

The Influence of Self-Efficacy and Emotional Intelligence on Employee Work Productivity

Adam Ramadhan ^{1*} Agus Halim ²

^{1*, 2} Department of Management, Fakultas Ekonomi dan Bisnis, Universitas Muhammadiyah Mamuju, Indonesia
Email: adhamramadham814@gmail.com

ARTICLE HISTORY

Submitted : July 04, 2026
Reviewed : July 10, 2026
 July 16, 2026
Revised : July 26, 2026
Accepted : July 26, 2026
Published : July 26, 2026

Conflict of Interest Statement:

The author(s) declare that the research was conducted in the absence of any commercial or financial relationships that could be construed as a potential conflict of interest.

ABSTRACT

Purpose: This study examines the partial and simultaneous effects of self-efficacy and emotional intelligence on employee work productivity at PT. Suraco Jaya Abadi Motor Mamuju. It hypothesizes that both psychological factors positively and significantly influence employee productivity.

Research Method: A quantitative causal-associative design was employed. The study involved all 34 permanent employees selected through census sampling. Data were collected using a structured five-point Likert-scale questionnaire and analyzed using validity and reliability tests, classical assumption tests, multiple linear regression, t-tests, an F-test, and the coefficient of determination with SPSS.

Results and Discussion: Self-efficacy positively and significantly affected work productivity ($\beta = 0.425$; $t = 3.842$; $p = 0.001$). Emotional intelligence also had a positive and significant effect ($\beta = 0.388$; $t = 3.115$; $p = 0.004$). Simultaneously, both variables significantly influenced employee productivity ($F = 24.615$; $p < 0.001$). These findings demonstrate that confidence in completing work tasks and the ability to manage emotions strengthen employee effectiveness and productivity.

Implications: Management should provide self-development, coaching, emotional management, and interpersonal communication programs. Future studies should examine broader samples and additional determinants of productivity.

Originality: This study integrates self-efficacy and emotional intelligence in explaining employee productivity within an automotive dealership context in West Sulawesi.

Keywords: self-efficacy; emotional intelligence; work productivity; employee productivity; human resource management; automotive industry.

1. Introduction

Work productivity is one of the key indicators of an organization's success in achieving its established goals. In an era of increasingly fierce business competition, companies are not only required to optimize the use of technology and capital but also to manage human resources effectively. High work productivity is a key factor in enhancing a company's competitiveness because it is directly linked to service quality, operational efficiency, and the achievement of organizational goals. Various studies indicate that individual psychological factors significantly contribute to work productivity, particularly in dynamic, high-pressure work environments (Aziz *et al.*, 2024). Changes in the work environment driven by digitalization, automation, and increasing customer demands have created new challenges for



employees. Modern organizations increasingly require employees who not only possess technical competencies but also the ability to effectively manage themselves and their emotions. In this context, work productivity is no longer viewed solely as a result of technical skills but also as a reflection of an individual's ability to manage work-related stress, build motivation, and maintain optimal work performance (Piispanen & Rousi, 2024).

In Indonesia, the issue of work productivity remains a key concern in human resource management. Various industrial sectors face challenges in improving employee productivity amid rapid changes in the business environment. The automotive industry is one sector with a high level of competition, requiring human resources capable of working effectively and efficiently. Employees are expected to meet sales targets, provide excellent customer service, and consistently maintain work quality. These conditions make individual psychological factors a crucial aspect that requires management's attention. One factor believed to influence work productivity is self-efficacy. The concept of self-efficacy, introduced by Bandura, explains that individuals with a high belief in their abilities are better able to face challenges, complete complex tasks, and achieve set targets (Bandura, 1997). Self-efficacy encourages individuals to have stronger motivation, greater perseverance, and the ability to adapt to change. Research by Jasim and Firdausy (2025) found that self-efficacy has a positive influence on employee performance through increased work engagement. In addition to self-efficacy, emotional intelligence is also an important factor in improving work productivity. According to Goleman (1998), emotional intelligence is an individual's ability to recognize, understand, manage, and effectively utilize emotions in both personal and professional life. Employees with high emotional intelligence tend to be able to manage stress, build strong interpersonal relationships, and maintain work motivation in various situations. These factors ultimately lead to increased work productivity. Research conducted by Nurfauzan and Windi (2022) shows that emotional intelligence has a positive effect on employee performance, both directly and through job satisfaction as a mediating variable. These results indicate that the ability to manage emotions is a crucial asset for individuals in achieving optimal work performance. Similar findings were also reported by Permana and Ratnawili (2026), who found that emotional intelligence significantly influences employee productivity at PDAM Tirta Hidayah in Bengkulu City.

