

**EFFECT OF EMOTIONAL INTELLIGENCE AGAINST EMPLOYEE
PERFORMANCE IN DEPARTMENT OF LABOR AND SOCIAL**

Misna Ariani, University of Balikpapan, Indonesia
Desi Ratnasari, University of Balikpapan, Indonesia

ABSTRACT

The concept of emotional intelligence (EI) has recently attracted a number of practitioners and academics. Where as in Western countries the study of emotional intelligence (EI) has been conducted, and research began to assess the generalization and validity of the concept of emotional intelligence (EI) in a cross-cultural setting. The purpose of this study was to determine the effect of emotional intelligence on the performance of employees at the department of labor and social affairs. Submission of information to the public using the correct language, precise and clear, so what will be delivered easily was understood. The strategy used is the strategy of emotional labor that is acting surface and deep acting. The data used are government employees of labor and social fields, where they are always in touch with the people who are looking for work, so they have to keep the attitude or emotion. And the data obtained by questionnaire and analyzed using regression. The results showed that emotional intelligence proved to have a significant effect with success in personal and professional life. Office workers should also be more carefully about the attitude of labor, so that can know their performance against society.

Keywords: emotional intelligence, performance, civil servants, social workers

Introduction

Labor competition between regions and cities and even between islands and even between countries has now become a common sight in any electronic media. Easily accessible information has helped people who are looking for work this will affect the workforce for jobs.

Countries with through the Department of Labor and Social Affairs should provide services in obtaining information for job seekers and other social activities. As government employees, they should be evaluated the emotions themselves and the emotions of others. Among the personality traits, Emotional Intelligence (EI) is an important predictor, (Stubbs, 2005). Meanwhile, Latif (2004) and Allen & Meyer (1990, 1996) found that traditional qualifications do not include critical success predictor. Therefore, the organization implemented extensively personality criteria in the final selection reception.

Emotional Intelligence was first defined and developed by Salovey and Mayer, (1990, 1997), they stated that the ability to identify their own feelings and emotions of others; directing one's thoughts and actions according to emotional information received, an appropriate assessment and expression of feelings and improve emotional and intellectual growth. Meanwhile, Goleman, (1998), argued that the employee's emotional stability is considered to be more productive and their performance can be measured by looking at their emotional intelligence level. While Louis Thurstone, Leon (1955) a psychologist say, the correlation of intelligence can be categorized into seven main categories, namely, numerical, reasoning, spatial perception, memory, comprehension and nonverbal fluency verbal. Emotional intelligence has become the object of study and found that the development of the human side of this adds to the value of individuals and companies in which it operates. Lal, Ms.Ranju & Dayal, Ms. Manisha, (2015) concluded in their study that the success of the person's social adaptation is achieved with the personal and professional qualities, including the development of emotional intelligence.

On the other hand, the theory of conservation of resources found when employees behave in a false empathy or try to change their inner feelings that are needed by the job, they feel stressed, because the difference between the actual emotions and the emotions shown. Emotional labor has been investigated in previous studies, but the emotional dissonance mediation mechanism has not been studied (Van Dijk & Brown, 2006).

Therefore, the influence of emotional intelligence on employee performance can still be done. Thus, to determine the effect of emotional intelligence on the performance of employees of the Department of Labor and Social Affairs in the city of Balikpapan is still relevant for examination.

Literature review

Theory of Emotional Intelligence

1960 used the term emotional intelligence in incidental fashion in literary criticism (Van Ghent, 1961) and psychiatry (Leuner, 1966). Similarly, in 1990, Mayer, Salovey & Caruso, wrote an article about the intelligence and emotion. Intelligence can be seen from the capacity to carry out abstract thinking, as well as a general ability to learn and adapt to the environment (Sternberg & Detterman, 1986; Wechsler, 1997), this capability is often used in general terms.

Some kind of intelligence is often used in accordance with the type of information they use (Carroll, 1993; Horn & Cattell, 1966; Wechsler, 1997). For example, concerns the use of the term national intelligence in understanding vocabulary, sentences and passages. There is also,

the intelligence organization's perception that involves the capacity to see patterns, to recognize part of the picture, and put the puzzle pieces together (Wechsler, 1997), as well as spatial (Shea, Lubinski, & Benbow, 2001).

