it translates into effective task execution. In the KPU, where administrative accuracy and deadlines are essential, disciplined work behavior is expected to strengthen employee performance.

H_2: Work discipline has a positive and significant effect on employee performance at the KPU in Bandar Lampung City

2.3 Work Motivation and Employee Performance

Work motivation represents the psychological force that directs employees' efforts, persistence, and behavior toward work objectives. Motivational theory suggests that employees who are willing to invest effort and persist in completing tasks are more likely to achieve effective work outcomes. Wang, Luan, and Ma (2024) found that motivation positively predicted subsequent performance, while Fan, Blalock, and Lyu (2022) reported a positive relationship between public service motivation and individual performance. Thuy and Phinaitrup (2023) further showed that public service motivation is associated with performance through job satisfaction and person–organization fit. Nevertheless, motivation does not automatically guarantee performance unless employees translate their willingness into productive actions (Yudiska, Rosalina, & Yanto, 2026; Hamzah, Arif, Alfani, Nuraini, Hamsal, & Shukur, 2026). In the KPU, work motivation is expected to encourage persistence and effective task completion.

H_3: Work motivation has a positive and significant effect on employee performance at KPU of Bandar Lampung City

2.4 Emotional Intelligence, Work Discipline, and Work Motivation Simultaneously on Employee Performance

Employee performance can be understood as the outcome of complementary psychological and behavioral mechanisms. Emotional intelligence supports emotional regulation, work discipline promotes compliance and consistency, and motivation sustains efforts toward organizational goals. Doğru (2022) demonstrated the relevance of emotional intelligence to employee outcomes, while Wang et al. (2024) and Fan et al. (2022) provided evidence of the relationship between motivation and employee performance. Considering these factors simultaneously provides a more integrated

understanding of performance than examining each factor separately, particularly in the KPU, where employees must combine interpersonal effectiveness, procedural compliance and sustained effort. However, the individual contributions of each factor must be established empirically.

H_4: Emotional intelligence, work discipline, and work motivation simultaneously have a positive and significant effect on employee performance at the KPU of Bandar Lampung City

2.5 Employee Performance and Service Quality

Service quality reflects the reliability, accuracy, and responsiveness of the services delivered to users. In public organizations, service quality represents the effectiveness of service processes in meeting public needs and organizational standards. Yuniarto and Setiawan (2024) found that internal service quality factors are associated with job performance, whereas Kılıçlı, Kazıcı, and Kıpçak (2023) reported a significant relationship between employee performance and service quality. These findings indicate that the two constructs are related, although the direction must follow the proposed research model's direction. In this study, service quality is positioned as a factor associated with employee performance because reliable, responsive, and consistent service processes may support the effective fulfillment of employee responsibilities at the KPU in Bandar Lampung City.

H_5: Employee performance has a positive and significant effect on service quality at KPU of Bandar Lampung City

2.6 Employee Performance as a Mediator between Emotional Intelligence and Service Quality

Service quality may mediate the relationship between emotional intelligence and employee performance because emotional intelligence shapes how employees respond to service users, manage complaints, and communicate information. These interactions may improve service reliability and responsiveness, which are associated with effective outcomes. Doğru (2022) and Wonda (2024) linked emotional intelligence with job performance, while Lee, Li, Yeh, and Yu (2022) found that emotional intelligence may relate to performance through relational mechanisms such as trust. Although these studies support the proposed theoretical pathway, they do not directly establish the mediating role of service quality. Therefore, this study examines whether emotional intelligence is indirectly associated with employee performance through service quality in the KPU context.

H_6: Emotional intelligence has a positive and significant effect on service quality through employee performance as an intervening variable at the KPU of Bandar Lampung City

2.7 Employee Performance as a Mediator between Work Discipline and Service Quality

Work discipline may contribute to employee performance indirectly through service quality. Compliance with working hours, standard operating procedures, and deadlines can support timely, accurate, and reliable service delivery, which may subsequently facilitate effective work outcomes. Oktavianingrum, Hapsari, and Wardhani (2025) found a positive relationship between employee discipline and service quality, particularly through punctuality, reliability, and responsiveness. Hasibuan et al. (2024) also identified work discipline and employee performance as relevant to public service outcomes. These findings support the proposed mechanism, but the mediating effect must be tested rather than assumed. At the KPU of Bandar Lampung City, service quality may explain how disciplined work behavior is translated into employee performance.