In the context of West Sulawesi, research on emotional intelligence and work productivity has also shown consistent results. Syarifah, Ferils, and Junaeda (2023) found that emotional intelligence has a positive influence on employee work productivity at PT Grow Samudra Al-Fatih in Mamuju Regency. These findings reinforce the argument that the ability to manage emotions is a key factor in enhancing work productivity across various types of organizations. A more comprehensive study by Aziz *et al.*, (2024) conducted a systematic literature review and demonstrated that self-efficacy and emotional intelligence are two psychological variables that consistently contribute to improved employee performance and productivity. This research confirms that individuals with high self-efficacy and good emotional intelligence tend to be better equipped to handle workplace challenges and maintain superior work performance. Nevertheless, previous research findings still indicate a research gap. Most studies have focused more on examining the influence of self-efficacy and emotional intelligence on employee performance rather than on work productivity. Furthermore, research that simultaneously examines both variables in the automotive industry remains relatively limited, particularly among motor vehicle dealerships in the West Sulawesi region. In fact, the nature of work in the automotive sector presents different demands compared to other sectors, as it involves sales targets, customer service,



and meeting the company's operational standards. PT. Suraco Jaya Abadi Motor Mamuju, as one of the leading automotive companies in West Sulawesi, faces the challenge of continuously improving its employees' work productivity to remain competitive in a challenging business environment. Therefore, this study aims to analyze the influence of self-efficacy and emotional intelligence on the work productivity of employees at PT. Suraco Jaya Abadi Motor Mamuju. This study is expected to provide a theoretical contribution to the development of human resource management research, particularly regarding the theories of self-efficacy and emotional intelligence, as well as to offer practical insights for the company in formulating strategies to enhance employee work productivity.

The remainder of this paper is organized as follows. Section 2 provides a literature review and hypothesis development. Section 3 presents the research method and design. Section 4 provides the results and discussion. Section 5 is Concluding Remarks and Recommendations.

2. Literature Review and Hypothesis Development

2.1 Employee Productivity

Work productivity is one of the key indicators for assessing the effectiveness of human resource management within an organization. Work productivity is not merely defined as the ability to produce a certain amount of output, but also reflects employees' ability to utilize resources effectively and efficiently to achieve organizational goals. According to Sedarmayanti (2017), work productivity is the ratio of work output achieved to the resources used, while Sinungan (2018) defines productivity as a mindset that constantly strives to improve the quality of work output on an ongoing basis. In the context of modern organizations, Robbins and Judge (2022) state that work productivity is influenced by various factors, such as individual ability, motivation, psychological conditions, and a supportive work environment. In the automotive sector, work productivity is a critical aspect because it is directly linked to service quality and the achievement of company targets. Employees are expected to complete tasks quickly, accurately, and in accordance with established operational standards. In line with this, Maryam and Halim (2026) found that work behavior and individual psychological factors contribute to increased employee productivity in the digital age. In this study, work productivity is measured through three main indicators: work quantity, work quality, and timeliness. These three indicators are considered capable of comprehensively representing employees' work productivity levels in supporting the achievement of organizational goals.

2.2 Self-Efficacy

Self-efficacy is an individual's belief in their ability to organize and carry out the actions necessary to achieve a specific outcome or level of performance. According to Bandura (1997), self-efficacy is not merely related to an individual's actual abilities, but rather to their belief in what they are capable of doing when facing various situations and challenges. Individuals with high self-efficacy tend to demonstrate optimism, perseverance, and a strong commitment to completing tasks, whereas those with low self-efficacy are more likely to feel doubtful, avoid challenges, and give up quickly when facing difficulties. In an organizational context, Luthans (2011) explains that self-efficacy is one of the components of psychological capital that plays a crucial role in enhancing employee motivation, performance, and productivity. Within the work environment at PT. Suraco Jaya Abadi Motor, self-

efficacy serves as a key factor in supporting employees' success in completing their work, whether it involves solving technical problems or achieving work targets. Employees with high self-efficacy are more confident in dealing with the complexities of their work, able to adapt to change, and resilient when facing workplace obstacles. Recent research by Darmarini, Sumartik, and Firdaus (2024) demonstrates that self-efficacy has a positive and significant impact on employee performance because it enhances confidence, initiative, and the ability to complete tasks effectively. In this study, the measurement of self-efficacy refers to the three dimensions proposed by Bandura (1997), namely the magnitude/level dimension, the generality dimension, and the strength dimension. These three dimensions describe employees' confidence in dealing with various levels of job difficulty, the scope of their confidence across various work situations, and their individual strength in maintaining their commitment to completing tasks despite facing obstacles.

2.3 Emotional Intelligence

Emotional intelligence is an individual's ability to effectively recognize, understand, and manage their own emotions as well as those of others. According to Goleman (1998), emotional intelligence encompasses the ability to motivate oneself, regulate emotions, understand others' feelings, and build harmonious interpersonal relationships. In an organizational context, emotional intelligence is a key factor determining an individual's success in coping with work-related stress, resolving conflicts, and fostering effective collaboration. Individuals with high emotional intelligence tend to be better able to adapt to change, manage stress, and maintain optimal performance across various work situations. Goleman's model of emotional intelligence consists of five main dimensions: self-awareness, self-regulation, motivation, empathy, and social skills. In the work environment at PT. Suraco Jaya Abadi Motor, emotional intelligence is a crucial aspect given the high intensity of interactions between employees and customers as well as among coworkers. Employees with high emotional intelligence are better able to maintain emotional stability when dealing with customer complaints, work target pressures, or technical issues in the field. Research by Aisyah *et al.*, (2025) found that emotional intelligence has a positive effect on the quality of employees' social interactions, thereby fostering a more harmonious and productive work environment. In line with this, Wonda's (2024) study also demonstrated that emotional intelligence significantly contributes to improved employee performance by enhancing adaptability, decision-making, and teamwork. Therefore, in this study, emotional intelligence is measured through five indicators—self-awareness, self-regulation, self-motivation, empathy, and social skills—as representations of employees' emotional capabilities in supporting work productivity.

