

**THE INFLUENCE OF WORK MOTIVATION, EMOTIONAL INTELLIGENCE, AND
COMPETENCE ON OCCUPATION SATISFACTION THROUGH WORK ACHIEVEMENT
IN THE LIBRARY SERVICE IN SOUTH SULAWES**

Muhammad Fadli^A, Basri Modding^B, Mapparenta^C, Ramlawati^D, Junaidin Zakari^E



ARTICLE INFO	ABSTRACT
<p>Article history:</p> <p>Received 20 February 2023</p> <p>Accepted 26 May 2023</p>	<p>Purpose: This research was conducted to analyze and explain the effect of work motivation, emotional intelligence, and competency on occupation satisfaction through work performance.</p> <p>Theoretical framework: Collecting data using a questionnaire of as many as 233 respondents.</p>
<p>Keywords:</p> <p>Work Motivation; Emotional Intelligence; Competence; Work Achievement; Occupation Satisfaction.</p> <div data-bbox="172 1021 480 1267" style="text-align: center;">  </div>	<p>Design/methodology/approach: The research method used in this study is descriptive analysis and SEM (structural equation modeling) analysis with the help of the SmartPLS program.</p> <p>Findings: The results showed that there was an important positive direct effect of work motivation on work performance, an important positive direct effect on emotional intelligence on work performance, an important positive direct effect on competence on work performance, a positive and important direct effect on work motivation on occupation satisfaction, a positive direct effect not important on intelligence.</p> <p>Research, Practical & Social implications: The positive and important indirect effect of motivation on occupation satisfaction through work performance, positive and important indirect effect of emotional intelligence on occupation satisfaction, and positive and important indirect effect of competence on satisfaction.</p> <p>Originality/value: Emotional intelligence on occupation satisfaction, the positive and important direct effect of competence on occupation satisfaction, the important positive direct effect of occupation performance on occupation satisfaction.</p> <p>Doi: https://doi.org/10.26668/businessreview/2023.v8i6.2306</p>

**A INFLUÊNCIA DA MOTIVAÇÃO NO TRABALHO, DA INTELIGÊNCIA EMOCIONAL E DA
COMPETÊNCIA NA SATISFAÇÃO PROFISSIONAL POR MEIO DA REALIZAÇÃO NO
TRABALHO NO SERVIÇO DE BIBLIOTECA EM SOUTH SULAWES**

RESUMO

Objetivo: Esta pesquisa foi conduzida para analisar e explicar o efeito da motivação no trabalho, da inteligência emocional e da competência na satisfação profissional por meio do desempenho no trabalho.

Estrutura teórica: Coleta de dados usando um questionário com 233 respondentes.

^A PhD in Management. Doctor of Management Science. Universitas Muslim Indonesia. Indonesia.

E-mail: muhammad.fadli@gmail.com Orcid: <https://orcid.org/0009-0006-8755-4322>

^B PhD in Economics. Professor. Faculty of Economics & Business, Universitas Muslim Indonesia. Indonesia.

E-mail: basri.modding@umi.ac.id Orcid: <https://orcid.org/0009-0002-0479-113X>

^C PhD in Economics. Professor. Faculty of Economics & Business, Universitas Muslim Indonesia. Indonesia.

E-mail: mapparenta.mapparenta@umi.ac.id Orcid: <https://orcid.org/0009-0009-1693-2455>

^D PhD in Economics. Professor. Faculty of Economics & Business, Universitas Muslim Indonesia. Indonesia.

E-mail: ramlawati.ramlawati@umi.ac.id Orcid: <https://orcid.org/0000-0003-2753-9084>

^E PhD in Economics. Professor. Faculty of Economics & Business, Universitas Muslim Indonesia. Indonesia.

E-mail: junaidin.zakaria@umi.ac.id Orcid: <https://orcid.org/0000-0002-8515-9189>

Projeto/metodologia/abordagem: O método de pesquisa usado neste estudo é a análise descritiva e a análise SEM (modelagem de equações estruturais) com a ajuda do programa SmartPLS.

Conclusões: Os resultados mostraram que houve um efeito direto positivo e importante da motivação no trabalho sobre o desempenho no trabalho, um efeito direto positivo e importante da inteligência emocional sobre o desempenho no trabalho, um efeito direto positivo e importante da competência sobre o desempenho no trabalho, um efeito direto positivo e importante da motivação no trabalho sobre a satisfação com a ocupação, um efeito direto positivo não importante sobre a inteligência.

Implicações sociais, práticas e de pesquisa: O efeito indireto positivo e importante da motivação na satisfação profissional por meio do desempenho no trabalho, o efeito indireto positivo e importante da inteligência emocional na satisfação profissional e o efeito indireto positivo e importante da competência na satisfação.

Originalidade/valor: A inteligência emocional sobre a satisfação profissional, o efeito direto positivo e importante da competência sobre a satisfação profissional, o efeito direto positivo e importante do desempenho profissional sobre a satisfação profissional.

Palavras-chave: Motivação no Trabalho, Inteligência Emocional, Competência, Realização no Trabalho, Satisfação com a Ocupação.

INFLUENCIA DE LA MOTIVACIÓN LABORAL, LA INTELIGENCIA EMOCIONAL Y LA COMPETENCIA EN LA SATISFACCIÓN LABORAL A TRAVÉS DE LA REALIZACIÓN PROFESIONAL EN EL SERVICIO DE BIBLIOTECAS DEL SUR DE SULAWES

RESUMEN

Objetivo: Esta investigación se llevó a cabo para analizar y explicar el efecto de la motivación laboral, la inteligencia emocional y la competencia en la satisfacción laboral a través de la realización del trabajo.

Marco teórico: Recogida de datos mediante un cuestionario con 233 encuestados.

Diseño/metodología/enfoque: El método de investigación utilizado en este estudio es el análisis descriptivo y el análisis SEM (modelado de ecuaciones estructurales) con ayuda del programa SmartPLS.

Conclusiones: Los resultados mostraron que había un efecto directo positivo e importante de la motivación laboral sobre el rendimiento laboral, un efecto directo positivo e importante de la inteligencia emocional sobre el rendimiento laboral, un efecto directo positivo e importante de la competencia sobre el rendimiento laboral, un efecto directo positivo e importante de la motivación laboral sobre la satisfacción con la ocupación, un efecto directo positivo no importante de la inteligencia.

Implicaciones sociales, prácticas y de investigación: El efecto indirecto positivo e importante de la motivación sobre la satisfacción laboral a través del rendimiento laboral, el efecto indirecto positivo e importante de la inteligencia emocional sobre la satisfacción laboral, y el efecto indirecto positivo e importante de la competencia sobre la satisfacción.

Originalidad/valor: La inteligencia emocional sobre la satisfacción laboral, el efecto directo positivo e importante de la competencia sobre la satisfacción laboral, el efecto directo positivo e importante del rendimiento laboral sobre la satisfacción laboral.