H_7: Work discipline has a positive and significant effect on service quality through employee performance as an intervening variable at the KPU of Bandar Lampung City

2.8 Employee Performance as a Mediator between Work Motivation and Service Quality

Work motivation may indirectly influence employee performance through service quality because motivated employees are more likely to invest effort in responding to service needs and completing tasks. When this effort results in more reliable and responsive services, service quality may become a pathway linking motivation with performance. Wang et al. (2024) found that motivation positively affects subsequent performance, while Fan et al. (2022) identified a positive relationship between public service motivation and individual performance. Thuy and Phinaitrup (2023) highlighted organizational and psychological mechanisms connecting motivation with performance, and Purwanto, Laksana, and Suci (2024) found positive relationships among work motivation, employee performance, and service quality. These findings provide a rationale for the proposed mediation, although the indirect relationship requires empirical verification. In the KPU of Bandar Lampung City, service quality may explain how work motivation translates into more effective employee performance.

H_8: Work motivation has a positive and significant effect on service quality through employee performance as an intervening variable at the KPU in Bandar Lampung City

3. RESEARCH METHODOLOGY

This study employed a quantitative approach with a cross-sectional design to examine the relationships between emotional intelligence, work discipline, work motivation, employee performance, and service quality. The cross-sectional design enabled data to be collected during a single observation period to identify relationships among variables based on respondents' conditions at the time of the study (Creswell & Creswell, 2017). This design is widely used in empirical research to examine the relationships among variables based on data collected at a specific point in time (Al Ahdab, 2021). The study was conducted at the KPU of Bandar Lampung City, with emotional intelligence (X_1), work discipline (X_2), work motivation (X_3), employee performance (Y), and service quality (Z) as research variables. This design was selected because the study aimed to examine the statistical relationships among these variables within the existing organizational setting rather than establish causal effects through experimental manipulation.

The population consisted of all internal elements of the KPU of Bandar Lampung City, including the secretariat staff and members of the District Election Committee (*Panitia Pemilihan Kecamatan*/*PPK*), totaling 135 individuals. A saturated sampling or census technique was employed, whereby all population members were included as respondents. This approach is appropriate when the population is relatively limited and accessible to the researcher. Accordingly, the study involved 135 respondents representing the entire research population.

This study used both primary and secondary data. Primary data were collected through questionnaires administered directly to respondents, while secondary data were obtained from relevant scientific literature, research journals, and institutional documents. A five-point Likert scale, ranging from 1 = strongly disagree to 5 = strongly agree, was used to measure respondents' perceptions of emotional intelligence, work discipline, work motivation, employee performance, and service quality. The questionnaire was structured around indicators representing the conceptual dimensions of each construct. To improve content relevance and contextual suitability, questionnaire items should be adapted to the KPU work environment while retaining the intended meaning of the underlying constructs. The adaptation process should include reviewing the wording for clarity, aligning items with the respondents' work context, and checking that each item corresponds to its intended indicator.

Emotional intelligence was measured through self-emotion appraisal, others' emotion appraisal, use of emotion, and regulation of emotion. These dimensions represent the ability to assess, use, and regulate emotional information. Work discipline was measured through time discipline, responsibility and commitment to tasks, compliance with regulations, and consistency. Work motivation was measured through physical and safety needs, social needs, and egoistic needs. Employee performance was assessed based on the quantity and quality of output, timeliness, attendance, efficiency, and

effectiveness. Service quality was measured through transparency, responsiveness, efficiency, reliability and accountability, as well as physical evidence and accessibility. These indicators were used to operationalize the study variables, however, the original scale sources and specific questionnaire items should be identified in the final manuscript to make the measurement process transparent and replicable.

Data were analyzed using Statistical Product and Service Solutions (SPSS) through validity and reliability testing, classical assumption testing, multiple linear regression, and path analysis (Hair, Black, Babin, & Anderson, 2019). Validity and reliability testing was conducted to evaluate whether the questionnaire items adequately represented their intended constructs and whether the measurements demonstrated internal consistency. Normality, multicollinearity, and heteroscedasticity tests were conducted to assess the suitability of the regression assumptions. Multiple linear regression was used to estimate the relationships between dependent variables and several independent variables and is widely applied in quantitative research for analyzing relationships among variables (Etemadi & Khashei, 2021). Regression analysis was selected because the study examines the individual and simultaneous relationships of multiple predictors with the specified outcomes.

