CHAPTER V
CONCLUSION

5.1   Conclusion

This chapter aims to recap the study findings with hypothesis testing, the implications, theoretical and practical, and the limitations of this study will be discussed further. This study has the goals to find the effect of emotional leadership to employee motivation, employee motivation to job performance, emotional leadership to job performance and the mediating effect of employee motivation to the connection between emotional leadership and job performance.

Based on the research that has been done in this study with 48 respondents from Hotel Dafam Wonosobo and Halo Sustainable Resort Karimunjawa, the following conclusions can be drawn:

1. Emotional leadership has a significant and positive influence on job performance.

2. Emotional leadership has a significant and positive influence on employee motivation.

3. Employee motivation has a significant and positive influence on job performance.

4. Employee motivation mediates the connection between emotional leadership and job performance.

5.2   Managerial Implications

Observed from the results of the analysis, either emotional leadership or employee motivation have an effect on the performance of the Hotel Dafam Wonosobo dan Halo Sustainable Resort's employee. Both variables have a direct impact mainly on the internal factor of each personal employee performing their responsibility within the organization. Leaders that implemented personal connections to their subordinate will affect their subordinate personal emotional needs in their daily tasks. Furthermore, employee motivation has been proven to strengthen the effect of emotional leadership on job performance. Thus, the leader within the Hotel Dafam Wonosobo and Halo Sustainable Resort Karimunjawa need to maintain the motivation level of the employee. On that case, motivation will come from external or internal factors, in this case, more external factor more taken into account. With more connected leaders, employee could gain more confidence and motivation, and even enjoy their time at work and eventually increase the output performance of the employee within the organization.

As can be seen in descriptive analysis, emotional leadership implementation in Hotel Dafam Wonosobo dan Halo Sustainable Resort Kaimunjawa can be classified as medium. It means that leaders in both business entities considered have fairly fulfill and understand the personal needs, emotionally, of their subordinates. But can be seen from the result of descriptive statistic, the X4 ("Treats me with considering my personal feelings") has perceived less by the employee. Thus, the leaders could observe the day-to-day activities of their subordinates to understand the needs of the employee.

Meanwhile, employee motivation can be seen as high within the employee. Only are some cases in the statement M3 ("I would like my children to choose the same profession as me") and M4 ("There are times when I take my work home, even though it is not necessary"), the motivation level of employee slightly drops. From the result, external factors outside the work field, especially if related to the personal life of each employee, affected their motivation. A various number of ways could increase the motivation within the employee, but it is not necessary to give the employee a grand award or money, the simplest things such the understanding the private part of employee is enough. As already mentioned from previous study by Galli in 2020, the relationship with the leader could also lead to increasing motivation within the employee.

In the output expected in employee performance, each employee seems to be highly performed on their output at their completion of tasks to assigned responsibility as can be seen at table 4.11. At this rate, employers could expect high output from their subordinates but can maintain employee's motivation and personal connection to each other.

5.3   Limitations

In this study, researcher acknowledge some of limitations when conducting the research. The limitations in this study can be explained:

1. The number of respondents in this study was on a small scale within the range of Hotel Dafam Wonosobo and Halo Sustainable Resort

Karimunjawa's number of employee and limited by requirements of the study required to conduct the research.

2. This research conducted with online questionnaire by Google form and not by direct observation and/or interview with the employee, so researcher did not directly involve to the data collection and direct communication with employee except with the human resource manager and general manager themselves.

3. The collection data of job performance variables is based on personal assessment from each employee; thus, the result could be biased and different compared to the actual result.

4. This study only replication and re-proof of previous research that has already been conducted and published, so that there is no new development when conducting this study.

5.4   Future Research Suggestions

By acknowledgement of the limitations when conducting similar research, wider range and larger number of objects and respondents is suggested because the case could be different from other business entities and/or different area and scale of respondents even with the same requirement as this study. Thus, the next research can give more explanations and insights to the related parties and possible different outcome than this study.

Future research about emotional leadership, employee motivation and job performance suggested to have personal involvement from the researcher to the respondents with direct observation and/or interviews. In great measures, future

researchers could get more insight from the practical reality within the organization and gives more factors besides the variables mentioned in this study.