Palabras clave: Motivación Laboral, Inteligencia Emocional, Competencia, Realización Laboral, Satisfacción con la Ocupación.

INTRODUCTION

Law Number 43 of 2007 concerning Libraries Article 1 point 1 states that a library is an institution that manages collections of written works, printed works, and recorded works in a professional manner with a standardized system to meet the educational, research, preservation, information, and recreational needs of users. Furthermore, Article 4 explains that the purpose of the library is to provide services to users, increase their love of reading, and broaden their horizons and knowledge to educate the nation's life. The government's obligation to provide libraries in the community is clarified in Article 7, paragraph (1) point c, which explains that

the government is obliged to guarantee the availability of library services evenly throughout the country. In line with this mandate, Law Number 23 of 2014 concerning Regional Government Article 12 paragraph (2) point q states that libraries are included in mandatory government affairs both at provincial and district/city regional governments. The leap of world civilization with the development of science and technology has provided a very strong disruption in all aspects of people's lives. This condition requires competitive competition between individuals and between nations. Therefore, a knowledge society is a benchmark for a nation to be able to respond to global competition and increase economic growth. The presence of this knowledge society is a social order that has a culture of literacy. Based on the 2020-2024 RPJMN, one of the seven national development agendas is a mental revolution and cultural development, which aims to build Indonesian people who have an open, critical, creative way of thinking and have character. Efforts to build quality human literacy culture need to be made into a solid foundation for the realization of a quality and prosperous society. Literacy is a form of cognitive skill that enables humans to identify, understand, understand, and create what is obtained from reading activities which are then transformed into productive activities that provide social, economic, and welfare benefits. Libraries are public facilities that provide reading resources for the community. The word "general" means to refer to everyone; there are no exceptions because increasing everyone's reading interest is the main goal of the library. The existence and importance of the library have been widely recognized among the public. The library is a means of protecting library materials, fruit of culture, and is a source of science, technology and cultural information in the educational context of national development.. The library is one dimension in the education system that has so far received less attention than it should, given its very strategic role in supporting efforts to create quality human resources. Libraries are sometimes played in a marginal position compared to other aspects of education. Libraries are sometimes managed in a less professional manner with limited human resources, infrastructure, library materials, and even funds. This certainly will not lead to the realization of the vision and mission of organizing the library. One of the tasks that must be carried out by the library is to increase public interest in reading, which in the long term is expected to encourage and accelerate the establishment of a reading culture in society. To achieve this, it is necessary to address the "deficient" condition of the library if you do not want the role of the library to become increasingly marginalized and not receive attention from the public or library users Mehra, B., & Elder, A. (2018), explaining that libraries are one of one information center, serves to meet the information needs of users and institutions. Human resources or library staff

are grouped into librarians and library technical staff, being one of the supporting components for achieving the vision and mission of the library. Library staff who are technologically illiterate find it difficult to accept changes in information technology which will be a challenge in itself for the progress of the library. (Ngatini. (2020).

The development of Human Resources (HR) as part of an organization is faced with an uncomfortable reality where we often encounter employees with inadequate quality. Conditions that indicate that the performance of employees in a government organization is experiencing a slight setback, it is often found that employees do not work seriously or even seem sober so that which has an indirect negative effect on overall organizational performance. This is, of course, a dilemma for management, where employees should be one of the most important assets for the sustainability of the company.

The library, as a storehouse of knowledge, a place for education and teaching, and as a research or research laboratory, also functions as a center for information and scientific documentation. So that the library is an institution that helps users obtain information through its services. Efforts to organize a library at an institution are intended to increase knowledge and horizons of thinking because, through the library, users can collect information and get answers as desired; therefore, librarians need to understand how to serve users. Teguh Afrianto (2017:94), Libraries are referred to as organizations because they have various kinds of resources, one of which is human resources. At this time, there are still many libraries that are considered less effective in carrying out the vision and mission, which are the basis for the implementation of all activities. The library is an organization that has human resources that work together to achieve a library goal. The determining factor in achieving the achievement of library goals is also powerfully affected by human resources as a workforce.

As explained in Chapter VIII Article 29 (1), Law No. 43 of 2007 states that "Library staff consists of librarians and library technical staff." The human resources in the library also need to evaluate their work performance. Performance appraisal is not only for-profit institutions, but non-profit institutions such as libraries also need to measure librarian work performance to obtain maximum results. Work is a daily routine that is carried out by someone in a company, government office or private office, or even a mall. Meanwhile, to increase enthusiasm at work, the company provides an assessment of the presentation of workers or employees. Then outcomes of the assessment are outlined in the performance appraisal, including the following: Performance appraisal, factors that influence performance appraisal, indicators, methods, objectives, benefits, and barriers to performance appraisal for employees.

This spirit focuses on evaluating employees at work with the aim of obtaining benefits and increasing the company's income. Improving the work performance of librarians basically lies in the morale possessed by existing librarians; whether sufficient or insufficient librarian morale really depends on the "motivation" possessed by the librarians themselves.

Putu Ayu Desy (2020) explains that true motivation is an encouragement to work that comes from the person himself, not because of pressure or persuasion. It is this motivation that encourages the emergence of human work enthusiasm so that the abilities possessed are used to the maximum extent possible. Therefore, it is necessary to provide motivation for ISI Surakarta librarians to be regulated and reorganized. If the leader pays little attention to giving motivation to librarians, it will have an impact on the low work performance of librarians. The lack of librarian motivation is reflected in decline in librarian performance and discipline, which is one of the librarian performance appraisal instruments. The role of a librarian in helping develop a library can be carried out well if the library has qualified librarians, where which is influenced by the good or bad performance they produce when completing a occupation . Correct compliance is the result of the work done by someone in the exercise of their functions in accordance with the values and principles established for the work, in terms of the level of success of the work and the ability to achieve the objectives set by the library. Mangkunegara (2017: 67) states that a person's performance standard is stated to be good if it includes several factors such as quantity, quality, timeliness, discipline, creativity and innovation, attendance, teamwork, responsibility, and planning work. The combination of these variables allows librarians to bring out all their potential and competencies/skills to support successful performance of librarians. To be able to produce a good performance, good Competence is also needed in librarians, and these competencies are also expected to be in accordance with the field of library science, which was previously obtained through librarianship education so that it makes it easier for librarians to carry out their work as stated in library law number 43 of 2007 it defines a librarian as a person with competencies acquired through education and/or librarians and with obligations and responsibilities in prosecution and library services.

Various research findings related to the connection among motivation to work presentation have been carried out, such as Yeti Kuswati (2020), Putu Ayu Desy et al. (2020), Hidayati, Sunaryo (2019), Kadioğlu et al. (2018), Lencho, (2020) Ochola, (2018), produced positive and important findings. This is different from the research by Khafidz (2020), Nawangsari (2018), and Adam (2021), which produced unimportant findings, so this research still creates a research gap. Ali Ismail at. Al (2022) explains that an individual with strong

emotional intelligence has better social and intrapersonal harmony. Zulfiqar U. et al. (2020) explained in their research that Emotional intelligence is critical in an organization. By having emotional intelligence, employees will increasingly have a healthier mentality which has an effect on work productivity. (Al-Shqairat, Z.I., et al., 2020). Emotional intelligence will form a psychological impression (Adams, 2017).