3. Research Method

This study employs a quantitative approach with a causal-associative research design aimed at examining the influence of Self-Efficacy and Emotional Intelligence on the Work Productivity of Employees at PT. Suraco Jaya Abadi Motor Mamuju. The quantitative approach was chosen because it allows researchers to objectively measure the relationships between variables through statistical analysis of numerical data obtained from respondents (Creswell & Creswell, 2018). A causal-associative design was used to explain the cause-and-effect relationship between the independent variables—Self-Efficacy



(X1) and Emotional Intelligence (X2)—and the dependent variable, Employee Work Productivity (Y) (Sekaran & Bougie, 2020). The study population comprises all 34 permanent employees of PT. Suraco Jaya Abadi Motor Mamuju. Given the relatively small population size and the fact that all members of the population are accessible, this study employs census sampling, whereby the entire population serves as the study sample. This technique is considered capable of providing a more accurate representation of the organization's actual conditions because all members of the population are involved in the study (Sugiyono, 2023). The Self-Efficacy variable was operationalized based on Bandura's (1997) concept, which includes the dimensions of magnitude, generality, and strength—describing an individual's belief in their ability to complete tasks and face workplace challenges. The Emotional Intelligence variable was measured based on Goleman's (1998) model, which includes self-awareness, self-regulation, self-motivation, empathy, and social skills. Meanwhile, Employee Work Productivity was measured using indicators of work quantity, work quality, and timeliness of task completion, as outlined by Sedarmayanti (2018).

Primary data were collected through the distribution of a structured questionnaire using a five-point Likert scale, ranging from a score of 1 (strongly disagree) to a score of 5 (strongly agree), which is a measurement instrument commonly used in organizational behavior and human resource management research (Hair *et al.*, 2019). In addition to primary data, this study also utilized secondary data in the form of company profiles, organizational structures, and personnel data obtained through a literature review. All data were analyzed using the Statistical Package for the Social Sciences (SPSS) software through several stages, namely data quality testing—which consisted of validity and reliability tests—and classical assumption tests, including tests for normality, multicollinearity, and heteroscedasticity to ensure that the Best Linear Unbiased Estimator (BLUE) assumptions are met in the regression model (Ghozali, 2021). Next, hypothesis testing was conducted using multiple linear regression analysis with the equation $Y = \alpha + \beta_1 X_1 + \beta_2 X_2 + \epsilon$ to determine the magnitude of the effect of each independent variable on employee productivity. Significance testing was performed using the t-test to measure partial effects, the F-test to test for simultaneous effects, and the coefficient of determination (R^2) to measure the ability of the Self-Efficacy and Emotional Intelligence variables to explain the variation in employee work productivity (Hair *et al.*, 2019; Ghozali, 2021).

With this research design, it is hoped that empirical evidence will be obtained to explain the role of individual psychological factors in improving employee work productivity in the automotive industry, specifically at PT. Suraco Jaya Abadi Motor Mamuju.

4. Results and Discussion

4.1 Analysis Results

4.1.1 Analysis Results

This study involved all 34 permanent employees of PT. Suraco Jaya Abadi Motor as respondents, using a saturation sampling technique. Based on the results of the questionnaire distribution, the respondents' characteristics showed that the majority of employees were male, accounting for 73.5%, while female respondents accounted for 26.5%. The predominance of male respondents reflects the characteristics of the automotive industry, which is generally still dominated by male workers, particularly in technical and operational roles. In terms of age, the majority of respondents fell within the productive age range

of 23 to 35 years, accounting for 64.7%. This indicates that the majority of the company's workforce is in an age group characterized by relatively high levels of work energy, adaptability, and productivity. Additionally, most respondents work in technical operations, mechanics, and dealership services—areas directly related to the company's core activities. These characteristics suggest that the respondents involved in this study constitute a group of employees who play strategic roles in achieving the company's operational targets.

Validity Test Results: A validity test is a method used to determine the effectiveness of a measurement instrument in capturing the true meaning that should be measured. Its purpose is to assess the accuracy of the relationship between the criteria of the instrument's items and the empirical facts observed in the field. The test is conducted by comparing the calculated *r*-value with the table *r*-value (Ghozali, 2018).

Table 1. Questionnaire Validity Test Results

Variable	r-calculated	r-table	Info
Self-Efficacy (X1)	0.412	0.3388	Valid
	0.523		Valid
	0.487		Valid
	0.611		Valid
	0.554		Valid
	0.498		Valid
Emotional Intelligence (X2)	0.456	0.3388	Valid
	0.512		Valid
	0.623		Valid
	0.489		Valid
	0.578		Valid
	0.599		Valid
Work Productivity (Y)	0.477	0.3388	Valid
	0.641		Valid
	0.532		Valid

Source: Primary data after analysis, 2026

Item validity testing was conducted using the Pearson Product-Moment approach by comparing the correlation coefficient values between item scores and total variable scores (calculated *r*) against the critical threshold in the table (table *r*). The analysis used a saturated sample size of $N = 34$ respondents, so the degrees of freedom were determined using the formula $df = N - 2$, resulting in $df = 32$. At a two-tailed significance level of $\alpha = 0.05$, the critical threshold for *r* table was determined to be 0.3388. An instrument item was classified as valid if its calculated correlation value (*r* calculated) was greater than the critical threshold (*r* table).