Path analysis was used to examine the proposed direct and indirect relationships among the research variables. In accordance with the conceptual model, the first regression equation examined the relationships between emotional intelligence, work discipline, and work motivation and the proposed mediating variable, while the second equation examined the relationship between the mediator and employee performance, alongside the direct relationships of the independent variables with employee performance. The methodological literature indicates that mediation can be examined through regression models by evaluating direct and indirect effects (Alfons, Ate S, & Groenen, 2022; Coutts & Hayes, 2022). This approach was selected because the study sought to determine whether service quality helps explain the relationships between the three employee-related factors and employee performance, rather than merely testing their direct associations. The indirect effects were therefore considered essential for evaluating the proposed mediation hypotheses.

Hypotheses were tested at a 5% significance level ($\alpha = 0.05$), using the *t*-test to assess partial relationships and the F-test to assess the simultaneous relationships of the independent variables with the dependent variables. The explanatory power of the models was evaluated using the coefficient of determination (R^2). For mediation, the indirect effect of each independent variable on employee performance through service quality was examined to determine whether the proposed mechanism was supported. This approach is consistent with contemporary mediation methodology, which emphasizes indirect effects as key elements in examining the mechanisms underlying the relationships among variables (Alfons et al., 2022).

4. RESULTS AND DISCUSSION

4.1 Results

4.1.1 Research Object and Respondent Characteristics

Table 1. Respondent distribution by position

Position	n
Commissioners (Chair and Members of KPU)	5
Secretary	1
Heads of Sub-sections	4
Sub-section Implementing Staff	24
Secretariat Support Personnel	1
PPK Members	100
Total	135

This study was conducted at the General Elections Commission (KPU) of Bandar Lampung City, a public institution responsible for election administration and electoral service. Its

administrative and technical coordination across different levels makes emotional intelligence, work discipline, and work motivation relevant factors for explaining employee performance and service quality. The study used a census of the entire population of 135 individuals, comprising commissioners, the secretary, heads of sub-sections, implementing staff, supporting personnel, and members of the District Election Committee (PPK). Table 1 presents the distribution of respondents by position.

Most respondents were PPK members (100), while the remaining 35 respondents were from the secretariat and commissioner groups. This composition represents both structural and technical personnel involved in KPU organizational activities and public services. The census approach ensured that the entire target population was represented in the analyses.

4.1.2 Descriptive Statistics

A descriptive analysis was conducted before hypothesis testing to summarize the responses from the 135 respondents using minimum, maximum, mean, and standard deviation values. This analysis provides an overview of the central tendencies and variability of the data, allowing for a better understanding of respondents' perceptions of each research variable. Table 2 presents the descriptive statistics of the research variables.

Table 2. Descriptive statistics of research variables

Variables	N	Minimum	Maximum	Mean	Std. Deviation
lligence (X_1)	135	12.00	40.00	34.8889	4.44312
Work Discipline (X_2)	135	12.00	30.00	26.8667	3.30716
Work Motivation (X_3)	135	12.00	30.00	25.7556	3.39549
Employee Performance (Y)	135	22.00	60.00	53.2593	6.88819
Service Quality (Z)	135	19.00	50.00	44.8074	5.83670

The mean scores were relatively high across all variables: emotional intelligence (34.8889), work discipline (26.8667), work motivation (25.7556), employee performance (53.2593), and service quality (44.8074). These results indicate generally positive respondent assessments of psychological, behavioral, performance, and service conditions at KPU of Bandar Lampung City. The standard deviations were also lower than the respective means, indicating relatively controlled response dispersion.

4.1.3 Instrument Quality Testing

Validity was assessed by comparing the calculated *r*-values with the critical *r*-value of 0.168 for 135 respondents ($df = 133$, $\alpha = 0.05$). All 42 items had calculated r-values above 0.168, ranging from 0.613 to 0.930, indicating that all items were valid. Reliability was assessed using Cronbach alpha. The validity and reliability test results are presented in Table 3.

Table 3. Validity and reliability test results

Variables	Number of Items	Calculated *r*-Value Range	Cronbach Alpha	Conclusion
Emotional Intelligence (X_1)	8	0.633–0.862	0.898	Valid and Reliable
Work Discipline (X_2)	6	0.823–0.916	0.936	Valid and Reliable
Work Motivation (X_3)	6	0.613–0.830	0.823	Valid and Reliable
Employee Performance (Y)	12	0.795–0.930	0.970	Valid and Reliable
Service Quality (Z)	10	0.788–0.925	0.969	Valid and Reliable

All indicators exceeded the critical correlation value of 0.168, and all constructs had Cronbach alpha values above 0.60. Therefore, the research instrument met the validity and reliability requirements and was suitable for subsequent analysis. The high reliability values for employee performance and service quality indicate strong internal consistency among their respective items.