The bias form testing the job performance variable should be minimized by analyzing the actual data from the organization to create unbiased result and more accurate analysis based. It is suggested to use qualitative methods to gain more accurate data. On the other hand, future research needs to get more guidance from articles or journals that are published after this study has been done and could get new development about the related variables. Nevertheless, this study was also based on other studies, and it suggested that future research to use more journals as guidance.
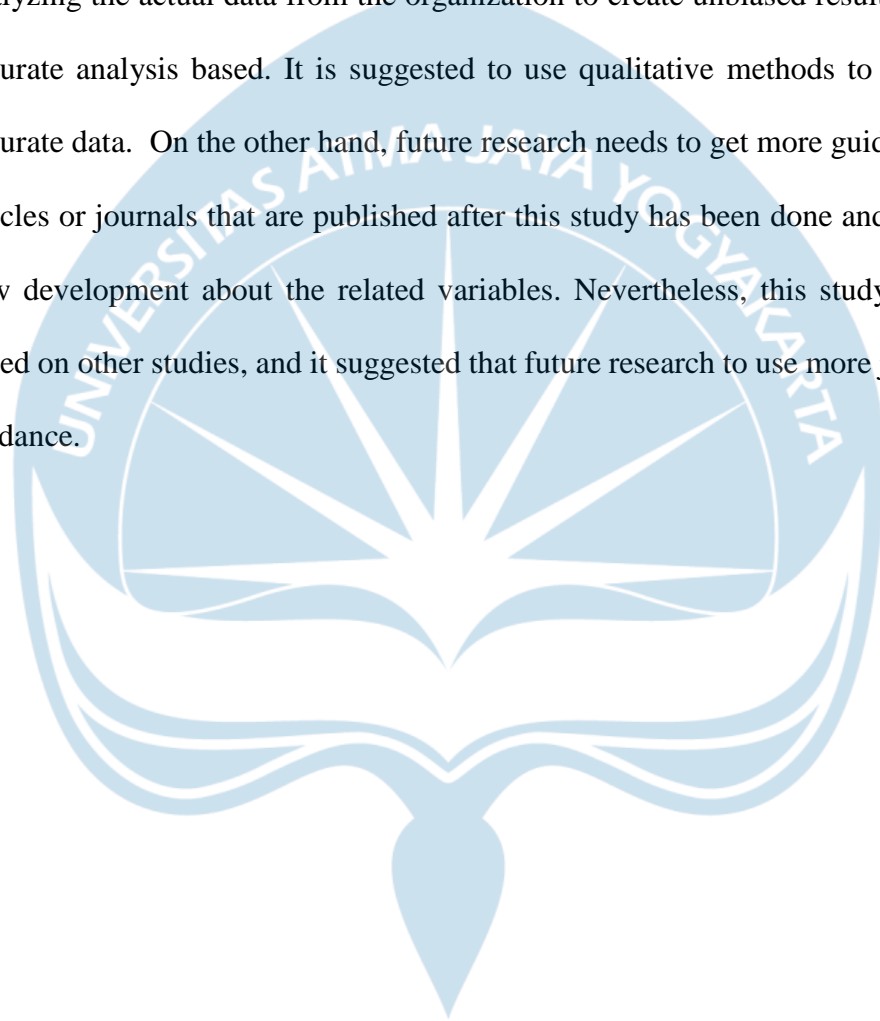
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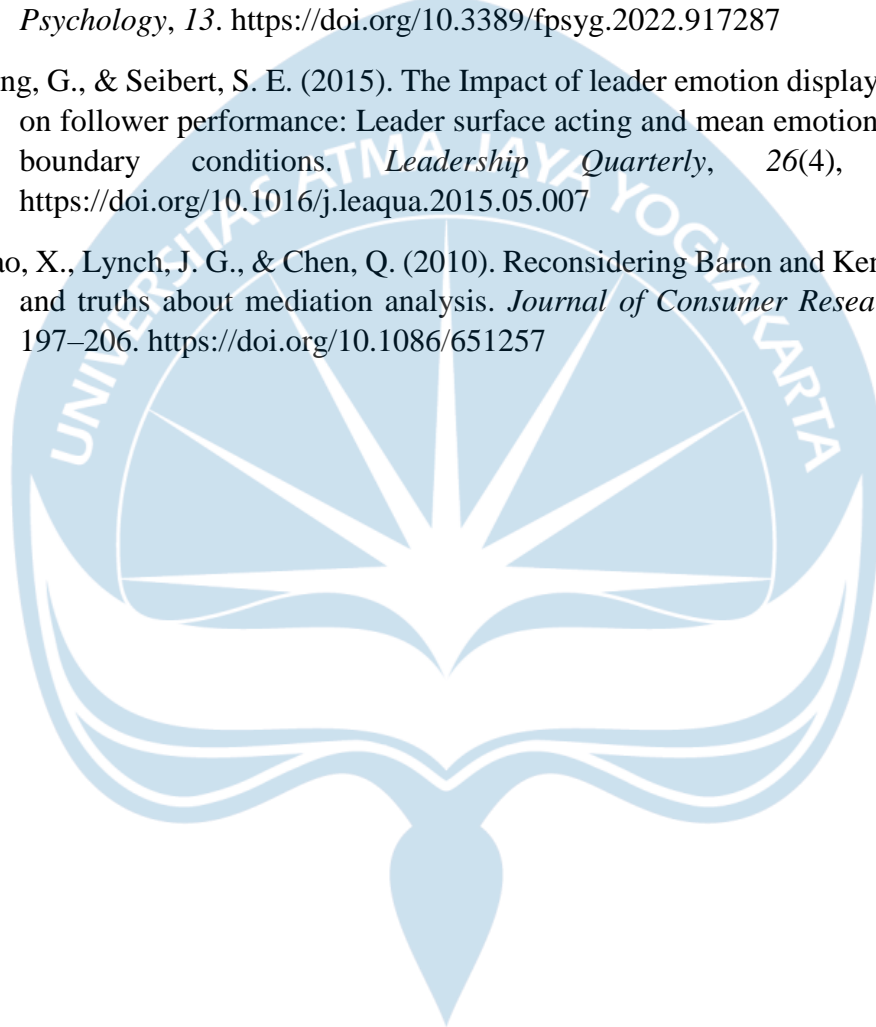
Attachment

Research Questionnaire Attachment

Kuesioner Hubungan antara Kepemimpinan Emosional dan Performa Kerja Dengan Motivasi Karyawan sebagai Variabel pemediasi

Kepada saudara-saudari yang terhormat,

Perkenalkan nama saya Nicholaus Arhat Arnawi Bagaskara, saya adalah mahasiswa Program Studi Manajemen Internasional (IBMP), Fakultas Bisnis dan Ekonomika Universitas Atma Jaya Yogyakarta. Saat ini, saya tengah melakukan penelitian akhir skripsi dengan judul "Hubungan antara Kepemimpinan Emosional dan Performa Kerja Dengan Motivasi Karyawan sebagai Variabel pemediasi" dengan objek penelitian pegawai kontrak Hotel Dafam Wonosobo dan Halo Sustainable Resort Karimunjawa.

Saya memohon bantuan saudara-saudari sekalian, untuk mengisi kuesioner yang saya sebarkan ini. Jawaban dari saudara-saudari akan sangat membantu saya dalam menyelesaikan penelitian ini. Atas kesediaan waktu saudara-saudari untuk mengisi kuesioner ini saya ucapkan terima kasih.

