

Emotional Intelligence and Employee's Performance (A Literature Review)

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Emotional Intelligence and Employee's Performance (A Literature Review)

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8 Abstract

This paper critically reviews conceptualizations and empirical evidence in support of emotional intelligence (EI) and its claimed role in the occupational environment. Consideration is given to the status of EI in occupational and its affected to employee's work performance. Overall, this review demonstrates that recent research has made important strides towards understanding the usefulness of EI in the workplace. The review concludes by providing several practical guidelines for the development and implementation of EI measures within occupational settings.

Keywords: Emotional Intelligence, employee's performance.

INTRODUCTION

The development of science and technology and the flow of globalization have brought changes and created new paradigms in the workplace and in the world of education. This change will require human resources or employees to immediately adjust to the changes. Human resources are assets which is very vital for the progress and development of the organization due to the changes that occur.

Organizations are not just about pursuing achievement high productivity only, but also pay more attention to performance in the process achievement, thus performance is a key factor for each individual and organization in achieving productivity. To improve the quality of employees, it is necessary to improve the methods and models of employee coaching and ensure that employees can carry out their duties properly, without experiencing various interference that could affect performance.

Man is what becomes the planners, actors, and determinants of the organization, therefore, sophisticated tools nothing can operate without the active role of human resources. Good employee performance will certainly result in

good service too. To realize good service, passion, persistence and motivation of employees must remain stable. According to Mangkunegara (2002: 61), performance is: quality work results and the quantity that can be achieved by an employee in carrying out the task according to the responsibilities assigned to him. According to Martin (2000: 26), employee performance is not only seen from perfect employability, but also the ability to master and manage himself and the ability to build relationships with others. This ability by Daniel Goleman is called Emotional Intelligence. Goleman (2006: 44) states that as high as possible intellectual intelligence accounts for about 20% of the factors determine individual success in life. Meanwhile, 80% is filled by other strengths including emotional intelligence.

There are some researchers who argue that intellectual intelligence cannot be much changed by experience and education, intellectual intelligence tends to be innate so we can't do much to improve it. Meanwhile emotional intelligence can be trained, learned, and developed in childhood, so there are still opportunities to develop and increase it to contribute to the success of one's life. Emotional intelligence is a situation in which a person who is able to control himself, spirit, emotions, and withstand stress which can happen due to anything both in the work environment and outside the work environment that will have a bad impact in the future. Goleman (2000: 37) as a well-known psychologist, in his book once said that to achieve success in the world of work is not only cognitive intelligence is needed but also emotional intelligence.

Employee performance lately is not only seen by intellectual factor only but also determined by emotional factors. Someone who can control emotion well it will be able to produce good performance too. This matter in accordance with what was expressed by Mayer (Psikologi.com, 2004) that Emotional intelligence is a factor that is as important as the combination technical and analytical capabilities to produce optimal performance. In particular, corporate leaders need high emotional intelligence because they represent the organization, and interact with people both inside and outside the organization and play an important role in shaping morale and discipline of employees (Estining Widyastini, 2003). Leader

who has ¹ high empathy will be able to understand the needs of employees and can provide constructive feedback. Fundamental values developed with displaying emotional intelligence is ¹ the implication for trainings, noting that emotional intelligence plays an active role for one's success at work. The training program is one such effort to improve employee performance in facing various kinds of changes both internal and external. Appropriate training models and methods varied will be able to reduce employee boredom and burnout. So that employee performance remains stable and quality.

According to Cooper and Sawaf (2002: 15) ⁵ emotional intelligence includes self-control, passion, and persistence and the ability to motivate oneself and endure frustration; the ability to control impulses and emotions, and not exaggerating pleasure set the mood of the feeling and keep the burden of stress from crippling ; the ability to think, read other people's deepest feelings (empathy) and pray, to nurture the best possible relationship; the ability to resolve conflicts, as well as tolerating people who lack of self-control. Then Goleman (2001: 39) says that the ability of ⁷ emotional intelligence is the ability to monitor and control one's own feelings and others and use those feelings to guide thought and actions. So, emotional intelligence is indispensable for success in work and produce a prominent performance in the job. ⁹ But when compared between technical ability, IQ and emotional intelligence as determinant of the brilliant performance, emotional intelligence occupies portions are twice as important as others at all levels of work or job.