4.1.4 Classical Assumption Testing

Classical assumption tests were conducted before the regression analysis. Normality was assessed using the One-Sample Kolmogorov–Smirnov test, multicollinearity using Tolerance and VIF values, and heteroscedasticity through scatterplot analysis. The normality test results for both regression models are presented in Table 4.

Table 4. Normality test results

Model	N	Test Statistic	Asymp. Sig. (2-tailed)	Conclusion
Model I	135	0.068	0.200	Normal
Model II	135	0.071	0.185	Normal

The significance values were 0.200 for Model I and 0.185 for Model II, both of which exceeded 0.05. Thus, the residuals of both models met the normality assumption. These findings indicate that there was no statistically significant evidence of deviations from normality in either model, supporting the suitability of the residual distributions for regression analysis. The multicollinearity test results for the regression models are shown in Table 5.

Table 5. Multicollinearity test results

Model	Variables	Tolerance	VIF	Conclusion
I	X_1	0.200	5.001	No multicollinearity
I	X_2	0.224	4.455	No multicollinearity
I	X_3	0.371	2.699	No multicollinearity
II	X_1	0.198	5.040	No multicollinearity
II	X_2	0.172	5.818	No multicollinearity
II	X_3	0.287	3.483	No multicollinearity
II	Z	0.246	4.061	No multicollinearity

All tolerance values exceeded 0.10 and all VIF values were below 10, indicating no multicollinearity in either model. The scatterplot also showed randomly distributed residuals above and below zero without a systematic pattern, indicating no evidence of heteroscedasticity. These results suggest that the independent variables were not affected by problematic linear relationships and that the residual variance remained relatively consistent across the predicted values. Thus, the regression models met the basic assumptions for analysis.

4.1.5 Regression Analysis and Hypothesis Testing

Multiple linear regression was used to examine the relationships between the research variables. Model I examined the effects of emotional intelligence (X_1), work discipline (X_2), and work motivation (X_3) on the service quality (Z). This analysis aimed to determine the individual contributions of each independent variable to variations in service quality while controlling for the other predictors. The multiple regression results for Model I are shown in Table 6.

Table 6. Multiple regression results – model I

Variables	B	Std. Error	Beta	*t*	Sig.
Constant	2.373	2.156	—	1.101	0.273
X_1	-0.129	0.127	-0.098	-1.011	0.314
X_2	1.023	0.162	0.579	6.331	0.000
X_3	0.755	0.122	0.439	6.169	0.000

The resulting regression Formula 1 is as follows :

$$Z = 2.373 - 0.129(X_1) + 1.023(X_2) + 0.755(X_3) \quad (1)$$

Emotional intelligence had a negative coefficient of -0.129, but it was not statistically significant (p = 0.314). Work discipline had a positive coefficient of 1.023 and was significant (p < 0.001), whereas work motivation had a positive coefficient of 0.755 and was also significant (p < 0.001). The multiple regression results for Model II are shown in Table 7.

Table 7. Multiple regression results – model II

Variables	Unstandardized Coefficients (B)	Std. Error	Standardized Coefficients (Beta)	*t*	Sig.
(Constant)	-1.473	1.709		-.861	.391
X_1	.169	.101	.109	1.678	.096
X_2	1.208	.146	.580	8.293	.000
X_3	.138	.110	.068	1.255	.212
Z	.286	.069	.242	4.150	.000

The resulting regression Formula 2 is as follows:

$$Y = -1.473 + 0.169(X_1) + 1.208(X_2) + 0.138(X_3) + 0.286(Z) + e \quad (2)$$

Emotional intelligence had a positive but non-significant coefficient (B = 0.169, p = 0.096). Work discipline had a positive and significant effect on employee performance (B = 1.208, p < 0.001), whereas work motivation was positive but not significant (B = 0.138, p = 0.212). Service quality has a positive and significant coefficient (B = 0.286, p < 0.001).

4.1.6 Individual Parameter Significance Test (t-test)

For Model I, the t-test showed that emotional intelligence did not significantly affect service quality (t = -1.011, p = 0.314), whereas work discipline (t = 6.331, p < 0.001) and work motivation (t = 6.169, p < 0.001) had significant positive effects on service quality. For Model II, emotional intelligence did not significantly affect employee performance (t = 1.678, p = 0.096), whereas work discipline had a significant positive effect (t = 8.293, p < 0.001). Work motivation did not significantly affect employee performance (t = 1.255, p = 0.212), whereas service quality had a significant positive effect on employee perfomance (t = 4.150, p < 0.001).