Hormat Saya,
Nicholaus Arhat Arnawi Bagaskara

Data Responden   ⌄   ⋮

Deskripsi (opsional)

Nama (Opsional)

Teks jawaban singkat

Jenis Kelamin *

☐ Laki-laki

☐ Perempuan

☐ Lainnya...
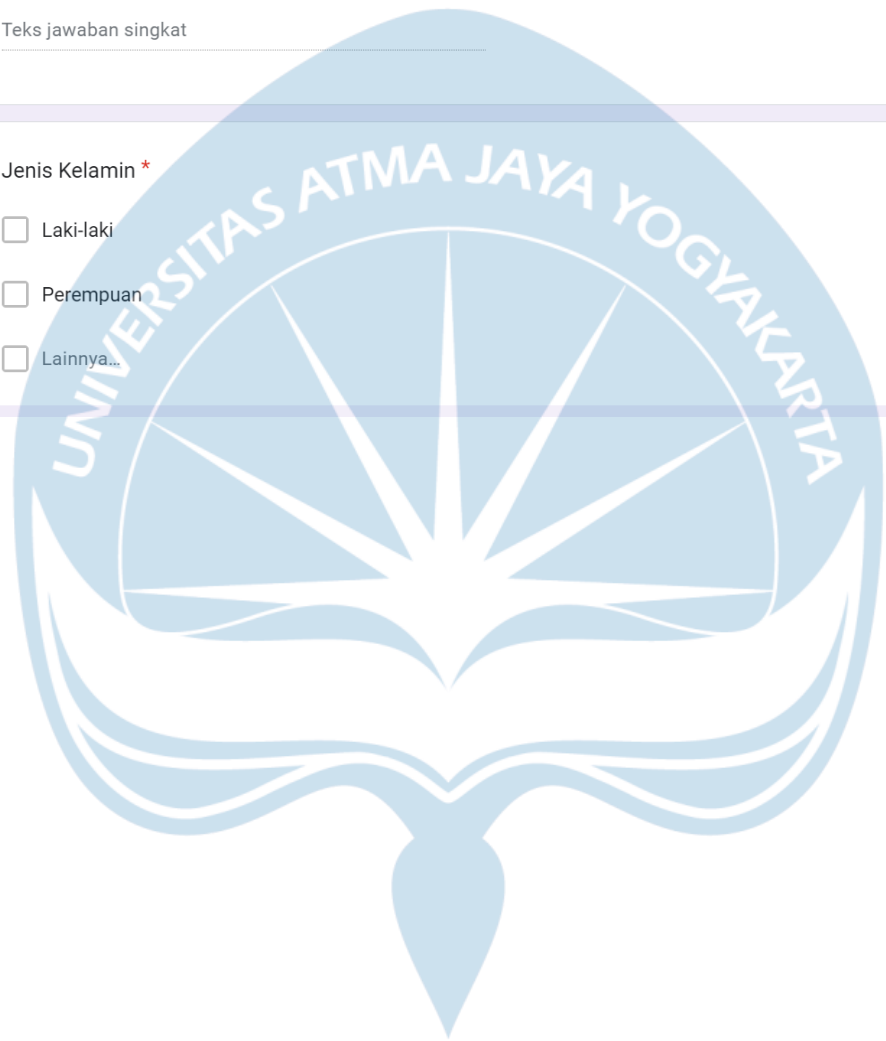
Usia *

Teks jawaban singkat

Pendidikan Terakhir *

○ SD/Sederajat

○ SMP/Sederajat

○ SMA/SMK/Sederajat

○ Perguruan Tinggi

○ Lainnya...

Saat ini saya adalah karyawan *

○ Hotel Dafam Wonosobo

○ Halo Sustainable Resort Karimunjawa

Apakah anda saat ini terikat sebagai pegawai kontrak (non-daily) pada hotel/resort tersebut? *

○ Ya

○ Tidak

Jabatan/Posisi Pekerjaan saat ini *

Teks jawaban singkat

Lama bekerja *

○ > 6 bulan

○ +- 1 tahun

○ +- 2 tahun

○ > 2 tahun

Tipe Soal

Soal yang akan diberikan adalah berupa Likert's scale, yang berarti responden dimohon untuk menjawab pertanyaan yang diajukan dengan memilih salah satu jawaban yang sesuai dengan opini responden. Jawaban akan diklasifikasikan menjadi beberapa pilihan, yaitu:
1. Sangat Tidak Setuju
2. Tidak Setuju
3. Netral
4. Setuju
5. Sangat Setuju

Kepemimpinan Emosional

Kepemimpinan emosional merujuk pada pengelolaan emosi pengikut oleh pemimpin dengan menunjukan bahwa mereka paham, memikirkan dan menghargai perasaan dan kebutuhan pengikut-pengikutnya (Grandey, 2000).

Atasan langsung saya: *
Bertindak dengan mempertimbangkan perasaan saya

1	2	3	4	5
○	○	○	○	○

Menunjukkan bahwa menghargai perasaan pribadi saya *

1	2	3	4	5
○	○	○	○	○

Bertindak dengan penuh pertimbangan akan kebutuhan pribadi saya *

1	2	3	4	5

Memperlakukan saya dengan mempertimbangkan perasaan pribadi saya *

1	2	3	4	5
○	○	○	○	○

Motivasi Karyawan

Motivasi Karyawan adalah sebuah kekuatan antusiasme yang bisa dimulai dari sesorang dan bisa menyebar ke orang lain, untuk memulai sebuah perilaku yang berhubungan dengan pekerjaan dan untuk memutuskan bentuk, arah, eskalasi, dan jangka waktunya (Latham & Pinder, 2005).