In certain occupations the personality traits of a person are very associated with success at work and will affect performance. In order to work well, ¹¹ emotional intelligence is needed to be able to recognize self-emotion, ability to manage emotions, ability to motivate yourself, the ability to recognize the emotions of others, and the ability to build relationships with other people. Based on the description above in relation to the importance of emotional intelligence of professional workers as one of the important factors to ¹³ have that good performance in supporting the company. This paper is a critically reviews

conceptualizations and empirical evidence in support of emotional intelligence (EI) and its claimed role in employee's performance.

1. Emotional Intelligence

According to Goleman (2006: 44), emotional intelligence includes aspects of the ability to motivate yourself, overcome frustration, control pressure mood, mood control, empathy, and the ability to cooperate. Furthermore said by Goleman that the intellectual intelligence factor (IQ) only contribute 20% to success of career, while 80% is the contribution of other factors, including emotional intelligence. In line with Goleman's opinion, Segal (2000: 27) also states the importance of emotional intelligence, especially in terms of profession. According to him, emotional intelligence has an important role in the workplace; besides also playing a role in the family environment, community, experience romantic and spiritual life. Even emotional awareness creates a state of the soul more deeply, so that it is possible to determine the choices be better about what to do, how to balance between personal needs and the needs of others, and also in choosing a life partner.

Emotional intelligence is a situation where a person must be able to control himself, enthusiasm, emotions, and endure frustration. It could be happen because of anything both in the work environment and outside the work environment that will have a bad impact in the future. According to Goleman (2000: 6) there are five dimensions or components of intelligence emotional (EQ) reduced to twenty-five in total competence. If we have enough of six or more competencies spread on the five dimensions (EQ), will make someone become reliable professional. The five dimensions or components are:

- a. **Self awareness**, which means knowing the state within oneself, that is preferred, and intuition. The first dimension is recognize one's own emotions, know one's strengths and limitations, and confidence in one's own abilities.
- b. **Self-control**, which means managing the situation within yourself and own resources. This second dimensional competence is holding back emotions

and negative encouragement, maintaining the norms of honesty and integrity, taking responsibility for personal performance, flexible to change, and open to innovative ideas and information.

- c. **Motivation (Motivation)**, which means encouragement that guides or helps goal. The third competence is the impetus force better, adjust to the target group or organization, readiness to take advantage of opportunities; and persistence within fighting for failure and obstacles.
- d. **Empathy (empathy)**, which is awareness of feelings, interests, and concerns person. The fourth dimension consists of the competence of understanding others, developing others, customer service, create opportunities through association with a wide variety of people, reading relationships between emotional states and the strength of a group's relationship.
- e. **Social skills (social skills)** means proficiency in arousing responses desired by others. Among them is ability of persuasion, listening openly and giving a clear message, ability of resolving opinions, the spirit of leadership, collaboration and cooperation, as well team building.

2. Performance

Performance is an important aspect in achieving a goal. The achievement of maximum goals is the result of team or good individual performance, and vice versa failure, in achieving targets that have been formulated is also the result of individual or team performance that is not optimal. Many limitations put forward by experts related to performance. Rivai (2004: 309) for example says that performance is a real behavior displayed each person as the work performance generated by the appropriate employee with its role in the company. Referring to this view, it can interpreted that a person's performance is associated with routine tasks what he did.

Nurlaila (2010: 71) says that performance is the result or output of a process. (Luthans, 2005: 165) According to the approach behavior in management, performance is the quantity or quality of something that is produced or services

rendered by someone doing the job. Mangkunegara (2002: 68) says that performance is "the result of work in quality and quantity achieved by someone in implementing duties in accordance with the responsibilities given to him".

Generally it can be said that performance (performance) is a form or success the work of a person or organization in achieving its goals. Result or performance achieved is not only limited in terms of quantity, but also in quality.

3. The Aspects of Performance

Speed - Speed is very important for a company's competitive advantage. Speed associated with the elements:

- a. The employee's actions indicate an understanding of degrees the importance of speed in a competitive environment.
- b. Employees do a great job.
- c. Employees complete work according to schedule.
- d. Employees are looking for ways to get routine work done quickly.

Quality - Quality is very important in supporting a company's competitive advantage. Regarding quality, it can be seen from the following elements:

- a. Employees are proud of their work.
- b. Employees do their job right from the start.
- c. Employees look for ways to improve the quality of their work.

Service - The speed and quality benefits can easily turn into bad service. This can be seen through the following:

- a. The employee's actions can indicate an understanding of its importance serve our customers.
- b. Employees show a desire to serve others with good.
- c. Employees respond to customers in a timely manner.
- d. Employees provide more than customers ask for.

