

ABSTRACT

This study aims to analyze the effect of emotional intelligence on employee performance with psychological empowerment as a mediating variable among civil servants at the Regional Development Planning Agency (Bappeda) of Central Java Province. The quality of public services is a crucial aspect in supporting the effectiveness of civil servant performance. However, a decline in the quality of employee performance was observed between the period of 2020 – 2022. This condition necessitates an understanding of the relationship between emotional intelligence, psychological empowerment, and employee performance.

This study employs a quantitative approach using a survey method through the distribution of questionnaires to 90 civil servants. Data were analyzed using the Partial Least Squares–Structural Equation Modeling (PLS-SEM) method with SmartPLS version 4.1.1.8. The results indicate that emotional intelligence has a positive and significant effect on employee performance. Furthermore, emotional intelligence has a positive and significant effect on psychological empowerment, and psychological empowerment has a positive and significant effect on employee performance. This study also found that psychological empowerment partially mediates the relationship between emotional intelligence and employee performance.

The results of this study indicate that increased emotional intelligence can enhance psychological empowerment, thereby improving employee performance both directly and indirectly. This study contributes to the development of human resource management literature in the public sector and offers practical implications for management in designing policies that support employee performance.

Keywords: *Emotional Intelligence, Work Performance, Psychological Empowerment*