Saya merasa termotivasi dengan pekerjaan saya *

	1	2	3	4	5
	○	○	○	○	○

Saya merasa terstimulasi dengan tugas-tugas yang ada di dalam pekerjaan saya *

	1	2	3	4	5
	○	○	○	○	○

Saya menginginkan anak-anak saya untuk mempunyai profesi seperti saya *

	1	2	3	4	5
	○	○	○	○	○

Ada waktu dimana saya membawa pulang pekerjaan saya walaupun tidak diperlukan untuk dibawa pulang*

1	2	3	4	5
○	○	○	○	○

Ada waktu dimana saya tidak mengambil waktu istirahat saya karena komitmen yang kuat terhadap tugas didalam pekerjaan saya*

1	2	3	4	5
○	○	○	○	○

Saya merasa berkomitmen terhadap pekerjaan saya

1	2	3	4	5
○	○	○	○	○

Saya menganggap perkerjaan saya menantang

1	2	3	4	5
○	○	○	○	○

Saya merasa hari berlalu cepat saat bekerja *

1	2	3	4	5
○	○	○	○	○

Saya tidak merindukan pekerjaan saya ketika sedang berlibur* *

1	2	3	4	5
○	○	○	○	○

Saya merasa termotivasi untuk bekerja dalam beberapa hari dalam sebulan *

1	2	3	4	5
○	○	○	○	○

Saya bersedia untuk mendedikasikan waktu lebih untuk bekerja *

1	2	3	4	5
○	○	○	○	○

Saya merasa termotivasi untuk bekerja dalam beberapa hari dalam sebulan *

	1	2	3	4	5
	○	○	○	○	○

Saya bersedia untuk mendedikasikan waktu lebih untuk bekerja *

	1	2	3	4	5
	○	○	○	○	○

Jika dimungkinkan untuk saya, saya menginginkan bekerja dalam waktu yang lebih sedikit dalam seminggu* *

	1	2	3	4	5
	○	○	○	○	○

Kinerja Pekerjaan

Kinerja pekerjaan adalah total nilai yang diharapkan dari sebuah organisasi yang dilaksanakan oleh masing-masing individu didalamnya (Motowidlo & Kell, 2012).

Saya selalu menyelesaikan tugas saya dalam pekerjaan *

	1	2	3	4	5
	○	○	○	○	○

Saya telah memenuhi semua persyaratan kinerja formal dari pekerjaan *

1	2	3	4	5
○	○	○	○	○

Saya telah memenuhi semua kewajiban yang dibutuhkan dalam pekerjaan saya *

1	2	3	4	5
○	○	○	○	○

Saya tidak pernah meninggalkan aspek pekerjaan yang wajib saya lakukan *

1	2	3	4	5
○	○	○	○	○

Setelah bagian 6   Lanjutkan ke bagian berikut ▾

Bagian 7 dari 7

Terimakasih

Terimakasi atas jawaban yang saudara-saudari berikan yang akan sangat membantu saya untuk menyelesaikan penelitian ini. Have a good day!

Data Recap Validity & Reliability Test 35 Respondents Attachment

Emotional Leadership (X)

RESPONDENT	EMOTIONAL LEADERSHIP			
	X.1	X.2	X.3	X.4
1	4	5	4	4
2	4	4	4	4
3	4	4	4	4
4	5	5	4	5
5	3	3	3	3
6	2	2	2	2
7	3	4	2	3
8	2	2	2	1
9	4	2	3	2
10	5	5	4	4
11	2	2	3	2
12	4	4	3	4
13	3	3	3	3
14	3	4	4	4
15	3	4	4	3
16	3	3	4	3
17	3	3	3	2
18	3	3	4	2
19	3	4	3	3
20	2	3	3	3
21	2	3	3	4
22	2	2	3	3
23	4	3	3	4
24	2	2	2	2
25	2	2	1	2
26	2	1	2	2
27	4	4	2	2
28	4	5	4	4
29	2	2	3	3
30	4	4	4	3
31	2	2	3	2
32	5	5	5	5
33	4	1	1	1
34	1	2	3	1
35	4	5	5	3

Employee Motivation (M)

RESPONDENT	MOTIVATION											
	X.1	X.2	X.3	X.4	X.5	X.6	X.7	X.8	X.9	X.10	X.11	X.12
1	5	4	3	2	3	4	4	4	3	4	4	4
2	4	4	3	4	3	4	4	4	3	4	4	5
3	5	3	4	3	2	4	4	3	2	4	3	4
4	5	5	4	4	4	5	5	4	2	3	5	5
5	4	4	3	2	1	4	4	4	3	3	2	4
6	4	3	2	5	4	5	4	2	2	3	4	3
7	4	4	3	4	2	4	2	3	2	3	2	3
8	3	3	1	1	3	2	2	1	2	1	2	2
9	2	2	2	5	2	2	1	2	2	1	4	3
10	5	5	2	5	1	5	5	3	4	5	4	5
11	3	3	1	3	2	4	3	2	2	3	2	3
12	3	3	2	2	3	2	3	3	2	3	3	2
13	1	1	1	3	1	3	3	3	2	1	3	2
14	4	3	3	4	4	4	3	3	2	3	3	4
15	4	4	2	2	1	3	3	4	2	2	1	2
16	4	4	3	1	1	4	3	4	4	4	1	5
17	4	4	3	1	1	4	3	4	3	3	1	4
18	3	2	3	1	1	4	3	3	2	3	1	3
19	3	3	3	1	1	4	4	4	3	3	2	4
20	3	4	2	2	2	4	3	4	3	2	1	4
21	4	3	2	2	2	4	3	4	3	4	1	3
22	3	4	3	4	2	4	3	3	2	3	2	2

23	4	4	3	4	2	4	4	4	3	3	2	4
24	4	4	4	1	5	4	4	4	3	3	2	3
25	4	4	3	5	4	4	4	4	3	3	2	5
26	2	2	4	4	1	3	1	4	3	2	2	2
27	2	4	2	4	1	3	4	2	2	2	2	3
28	5	5	3	4	5	5	5	5	5	4	4	3
29	4	4	4	2	1	4	3	4	1	3	3	5
30	4	3	2	2	4	4	3	4	1	4	3	5
31	3	3	2	4	4	3	4	4	1	3	4	4
32	5	5	4	4	4	5	5	3	2	5	4	4
33	1	1	1	1	1	1	1	1	2	1	4	3
34	2	2	3	4	3	2	2	1	2	4	3	3
35	4	5	3	4	4	5	4	4	4	5	5	4

Job Performance (Y)