Reliability Test Results Internal reliability testing was conducted simultaneously on all statement items that had been empirically validated. The assessment standard uses the mathematical formula for Cronbach's Alpha (α). Based on the principles of quantitative research methodology, the automotive dealer instrument model is considered reliable and systematically consistent if it yields an evaluation index coefficient $\alpha > 0.60$.

Table 2. Instrument Reliability Test Results

Variable	Cronbach's Alpha	Info
Self-Efficacy (X1)	0.784	Reliable
Emotional Intelligence (X2)	0.812	Reliable
Work Productivity (Y)	0.795	Reliable

Source: Primary data after analysis, 2026

Based on the results of the analysis in Table 2, all research variables have Cronbach's alpha values (coefficient intervals) that are higher than the standard Cronbach's alpha (0.60). This implies that all statements included in this study are reliable, consistent, and suitable for use in the data analysis phase.

A linear regression model is used to test the linear relationship between a dependent variable and multiple independent variables" (Ghozali, 2018:69). In multiple regression, the predictor variables are examined for their correlation in explaining the dependent variable; the linear equation for multiple regression is given by the formula:

$$Y = \alpha + B1 X1 + B2 X2 + e$$

4.1.2 Regression Analysis

Table 3. Results of Multiple Linear Regression Analysis

Variable	Regression Coefficient (β)	t-calculated	Significance (Sig.)	Info
(Constant)	4.120	2.154	0.039	Significant
Self-Efficacy (X1)	0.425	3.842	0.001	Significant
Emotional Intelligence (X2)	0.388	3.115	0.004	Significant

Source: Primary data after analysis, 2026

Table 3 shows the results of the multiple regression linearity coefficients:

$$Y = 4.120 + 0.425X1 + 0.388X2 + e$$

Based on the analysis results presented in Table 3, the constant value is 4.120 with a significance level of 0.039 (<0.05). This constant value indicates that if the variables of self-efficacy and emotional intelligence are assumed to be constant or equal to zero, the work productivity of PT. Suraco Jaya Abadi Motor employees would still remain at 4.120 units. This condition indicates the presence of other factors outside the research model that also contribute to employee work productivity. Furthermore, the significant constant value indicates that the constructed regression model has a basic ability to explain variations in work productivity.

The self-efficacy variable yielded a regression coefficient of 0.425 with a calculated t-value of 3.842 and a significance level of 0.001. A positive regression coefficient indicates that an increase in self-efficacy will be followed by an increase in employee work productivity. Quantitatively, a one-unit increase in the self-efficacy score will increase work productivity by 0.425 units, assuming all other variables remain constant. A significance level of less than 0.05 indicates that the effect of self-efficacy on work productivity is statistically significant. These results confirm that employees' belief in their own ability to complete tasks is a key factor in improving work productivity.



Meanwhile, the emotional intelligence variable has a regression coefficient of 0.388 with a t-value of 3.115 and a significance level of 0.004. This positive coefficient indicates that the higher an employee's level of emotional intelligence, the higher their work productivity. A one-unit increase in emotional intelligence is estimated to increase work productivity by 0.388 units, assuming all other variables remain constant. A significance level below the 5% error threshold indicates that emotional intelligence has a significant effect on work productivity. These findings demonstrate that employees' ability to manage emotions, understand their own and others' feelings, and build effective interpersonal relationships can support increased work productivity within the corporate environment.

4.1.3 T-Test

Based on the results of the regression coefficient analysis in Table 3, partial tests were conducted to determine the effect of each independent variable on the dependent variable. The partial test (t-test) was used to test whether each independent variable individually has a significant effect on employee work productivity. The test criteria involved comparing the calculated t-value with the table t-value while considering the significance level at a 5 percent error rate ($\alpha = 0.05$). If the calculated t-value is greater than the table t-value and the significance value is less than 0.05, then the research hypothesis is accepted.

The results of the first hypothesis test (H1) show that the self-efficacy variable (X1) has a calculated t-value of 3.842, which is greater than the critical t-value of 2.039 ($3.842 > 2.039$). Furthermore, the self-efficacy variable also has a significance level of 0.001, which is below the significance threshold of 0.05. These findings indicate that self-efficacy has a positive and significant effect on employees' work productivity at PT. Suraco Jaya Abadi Motor. Thus, the first hypothesis (H1), which states that self-efficacy has a positive and significant effect on employee work productivity, is accepted. These results indicate that the higher an employee's confidence in their ability to complete tasks and face workplace challenges, the higher the level of work productivity that can be achieved.

Furthermore, the results of the second hypothesis test (H2) show that the emotional intelligence variable (X2) yielded a calculated t-value of 3.115, which is greater than the critical t-value of 2.039 ($3.115 > 2.039$). This variable also has a significance level of 0.004, which is smaller than the significance level of 0.05. These results indicate that emotional intelligence has a partial, positive, and significant effect on the work productivity of employees at PT. Suraco Jaya Abadi Motor. Therefore, the second hypothesis (H2), which states that emotional intelligence has a positive and significant effect on employee work productivity, is accepted. This finding indicates that employees' ability to effectively recognize, control, and manage their emotions can support increased work productivity within the organization.