4.1.7 Simultaneous Significance Test (F-test)

For Model I, the F-test produced F = 133.645 with p < 0.001, indicating that emotional intelligence, work discipline, and work motivation simultaneously had a significant effect on the service quality. The model met the goodness-of-fit criterion. For Model II, the F-test produced F = 264.937 with p < 0.001, indicating that emotional intelligence, work discipline, work motivation, and service quality simultaneously had a significant effect on employee performance. This model also met the goodness-of-fit criterion.

4.1.8 Coefficient of Determination (R^2)

Table 8. Coefficient of determination – model I

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.868[a]	.754	.748	2.92949

Table 8 shows the R value of 0.868 indicates a very strong relationship between the predictors and the service quality. The R^2 of 0.754 indicates that 75.4% of the variation in service quality is explained jointly by emotional intelligence, work discipline, and work motivation, while 24.6% is explained by factors outside this model. These findings suggest that the three independent variables collectively account for a substantial proportion of the variation in service quality within the study population. The coefficient of determination for Model II is shown in Table 9.

Table 9. Coefficient of determination – model II

Model	R	R-Square	Adjusted R-Square	Std. Error of the Estimate
1	.944[a]	.891	.887	2.31169

The Adjusted R^2 of 0.887 indicates that 88.7% of the variation in employee performance is explained by emotional intelligence, work discipline, work motivation, and service quality, while the remaining 11.3% is explained by factors outside the model. This finding suggests that the regression model has substantial explanatory power in accounting for variations in employee performance. Furthermore, the relatively high Adjusted R^2 value indicates that the included predictors collectively provide a strong statistical explanation of employee performance within the study population.

4.1.9 Sobel Test (Mediation Effect)

The Sobel test was used to examine the mediating role of service quality (Z) in the relationships between emotional intelligence (X_1), work discipline (X_2), work motivation (X_3), and employee performance (Y). A mediation effect was considered significant when the calculated t-value exceeded 1.96. This analysis aimed to determine whether service quality significantly transmitted the indirect effects of each independent variable on employee performance. The Sobel test results for the mediation effects are presented in Table 10.

Table 10. Summary of Sobel test results

Causal Relationship	*t*-value	Critical *t*-value	Conclusion
$X_1 \rightarrow Z \rightarrow Y$	-0.961	1.96	No mediation
$X_2 \rightarrow Z \rightarrow Y$	3.436	1.96	Mediation
$X_3 \rightarrow Z \rightarrow Y$	3.413	1.96	Mediation

The Sobel test indicates that service quality does not mediate the relationship between emotional intelligence and employee performance (t = -0.961 < 1.96). In contrast, service quality mediated the relationship between work discipline and employee performance (t = 3.436 > 1.96) and between work motivation and employee performance (t = 3.413 > 1.96). These findings suggest that service quality serves as a significant mediating mechanism through which work discipline and work motivation are associated with employee performance, whereas no significant mediating effect is observed for emotional intelligence.

4.2 Discussion

4.2.1 The Effect of Emotional Intelligence on Employee Performance

The results show that emotional intelligence has a positive but statistically insignificant effect on employee performance at KPU of Bandar Lampung City. This finding suggests that emotional intelligence may function as a supportive capability rather than a direct determinant of performance. Although employees' abilities to recognize and regulate emotions can support workplace relationships, these capabilities may not automatically improve measurable work outcomes in organizations governed by formal procedures, administrative accuracy, and predetermined deadlines.

This finding differs from that of Doğru (2022), who reported a positive relationship between emotional intelligence and job performance. Wonda (2024) emphasized the importance of emotional intelligence in the public sector, while Lu and Chen (2024) found that emotional intelligence was associated with job performance and interpersonal relationships within teams. These differences suggest that the contribution of emotional intelligence may depend on job characteristics and the extent to which employees can translate emotional competencies into effective task execution.

In the context of the KPU of Bandar Lampung City, procedural compliance, technical competence, and task coordination may be more directly related to performance than emotional capabilities. Emotional regulation and communication remain important, but their benefits may require organizational support and practical work mechanisms to become measurable. Therefore,

emotional intelligence development should be integrated with communication training, service standards, and performance feedback.