RESPONDENT	JOB PERFORM			
	Y.1	Y.2	Y.3	Y.4
1	4	4	4	4
2	5	5	5	5
3	5	5	5	5
4	5	5	5	5
5	5	5	5	5
6	4	5	4	4
7	4	4	4	4
8	1	1	2	2
9	1	2	2	1
10	5	4	5	5
11	4	3	3	3
12	4	4	4	4
13	3	3	3	3
14	4	3	3	4
15	4	4	4	4
16	4	5	4	5
17	4	5	5	4
18	5	3	3	4
19	5	4	5	4
20	5	4	5	4
21	5	5	5	4
22	4	4	4	4
23	3	4	4	4
24	5	2	3	5
25	2	3	3	4
26	4	5	5	5
27	5	4	5	4
28	5	4	5	5
29	5	5	5	4
30	4	4	4	4
31	2	3	3	3
32	4	5	5	5
33	1	1	1	1
34	1	2	2	3
35	4	5	4	4

Validity & Reliability

Validity Test Emotional Leadership

Correlations

		X1	X2	X3	X4	TOTAL
X1	Pearson Correlation	1	.723**	.501**	.612**	.821**
	Sig. (2-tailed)		.000	.002	.000	.000
	N	35	35	35	35	35
X2	Pearson Correlation	.723**	1	.725**	.766**	.935**
	Sig. (2-tailed)	.000		.000	.000	.000
	N	35	35	35	35	35
X3	Pearson Correlation	.501**	.725**	1	.662**	.826**
	Sig. (2-tailed)	.002	.000		.000	.000
	N	35	35	35	35	35
X4	Pearson Correlation	.612**	.766**	.662**	1	.879**
	Sig. (2-tailed)	.000	.000	.000		.000
	N	35	35	35	35	35
TOTAL	Pearson Correlation	.821**	.935**	.826**	.879**	1
	Sig. (2-tailed)	.000	.000	.000	.000	
	N	35	35	35	35	35

**. Correlation is significant at the 0.01 level (2-tailed).

Validity Test Job Performance

Correlations

		Y1	Y2	Y3	Y4	TOTAL
Y1	Pearson Correlation	1	.710**	.824**	.803**	.913**
	Sig. (2-tailed)		.000	.000	.000	.000
	N	35	35	35	35	35
Y2	Pearson Correlation	.710**	1	.894**	.747**	.909**

	Sig. (2-tailed)	.000		.000	.000	.000
	N	35	35	35	35	35
Y3	Pearson Correlation	.824**	.894**	1	.797**	.955**
	Sig. (2-tailed)	.000	.000		.000	.000
	N	35	35	35	35	35
Y4	Pearson Correlation	.803**	.747**	.797**	1	.903**
	Sig. (2-tailed)	.000	.000	.000		.000
	N	35	35	35	35	35
TOTAL	Pearson Correlation	.913**	.909**	.955**	.903**	1
	Sig. (2-tailed)	.000	.000	.000	.000	
	N	35	35	35	35	35

**. Correlation is significant at the 0.01 level (2-tailed).

Validity Test Employee Motivation

Correlations

		M01	M02	M03	M04	M05	M06	M07	M08	M09	M10	M11	M12	TOTAL
M01	Pearson Correlation	1	.789**	.520**	.108	.400*	.774**	.699**	.544**	.327	.718**	.166	.551**	.835**
	Sig. (2-tailed)		.000	.001	.538	.017	.000	.000	.001	.056	.000	.340	.001	.000
	N	35	35	35	35	35	35	35	35	35	35	35	35	35
M02	Pearson Correlation	.789**	1	.441**	.209	.313	.714**	.715**	.527**	.442**	.588**	.128	.473**	.802**
	Sig. (2-tailed)	.000		.008	.229	.067	.000	.000	.001	.008	.000	.464	.004	.000
	N	35	35	35	35	35	35	35	35	35	35	35	35	35
M03	Pearson Correlation	.520**	.441**	1	.109	.198	.479**	.324	.493**	.177	.470**	.069	.370*	.575**
	Sig. (2-tailed)	.001	.008		.532	.254	.004	.057	.003	.310	.004	.692	.029	.000
	N	35	35	35	35	35	35	35	35	35	35	35	35	35
M04	Pearson Correlation	.108	.209	.109	1	.326	.252	.223	-.078	.036	.198	.508**	.096	.433**
	Sig. (2-tailed)	.538	.229	.532		.056	.143	.197	.657	.839	.255	.002	.584	.009
	N	35	35	35	35	35	35	35	35	35	35	35	35	35
M05	Pearson Correlation	.400*	.313	.198	.326	1	.297	.394*	.146	.043	.349*	.500**	.150	.570**
	Sig. (2-tailed)	.017	.067	.254	.056		.084	.019	.404	.808	.040	.002	.391	.000

	N	35	35	35	35	35	35	35	35	35	35	35	35	35
M06	Pearson Correlation	.774**	.714**	.479*	.252	.297	1	.750**	.582**	.398*	.676**	.127	.514*	.829**
	Sig. (2-tailed)	.000	.000	.004	.143	.084		.000	.000	.018	.000	.466	.002	.000
	N	35	35	35	35	35	35	35	35	35	35	35	35	35
M07	Pearson Correlation	.699**	.715**	.324	.223	.394*	.750**	1	.479**	.328	.614**	.298	.487**	.809**
	Sig. (2-tailed)	.000	.000	.057	.197	.019	.000		.004	.055	.000	.082	.003	.000
	N	35	35	35	35	35	35	35	35	35	35	35	35	35
M08	Pearson Correlation	.544**	.527**	.493**	-.078	.146	.582**	.479**	1	.429**	.385*	-.100	.417*	.586**
	Sig. (2-tailed)	.001	.001	.003	.657	.404	.000	.004		.010	.022	.569	.013	.000
	N	35	35	35	35	35	35	35	35	35	35	35	35	35
M09	Pearson Correlation	.327	.442**	.177	.036	.043	.398*	.328	.429**	1	.368*	-.032	.157	.441**
	Sig. (2-tailed)	.056	.008	.310	.839	.808	.018	.055	.010		.029	.857	.369	.008
	N	35	35	35	35	35	35	35	35	35	35	35	35	35
M10	Pearson Correlation	.718**	.588**	.470**	.198	.349*	.676**	.614**	.385*	.368*	1	.261	.535**	.785**
	Sig. (2-tailed)	.000	.000	.004	.255	.040	.000	.000	.022	.029		.129	.001	.000
	N	35	35	35	35	35	35	35	35	35	35	35	35	35
M11	Pearson Correlation	.166	.128	.069	.508**	.500**	.127	.298	-.100	-.032	.261	1	.253	.456**