4.1.4 F-Test

A simultaneous test (F-test) was conducted to determine the extent to which the independent variables collectively explain the variation in the dependent variable. According to Ghazali (2018), the F-test is used to assess the validity of the regression model while simultaneously identifying the combined effect of all independent variables on the dependent variable. This test is conducted by comparing the calculated F-value with the predetermined significance level of 5 percent ($\alpha = 0.05$). If the significance

value is less than 0.05, it can be concluded that all independent variables collectively have a significant effect on the dependent variable.

Based on the results of the Analysis of Variance (ANOVA), the calculated F-value was 24.615 with a significance level of 0.000. This significance value is smaller than the specified significance level of 0.05 ($0.000 < 0.05$). These results indicate that the constructed regression model meets the criteria for validity and is capable of adequately explaining the relationship between the independent variables and the dependent variable. Thus, the third hypothesis (H3), which states that self-efficacy and emotional intelligence simultaneously influence employee work productivity, is accepted. The findings of this study prove that self-efficacy and emotional intelligence are two factors that, together, make a significant contribution to improving the work productivity of employees at PT. Suraco Jaya Abadi Motor. Employees who possess a high level of self-confidence in completing tasks and the ability to manage their emotions effectively tend to demonstrate more productive performance. The synergy between these individual psychological aspects and emotional capabilities serves as a vital asset for the organization in fostering optimal work productivity. Therefore, the company needs to prioritize the development of both aspects as part of its strategy to enhance human resource productivity.

4.2 Discussion

4.2.1 The Effect of Self-Efficacy on Employee Work Productivity

The findings of this study are consistent with various recent empirical studies that confirm that self-efficacy is a key determinant in improving employee performance and productivity. Research conducted by Chakroborty and Guha (2023) found that self-efficacy has a positive effect on organizational productivity, whereby individuals with high levels of self-confidence tend to demonstrate better work attendance, minimize unproductive behavior, and produce more optimal work output. These findings indicate that an individual's belief in their own abilities serves as a psychological asset that plays a role in driving work effectiveness and efficiency within an organization. Furthermore, research by Darmarini, Sumartik, and Firdaus (2024) demonstrated that self-efficacy has a positive and significant effect on employee performance in the manufacturing industry. This study shows that employees with high levels of self-efficacy tend to have better abilities in completing tasks, adapting to change, and achieving higher work performance compared to employees with low levels of self-efficacy. These findings reinforce the results of this study, which indicate that belief in one's own abilities is a critical factor in enhancing employee productivity in the automotive sector. Furthermore, the study by Suyasa and Agung (2024) also found that self-efficacy has a positive relationship with various dimensions of employee performance, including task performance, contextual performance, and a reduction in counterproductive work behavior. The results indicate that the higher an individual's self-efficacy, the higher the quality of work behavior they exhibit. This finding is relevant to the job characteristics at PT. Suraco Jaya Abadi Motor, which require precision, accuracy, and the ability to complete tasks in accordance with the company's operational standards. Furthermore, Kamila and Hasanati (2025), through a systematic review of various job sectors, found that self-efficacy has a significant influence on employees' work engagement. Employees with high self-efficacy tend to demonstrate higher levels of enthusiasm, dedication, and work engagement, thereby contributing to increased organizational productivity. Meanwhile, Fida *et al.*, (2025), through a meta-analysis, revealed that individuals with high self-efficacy are more active in exhibiting extra-role behavior, provide better service, and are less likely



to engage in counterproductive behavior in the workplace. Thus, the results of this study further strengthen the argument that enhancing employees' self-efficacy is a crucial strategy in efforts to sustainably improve work productivity.

4.2.2 *The Effect of Emotional Intelligence on Employee Work Productivity*

The results of the partial analysis in this study indicate that emotional intelligence has a positive and significant effect on the work productivity of employees at PT. Suraco Jaya Abadi Motor. These findings indicate that the higher an employee's level of emotional intelligence, the higher their work productivity. Conversely, an individual's limited ability to recognize, understand, and regulate emotions has the potential to lead to various workplace behavioral issues, such as difficulty adapting, interpersonal conflicts, and decreased work motivation—all of which ultimately result in reduced productivity.

Therefore, emotional intelligence is one of the psychological factors that makes a strategic contribution to enhancing employee work effectiveness and efficiency. Conceptually, Goleman (1998) defines emotional intelligence as an individual's ability to recognize their own and others' feelings, motivate themselves, and manage emotions effectively in interpersonal relationships. Goleman (1998) explains that emotional intelligence consists of five main dimensions: self-awareness, self-regulation, motivation, empathy, and social skills. Individuals with high emotional intelligence tend to be better able to cope with work-related stress in a more adaptive manner, build harmonious working relationships, and maintain work performance even under high-pressure situations. Thus, emotional intelligence not only plays a role in managing an individual's psychological state but also influences the quality of performance and work productivity.

In the operational context of PT. Suraco Jaya Abadi Motor—a company operating in the automotive sector—emotional intelligence is a critical competency given the nature of the work, which demands a high level of social interaction. Employees are not only required to possess technical competencies to complete their tasks but must also be able to interact effectively with coworkers, supervisors, and customers. Employees with high emotional intelligence tend to maintain emotional stability when facing customer complaints, work target pressures, or complex technical problems. They are also better able to control negative emotions, remain rational in stressful situations, and constructively find solutions to various work-related problems. These conditions ultimately support the creation of a conducive work environment, thereby increasing work productivity.