Studies conducted by Hafey (2003), Kernbach and Schutte (2005), Kiely (2005), Susan and Pappas (2007), McCallin and Bamford (2007) concluded that emotional intelligence is regarded as an important tool to improve service performance and effectiveness of the team. Emotional intelligence skills needed to succeed in a business environment. It helps employees in skill learning services that ultimately lead to employment success and led to employee satisfaction, customer satisfaction and customer loyalty. Delivery and service performance can be improved by connecting them with emotional intelligence skills.

Gardener (1983) emotional intelligence is defined as the level of a person's ability to understand other people, what motivates them and how to work with them. The main characteristics are believed to be part of emotional intelligence, namely; the ability to understand and interpret a person's feelings through internal reflection, the ability to regulate emotions, especially during conflicts, pressure and deadlines, to facilitate the smooth running of the project and promote a positive workplace, motivates fellow team members to contribute their best, empathy-the ability to understand and interpret the feelings and identify their feelings, social knowledge is important for the positive development and the ability to interact with the team members to deter conflict.

Emotional Officer

An action to convey emotions desired by the organization for providing the service is called emotional labor. According to Morris & Feldman, (1996) there are two components of emotional labor strategies; surface acting and deep acting. In acting surface, employees mislead others about their true thoughts, but they don't mislead yourself are while in the acting changes in employees, their inner feelings to match the needs of the job.

Acting is a strategy based on the response surface where the discrepancy between internal feeling authentic and displayed a cause dissonance (Mesmer-Magnus, De Church & Wax, 2012). Dissonance is a feeling of distaste that encourages people to perform an action with consequences that can't be measured. This theory emphasizes the person who is in dissonance gives an uncomfortable situation, so that he will take action to get out of the discomfort.

Some studies have found that surface acting significant positive effect on job burnout (Blau *et al.*, 2012), as the acting is no emotional dissonance that causes fatigue. While in deep acting, employees experience or feel the emotions that desired by the organization they are expected to do it (Yoo & Arnold, 2015). Where was in acting surface, while a form of expression employees manage emotions (Goldberg & Grandey, 2007).

Actually, to reveal the original expression or no emotional labor required (Bono and Vey, 2005), but in other situations, the emotional labor required (Huang *et al.*, 2015).

Bhave & Glomb, (2013) found a process lens intra-psychic, displaying different emotions of internal psychological states that make dissonance and negative outcomes such as job dissatisfaction. In acting deep, emotional internalization assigned or compatibility between internal feeling and acting that is displayed is the dissonance settle (Mesmer-Magnus, De Church & Wax, 2012).

Emotional labor and the results have been tested previously but emotional mediation mechanisms which have rarely tested dissonance (Van Dijk & Brown, 2006). Testing with empirical was tests of the data. Social support in the workplace plays an important role in job stress models (Bowling *et al.*, 2004).

The ability of employees based on their emotional intelligence was outstanding in the workplace. Emotional intelligence determines our potential employees to learn practical skills based on the five elements: self-awareness, motivation, self-regulation, empathy, and proficiency in the relationship. Mayer and Salovey (1997) created the theory of emotional intelligence that defines emotional intelligence as the ability to reason, and about emotions. For them, emotional intelligence combines the feeling of thinking, and thinking to feeling. Thus emotional intelligence is the ability to understand the emotions, to access and generate emotions so as to assist thought, to understand emotions and emotional knowledge, and to contemplate regulate emotions so as to promote emotional and intellectual growth.

On the other hand, is defined as emotional exhaustion and emotional resource depletion is an important element of strain. This is determined by the depletion of energy and mental fatigue. Depersonalization refers to negative feelings and perceptions about the customer or client. Reducing achievement is a crisis in the professional ability, capacity and inefficient to meet the job requirements (Leiter *et al.*, 2013).