Value - Understanding of value is very important in purchasing decisions, setting targets, setting priorities and work effectiveness. At least two things which is covered in the value aspect, namely:

- a. Employee actions indicate an understanding of the concept of value.

- b. Value is something that is considered by employees indecision-making.

Interpersonal Skills - Interpersonal skills include:

- a. Employees show concern for the feelings of others.
- b. Employees use language that encourages others.
- c. Employees are willing to help others.
- d. Employees sincerely celebrate the success of others.

Mental for Success - This includes the following elements:

- a. The employee has an attitude that he can do anything.
- b. Employees are looking for ways to increase their knowledge.
- c. Employees are looking for ways to enrich their experiences.
- d. Employees are realistic in measuring their abilities.

Be open to change - This condition is related to the following:

- a. Employees are willing to accept changes.
- b. Employees are looking for new ways to complete old tasks.
- c. The employee's actions indicate curiosity.
- d. Employees view their roles as roles.

Creativity

- a. Employees show creativity in problem solving.
- b. Employees demonstrate the ability to see relationships between problems that seem unrelated.
- c. Employees can take abstract concepts and develop them into a workable concept.
- d. Employees apply their creativity to their daily work.

Communication skills.

- a. Employees present logical ideas in language that is easy to understand by others.
- b. The employee expresses his disagreement without creating a conflict.
- c. Employees write using clear and precise words.
- d. Employees use language that is optimistic.

Initiative.

- a. Employees are always willing to help others if the job has been done.

- b. Employees want to always be involved in new projects.
- c. Employees always try to develop their skills outside.
- d. Employees are a source of ideas for performance improvement.

Organizational Planning.

- a. Employees always make personal schedules.
- b. Employees work according to this schedule.
- c. Employees always decide in advance which approach to use task before starting it

4. Relationship between Emotional Intelligence and Employee's Performance

The world of work has various problems and challenges that must be faced by employees. These problems in the world of work are not a thing only requires intellectual ability, but in solving it also requires emotional abilities or emotional intelligence. Goleman (2000: 37) as a famous psychologist, in his book once said that to achieving success in the world of work is not just cognitive intelligence needed but also emotional intelligence. Employee performance lately is not only seen by intellectual factor only but also determined by emotional factors. Someone who can control emotion well it will be able to produce good performance too. According to Goleman (2006: 44), emotional intelligence includes aspects of the ability to motivate yourself, overcome frustration, control pressure mood, mood control, empathy, and the ability to cooperate. Furthermore said by Goleman that the intellectual intelligence factor (IQ) only contribute 20% to career success, while 80% is the contribution of other factors, including emotional intelligence.

In line with Goleman's opinion, Segal (2000: 27) also states the importance of emotional intelligence, especially in terms of profession. According to him emotional intelligence has an important role in the workplace; besides also playing a role in the family environment, community, experience romantic and spiritual life. Even emotional awareness creates a state of the soul more attention so that it is possible to determine the choices be better about what to do, how to

balance between personal needs and the needs of others, and in choosing a partner life.

Based on the two opinions above, it can be seen that emotional intelligence contains very important aspects that are needed in work. Such as the ability to motivate yourself, control emotions, recognizing other people's emotions, coping with frustration, regulating mood, and other important factors. If these aspects can be owned properly by every employee at work, it will help realize that performance good. Thus it can be seen clearly that emotional intelligence has an effect on employee performance. The basic references of this research include: Thesis Laras Tris Ambar in 2006 with the title Analysis of the Influence of Competence, Communication, Emotional Intelligence and Organizational Culture on Employee Performance. Result of his research states that there is a significant positive effect between emotional intelligence on HR performance. The second research reference is the thesis of Dodi R. Setiawan in 2009 with the title Emotional Intelligence in Improving Employee Performance at Azzahra University. The results of his research state that there is a relationship positive significant between the emotional Intelligence variable and the performance variable Azzahra University Employees. The third research reference is Ahmad Sani's thesis in 2012 with the title Burnout Effect Analysis and Emotional Intelligence on Performance Employees of PT Bank Mega Syariah Malang Branch. The results of his research stated that the burnout and Emotional Intelligence variables simultaneously have significant influence on employee performance.

CONCLUSION

Emotional Intelligence of someone is very important role in his performance because when emotionally disturbed then the activity will be disturbed. This study has shown that if the employee has high emotional intelligence, he could do more tasks and give a good performance. He can be an asset for his company. The leaders in the company should notice their employee competence and give them

more soft skills training, like EI Program. The company have to be able to improve its employee performance, and make aa job evaluation regularly.

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