4.2.2 The Effect of Work Discipline on Employee Performance

The results indicate that work discipline has a positive and significant effect on employee performance at KPU Bandar Lampung City. Employees who comply with regulations, manage their time effectively, follow procedures, and complete their responsibilities tend to demonstrate better performance. This finding indicates that discipline helps translate formal work requirements into consistent and measurable task accomplishment.

This finding is consistent with Iedil and Fajriah (2024), who found that work discipline positively and significantly affects employee performance in the banking sector. Similar results were reported by Chrissensia, S, and Siagian (2024) in the B*adan Kepegawaian dan Pengembangan Sumber Daya Manusia/BKPSDM* of Depok City and Hasanah, Coenraad, Jatmika, and Arby (2024), who also identified a relationship between work discipline and employee performance. Oktavianingrum et al. (2025) demonstrated the importance of discipline in supporting service implementation in public-sector organizations. Together, these findings reinforce the importance of discipline as both regulatory compliance and a behavioral mechanism that supports reliable work outcomes.

In the KPU of Bandar Lampung City, discipline is particularly relevant because election-related activities involve schedules, administrative procedures, and regulatory requirements. Consistent discipline can reduce delays, improve task coordination, and support the accurate completion of responsibilities. Accordingly, efforts to improve performance should strengthen not only compliance with attendance and work rules but also accountability, punctuality, and consistency in completing assigned tasks.

4.2.3 The Effect of Work Motivation on Employee Performance

The results show that work motivation has a positive but statistically insignificant effect on employee performance. This suggests that employees' willingness to exert effort does not necessarily translate directly into better overall performance. Motivation may encourage employees to complete their duties; however, performance also depends on work competence, task clarity, available resources, and organizational conditions.

This finding differs from that of Wang et al. (2024), whose longitudinal meta-analysis showed that work motivation can positively predict subsequent performance. Fan et al. (2022) also found a positive relationship between public service motivation and individual job performance, while Thuy and Phinaitrup (2023) demonstrated that public service motivation may operate through job satisfaction and person–organization fit. These differences suggest that the motivation–performance relationship may depend on the mechanisms through which motivation is translated into work outcomes.

Interestingly, work motivation significantly affected service quality in this study's context. This indicates that motivation may be more readily reflected in specific service behaviors, such as responsiveness, willingness to assist, and attention to users' needs than in overall performance measures. Therefore, service quality may provide a pathway through which motivation becomes more visible in employee performance. For KPU, motivation-building initiatives should be accompanied by clear service standards, effective coordination, and opportunities for employees to apply their motivation in their daily work.

4.2.4 The Simultaneous Effects of Emotional Intelligence, Work Discipline, and Work Motivation on Service Quality

The results demonstrate that emotional intelligence, work discipline, and work motivation simultaneously have a significant effect on service quality at KPU in Bandar Lampung City. This finding indicates that service quality is associated with the combined contribution of employees' emotional capabilities, adherence to procedures, and willingness to exert effort. Although emotional

intelligence was not statistically significant individually, its inclusion in a significant overall model does not establish that it has an independent significant effect on service quality.

This finding is consistent with Pintor and Budiyanti (2021), who reported an association between emotional intelligence and service quality. Naki, Aneta, and Tui (2025), found that work discipline contributes to improving public service quality, while Muhammad, Suyuthi, and Mujahid (2024) identified a relationship between work motivation and service quality. These studies support the broader interpretation that service quality can be associated with multiple employee characteristics and work behaviors, although the contribution of each factor may differ across organizational settings. For the KPU of Bandar Lampung City, discipline and motivation may be particularly relevant to ensure that services are delivered consistently and responsively. Emotional intelligence may still support workplace interactions, but its independent contribution was not statistically established in the present study. Therefore, service quality improvement should integrate employee development, procedural consistency, and motivation while evaluating each intervention's impact on observable service outcomes.

4.2.5 The Effect of Service Quality on Employee Performance

The findings show that service quality positively and significantly affects employee performance. This indicates that better service delivery is associated with better employee performance in fulfilling organizational responsibilities. Accuracy, responsiveness, and the ability to meet users' needs may reflect how effectively employees implement their assigned tasks, making service quality an important aspect of performance in public organizations.