Because emotional intelligence involves self-awareness, self-control, emotional control, management, relationships, empathy, and other skills. The main functions of the result are firm commitment and occupation satisfaction. The Bordia study (2017), which analyzed the relationship between emotional intelligence, occupation engagement and occupation satisfaction, concluded that emotional intelligence, commitment and satisfaction of workers are common. Subsequently, an analysis by Boyatzis (2017) investigated the connection among emotional intelligence and loyalty to the institution. According to the results, emotional intelligence and employee engagement are well correlated (Abu-Rumman, A. et al., 2021). Maharaj (2022) has explained that the aptitude to cope with these insurmountable demands, to motivate and frustrate, control impulses and delay the reward, regulate moods, minimize the severity of their extraordinary ability to generate empathy. (Goleman, 2019:177).

Consequently, emotional intelligence encourages the increase of quality of life, since emotional intelligence helps people to face life situations and to understand emotional intelligence in perspective (Al-Huwailah, 2017). Several studies related to this research include Rangkuti (2021), Vratskikh et al. (2016), Vratskikh et al. (2016), Nurzaman, and Amalia (2022), which produced positive findings on emotional intelligence on work performance. However, in Oktariani's research (2016), Siswandono (2022) produced findings that were not important. In relation to occupation satisfaction, Siswandono (2022), Salman et al. (2022), Seebon (2021), and Suleman (2020) produced positive findings of emotional intelligence with occupation satisfaction. Meanwhile, Oktariani's research (2016) produced findings that were not important. Competence is always related to performance. Nawangsari (2018) explains that the association amongst competence and performance is very near, so this can be seen in the relationship between the two, namely cause and effect. Armindo Coelho et al. (2020) state that the connection among librarian competence and performance is very near, and its relevance is very vital, so if librarians want to improve their performance, they should have competencies that are in accordance with their occupation duties (the right man the right occupation).

Choiriyah (2021) explained in his research; Competence is the ability to perform an occupation or occupation based on the skills and knowledge, and the work attitude that the

occupation requires (Wibowo, 2016). Basically, the terms competence and professionalism are two assets that must be owned by everyone in carrying out their professional activities, be they civil servants, private employees, or entrepreneurs. Competence relates to one's talents and abilities in a profession (occupation) that has interpersonal (natural) characteristics. Meanwhile, professionalism is more institutional (innate), meaning that a professional exists when a person has the expertise to master and understand the field of profession in agreement with the vision and mission of the institution. Iskandar and Wijayanti (2022) believe It is a librarian and carry out library activities that offer facilities to the community, in accordance with the obligations of the main institution based on librarianship, documentation and education. The competency phenomenon faced by the Civil Apparatus of the State in the work unit of the library (ASN) is the capacity of human resources that do not correspond to the qualifications and objectives of the institution; There are still gaps or lagoons. There are still civil servants who do not know the main functions and understand the vision of the organization in the library, besides the qualifications of expertise that are almost not evenly available in South Sulawesi. This phenomenon then became a bad precedent for OPD or Library Units in the regions in responding to the developments and challenges faced by libraries and how important libraries are for the regions, in addition to the lack of support from high leadership in the area. The leadership's response in the regions was only limited to ceremonies and programs that were only partially unsustainable, so library management was not optimal. Yustikasari (2022) explains that Indonesian librarianship in the era of disruption faces several challenges and problems, including uneven distribution and access of libraries, low number of collections, the closeness of the community to users of digital content via the internet, gaps in the number of librarians, the need for human resources in quality libraries, service needs and two-way communication (Junaedi, 2019). Librarians must be able to adapt to all users, including the millennial generation. The millennial generation is a generation that is always online, connected to cyberspace, and gets information quickly, online, and for free. This generation can also create, package, organize, and distribute information (Kurniasih, 2017). In the digital era, librarian qualifications are divided into professional and personal abilities. "Professional ability is a professional ability that every librarian and other information professionals must have in carrying out their role in the digital era" (Kurniasih, 2017). Professional abilities consist of general and specific. General professional skills such as being able to create virtual learning spaces from digital spaces, being able to apply technology and information management according to the technicalities of their work, being able to communicate and social media,

understanding the ITE Law, being able to write, collaborate, speak, and have the ability to distribute information and organize. Meanwhile, special professional skills are related to the work environment. Personal abilities are abilities that librarians should have, such as the ability to analyze, how negotiate, be able to adapt, work together, socialize, have creativity, and motivate themselves to continue learning. Meanwhile, according to Marshall (2013), librarians in the era of global challenges must have two competencies, namely professional and individual competencies (Achmad, 2012).

Based on the explanation above, some of these studies can justify the connection among competence and work performance, and occupation satisfaction, as found in the study of Rantung et al. (2020) and Tarigan et al. (2019). Muslifiansyah, et al 2019). Victoria & Deby (2021), Choiriyah, Riyanto (2021), Sumerdana, Heryanda (2021), Sitorus and Andira (2020), and Lebang and Paulina (2017) with positive and important research results. Whereas the research of Syam'un et al. (2021) and Siswandono (2022) with unimportant results on work performance. In relation to the role of mediation, there is also research by Siswandono (2022), Widyaningrum (2020), Berliana et al. (2018), and Delaware (2017) finding that work achievement can mediate the connection among competence and occupation satisfaction (Susanto et.al 2022). Based on this background, the researcher is interested in re-examining, with many differences.

METHODOLOGY

Research Approach

The research approach used is a quantitative approach and is a systematic view of the parts and phenomena and the relationships between them. Research is defined from a quantitative point of view: research based on the philosophy of positivism, which is used to analyze certain populations or samples, using research tools and using a quantitative or statistical analysis of the data to test established hypotheses. This research is an act of collaboration, that is, a study carried out to discover the relationships between one variable and another and to test and use the truth of a problem or knowledge (Sugiyono, 2016: 17).

Types and Sources of Data

The types of data used in this study are qualitative and quantitative data. Quantitative data, that is, data in the form of a number, such as respondent responses or responses from social objects, as indicated in the Likert measurement scale. The data source used in this

research is the first piece of data. First-level data is data that researchers process and collect directly to resolve respondents' responses or responses, as collected in the questionnaire (Sugiyono, 2016: 44).

Method of Collecting Data

The data collection method in this study is intended to obtain data that is relevant and accurate to the issues discussed. The data collection method is as follows:

1. Observation. This method is used as a tool for collecting data based on direct observation.
2. Questionnaire. Questionnaires are data collection techniques that ask a number of questions in writing which are given to respondents with the intention of obtaining accurate and valid data.