Emotional exhaustion comes from the demands of work and loss of resources (Gan and Gan, 2014). Many psychological problems such as anger, helplessness, depression and anxiety are the result of personal negative burnout (Cordes and Dougherty, 1993; Maslach, Schaufeli & Leiter, 2001), while the organizational commitment and job satisfaction, turnover and absenteeism is reduced (Chenevert *et al.*, 2013; Jourdain & Chenevert 2015) was a negative result of the organization. Emotional exhaustion, depersonalization and reduced personal accomplishment three dimensions of burnout (Hakanen & Schaufeli, 2012). Emotional dissonance is a psychological condition in which employees feel depressed.

In the end, the researchers found acting surface and acting in can create dissonance emotional, job stress and intention, and is therefore detrimental to the welfare of employees and organizations (Hochschild, 1983; Ashforth 1989, Pandey and Singh, 2015; Jung and Yoon, 2014).

There's literature on the positive results of a deep acting, but the literature supports that can be identified relatively few negative result of a deep acting (Pandey and Singh, 2015). Therefore, he believes that when employees change their inner feelings in accordance with the needs of the job, the negative effect on job satisfaction and other positive outcomes of an organization, while fatigue, emotional dissonance, turnover intentions and other negative behavior of employees will increase.

Performance assessment

Information from the literature reveals that performance appraisal operates within the principles of goal setting theory. According to this theory, performance appraisal emphasizes the importance of acceptance and commitment of individuals. A.North, A, (2010) believe that the response guiding objectives and actions of the people and can also direct the work behavior and performance. The performance evaluation of employees in the organization, including libraries and information centre is not a new phenomenon. According M.Wallace and A.Szilaygi, (1982) historical performance assessment itself can be traced to the pioneering

Taylor's time and motion studies. It is believed that the theory of motivation is the theoretical basis for performance management and performance appraisal. Theories such as Vroom expectancy theory and goal setting theory of Edwin Locke, (1990) are some theories that could explain how employees can be made to be more productive.

Many authors have given meaning performance assessment. Locke & Latham, (1990) defined as a systematic evaluation of performance appraisal related occupations individual employee strengths and weaknesses. It is also seen as a method in which the employee's behavior is evaluated in the workplace and this evaluation usually includes both quantitative and qualitative job performance, Stueart and Moran (2007) and Rao (2005) adds that the performance appraisal to evaluate the performance of employees during the period of time certain.

The first definition connotes assess the performance of staff as measured against specific standards. Furthermore, Yee & Chen (2009) asserts that the performance assessment to identify talent and capacity that can lead them aware of the progress of the people, plans and objectives. As discussed by Hamidi, (2010), the purpose of performance assessment is to identify the strengths and weaknesses of employees and attempts to overcome this condition in relation to how to improve or develop these areas. In addition, the performance evaluation aimed at motivating employees to provide them with enough challenge and responsibility in relation to the organization's business objectives.

Recognizing the importance of performance appraisal, Law, (2007) asserted that it could be considered a determinant factor in the success or failure of the organization. Employee performance appraisal is an important aspect of organizational development and productivity measures; the intention is to engage, align and unify the efforts of individuals and groups to improve the overall performance of the organization's mission, Makokha, *et.al*, (2014). Apart from the benefits of performance appraisal, Grubb (2007) argue that not much attention has been given to the assessment of performance by the library administrator, especially in the Sahara South Africa.

Asamu, (2013) claims that if the appraisal is done correctly and logically, can enable organizations to get personnel to achieve their interests. Assessment of achievement as noted by Reitz, (2014) provides three types of data for managerial actions in decision making. It provides data related to the past, present and future. In their view, Fajana, (2002) and Erdogan, (2002), explains further that the performance appraisal of workers provide adequate feedback to support employee development; serve as a basis for modifying or changing behavior to produce more effective for the organization and provide useful information to supervisors.

As has been found, the basic purpose of the performance appraisal system, according to Locke & Latham, (1990) and Lamptey & Agyen-Gyasi, (2014) is to improve the performance of individuals, teams, and society together. Therefore, once identified the objectives of the assessment, it is necessary that organizations are looking for systems that provide vituperation behind performance to the people of their future in the organization *Mondy, et al.* (2014).