These research findings align with the views of Robbins and Judge (2022), who state that emotional intelligence is one of the individual factors influencing organizational behavior, particularly in enhancing work effectiveness, the quality of interpersonal relationships, and performance outcomes. Individuals who can understand and manage their emotions well will adapt more easily to changes in the work environment and collaborate effectively within teams. Furthermore, Luthans (2011) explains that the ability to manage emotions positively can increase intrinsic motivation, reduce work-related stress, and encourage productive work behavior. Therefore, emotional intelligence serves as a vital psychological resource for organizations in enhancing employee productivity.

The findings of this study are also supported by previous research conducted by Aisyah, Aqil, Halim, Ramli, and Suharlina (2025), which found that emotional intelligence has a positive effect on the quality of social interactions among employees at the Mamuju Regency Investment and One-Stop Integrated Service Agency. That study explained that employees with high emotional intelligence tend

to be able to establish more effective communication, reduce interpersonal conflicts, and foster harmonious working relationships. These conditions indirectly support increased work productivity because coordination and task completion can proceed more effectively. This finding reinforces research findings that emotional intelligence is a crucial asset in fostering productive work behavior within an organizational setting. Furthermore, research by Miao, Humphrey, and Qian (2024) indicates that emotional intelligence has a positive relationship with individual performance and positive work behavior within organizations. Individuals with high levels of emotional intelligence tend to be better able to manage work-related stress, maintain work motivation, and achieve optimal performance compared to those with low emotional intelligence. Furthermore, research by Abbas and Raja (2023) also found that emotional intelligence plays a significant role in enhancing employee productivity and work engagement by improving adaptability and managing work-related stress. These findings further underscore that the development of emotional intelligence must be a top priority for organizations seeking to enhance human resource productivity.

Based on these research findings, PT. Suraco Jaya Abadi Motor needs to design various human resource development programs focused on enhancing employees' emotional intelligence. These programs may include emotional management training, strengthening interpersonal communication, coaching, counseling, and fostering a collaborative work culture. These efforts are crucial because emotional intelligence is not static; rather, it can be developed through continuous learning and work experience. As employees' ability to effectively recognize and manage their emotions improves, their work productivity is expected to increase continuously.

4.2.3 *The Simultaneous Influence of Self-Efficacy and Emotional Intelligence on Work Productivity*

The results of this study align with various recent empirical studies that confirm that individual psychological factors play a strategic role in improving employee productivity and performance. Research conducted by Mayyora and Sumartik (2024) found that emotional intelligence and self-efficacy simultaneously have a significant effect on employee performance at PT. Harapan Sejahtera Karya Utama. The study explains that employees who have high confidence in their abilities and are able to manage their emotions effectively tend to demonstrate more optimal work performance. These findings reinforce the results of this study, which indicate that the combination of self-efficacy and emotional intelligence is a key determinant in improving employee work productivity. Furthermore, research by Darmarini, Sumartik, and Firdaus (2024) indicates that self-efficacy has a positive and significant effect on employee performance. Individuals with high levels of self-efficacy tend to be more confident in completing tasks, more adaptable to change, and able to maintain work performance under high-pressure situations. In the context of PT. Suraco Jaya Abadi Motor, this is reflected in employees' ability to complete work according to targets, even when facing job complexities and high service demands.

These findings are further supported by Wonda's (2024) research, which demonstrates that emotional intelligence positively contributes to improved employee performance in the public sector. This research confirms that an individual's ability to recognize, manage, and utilize emotions constructively can improve the quality of decision-making, strengthen interpersonal relationships, and enhance work effectiveness. Therefore, employees with high emotional intelligence will adapt more easily to work-related stress and be able to sustain their productivity over the long term. Furthermore, research by A'yunnisa, Carminati, and Wilderom (2024) found that employees' emotional intelligence

plays a crucial role in improving performance and workplace well-being by fostering a positive team emotional climate. A work environment supported by strong emotional competence promotes collaboration, effective communication, and higher work commitment. These findings underscore that improvements in work productivity are influenced not only by technical competencies but also by the synergy between employees' self-efficacy and emotional intelligence. These findings also expand upon the research by Maryam and Halim (2026), which demonstrated that individual psychological factors make a significant contribution to work productivity in the digital age. Meanwhile, a study by Aisyah *et al.*, (2025) found that emotional intelligence has a positive effect on the quality of social interactions in the workplace. Thus, the results of this study further reinforce that simultaneously strengthening self-efficacy and emotional intelligence is a crucial strategy that organizations must implement in their efforts to sustainably improve work productivity.

5. Concluding Remarks and Recommendation

This study was conducted in response to the need for organizations in the automotive industry to improve employee work productivity amid increasing operational demands, service expectations, and competitive pressures. It specifically examined whether self-efficacy and emotional intelligence influence the work productivity of employees at PT. Suraco Jaya Abadi Motor Mamuju, both individually and simultaneously. A quantitative causal-associative design was applied involving all 34 permanent employees through census sampling. Data were collected using a structured questionnaire and analyzed using validity and reliability testing, classical assumption testing, multiple linear regression, partial t-tests, and a simultaneous F-test. The findings demonstrate that self-efficacy has a positive and significant effect on employee work productivity. Emotional intelligence also has a positive and significant effect on work productivity. Furthermore, both variables jointly contribute significantly to employee productivity. These findings answer the research questions by confirming that employees' confidence in completing work responsibilities and their ability to recognize, regulate, and manage emotions are important determinants of productivity within the organizational context examined.