Population and Sample

Population

According to Sugiyono (2019: 126), population is a field of generalization, which are objects/subjects, and which has several quantities and characteristics established by the researchers to draw conclusions after the study. The population of this research is the Integral Civil Apparatus of the State (ASN), in this case civil servants (PNS), who work in the Library Services of the city of Sulawesi, with a total of 547 people, as shown in the table.

Table 1. Research population

NO	DISTRICT/CITY	TOTAL POPULATION
1	Makassar city	28
2	Sopeng Regency	39
3	Palo City	24
4	Jeneponto Regency	24
5	Pinrang Regency	16
6	East Luwu Regency	30
7	Barru Regency	22
8	Kota Pare-pare	28
9	bantaeng regency	20
10	sinjai district	26
11	Selayar Islands Regency	21
12	Pangkep Regency	25
13	Kab Bone	36
14	Maros Regency	21
15	Luwu Regency	29
16	North Toraja Regency	11
17	Wajo Regency	23
18	Toraja Regency	15

19	Takalar Regency	21
20	Gowa Regency	16
21	Sidrap district	22
22	Enrekang District	18
23	North Luwu Regency	22
24	Bulukumba district	19
AMOUNT		547

Source: Prepared by the authors (2023)

Sample

According to Sugiyono (2019: 127) the sample is part of the number and characteristics possessed by this population. To fulfill these requirements, in determining the number of samples, researchers used the Taro Yamane calculation formula (Riduwan, 2015: 65).

RESEARCH RESULTS AND DISCUSSION

Research Result

From the empirical model proposed in this study, the proposed hypothesis can be tested, testing trajectory coefficients in the structural equation model. The criterion for testing the hypothesis is the observation of the p-value <0.05 , then the association relating variables is important. The results of hypothesis tests can be obtainable in the following table:

Table 2. Hypothesis Testing

Hip	Variable			Direct	Indirect	Total	P-Value	Ket
	Independent	Intervening	Dependent					
1	Work Motivation (X1)	-	Achievement Work (Y)	0,222	-	0,222	0,015	(+) Important
2	Emotional Intelligence (X2)	-	Work Performance (Y)	0,336	-	0,336	0,000	(+) Important
3	Competence (X3)	-	Achievement Work (Y)	0,626	-	0,626	0,000	(+) Important
4	Work Motivation (X1)	-	Occupation Approval (Z)	0,283	-	0,283	0,022	(+) Important
5	Emotional Intelligence (X2)	-	Occupation Approval (Z)	0,217	-	0,217	0,033	(+) Important
6	Competence (X3)	-	Occupation Approval (Z)	0,189	-	0,189	0,028	(+) Important
7	Achievement Work (Y)	-	Occupation Approval (Z)	0,195	-	0,195	0,012	(+) Important
8	Motivation Work (X1)	Achievement Work (Y)	Occupation Approval (Z)	0,222	0,035	0,257	0,082	(+) Unimportant
9	Emotional Intelligence (X2)	Achievement Work (Y)	Occupation Approval (Z)	0,336	0,058	0,394	0,032	(+) Important

10	Competence (X3)	Achievement Work (Y)	Occupation Approval (Z)	0,626	0,129	0,755	0.019	(+) Important
----	-----------------	----------------------	-------------------------	-------	-------	-------	-------	---------------

Source: 2023 data processing results

Table 25 shows that of the ten (10) paths analyzed, nine (9) paths were important, and one (1) was not important. The clarification of these results can be clarified as follows:

- a. Work motivation (X1) directly has a positive and important impact on work performance (Y) with $p\text{-value} = 0.015 < 0.05$. This coefficient indicates that strong motivation will increase work performance. Thus, the first hypothesis is accepted.
- b. Emotional Intelligence (X2) has a positive and important influence on work performance with $p\text{-value} = 0.000 > 0.05$. This coefficient indicates that good emotional intelligence will be able to improve work performance. Thus, the second hypothesis is accepted.
- c. Competence (X3) has a positive and important influence on work performance (Y) with $p\text{-value} = 0.000 < 0.05$. This coefficient indicates that good competence will increase work performance. Thus, the third hypothesis is accepted.
- d. Work motivation (X1) has a positive and important influence on occupation satisfaction (Z) with $p\text{-value} = 0.028 < 0.05$. This coefficient indicates that Work Motivation (X1) can increase occupation satisfaction. Thus, the fourth hypothesis is accepted.
- e. It is Emotional Intelligence (X2) has a positive and important influence on occupation satisfaction (Z) with $p\text{-value} = 0.033 < 0.05$. This coefficient indicates that good emotional Intelligence (X2) can increase occupation satisfaction (Z). Thus, the fifth hypothesis is accepted.
- f. Competence (X3) has a positive and important effect on occupation satisfaction (Z) with $p\text{-value} = 0.028 < 0.05$. This coefficient indicates that competence (X3) can increase occupation satisfaction (Z). Thus, hypothesis six is accepted.
- g. Work performance (Y) has a positive and important influence on occupation satisfaction (Z) with $p\text{-value} = 0.012 < 0.05$. This coefficient indicates that high work performance (Y) can increase occupation satisfaction (Z). Thus, hypothesis seven is accepted.
- h. Work motivation (X1) indirectly has a positive and unimportant influence on occupation satisfaction with $p\text{-value} = 0.082 > 0.05$. This means that giving motivation is not able to increase occupation satisfaction (Z) even through work performance (Y). Thus the eighth hypothesis is rejected.

- i. Emotional intelligence (X2) indirectly has an important impact on occupation approval with $p\text{-value} = 0.032 < 0.05$. This means that good Emotional Intelligence (X2) will increase work performance and furthermore increase occupation satisfaction.
- j. Competence (X3) has a important impact on occupation approval, with a $p\text{-value} = 0.019 < 0.05$. This means that good competence (X3) will increase occupation performance and increase occupation satisfaction.

DISCUSSION

The Effect of Work Motivation on Work Performance

Based on the research results, it is stated that work motivation has a positive and important effect on work performance. The results of statistical analysis show that the first indicator is an achievement. This indicator provides reinforcement of the formation of employee motivation. This reinforcement comes from the organization, in this case caring, appreciation, and fairness. This response is in accordance with the theory of motivation, that in organizational life, giving encouragement as a form of work motivation to subordinates is important to do to improve employee performance. Motivation itself is a reaction that arises from within a person as encouragement due to external stimuli that influence one to fulfill certain goals (Abdulwahab Olanrewaju Issa, (2021). Motivation is a condition that influences arousing, directing, and maintaining Behavior related to the work environment (A. Pallagau, (2020).), motivation is the desire to do something as a willingness to expend a high level of effort for organizational goals, which is a conditioned by the ability of that effort to fulfill an individual need (Davis, W., & Bowles, F. (2018)).

Dissatisfaction with the amount of salary is often a trigger for negative actions from workers. In addition, due to the environment of cold and closed relationships between people, work activities are not so fertile (Fauziah 2023). Meeting basic needs at work often forgets the organization's goals and agendas. The indicator is the work itself. From the results of the workers' responses to this indicator, it shows good criteria. This means that the worker enjoyment factor, or worker enjoyment factor, defines work itself as a situation in which workers find interesting occupation s, learning opportunities, and possibilities to be responsible for the work.