This finding is consistent with that of (Kılıçlı, Kazıcı, & Kıpçak, 2023), who identified a relationship between employee performance and service quality in educational institutions. This also supports Pahi et al. (2022), who found that service-quality orientation is associated with employee performance, and Teng, Song, and Wang (2025), who emphasized the importance of service behavior in explaining employee performance in service organizations. These findings suggest that service quality and performance are closely connected, particularly when service behaviors form part of employees' responsibilities and work outcomes.

In the KPU of Bandar Lampung City, providing accurate, responsive, and reliable services may indicate effective implementation of organizational duties. The significant relationship found in this study supports the importance of integrating service standards into employee performance management. However, because this study is cross-sectional, the results demonstrate a statistical relationship rather than definitive proof that improvements in service quality will necessarily cause subsequent increases in performance.

4.2.6 The Mediating Role of Service Quality in the Effect of Emotional Intelligence on Employee Performance

The results show that service quality does not mediate the relationship between emotional intelligence and employee performance. This finding is consistent with the non-significant direct relationships between emotional intelligence and service quality and between emotional intelligence and employee performance. The results suggest that emotional capabilities were not translated into a statistically supported indirect relationship with performance through service quality in the proposed model.

This finding differs from that of Beigi and Shirmohammadi (2011), who reported that emotional intelligence development could improve service quality, and Pintor and Budiyanti (2021), who identified an association between emotional intelligence and service quality. Doğru (2022) also found a positive relationship between emotional intelligence and job performance. These differences may reflect variations in organizational context, job characteristics, service systems, and opportunities to apply emotional competencies in daily work. Emotional intelligence may be more influential where interpersonal interactions and employee discretion are central to service delivery.

In the KPU of Bandar Lampung City, emotional intelligence may support the management of workplace interactions and pressure without independently determining service quality or performance. The absence of a significant mediation effect indicates that the proposed indirect pathway was not supported by the current data, it does not establish that emotional intelligence has no organizational value. Therefore, emotional intelligence development may be combined with communication training, discipline, and practical service competencies, with future research examining whether these mechanisms help translate emotional capabilities into measurable outcomes.

4.2.7 The Mediating Role of Service Quality in the Effect of Work Discipline on Employee Performance

The results demonstrate that service quality mediates the relationship between work discipline and employee performance. This finding indicates that discipline is associated with performance, both directly and indirectly, through service quality. Employees who follow procedures, maintain punctuality, and fulfill their responsibilities may support more orderly, accurate, and reliable service delivery, which is associated with better performance.

This finding is consistent with that of Naki et al. (2025), who found that work discipline contributes to public service quality. Oktavianingrum et al. (2025) identified employee discipline as an important factor supporting service quality, while Iedil and Fajriah (2024) demonstrated the relationship between work discipline and employee performance. Together, these findings support the interpretation that discipline is relevant to both task accomplishment and the quality of the processes through which public services are delivered.

In the KPU of Bandar Lampung City, service quality provides a statistically supported pathway linking work discipline with employee performance. This means that discipline should not be assessed solely through attendance or compliance with administrative rules but also through its relationship with service accuracy, responsiveness, and reliability. Management initiatives that connect procedural compliance with service standards may help align employee behavior with organizational performance objectives.

4.2.8 The Mediating Role of Service Quality in the Effect of Work Motivation on Employee Performance

The results show that service quality mediates the relationship between work motivation and employee performance. Work motivation did not have a significant direct effect on performance, but it significantly affected service quality, which, in turn, significantly affected performance. This pattern is consistent with the indirect-only mediation result in this sample: the indirect relationship through service quality was statistically supported, whereas the direct relationship was not significant.

The finding is consistent with Wang et al. (2024), who demonstrated an association between work motivation and performance, and Fan et al. (2022), who found a relationship between public service motivation and individual job performance. Thuy and Phinaitrup (2023) also showed that the relationship between public service motivation and performance may operate through specific mechanisms. In addition, Purwanto et al. (2024) identified relationships among work motivation, employee performance, and service quality in public organizations. These studies support the possibility that motivation may be associated with performance through work-related behaviors and organizational processes rather than through a direct pathway alone.

For the KPU of Bandar Lampung City, employees may express motivation through responsive communication, accurate service, and willingness to assist service users. Therefore, service quality may be an important pathway connecting motivation and employee performance in the proposed model. Management should complement motivation-building initiatives with clear service expectations, constructive feedback and adequate work support. Nevertheless, the cross-sectional design means that the mediation results demonstrate statistical relationships within the model and do not establish a temporal causality.