Theoretically, this study strengthens the application of self-efficacy and emotional intelligence concepts in explaining employee work productivity, particularly in an automotive dealership environment. It also extends previous studies that have predominantly focused on employee performance by positioning work productivity as the primary organizational outcome. Practically, the findings suggest that management should not rely exclusively on technical training when attempting to improve productivity. Human resource development programs should also incorporate coaching, confidence-building activities, emotional management training, mentoring, and interpersonal communication development. From a managerial and policy perspective, the company may integrate psychological competency indicators into employee recruitment, performance evaluation, training, and career development policies. The originality of this study lies in its simultaneous examination of self-efficacy and emotional intelligence among automotive dealership employees in West Sulawesi, a context that has received relatively limited empirical attention.

This study has several limitations. First, it was conducted within a single company and involved only 34 permanent employees; therefore, the findings should be interpreted specifically within the organizational context studied and should not be generalized broadly to all automotive companies or other industries. Second, the study used a cross-sectional design, which captured employee perceptions

at one point in time and could not explain changes in self-efficacy, emotional intelligence, and productivity over longer periods. Third, data were collected through self-reported questionnaires, which may be affected by social desirability and respondent subjectivity. Future research should involve larger samples across multiple automotive companies or geographic regions, employ longitudinal or mixed-method designs, and combine questionnaire responses with objective productivity indicators. Additional variables such as work motivation, leadership style, organizational culture, job satisfaction, work engagement, and workplace conditions may also be examined as mediators, moderators, or additional predictors of employee work productivity.

Acknowledgment

The author would like to express appreciation and gratitude to the management of PT. Suraco Jaya Abadi Motor for granting permission and providing support throughout the research process. Thanks, are also extended to all respondents who were willing to take the time to provide the information and data required for this study. In addition, the author would like to thank all those who provided support, feedback, and contributions, enabling this study to be successfully completed.

Statement of Use of Generative AI

During the preparation of this work, the author used generative artificial intelligence tools to support the scientific writing process. Grammarly was used to check grammar, refine writing style, and improve clarity in scientific writing. All interpretations, analyses, and conclusions presented in this study are the sole responsibility of the author.

References

- Abbas, M., & Raja, U. (2023). Challenge-hindrance stressors and job outcomes: The moderating role of emotional intelligence. *Journal of Managerial Psychology*, 38(4), 312–327.
- Aisyah, P., Aqil, M., Halim, A., Ramli, S., & Suharlina. (2025). Pengaruh phubbing at workplace dan emotional intelligence terhadap social interaction pada Kantor Dinas Penanaman Modal dan Pelayanan Terpadu Satu Pintu Kabupaten Mamuju Sulawesi Barat. *Journal of Management Branding*, 2(2), 127–141. <https://doi.org/10.71326/jmb.v2i2.85>
- A'yunnisa, R. N., Carminati, L., & Wilderom, C. P. M. (2024). Promoting employee flourishing and performance: The roles of perceived leader emotional intelligence, positive team emotional climate, and employee emotional intelligence. *Frontiers in Organizational Psychology*, 2, 1283067. <https://doi.org/10.3389/forgp.2024.1283067>
- Aziz, M. F. N., Mahmud, R., Hidayati, R., & Lataruva, E. (2024). The role of emotional intelligence and self-efficacy in enhancing employee performance: A systematic literature review. *Research Horizon*, 4(6). <https://doi.org/10.54518/rh.4.6.2024.408>
- Bandura, A. (1997). *Self-efficacy: The exercise of control*. W. H. Freeman and Company.
- Chakroborty, M., & Guha, S. (2023). Effect of self efficacy on organizational productivity: A reliability study. *International Journal of Advanced Research*, 11(7), 830–837. <https://doi.org/10.21474/IJAR01/17290>
- Creswell, J. W., & Creswell, J. D. (2018). *Research design: Qualitative, quantitative, and mixed methods approaches* (5th ed.). Sage Publications.
- Darmarini, A. R., Sumartik, S., & Firdaus, V. (2024). Pengaruh self efficacy, individual innovation capability, dan knowledge sharing terhadap kinerja karyawan di industri tas. *Jurnal Pendidikan Ekonomi (JUPE)*, 12(2), 288–296. <https://doi.org/10.26740/jupe.v12n2.p288-296>