Based on this, Larry, (1994) states that any method of assessment used to be associated with the work of the fact that the assessment was created to provide an accurate picture of a person's job performance. The linkage of work to do with the fact that the system evaluates critical behaviours that constituted a person's job success. The linkage of work to do with the fact that the system evaluates critical behaviours that the success of the work. To achieve the goal, the

system should be assessed. Therefore, practically, have a standard, and uses reliable measures. On the other hand, a complex assessment approach may lead to resentment and confusion, and this can lead to inaccuracies which, in turn, reduced the effectiveness of the assessment.

There are different methods of performance evaluation approach that is, written essays, critical incident method, rating scales, rating scale, management by objectives (MBO); feedback 360⁰, the check list, the forced-choice questions, rank order and system APER group. However, research conducted by Locher and Teel (in (Larry, 1994) revealed that the three assessment methods most commonly used in general are rating scales (56%), the method of essay (25%) and results-oriented or management methods of objective (MBO) (13%).

Research Design

The study population was staffs at the Department of labor and social Kota Balikpapan many as 58 people and all of the population to sample. The data used are primary data. Collecting data using are structured questionnaire, but only 56 people that return consists of the male 31 and female 25 persons. The questionnaire was adopted from studies Bass and Avolio (1994) and Goleman (1995). Using a Likert scale with scores ranging from 1 (strongly disagree) to 5 (strongly agree). Once tabulated, and analyzed using multiple linear regression with 95% confidence level.

Results & Discussion

Results

Characteristics of respondents based on a calculation of 56 respondents, given the age grouping with age group 1: (26-30 years) whose results are 2 respondents or 4%, age group 2: (31-35 years) the results of which there are 12 people or 21%, age group 3: (36-40 years) the results of which there are 15 people or 27%, age group 4: (41-45 years) the results of which there are 5 people or 9%, age group 5: (46-50 years) as many as 5 people or 9%, age group 6: (51-55 years) the results of which are 10 or 18%, and age group 7: (56-60 years old) as many as 7 people or 12%.

From the above results, the characteristics of respondents are age group 3: 36-40 years had the highest frequency of the other groups. Age 2 or age group 31-35 years as shown in Table 1, which in this age of employees is committed to leadership, so that the emotional high.

Table 1. Characteristics of Respondents

Age Group	Respondents age (year)	Frequency	Percent (%)
1	26-30	2	4
2	31-35	12	21
3	36-40	15	27
4	41-45	5	9
5	46-50	5	9
6	51-55	10	18
7	56-60	7	12

Indicator emotional intelligence is Self Awareness (choose answers strongly agree 26.8%; 66.1% agree; quite agree 7.1%), Self Management (choose answers strongly agree 28.6%; 62.5% agree; quite agree 7.1%; 1.8% disagreed), Motivation (choose answers strongly agree

44.6%; agree 50%; quite agree 5.4%), Empathy (choose answers strongly agree 41.1%; agree 55.4%; quite agree 3.6%) and Relationship Management (choose answers strongly agree 33.9%; agrees 62.5%; quite agree 3.6%).

Indicator motivation and empathy has a relatively high percentage of strongly agree and agree choice. Table 2 shows the test results of this study were performed using multiple linear regression analysis model.

Table2. Multiple Linear Regression Calculation Results

Model		Coefficients unstandardized		standardized Coefficients	t	Sig	Partial
		B	Std.Error	Beta			
(constant)		2,888	2.139		1,350	0.183	
Intellectual	Intelligence (X ₁)	0.236	0.096	.248	2,461	0,017	0.323
Emotional	Intelligence (X ₂)	0.304	0,105	.352	2.895	0,006	0.373
Spiritual	intelligence (X ₃)	0.337	.128	0.327	2,631	0,011	0.343
R = .774		F = 25.886					
R Square = 0.599		Sig = 0,000					
Adjusted R Square = 0.576		DW = 2.087					

Coefficient of constants of 2888, this value indicates that when all independent variables (Intellectual Intelligence (X₁), Emotional Intelligence (X₂), Spiritual Intelligence (X₃)) the value of the constant is equal to zero, then the dependent variable (dependent) is employee performance (Y) Department of Labor and Social Balikpapan City will increase by 2888.