5. CONCLUSIONS

5.1 Conclusion

This study highlights the importance of understanding employee performance as an outcome associated not only with individual psychological characteristics but also with work behavior and the service processes. In the KPU of Bandar Lampung City, work discipline emerges as an important factor associated with performance, while the contribution of work motivation is more evident in terms of service quality. The findings also suggest that emotional intelligence, although valuable for managing workplace interactions, may not independently translate into measurable performance improvements in highly regulated public sector environments.

This study theoretically contributes to the human resource management literature by integrating emotional intelligence, work discipline, work motivation, service quality, and employee performance within an election management institution. Its key contribution is to highlight service quality as a relevant intervening mechanism linking work discipline and work motivation with employee performance, rather than assuming that all employee characteristics influence performance directly. This provides a contextual perspective on how individual capabilities and work behaviors may be connected to performance through service delivery processes in public organizations.

Public-sector organizations, particularly election management institutions, should strengthen employee discipline through clear procedures, accountability, punctuality, and consistent task implementation. Motivational initiatives should also be supported by service standards, constructive performance feedback, and work systems that enable employees to provide accurate, responsive, and reliable services. Emotional intelligence development can be integrated with communication and service interaction training. Together, these measures can help align employee development with organizational responsibilities and public service objectives. As the study was conducted in one institutional setting using a cross-sectional design, future research should examine these relationships across different public organizations and over time to assess the broader applicability of the proposed relationships.

5.2 Research Limitations

This study has several limitations that should be considered when interpreting the findings. First, the cross-sectional design captures respondents' perceptions at a single point in time, making it difficult to establish temporal relationships or draw firm causal conclusions about emotional intelligence, work discipline, work motivation, service quality, and employee performance. Therefore, the reported relationships should be interpreted as statistical associations rather than definitive evidence of causality.

Second, the study was conducted exclusively at the KPU of Bandar Lampung City, involving 135 respondents in total. Although the findings provide insights into employee performance within this institutional context, differences in organizational structure, leadership practices, administrative procedures, and public service responsibilities may limit their applicability to other election management institutions or public organizations. Accordingly, the findings should be generalized cautiously beyond the research settings.

Third, the study relied primarily on questionnaire responses, which may have been affected by subjective perceptions, social desirability, and self-reporting tendencies. These factors may influence how respondents assess their work behavior, service quality, and performance, potentially introducing response bias into the findings. Consequently, the results may not fully reflect objectively observed workplace behaviors or actual service outcomes.

Finally, although the research model explains a substantial proportion of the variation in employee performance and service quality, the results do not imply that the variables examined capture all the relevant determinants. Other individual, organizational, and environmental factors may also contribute to these results. Therefore, the explanatory power of the model should be interpreted within the scope of the variables and institutional context examined. Future research could address

these limitations by employing longitudinal designs, involving multiple public-sector institutions, and combining questionnaire data with supervisor assessments, administrative records or objective service-performance indicators.

5.3 Suggestions and Directions for Future Research

Future research should employ longitudinal designs to examine changes in employee performance, work discipline, motivation, and service quality. Comparative studies across KPU institutions in different cities or provinces are also recommended to identify the differences associated with organizational and regional contexts. Furthermore, a mixed-method approach combining surveys and interviews could provide deeper explanations for the insignificant direct effects of emotional intelligence and work motivation on employee performance in the future. Future studies should also examine additional mediating variables, such as employee engagement and job satisfaction, and moderating variables, such as leadership style and organizational support, to identify the mechanisms and conditions underlying these relationships.

For the KPU of Bandar Lampung City, human resource development should prioritize work discipline through the monitoring of punctuality, procedural compliance, and regular performance evaluation. Work motivation can be strengthened through constructive feedback, recognition, and the development of competency. Emotional intelligence training should focus on communication, conflict management and teamwork. The effectiveness of these initiatives should be evaluated using measurable indicators, including service response times, accuracy, and employee performance.

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AUTHOR CONTRIBUTIONS

R contributed to conceptualization, methodology, data collection, formal analysis, investigation, and preparation of the original manuscript draft. AS was responsible for supervision, methodological review, and critical revision of the manuscript, while H contributed to supervision, theoretical review, and critical manuscript revision. ARWA participated in the literature review, data interpretation, manuscript review, and editing, whereas M contributed to the literature review, manuscript review, and editing. D was responsible for data analysis, interpretation of findings, manuscript review, and final manuscript revision. All authors contributed to the interpretation of the findings, critically reviewed the manuscript, approved the final version, and agreed to be accountable for all aspects of the work.

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