The results of this response are consistent with Aishah's study. Al (2018) found that autonomy is an important factor in work motivation and autonomy. Work is the main source of satisfaction. Occupation satisfaction based on skills, occupation desires and abilities, and

freedom will be achieved (Sahito and Vaisan, 2017). Accountability indicator. From the results of the respondents' responses, respondents were able to give good answers to expressive elements related to their attitude or moral behavior as workers. Responsibility is a condition that is based on how workers feel their personal responsibility or accountability for their work. Workers will be able to act responsibly, since they have offered all the skills to fulfill their obligations to the entity, that is, to be able to work in the best possible way. Indicator of achievement. The results of the respondents' responses show that workers give good answers to the items included in this indicator. Progress is part of the expectations of the workers, of progress and of the possibilities of development and organization.(Agarwal, P. K. (2018).

The Effect of Emotional Intelligence on Work Performance

Based on the results of the study, emotional intelligence was shown to have a positive and important impact on work performance. This study uses indicators created in Goleman's theory and uses debate indicators. The first indicator is self-awareness. The results of respondents' responses show a good opinion. From these results, the staff of the South Sulawesi Library acquires the individual character of consciousness. Self-awareness is, first of all, being a proactive person. If someone has assumed their duties and roles in this world, all thoughts and actions will be based on achieving life goals, rather than spending precious time. The findings coincide with the study Kohda, M., Hotta (2019), which indicates that there are three main aspects of self-awareness, that is, the knowledge of emotions. Know your emotions and their consequences. Workers who work with that skill will know what the emotions they feel mean and why they are going through. You realize the connection between feelings and what they are thinking. Learn how your feelings affect performance. Keep in mind that it will lead you to your values and goals. Wu, Y., Lian et al. (2019) highlighted in their study that the ability to know one's emotions is to know feelings. This ability is the basis of emotional intelligence, that is, the awareness of one's emotions. Self-awareness makes us more aware of moods and thoughts; If we are not attentive, then individuals are easily absorbed in emotional flows and are controlled by emotions.

According to Al Doghan, M. A. (2019), soft skills can predict a person's performance and success in different occupation s. With the formation of the nature of each individual worker, it takes a lot of time. Their character can emerge or be formed from habits rooted in cinema, especially from people who have grown up in families and institutions. Many factors can shape a good or bad character in each individual. Therefore, it is necessary to enter into

educational institutions of character to generate positive characteristics for workers. Kudria, (2021). In his research, he pointed out that emotional intelligence has a positive and important impact on work activity. The results of this response coincide with Alferaih's study. (2022), says that the dimensions of emotional intelligence have a positive impact on work performance. That also coincides with the study Bi, X., Wang, S. and Ji, Y. (2022). Based on the above explanation, it should be noted that the emotional intelligence of South Sulawesi Library Service staff has appeared in the work environment. That is what the Goleman theory (2019) underlines that the dimension of emotional intelligence has a deep level of behavior and, therefore, the satisfaction of workers is not of workers who do not have emotional intelligence. (Ajar Siswandono et al, 2022). The implication of the Goleman theory (2019), according to Alessandri, G. and Filosa (2021), further reinforces the belief that there is a strong correlation between work performance and the relationship between emotional intelligence and occupation satisfaction. The results of this research coincide with the theory used and, therefore, it must be said that the state of coordination is the essence of good social relations. The results of this research coincide with the Walker study (2022), that if a person is good or can empathize to adapt to the moods of other individuals, they will have a good level of emotion and it will be easier to adapt to social relationships and the environment. Goleman noted that emotional intelligence is a person's greatest ability to motivate themselves, resilience in the face of failure, control of emotions and delay in the prize and mood. With this emotional intelligence, a person can put their emotions on the right side, rank satisfaction and monitor mood. According to Daniel Goleman (Emotional Intelligence), emotional intelligence plays a more critical role than IQs or experience in deciding who will be a star in a play. Emotional intelligence has a huge impact on the environment, is not sustainable and can change at any time. Therefore, the environment, especially the role of parents in childhood, greatly influences the formation of emotional intelligence.

The Effect of Competence on Work Performance

From the results of the study, competition is considered to have a positive and important impact on work performance. Be able to observe, measure and evaluate such work conduct. The indicators to be analyzed are the following: The first is technical capacity. Based on the results of respondents' responses, this indicator has responses from workers of good opinion. The results of the responses to this indicator indicate that the staff of the South Sulawesi Library Office know that they have the basic skills and knowledge related to their work. The results of

this response coincide with the research Sumar et al. (2020), which relates the components of technical competence with knowledge, skills and abilities in different areas/techniques, which directly affect the activity, that is, the knowledge of various technical aspects; your skills, according to your experience; Skills are skills in a work environment that display a system or sequence of behavior functionally related to the achievement of performance objectives. Thooyibah, R. H. (2015), technical capacity is a broad skill in the field of corporate and technological production and helps institutions to adapt quickly to the possibilities that arise. The indicators of technical competence are: educational level, education is a requirement for the educational level necessary to fill an occupation and, in general, linked.

These results will allow to obtain the competitive achievements of the managers of the entity who exercise their managerial function and, if the entity agrees with the business, the entity will obtain extraordinary benefits and affect its managerial capacity. Indicators of sociocultural competence. Among the respondents' responses, sociocultural ability shows good resonance value. This means that Sulawesi Library Service staff have attitudes and behaviors for social interaction and support for work.

Direct Effect of Work Motivation on Occupation Satisfaction

According to the results of the study, motivation has a positive impact on occupation satisfaction. That is, the higher the motivation of a person, the better it will be to have occupation satisfaction. Occupation satisfaction is a pleasant emotional attitude and loves work. Occupation satisfaction and the company have effectively managed worker behavior (Rafian Joni, Epi 2022). You will be satisfied with the positive attitude of workers towards their work and their work environment (Mulia & Saputra 2019). If you are not satisfied with a occupation , it will affect reduced work motivation, reduced worker loyalty, high worker turnover and absenteeism. A nurse who connects with doing her occupation is simple. This level of attention can increase other workloads. A heavy workload can cause the results of the work to be not optimal, it can affect the performance of the workers. The results of this study support the theory of satisfaction motivation, according to which, in motivation theory, a connection with needs, Agarwal, P. K. (2018). The results of this research also support some studies conducted in the same direction, namely research from Zaid Alfayad, Lily Suriani Mohd Arif (2017), Raisal et al. (2018), Carvalho et al. (2020), Nawarathna (2021), Alfayad, (2017). Nazwirman (2020).