	Sig. (2-tailed)	.340	.464	.692	.002	.002	.466	.082	.569	.857	.129		.143	.006
	N	35	35	35	35	35	35	35	35	35	35	35	35	35
M12	Pearson Correlation	.551**	.473**	.370*	.096	.150	.514**	.487**	.417*	.157	.535**	.253	1	.629**
	Sig. (2-tailed)	.001	.004	.029	.584	.391	.002	.003	.013	.369	.001	.143		.000
	N	35	35	35	35	35	35	35	35	35	35	35	35	35
TOTAL	Pearson Correlation	.835**	.802**	.575**	.433**	.570**	.829**	.809**	.586**	.441**	.785**	.456**	.629**	1
	Sig. (2-tailed)	.000	.000	.000	.009	.000	.000	.000	.000	.008	.000	.006	.000	
	N	35	35	35	35	35	35	35	35	35	35	35	35	35

**. Correlation is significant at the 0.01 level (2-tailed).

*. Correlation is significant at the 0.05 level (2-tailed).

Validity Test

VARIABLE	ITEM	R VALUE	R TABLE	SIG. (2-TAILED)	EXPLANATION
LEADERSHIP	X1	0.821	0.275	0	VALID
	X2	0.935	0.275	0	VALID
	X3	0.826	0.275	0	VALID
	X4	0.879	0.275	0	VALID
JOB PERFORM	Y1	0.913	0.275	0	VALID
	Y2	0.909	0.275	0	VALID
	Y3	0.955	0.275	0	VALID
	Y4	0.903	0.275	0	VALID
MOTIVATION	M1	0.835	0.275	0	VALID
	M2	0.802	0.275	0	VALID
	M3	0.575	0.275	0	VALID
	M4	0.433	0.275	0.009	VALID
	M5	0.570	0.275	0	VALID
	M6	0.829	0.275	0	VALID
	M7	0.809	0.275	0	VALID
	M8	0.586	0.275	0	VALID
	M9	0.441	0.275	0.008	VALID
	M10	0.785	0.275	0	VALID
	M11	0.456	0.275	0.006	VALID
	M12	0.629	0.275	0	VALID

Reliability Test

Emotional Leadership Reliability Test

Case Processing Summary

		N	%
Cases	Valid	35	100.0
	Excluded[a]	0	.0
	Total	35	100.0

a. Listwise deletion based on all variables in the procedure.

Reliability Statistics

Cronbach's Alpha	N of Items
.889	4

Job Performance Reliability Test

Case Processing Summary

		N	%
Cases	Valid	35	100.0
	Excluded[a]	0	.0
	Total	35	100.0

a. Listwise deletion based on all variables in the procedure.

Reliability Statistics

Cronbach's Alpha	N of Items
.936	4

Employee Motivation Reliability Test

Case Processing Summary

		N	%
Cases	Valid	35	100.0
	Excluded[a]	0	.0
	Total	35	100.0

a. Listwise deletion based on all variables in the procedure.

Reliability Statistics

Cronbach's Alpha	N of Items
.866	12

Data Recap Validity & Reliability Test 48 Respondents Attachment

Emotional Leadership

Respondents	X1	X2	X3	X4	Average
1	4	5	4	4	4.25
2	3	4	5	3	3.75
3	5	4	5	4	4.5
4	4	3	4	4	3.75
5	3	4	4	4	3.75
6	4	3	4	3	3.5
7	3	4	4	3	3.5
8	2	2	3	3	2.5
9	5	5	5	5	5
10	2	2	2	2	2
11	5	3	3	3	3.5
12	1	2	1	1	1.25
13	4	4	4	3	3.75
14	3	3	3	3	3
15	3	4	4	3	3.5
16	3	3	3	3	3
17	3	3	3	3	3
18	3	2	3	2	2.5
19	2	2	3	2	2.25
20	1	1	1	1	1
21	3	3	3	3	3
22	4	4	4	4	4
23	3	4	3	4	3.5
24	3	3	3	3	3
25	4	4	3	4	3.75
26	3	4	4	4	3.75
27	3	4	3	4	3.5
28	3	3	2	2	2.5
29	2	3	3	2	2.5
30	3	3	2	3	2.75
31	2	2	2	2	2
32	5	4	4	4	4.25
33	5	4	4	3	4
34	3	4	3	3	3.25
35	2	2	2	2	2
36	3	3	3	3	3

37	4	4	4	4	4
38	2	2	1	1	1.5
39	5	5	5	5	5
40	3	3	3	3	3
41	4	5	4	3	4
42	5	4	4	5	4.5
43	3	3	3	3	3
44	3	4	4	3	3.5
45	4	5	5	4	4.5
46	4	3	3	3	3.25
47	4	4	3	3	3.5
48	4	3	4	3	3.5

Job Performance

Respondents	Y1	Y2	Y3	Y4	Average
1	5	5	5	4	4.8
2	5	5	5	5	5
3	5	5	5	5	5
4	5	5	5	4	4.8
5	5	5	5	5	5
6	5	4	4	3	4
7	4	4	4	4	4
8	4	4	4	4	4
9	5	5	5	5	5
10	2	2	2	2	2
11	5	5	5	5	5
12	4	3	3	4	3.5
13	4	4	4	4	4
14	4	4	3	3	3.5
15	4	4	4	4	4
16	3	3	3	3	3