- Eman, F. M., Nelwan, O. S., & Lintong, D. C. A. (2025). Pengaruh kecerdasan emosional, kepercayaan diri, dan kepribadian terhadap peningkatan produktivitas kerja pegawai di Dinas Tenaga Kerja dan Transmigrasi Provinsi Sulawesi Utara. *Jurnal EMBA*, 13(1), 1235-1247. <https://doi.org/10.35794/emba.v13i01.59966>
- Fida, R., Marzocchi, I., Arshad, M., Paciello, M., et al., (2025). Self-efficacy and nontask performance at work: A meta-analytic summary. *Personality and Individual Differences*, 241, 113179. <https://doi.org/10.1016/j.paid.2025.113179>
- Ghozali, I. (2021). *Aplikasi analisis multivariate dengan program IBM SPSS 26* (10th ed.). Badan Penerbit Universitas Diponegoro.
- Goleman, D. (1998). *Working with emotional intelligence*. New York: Bantam Books.
- Goleman, D. (1998). *Working with emotional intelligence*. New York: Bantam Books.
- Haber-Curran, P. (2023). Emotional intelligence frameworks in leadership education. *New Directions for Student Leadership*, 2023(177), 73–84. <https://doi.org/10.1002/yl.20578>
- Hair, J. F., Black, W. C., Babin, B. J., & Anderson, R. E. (2019). *Multivariate data analysis* (8th ed.). Cengage Learning.
- Jasim, T. Y., & Firdausy, C. M. (2025). Pengaruh efikasi diri dan kualitas kehidupan kerja terhadap kinerja karyawan dengan mediasi keterikatan karyawan. *Jurnal Manajemen Bisnis dan Kewirausahaan*, 9(1). <https://doi.org/10.24912/jmbk.v9i1.3383>
- Kamila, F., & Hasanati, N. (2025). The role of self-efficacy on work engagement in employees: A systematic review. *International Journal of Educational and Life Sciences*, 3(6), 2089–2100. <https://doi.org/10.59890/ijels.v3i6.57>
- Liana, E. (2025). Peranan kompetensi, motivasi, dan efikasi diri terhadap produktivitas kerja melalui kepuasan kerja. *Jurnal Ekonomi Manajemen Sistem Informasi*, 6(4). <https://doi.org/10.38035/jemsi.v6i4.4512>
- Luthans, F. (2011). *Organizational behavior: An evidence-based approach* (12th ed.). New York: McGraw-Hill.
- Maryam, N. K. A., & Halim, A. (2026). Analisis perilaku cyberloafing (browsing medsos jam kerja) pada Gen Z: Dampaknya terhadap kreativitas dan produktivitas. *Jurnal Ilmu Manajemen dan Akuntansi Nusantara*, 2(1), 119–126.
- Mayyora, E., & Sumartik, S. (2024). Emotional intelligence drives employee performance in Indonesia. *Indonesian Journal of Law and Economics Review*, 19(2). <https://doi.org/10.21070/ijler.v19i2.1106>
- Miao, C., Humphrey, R. H., & Qian, S. (2024). A meta-analysis of emotional intelligence and work attitudes. *Journal of Occupational and Organizational Psychology*, 97(1), 45–67.
- Nurfauzan, M. I., & Windi, W. N. (2022). Kecerdasan emosional untuk meningkatkan kinerja karyawan melalui kepuasan kerja. *Business Innovation and Entrepreneurship Journal*, 4(1), 74–81. <https://doi.org/10.35899/biej.v4i1.359>
- Permana, D., & Ratnawili. (2026). Pengaruh lingkungan kerja toxic dan kecerdasan emosional terhadap produktivitas kerja karyawan di PDAM Tirta Hidayah Kota Bengkulu. *Jurnal Entrepreneur dan Manajemen Sains*, 7(1). <https://doi.org/10.36085/jems.v7i1.9421>
- Piispanen, J. R., & Rousi, R. (2024). Emotion AI in workplace environments: A case study. arXiv Preprint. <https://doi.org/10.48550/arXiv.2412.09251>
- Robbins, S. P., & Judge, T. A. (2022). *Organizational behavior* (19th ed.). Harlow: Pearson Education.
- Sedarmayanti. (2017). *Perencanaan dan pengembangan sumber daya manusia untuk meningkatkan kompetensi, kinerja, dan produktivitas kerja*. Bandung: Refika Aditama.
- Sedarmayanti. (2018). *Manajemen sumber daya manusia: Reformasi birokrasi dan manajemen pegawai negeri sipil*. Refika Aditama.
- Sekaran, U., & Bougie, R. (2020). *Research methods for business: A skill building approach* (8th ed.). John Wiley & Sons.
- Sinungan, M. (2018). *Produktivitas: Apa dan bagaimana* (9th ed.). Jakarta: Bumi Aksara.
- Sugiyono. (2023). *Metode penelitian kuantitatif, kualitatif, dan R&D* (3rd ed.). Alfabeta.



- Suyasa, P. T. Y. S., & Agung, N. K. R. (2024). Self-efficacy sebagai prediktor kinerja: Dimensi apa yang paling diprediksi? *Jurnal Muara Ilmu Sosial, Humaniora, dan Seni*, 8(2), 310–320. <https://doi.org/10.24912/jmishumsen.v8i2.28012.2024>
- Syarifah, W., Ferils, M., & Junaeda. (2023). Pengaruh beban kerja dan kecerdasan emosional terhadap produktivitas kerja karyawan. *Forum Ekonomi*, 25(3), 414-422. <https://doi.org/10.30872/jfor.v25i3.13758>
- Wonda, T. A. (2024). Does emotional intelligence have a contribution to employee performance enhancement? Empirical evidence from the public sectors. *Cogent Business & Management*, 11(1), 2415525. <https://doi.org/10.1080/23311975.2024.2415525>
- Wonda, T. A. (2024). Does emotional intelligence have a contribution to employee performance enhancement? Empirical evidence from the public sectors. *Cogent Business & Management*, 11(1), 2415525. <https://doi.org/10.1080/23311975.2024.2415525>

Corresponding author

Adam Ramadhan can be contacted at: adhamramadham814@gmail.com