The Direct Effect of Emotional Intelligence on Occupation Satisfaction

From the results of the research it was shown that emotional intelligence did not have a major positive impact. The results of this study indicate that emotional intelligence is an important aspect of a person's personality, since a person's emotional intelligence towards an object or event can influence the person's actions, reactions or events against objects (Monteiro 2019). This hypothesis relates to a person's tendency to test or aggravate a stimulus or object that is confronted or explained to him. Based on Goleman's theory, abdullazes. (2017), someone with high emotional intelligence has a different view of a pleasant object for people with low emotional intelligence. In addition, I am very happy to work. At its core, occupation satisfaction is individual. Each individual has a degree of satisfaction that varies according to the value system applied to him. This is a consequence of the differences of each individual. The more you give with the desires of the individual, the greater the degree of satisfaction and vice versa. According to (Suleman at. al 2020), occupation satisfaction corresponds to an individual's general attitude towards their work. In general, someone who is satisfied with their work has a positive attitude towards their work, while someone who is not satisfied with their work has a negative attitude towards their work. For people, with work joy, we try to increase the happiness of their life. The Library Services Agency considers that the service is performed in the context of efforts to improve service satisfaction, improve workers' attitudes and behaviors, and improve the work environment. Based on the results of this expression of the fifth hypothesis, the meaning of the irreplicable is the strengthening of the relativity used by individuals or the stimulus of satisfaction. Workers with high emotional intelligence do not see satisfaction as material, but as a spiritual need. This is in accordance with the opinion of Qomariah (2020), Ogunleye (2016), Shachi Gupta (2022), and Amalia (2022).

The Effect of Competence on Occupation Satisfaction

Based on the results of the study, it was shown that competition has a positive and important impact on occupation satisfaction. The results of this study show a complementary relationship between competence and occupation satisfaction. Occupation satisfaction is one of the factors for excellent occupation results. When a worker feels satisfied at work, of course, he will try as much as possible with all the skills he has to complete his occupation or occupation. Then, once occupation satisfaction is obtained, it will be very important to increase competence and motivation; The goal is to be able to do each occupation well. The results of this study are also satisfied with the theory of competence and incompatibility, cognitive,

affective and psychomotor stimuli, so workers with adequate ability will be satisfied with work, since workers have resources as part of the knowledge and behavior that defend their work and workers feel satisfied. The results of this study are in line with the research of Choiriyah, Riyanto (2021), Sumerdana, Heryanda (2021), Lebang, Paulina (2017), Sitorus, Andira (2020), with positive and important findings.

The Influence of Work Performance on Occupation Satisfaction

Based on the results of the study, it was shown that work activity has a positive and important impact on occupation satisfaction. According to the results of this study, workers with good work activity will have a good degree of satisfaction; This is because workers have advantages that protect their expectations. According to the results of the study, if worker satisfaction is not managed correctly, it will have a negative impact on the organization. The Library Service may not achieve its objectives or, if it does, may not improve results, given the low satisfaction of staff. Library agencies don't want to. Institutions want their employees to do their occupation as well. In many government institutions, high levels of worker satisfaction and good performance are one of the things that determine the success of an institution. According to Mehra, B. and Elder, A. (2018), the workday has also been very good, so workers who get the workday are satisfied. Munthe (2021) says that work is the result of work done by a person to perform the tasks given to him, based on skills, experience and honesty, as well as time. Everyone who works expects the joy of their workplace to be just right. One tends to work in his cantoria, if his work can be satisfied, and the labor recognition of the workers is fundamental to increase the morale, discipline and performance of the workers to contribute to the achievement of the objectives of the company. Kurniasih, N. (2017) are the factors that influence occupation satisfaction: promotions, salary, work, supervision, co-workers, occupation security, working conditions, administration/policy, communication, responsibility, recognition, work activity and possibility of growth.

The Effect of Work Motivation on Occupation Satisfaction through Work Performance

Based on the results of the study, it was shown that work motivation has a positive impact and a positive impact on occupation satisfaction through work activity. Complementary relationship. This coincides with studies such as Hidayati, Hadi Sunaryo (2019), Ateş, Perihan Yilmaz (2018) and Alase et al. (2021). Olanrewaju Issak (2021) saw that the relationship between occupation motivation and occupation satisfaction can be reinforced or reinforced.

On the other hand, another study carried out by the company Adeeko et al. (2017) considers that work activity is not able to reinforce the relationship between motivation and occupation satisfaction. As a mediation variable, workers with good work practices will increase motivation to stand out and, therefore, if it is related to needs, they will achieve the function of work motivation; the greater the motivation, then, as in McClelland's theory, hope in the form of a need to master it. In the needs considered, the variables of intermediation of the work activity and, therefore, the satisfaction of the occupation will reinforce the relationship between motivation and occupation satisfaction.

The Effect of Emotional Intelligence on Occupation Satisfaction Through Work Achievement.

Based on the results of the study, it was stated that emotional intelligence has a positive and important effect on occupation satisfaction through work performance. The results of this study support the research of Vratskikh et al. (2016), Kyoo and Young (2021), and Wu Y et al. (2019), with the findings showing that occupation performance can mediate or strengthen the relationship between emotional intelligence and occupation satisfaction. By paying attention to the answers from the respondents, the relationship between emotional intelligence, work performance, and occupation satisfaction is complimentary. Putri Ramadhon's research et al. (2022) state that individuals or employees with good emotional intelligence perceive work performance as part of a universal necessity and linearly will become calm and comfortable (enjoyment), which can be proxied as inner satisfaction or positive psychological effects.

Competence has a positive and important impact on occupation satisfaction through work performance.

Based on the results of the study, it was stated that competence has a positive and important effect on occupation satisfaction through work performance. The results of this study indicate that work performance strengthens the relationship between competence and occupation satisfaction. The results of this study further strengthen several previous studies conducted by Siswandono (2022) and Paulina (2017). Delaware (2017), Widyaningrum (2020), and Berliana et al. (2018) with positive and important findings. The implication of this finding is that employees with good competence will make it easier for them to achieve work performance, and with these achievements, employees will enjoy a level of satisfaction with their efforts and hard work. The results of this study also strengthen the dimensions of competency and work performance as well as the dimensions of occupation satisfaction, so

this will provide a strong belief that between competence and work performance, there is a mutually supporting and complementary relationship. Work performance requires employees to have competence, and occupation satisfaction will be achieved if competence and work performance can be realized.