17	3	3	1	1	2
18	1	1	1	1	1
19	2	2	3	2	2.3
20	2	2	2	2	2
21	1	1	1	1	1
22	4	4	4	4	4
23	4	3	3	4	3.5
24	5	5	4	5	4.8
25	4	4	4	4	4
26	5	5	5	5	5
27	5	4	5	5	4.8
28	4	4	4	4	4
29	4	3	3	4	3.5
30	5	5	5	5	5
31	1	1	1	1	1
32	5	5	5	5	5
33	4	4	4	4	4
34	3	3	3	3	3
35	4	4	4	4	4
36	4	4	4	4	4
37	5	5	5	4	4.8
38	1	1	1	1	1
39	5	5	5	5	5
40	5	4	4	5	4.5
41	4	3	4	4	3.8
42	5	5	5	5	5
43	4	4	4	3	3.8

44	5	5	5	5	5
45	5	5	5	5	5
46	5	3	4	4	4
47	5	5	5	5	5
48	5	3	3	4	3.8

Employee Motivation

Respondents	M1	M2	M3	M4	M5	M6	M7	M8	M9	M10	M11	M12	Average
1	3	4	2	1	2	4	5	4	4	3	2	4	3.17
2	5	4	3	4	2	4	5	4	5	4	4	4	4.00
3	4	5	4	3	3	4	4	4	2	4	2	4	3.58
4	4	4	3	2	2	5	5	2	1	2	2	4	3.00
5	5	4	4	2	3	5	5	2	4	5	4	5	4.00
6	3	4	3	4	4	4	5	4	4	3	3	3	3.67
7	4	4	3	2	2	3	3	3	3	3	3	4	3.08
8	4	3	2	1	4	4	3	4	4	3	3	4	3.25
9	5	5	5	5	5	5	5	5	5	5	5	5	5.00
10	2	2	3	4	2	2	2	2	3	2	2	3	2.42
11	5	5	3	4	5	5	5	5	5	5	5	5	4.75
12	4	2	3	3	3	5	4	3	3	3	3	2	3.17
13	5	5	4	3	3	4	4	4	1	3	3	3	3.50
14	3	3	3	3	3	3	3	3	3	3	3	3	3.00
15	4	3	3	4	3	4	4	4	3	3	4	3	3.50
16	3	3	3	3	3	3	3	3	3	3	3	3	3.00
17	1	1	3	3	3	1	1	3	3	3	1	3	2.17
18	1	1	5	3	1	1	1	1	1	1	1	1	1.50
19	1	3	3	3	3	2	1	2	3	3	3	2	2.42
20	1	2	2	2	1	2	2	2	3	3	3	4	2.25
21	2	2	2	4	2	2	3	2	2	2	3	3	2.42
22	4	4	3	3	4	4	4	3	4	4	4	3	3.67
23	4	3	3	2	3	4	3	4	2	4	4	1	3.08
24	5	4	3	4	4	5	5	3	4	5	2	3	3.92

25	5	4	3	2	5	4	4	4	3	3	3	2	3.50
26	4	4	1	4	4	4	4	4	3	3	2	4	3.42
27	5	4	2	1	5	5	4	4	2	5	5	3	3.75
28	3	3	2	1	5	4	4	3	2	4	3	3	3.08
29	3	4	2	4	4	4	4	4	5	3	3	4	3.67
30	5	4	1	3	5	5	5	4	3	4	4	4	3.92
31	1	1	1	4	1	1	1	1	5	1	2	2	1.75
32	5	2	3	1	4	4	3	4	1	3	2	1	2.75
33	5	5	4	4	4	5	4	5	3	4	5	3	4.25
34	4	3	1	2	1	3	3	3	4	3	3	4	2.83
35	2	1	2	1	2	3	5	3	5	2	1	4	2.58
36	4	4	2	2	5	4	3	4	3	4	3	3	3.42
37	4	4	1	1	5	5	3	4	2	3	3	3	3.17
38	1	1	1	1	1	1	1	2	2	1	3	2	1.42
39	5	5	2	2	2	5	5	5	4	5	4	4	4.00
40	4	4	3	5	5	5	4	4	4	3	4	3	4.00
41	5	4	3	4	5	4	3	4	3	3	4	2	3.67
42	4	4	2	1	5	5	5	5	3	4	2	3	3.58
43	3	4	2	3	4	4	4	4	5	4	3	5	3.75
44	4	3	4	3	4	4	5	4	3	3	3	3	3.58
45	5	4	4	3	5	5	4	4	3	4	4	4	4.08
46	4	4	4	2	5	4	4	5	3	3	3	4	3.75
47	4	4	3	3	4	5	4	4	3	4	4	2	3.67
48	4	3	2	2	3	4	2	3	2	3	4	2	2.83

Descriptive Analysis

Statistics		X	M	Y
N	Valid	48	48	48
	Missing	0	0	0
Mean		13.10	39.48	15.40
Std. Deviation		3.592	9.015	4.854
Variance		12.904	81.276	23.563
Range		16	43	16
Minimum		4	17	4
Maximum		20	60	20

Descriptive Statistics of X					
	N	Minimum	Maximum	Mean	Std. Deviation
X1	48	1	5	3.31	1.035
X2	48	1	5	3.38	.959
X3	48	1	5	3.31	1.014
X4	48	1	5	3.10	.951
Valid N (listwise)	48				

Descriptive Statistics of M					
	N	Minimum	Maximum	Mean	Std. Deviation
M1	48	1	5	3.65	1.313
M2	48	1	5	3.40	1.162
M3	48	1	5	2.71	1.010
M4	48	1	5	2.73	1.162
M5	48	1	5	3.40	1.333
M6	48	1	5	3.79	1.220
M7	48	1	5	3.60	1.250
M8	48	1	5	3.48	1.031

M9	48	1	5	3.15	1.130
M10	48	1	5	3.29	1.010
M11	48	1	5	3.10	1.016
M12	48	1	5	3.19	1.024
Valid N (listwise)	48				

Descriptive Statistics of Y

	N	Minimum	Maximum	Mean	Std. Deviation
Y1	48	1	5	4.02	1.246
Y2	48	1	5	3.79	1.237
Y3	48	1	5	3.79	1.271
Y4	48	1	5	3.79	1.271
Valid N (listwise)	48				

Regression Analysis Attachment

Regression Analysis X to M

Variables Entered/Removed[a]			
Model	Variables Entered	Variables Removed	Method
1	Emotional Leadership (X)[b]	.	Enter

a. Dependent Variable: Employee Motivation (M)

b. All requested variables entered.