The regression coefficient of each independent variable is varied, so that the effect is not the same on employee performance (Y) Department of Labor and Social Balikpapan city that employee performance (Y), can be described as follows:

- Variable relationship intelligence (X₁) to employee performance (Y) can be seen a regression coefficient of 0.236. Relationships Emotional Intelligence variable (X₂) to employee performance (Y) can be seen in the value of regression coefficient of 0.304. Relationships Spiritual Intelligence variable (X₃) to employee performance (Y) can be seen in the value of regression coefficient for 0.337.
- Intelligence (X₁) has a positive effect on employee performance (Y). This was evidenced by the $t_{count} > t_{table}$ or $2.461 > 2.007$ and partial r of 0.323, meaning variable intellectual accounted for 32.2%. Intellectual intelligence that illustrates the composition of the mind, related abilities such as the capacity for abstract thought, understanding, reasoning, learning, planning and problem resolution.
- Emotional Intelligence (X₂) the dominant influence on employee performance (Y). This is showed by the $t_{count} > t_{table}$ or $2.895 > 2.007$ and partial r of 0.373, meaning the emotional intelligence variable (X₂) accounted for 37.3%.
- Spiritual Intelligence (X₃) has a positive effect on employee performance (Y). That is evidenced by the $t_{count} > t_{table}$ or $2.631 > 2.007$ and partial r of 0.343, meaning the spiritual intelligence variable accounted for 34.3%. Spiritual intelligence is the ability to act accordingly, empathy and smart to maintain internal and external by not considering any condition. Managing emotions wisely and to relate to others

Staffs at the Department of Labor and Social City Government of Balikpapan on average have a level of emotion well, where any employment issues and social tasks and responsibilities can be done well, where both the settlement and decision making required patience, calmness, and emotions stable. Emotional intelligence can make a significant contribution in improving the quality of service, which can be concluded that the employee's performance is influenced by emotional intelligence, which is supported by the spiritual intelligence and intellect.

Emotional intelligence has a positive and significant impact on the performance of staff at the Department of Labor and Social Balikpapan was can be proved by looking at the value of $t_{count} 2.895 > 2.007$ with significant value $0.006 > 0.05$ and r partial value of 0.373 or 37.30%. With a good emotional intelligence can make an employee to show performance and works better as an employee can control his emotions well.

The results are consistent with other studies, namely Kosar, Rizwana; Ahmed, Tanveer & Naqvi, M. Mehdi Sayyed Raza (2016), the results of their study has several functional advice to employees, managers as well as an organization that the organization should design training programs and interventions to know about the feelings and emotions of employees during work. An organizational culture was supports vital to curb the harmful effects of surface acting and deep acting on the health of employees and the organization. Organizations should work on team management and participation to improve the support of colleagues. Organizations should follow the appropriate human resources on ethical and moral standards.

Similarly, the results of other studies that Emotional intelligence has been shown to have a significant association with success in personal and professional life (Liptak, 2005; Golman, 1998); productivity (Weinberger, 2003; Jacques, 2009); interaction and involvement in the work environment (Svyantek & Rahm, 2002) and the performance of the team (Weisinger, 1998).

Shahhosseini, Mohammad; Silong, Abu Daud & Ismail, ISMI Arif: in 2013, the results of their study showed that emotional intelligence is positively correlated with the emotion in the performance of work. Likewise, it appears that the transformational leadership style is correlated with job performance. These results show that emotional intelligence can provide exciting new ways of increasing productivity through performance. While on the other hand, Kosar, Rizwana; Ahmed, Tanveer & Naqvi, M. Mehdi Sayyed Raza (2016), in their study shows that both emotional labor strategy; surface acting and deep acting positively and significantly influence employee burnout. In addition, emotional dissonance mediated between the two strategies emotional labor and fatigue.

Emotional labor strategy has a positive significant relationship with emotional dissonance while social supporting in the workplace (which support superiors and peer support) was affect the emotional labor strategies on emotional dissonance.