CONCLUSIONS AND SUGGESTIONS

The findings show a direct effect of work motivation on work achievement. Based on research findings, important work motivation is measured using six indicators. Based on the sign of the correlation coefficient indicates that the higher the indicators, the higher work performance will also be obtained. There is an important direct effect between emotional intelligence and work performance. Emotional intelligence is measured using five indicators. According to the sign of the correlation coefficient, the higher the emotional intelligence, the higher the work performance. Empirically, the findings of this study demonstrate that occupational satisfaction is obtained with emotional intelligence. This means that job satisfaction will be achieved if workers have high emotional intelligence. There is an important direct effect among competence and work performance. Three indicators were used in this analysis. On the basis of the ratio coefficient, the competence of workers is greater, which demonstrates an increase in worker performance. From the results of this study, the staff of the Southern Library Service of the Competition will get a high job performance and will be paid in the working world. There is an important direct impact of work motivation on occupation satisfaction. Work motivation variable with six indicators. Based on the sign of the correlation coefficient, the higher the worker's motivation, the higher the worker's occupational satisfaction. From the results of this study, the staff of the South Sulawesi Library Service, which has obtained a motivational dimension, has obtained great satisfaction. There is an unimportant positive direct impact among emotional intelligence and occupation satisfaction. According to the sign of the correlation coefficient, the higher the Emotional Intelligence of the worker, the less importance the occupational satisfaction of the worker will be. From the findings of this study, South Sulawesi Library Service workers, with high emotional intelligence, will see the satisfaction factor as part of their intellectual tool, which is but a part of workers' occupational satisfaction. There is a positive and important direct impact of competence on occupation satisfaction. Based on the sign of the correlation coefficient, the greater the work obtained, the greater the competence of the workers. Empirically, the findings of this research explain that job satisfaction will be achieved by meeting all competitive dimensions. This means that

workers will have the opportunity to have great competition. There is an important positive direct impact of work performance on occupation satisfaction. Emotional intelligence is measured using five indicators. On the basis of the correlation coefficient, the fulfillment of the work obtained is higher, based on the sign of the correlation coefficient. Empirically, the findings of this study demonstrate that he is satisfied with work by increasing the work performance of workers. This means that the possibility of workers having a high work performance will be achieved. Positive and important impact of work motivation on job satisfaction. According to the sign of the correlation coefficient, higher work motivation indicates an increase in work performance. And if work performance is achieved, the worker will be more satisfied with what has been achieved. Empirically, the findings of this study demonstrate that he is satisfied with the work of workers. This means that work activity reinforces the indirect relationship between motivation and job fulfillment. There is a positive and important indirect impact of emotional intelligence on occupation satisfaction through work performance. Based on the sign of the correlation coefficient, emotional intelligence increases work performance. And if work performance is achieved, the worker will be more satisfied with what has been achieved. Empirically, the findings of this study demonstrate that he is satisfied with the work of workers. This means that work activity reinforces the indirect relationship between emotional intelligence and occupation satisfaction. Positive and important impact of work capacity through work activity. According to the sign of the correlation coefficient, competition will be higher for work performance. And if work performance is achieved, the worker will be more satisfied with what has been achieved. Empirically, the findings of this study demonstrate that he is satisfied with the work of workers. This means that work activity reinforces the indirect relationship of competition with occupation satisfaction.

Suggestion Theoretically, the results of this research can be used as a source for developing and justifying the theory of Human Resource Management, the theory of Organizational Behavior in the practice of public organizations. Whereas in the practice of today's public organizations, the position of Human Resource Management theory has experienced expectations that must be adapted to the global environmental conditions faced by organizations, especially with regard to how to motivate, how to assess performance, achievements, and measure employee occupation satisfaction. Practically based research findings that have been described in empirical testing show that increasing employee occupation satisfaction must be done to encourage employee motivation and the factors that

influence it. It is recommended that the leaders of the Library Service improve training, which can be a factor in driving motivation, employee competence, achievement, and employee satisfaction in a fair and wise manner.

REFERENCES

A. Pallagau, (2020). The Impact of Organizational Culture and Work Motivation on Employee Performance Through Employee Occupation Satisfaction PT. Kasmar Tiar Raya. *International Journal of Economics, Management, Business and Social Science (IJEMBIS)*

Abdulwahab Olanrewaju Issa, (2021). Effects of Motivation on Staff Performance and Occupation Satisfaction in The University of Ilorin Library. *Journal of Islam of Humanities*, Vol 5 No. 2. 2021.

Abu-Rumman, A. (2021). Transformational leadership and human capital within the disruptive business environment of academia. *World Journal on Educational Technology: Current Issues*, 13(2), 178-187.

Adam, Andy. Machasin. Yulia Efni. 2021. The Effect of Motivation and Leadership on Occupation Satisfaction and Employee Performance at PT. Primalayan Citra Mandiri (Datascip Service Center) in Indonesia. *Jurnal Ekonomi Kiat* Vol. 32, No. 1 (2021), P.48-56.

Adams, B.M., & Tran, T.B.V. (2017). Project Manager Competencies in Managing International Development Projects: The Project Managers' Perspective.

Adeeko, Kikelomo Mrs; Aboyade, Wahab Akanmu Dr.; and Oyewole, Godwin Olusegun Dr., "Occupation Satisfaction and Self-Efficacy as Determinants of Occupation Performance of Library Personnel In Selected University Libraries In South West Nigeria" (2017).

Agarwal, P. K. (2018). The Influence of work motivation and occupation satisfaction on organizational commitment of Teachers: Analyzing the Mediating Role of occupation satisfaction, *Skyline Business Journal*, 14 (1), pp. 1–11.

Agarwal, P. K. (2018). The Influence of work motivation and occupation satisfaction on organizational commitment of Teachers: Analyzing the mediating role of occupation satisfaction, *Skyline Business Journal*, 14(1), pp. 1-1

Ajar Siswandono, Djoko Soelistya, Tri Cicik Wijayanti, Suyoto, (2022). The Role of Occupation Satisfaction as a Mediation on Manager Performance: Influenced by Competence and Intelligence. *Budapest International Research and Critics Institute-Journal (BIRCI-Journal)* Volume 5, No 3, August 2022, Page: 27291-27308 e-ISSN: 2615-3076 (Online), p-ISSN: 2615-1715 (Print)

Al Doghan, M. A. (2019). Examining the effects of perceived organizational support, a fair rewards system, training and development, and information sharing on employee engagement in the Saudi Arabia Telecom sector. *Humanities and Social Sciences Letters*, 7(3), 181-190.

Alase, G. A., & Akinbo, Tina Martha (2021). Employee Motivation and Occupation Performance: Empirical Evidence from Nigeria. *Applied Journal of Economics, Management, and Social Sciences*, 2021, pp. 16–23 Doi:

Alessandri, G., Filosa, L., Eisenberg, N., & Caprara, G. V. (2021). Within-individual relations of emotional, social, and work self-efficacy beliefs to organizational citizenship behaviors. *Journal of Research in Personality*, 91, 104073.

Al-Huwailah, A. (2017). Quality of life and emotional intelligence in a sample of Kuwait university students. *J. Educ. Pract.* 8, 180–185.

Al-Shqairat, Z.I., AL Shraah, A.E.M., Abu-Rumman, A. (2020). The role of critical success factors of knowledge stations in the development of local communities in Jordan: A managerial perspective. *Journal of Management Information and Decision Sciences*, 23(5), 510-526.

Armindo Coelho, Alvaro Menezes Amaral and Carla Alexandra da Costa, (2020). The influence of Emotional Intelligence and Adaptability on Lecturers' Performance in Private Universities (Higher Private Education Institutions) in Timor-Leste. *Timor-Leste Journal of Business and Management Vol.2, Issue 1*, pp. 45-55, 2020.