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.619[a]	.384	.370	7.15506

a. Predictors: (constant) Emotional Leadership (X)...

ANOVA[a]						
Model		Sum of Squares	df	Mean Square	F	Significance
1	Regression	1465.018	1	1465.018	28.617	.000[b]

	Residual	2354.962	46	51.195		
	Total	3819.979	47			

a. Dependent Variable: Employee Motivation (M)

b. Predictors: (constant) Emotional Leadership (X)...

Coefficients[a]					
Model		Unstandardized Coefficients		Standardized Coefficients	t
		B	Std. Error	Beta	
1	(Constant)	19.112	3.945		4.845
	Emotional Leadership (X)	1.554	.291	.619	5.349

Coefficients[a]		Significance
Model		
1	(Constant)	.000
	Emotional Leadership (X)	.000

a. Dependent Variable: Employee Motivation (M)

Regression Analysis of M to Y

Variables Entered/Removed[a]			
Model	Variables Entered	Variables Removed	Method
1	Employee Motivation (M)[b]	.	Enter

a. Dependent Variable: Job Performance (Y)

b. All requested variables entered.

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.815[a]	.665	.657	2.84129

a. Predictors: (constant) Employee Motivation (M)...

ANOVA[a]

Model		Sum of Squares	df	Mean Square	F	Significance
1	Regression	736.124	1	736.124	91.184	.000[b]
	Residual	371.355	46	8.073		
	Total	1107.479	47			

a. Dependent Variable: Job Performance (Y)

b. Predictors: (constant) Employee Motivation (M)...

Coefficients[a]

Model		Unstandardized Coefficients		Standardized Coefficients	t
		B	Std. Error	Beta	
1	(Constant)	-1.935	1.861		-1.040
	Employee Motivation (M)	.439	.046	.815	9.549

Coefficients[a]

Model		Significance
1	(Constant)	.304
	Employee Motivation (M)	.000

a. Dependent Variable: Job Performance (Y)

Regression Analysis of X to Y

Variables Entered/Removed[a]			
Model	Variables Entered	Variables Removed	Method
1	Emotional Leadership (X)[b]	.	Enter

a. Dependent Variable: Job Performance (Y)

b. All requested variables entered.

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.672[a]	.452	.440	3.63212

a. Predictors: (constant) Emotional Leadership (X)...

ANOVA[a]					
Model	Sum of Squares	df	Mean Square	F	Significance

1	Regression	500.634	1	500.634	37.949	.000[b]
	Residual	606.845	46	13.192		
	Total	1107.479	47			

a. Dependent Variable: Job Performance (Y)

b. Predictors: (constant) Emotional Leadership (X)...

Coefficients[a]					
Model		Unstandardized Coefficients		Standardized Coefficients	T
		B	Std. Error	Beta	
1	(Constant)	3.490	2.003		1.743
	Emotional Leadership (X)	.909	.147	.672	6.160

Coefficients[a]		
Model		Significance
1	(Constant)	.088

Emotional Leadership (X)	.000

a. Dependent Variable: Job Performance (Y)

Regression Analysis of X to Y with M as a mediating variable

Variables Entered/Removed[a]			
Model	Variables Entered	Variables Removed	Method
1	Employee Motivation (M), Emotional Leadership (X)[b]	.	Enter

a. Dependent Variable: Job Performance (Y)

b. All requested variables entered.

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.843[a]	.710	.697	2.67075

a. Predictors: (constant) Employee Motivation (M), Emotional Leadership (X)...

ANOVA[a]						
Model		Sum of Squares	df	Mean Square	F	Significance
1	Regression	786.497	2	393.249	55.131	.000[b]
	Residual	320.982	45	7.133		
	Total	1107.479	47			

a. Dependent Variable: Job Performance (Y)

b. Predictors: (constant) Employee Motivation (M), Emotional Leadership (X)...

Coefficients[a]					
Model		Unstandardized Coefficients		Standardized Coefficients	t
		B	Std. Error	Beta	
1	(Constant)	-3.169	1.810		-1.751
	Emotional Leadership (X)	.367	.138	.272	2.657
	Employee Motivation (M)	.348	.055	.647	6.331

Coefficients[a]		Significance
Model		
1	(Constant)	.087
	Emotional Leadership (X)	.011
	Employee Motivation (M)	.000

a. Dependent Variable: Job Performance (Y)

SURAT KETERANGAN PENELITIAN

No. 0073/KET/HR-XI-23

Kepada:

Dekan Fakultas Bisnis dan Ekonomika

Universitas Atma Jaya Yogyakarta

Di Tempat

Dengan Hormat,

Bersama surat ini kami informasikan bahwa mahasiswa dibawah ini:

   Nama : Nicholas Arhat Arnawi Bagaskara

   NPM   : 171223642

   Alamat: Terban GK V/320 Yogyakarta

Benar telah melakukan penelitian di Hotel Dafam Wonosobo dengan menggunakan data demografi karyawan kami.

Kami menyatakan data yang diambul merupakan data yang sebenarnya dan mohon dapat digunakan sebagaimana mestinya sebagai salah satu penunjang bagi penulisan karya ilmiah atasnama mahasiswa tersebut diatas.

Demikian surat pemberitahuan ini kami sampaikan, atas perhatin dn kerjasamanya kami haturkan terimakasih.

Wonosobo, 27 November 2023

Hormat Kami,

Rivando Wirjadi

General Manager