Lal, Ms. Ranju & Dayal, Ms. Manisha (2015), in their study was to investigate the role (or positive impact) and the relationship of emotional intelligence and social adaptability, which is a compilation of some of the papers that the purpose of research and disseminating knowledge. They present thoughts, ideas, experiences and findings of practitioners and academics around the world.

Goleman in accordance with the concept in the late 1990s that "The concept of Emotional Intelligence" (EI) of the various theories, which assume that intelligence can be categorized. Goleman's thesis that "the most intelligent person can be defeated by a strong emotion; therefore, those who have adequate high IQ, can fail in their practical life" (Goleman, 1995). According to Goleman, emotional intelligence, including features such as the ability to motivate individuals, provide durability against the odds, to control the reaction and to delay gratification set the mood that hinder the ability to think and avoid the stress, empathy and hope. According Titrek 2005 that basically, Intelligence Quotient (IQ) and Emotional Quotient not contradictory; separate their competence. While Goleman, 1995 defines emotional intelligence was another kind of being smart, because EQ isn't an alternative to IQ but extra. The results are consistent with the results of research Terani (2004), Hosseini (2007), Reissi and Malehi (2008), that an individual's emotional intelligence is effective in improving performance. As mentioned earlier, there are no results were consistent with other studies of the relationship between emotional intelligence and performance. Some researchers such as Stubb (2005); Sy, Tram, and O'Hara (2006); Bipah (2007), Rieck (2008) believes that there is a relationship between emotional intelligence and performance. While several other researchers such as Brook (2002); Bresnik (2004); Shaffer and Shaffer (2005) and Bohere (2007) has not found a relationship between two variables.

Discussion

The regression results illustrate the sequence of the intelligence of every person. The first sequence is emotional intelligence, spiritual intelligence and intellect. Research on the intelligence is often done to society, for example at the level of the students (students), youth groups and employees. Salovey and Mayer (1990.1997), they stated that the ability to identify their own feelings and emotions of others; directing one's thoughts and actions according to emotional information received an appropriate assessment and expression of feelings and improve emotional and intellectual growth.

Emotional the intelligence, the understanding of the attitudes of others, plays an important role in the assessment of the performance of staff at the Department of labor and social Balikpapan. If the number of job seekers was not balanced with the request of the company, it will cause problems. For example, the labor supply is greater than demand for labor, will cause unemployment, so that employees of labor offices should be able to explain what work is in accordance with the job seeker experience and other requirements.

The disparities between demand and supply of labor are challenge for employees of labor offices, to provide the right solution for job seekers and also for employees of labor offices Balikpapan. The role of spiritual intelligence is necessary for self-employee labor and social Balikpapan offices, because they must be able to provide explanations that are needed by the job seeker, not a promise.

While intellectual absolutely owned. Due to the explanations given to job seekers, need art in providing an explanation, so that job seekers will feel cared for and obtain other alternative in the select or define the company's choice. The initial objective job-seeker must be explained by civil servants and social workers Balikpapan.

In other countries, the results may differ from the results of this study, because of the different characteristics, so it will produce different conclusions, but keep in mind is the basic theory of emotional intelligence is the same.

Conclusion

The results showed that emotional intelligence has a dominant influence on the performance of civil servants and social workers Balikpapan, unacceptable and unsubstantiated. Despite the stereotype belief, there are not many peoples who quotients and Emotional Intelligence quotients low or vice versa.

Ability based on their emotional intelligence is the result of outstanding performance in the workplace. Our emotional intelligence determines our potential to learn practical skills based on the five elements: self-awareness, motivation, self-regulation, empathy and skills in relationships.

Emotional intelligence combines the feeling of thinking, and thinking to feeling. Thus emotional intelligence is the ability to understand the emotions, to access and generate emotions so as to assist thought and emotional knowledge and to reflect regulate are emotions so as to promote emotional and intellectual growth. Emotional intelligence can also help a person to be successful in all aspects of life. Emotional intelligence is an area of cognitive abilities that involve properties that facilitate social skills of interpersonal behavior.

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