Bordia, P., Restubog, S.L.D., Bordia, S., & Tang, R.L. (2017). Effects of resource availability on social exchange relationships: The case of employee psychological contract obligations. *Journal of Management*, 43(5), 1447-1471

Boyatzis, R., Rochford, K., & Cavanagh, K.V. (2017). Emotional intelligence competencies in engineer's effectiveness and engagement. *Career Development International*, 22 (1), 70-86

Davis, W., & Bowles, F. (2018). Empowerment and intrinsic motivation: A self-determination theory approach to language teaching. In J. A. Foss (Ed.), *The power of language. The power of people: Celebrating 50 years* (pp. 1–32). Central States Conference on the Teaching of Foreign Languages.

Fauziah, F., Nurfadillah, M., & Yamin, B. (2023). Social Motivation of Dayak Women's Entrepreneurship: Explore the Home Industry in East Kalimantan. *International Journal of Professional Business Review*, 8(3), e0818. <https://doi.org/10.26668/businessreview/2023.v8i3.818>

Golem, D. (2019). *Emotional Intelligence Emotional Intelligence*. Second printing. Jakarta: PT. Main Library Gramedia.

Junaedi, D. (2019). Challenges of librarianship in the era of disruption. *Media Librarian*, 26(3), 194–203. Retrieved from

Kohda, M., Hotta, T., Takeyama, T., Awata, S., Tanaka, H., Asai, J.-y., & Jordan, A. L. (2019). If a fish can pass the mark test, what are the implications for consciousness and self-awareness testing in animals? *PLoS biology*, 17(2), e3000021.

Kurniasih, N. (2017). Librarian Qualifications in the Digital Age. 439–449.

Mangkunegara, A.A. Anwar King. 2017. *Company Human Resource Management*, Bandung: Rosdakarya Youth.

Mehra, B., & Elder, A. (2018). Benefits to Collection Development Librarians from Collaborating with "Community-Embedded" Librarians-In-Training. *Collection Management*, 43(2), 120-137.

Mulia, R. A., & Saputra, N. (2019). The Contribution of Compensation and Work Motivation to Employee Occupation Satisfaction at the Education and Culture Office of Agam Regency. *Encyclopedia of Social Review*, 2(1), 20–28.

Ngatini (2020). The Role of Librarians in Optimizing Management of Higher Education Library Collections. *Library Bulletin*, 3(2).

Ogunleye, A, J & Damilola A. Osekita. (2016). Effect of Occupation Status, Gender, and Employees' Achievement Motivation Behavior on Work Performance: A Case Study of Selected Local Government Employees in Ekiti State, Nigeria. *European Scientific Journal*, vol.12, No.26 ISSN: 1857 – 7881 (Print) e - ISSN 1857- 7431.

Putri Ramadhon, RR. Erlina, Habibullah Jimad, (2022). Effect of Emotional Intelligence and Transformational Leadership on Employee Performance Mediated by Employee Occupation Satisfaction *International Journal of Economics, Business, and Entrepreneurship* | Vol.5, No. 2 (2022).

Putu Ayu Desy Pangastuti; Sukirno; Riyanto Efendi, (2020). The Effect of Work Motivation and Compensation on Employee Performance. *International Journal of Multicultural and Multireligious Understanding*. Vol. 7, No. 3, April 2020.

Rafian joni, Epi parela (2022). Competence and motivation analysis of employee performance in the economic section of Lampung central district. *Saburai-IJSSD: International Journal Of Social Sciences And Development* Volume 6, No.1 (2022) E- Issn: 2579-3640 P- Issn: 2774-8707.

Robbins, S. P., Judge, T. A. (2017). *Organizational Behavior* (17th). England: Pearson Education Limited.

Suleman Q, Syed MA, Mahmood Z, & Hussain I (2020). Correlating Emotional Intelligence with Occupation Satisfaction: Evidence from a Cross-Sectional Study Among Secondary School Heads in Khyber Pakhtunkhwa, Pakistan. *Front. Psychol.* 11:240.

Sumar; Soehardi; Zahara Tussoleha Rony; Beti Nurbaiti, (2020). The Influence of Technical Competence, Discipline, and Indirect Compensation on the Performance of Provos Members of Regiment Iii Pioneer Troops of the Police Mobile Brigade Corps. *Scientific Journal of Ubhara Management*.

Syam'un, Mahfudnurnajamuddin, Syahrir Mallongi, Ramlawati, and Budiandriani, (2021). Impact of Organizational Commitment on Civil Servants Performance: An Empirical Study of Alauddin Islamic State the University of Indonesia. *European Journal of Business and Management Research* www.ejbmr.org

Susanto, Y., Gunadi, Wicaksono, A., Murliasari, R., & Sampe, F. (2022). Employee Performance Analysis Along Work from Home During the Covid-19 Pandemic. *International Journal of Professional Business Review*, 7(6), e0459. <https://doi.org/10.26668/businessreview/2022.v7i6.e459>

Teguh Afrianto, Chandra Suwondo, Wargianto. 2017. "The Effect of Employee Motivation, Discipline and Commitment on Employee Performance at Pt. Jasa Raharja (Persero) Bangka

Belitung Branch" in JEM: Journal of Economics and Management STIE Pertiba Pangkalpinang, Vol 3, No. 2, December Issue. pp. 94-105.

Thoyyibah, R. H. (2015). Competence Standards for Librarians of Se Surabaya State University Libraries (Descriptive Study: Competence of State University Library Librarians based on Indonesian National Work Competency Standards in Libraries). *Libri-Net*, 4(2), 240 - 256.

Walker, S. A., Double, K. S., Kunst, H., Zhang, M., & MacCann, C. (2022). Emotional intelligence and attachment in adulthood: A meta-analysis. *Personality and individual differences*, p. 184, 111174.

Wu, Y., Lian, K., Hong, P., Liu, S., Lin, R., & Lian, R. (2019). Teachers' emotional intelligence and self-efficacy: Mediating role of teaching performance. *Social Behavior and Personality: An international journal*, 47(3), e7869.

Yeti Kuswati, (2020). The Effect of Motivation on Employee Performance. *Budapest International Research and Critics Institute-Journal (BIRCI-Journal) Volume 3, No 2, May 2020*, Page: 995-1002 e-ISSN: 2615-3076 (Online), p-ISSN: 2615-1715 (Print)

Zaid Alfayad, Lily Suriani Mohd Arif, (2017). Employee Voice and Occupation Satisfaction: An Application of Herzberg's Two-factor Theory. *International Review of Management and Marketing* ISSN: 2146-4405 available at <http://www.econjournals.com> *International Review of Management and Marketing*, 2017, 7(1), 150-156.

Zulfiqar, U., Mohy-Ul-Din, S., Abu-Rumman, A., Al-Shra'ah, A.E., & Ahmed, I. (2020). Insurance-Growth Nexus: Aggregation and Disaggregation. *Journal of Asian Finance, Economics, and Business*, pp. 7, 665–675.