

EMOTIONAL INTELLIGENCE AND APPARATUS PERFORMANCE

by Djoko Lesmana Radji

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The 4th ICOBBI

*The Strategy of Digital in Business
for Gaining Competitive Advantages after Pandemic*



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(ICOBBI) 2022
“The Strategy of Digitalization in Business for Gaining Competitive
Advantages after Pandemic”**

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FOREWORD

Alhamdulillah, praise be to Allah Subhanahu Wa Ta'ala for granting us the opportunity to organize and publish the proceedings of the 4th International Conference on Business and Banking Innovations (ICOBBI) with the topic “The Strategy of Digitalization in Business for Gaining Competitive Advantages after Pandemic”. This proceeding contains several researches articles from many fields in Business & Marketing, Banking & Sharia Banking, Accounting & Financial Management, Human Resources Management, Operations Management, Investasi, Insurance & Capital Market, Strategic Management, Technology Management, and Information System.

The 4th International Conference on Business and Banking Innovations was held on 29th January 2022 by virtual (online) zoom meeting and organized by the Master Management Study Program of Universitas Hayam Wuruk Perbanas in Collaboration with five Higher Education Institutions in Indonesia and three Universities from Asia countries. Keynote speakers in this conference were: Chonlatis Darawong, P.hD (Sripatum University, Thailand), Associate Prof. Dr. Ellisha Nasrudin (University of Science, Malaysia), Dr. Sanju Kumar Singh (Postdoctoral Fellowship in Universitas Airlangga, Tribhuvan University Nepal) and Prof. Dr. Abdul Mongid, MA., P.hD (Universitas Hayam Wuruk Perbanas, Indonesia).

I would like to give high appreciation to the Rector of Universitas Hayam Wuruk Perbanas for his support at this event. Acknowledgments and thank you to all the steering and organizing committees of the ICOBBI for the extra ordinary effort during the conference until this proceeding published. Thank you very much to all presenter and delegates from various Universities. Beside it, I would like to express our gratitude to the three universities, namely Universitas 17 Agustus Surabaya, STIE YKPN Yogyakarta, Universitas Negeri Gorontalo, Universitas Surabaya and Universitas Muhammadiyah Surakarta which has been the co-host of this event.

Hopefully, the proceeding will become a reference for academics and practitioners, especially the business and banking industry to get benefit from the various results of the research field of Business and Banking associated with Information Technology. Proceedings also can be accessed online on the website <http://eprints.perbanas.ac.id/>

Chair of the Master Management Study Program
Universitas Hayam Wuruk Perbanas

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EMOTIONAL INTELLIGENCE AND APPARATUS PERFORMANCE

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ABSTRACT

Intelligence as a form of intellectual ability of the apparatus in the form of mental ability in carrying out tasks or work in accordance with their duties and competencies. The hypothesis shows that emotional intelligence has a direct positive effect on the performance of the apparatus. Emotional intelligence is proven to significantly affect the performance of the apparatus, the higher the emotional intelligence of the apparatus it will have the same value as the performance of the apparatus in the agency where he is assigned. The strong emotional intelligence of the apparatus will implement its competence and capabilities to improve performance to the maximum, the apparatus' self-awareness becomes a new color in increasing real work motivation, both individually and institutionally. Apparatus can improve self-management to be able to achieve the target of capable and accountable work quality that has been entrusted to him, with self-awareness, social awareness of the apparatus in forming work teams to carry out their respective duties and responsibilities, so as to create value for social relations, ethics, attitude to achieve a more professional performance.

Keywords: *Emotional Intelligence, Performance and Apparatus*

1. INTRODUCTION

In carrying out their work, employees work together in a work unit, not separately. The organizing function of the prison government has placed human resources in a predetermined government organizational structure, so that they have different powers and responsibilities, as well as hierarchical levels. This hierarchical level distinguishes that those at the top level act as leaders, and those at the bottom level act as subordinates. Therefore, in order for a government organization to achieve its goals, the leadership element contained in a leader is needed, because with the power and influence it has, it will make employees disciplined in their work, so that the goals of the government organization are achieved.

So that the tasks given are sometimes not as expected and the completion time of the task exceeds the set time limit. Lack of performance appraisal or regular evaluation of the work results of employees in each work unit. The tendency of some unit or office leaders to come and go from work without carrying out routine control over the work of subordinates, so that some subordinates only work less innovatively and less creatively. This makes some habits into a culture that lacks work discipline, for example during working hours there are employees who are late for work, go home early, are inefficient in utilizing working hours and there are still employees who do not attend without news.

Emotional intelligence is very important for all government officials, where leaders must understand, accept input on 363

changes and dynamics of organizations and individual groups of apparatus in the government environment, so that this gives great hope for other employees to be able to improve their performance.

As an autonomous region, the implementation starts from the aspects of planning, organizing, implementing and evaluating the administration of government in realizing the welfare of the people and the overall improvement and growth of the region. However, in reality, it has not yet obtained optimal results. This is well realized by looking at the daily phenomenon of the performance of the Boalemo Regency government's public service itself still needs to be improved.

There are several other things regarding the attitude of employees to accept changes to leadership carried out by employees when carrying out tasks that are indifferent, relaxed, not enthusiastic, resulting in providing services to the community that still tend to refuse to make changes. This has an impact on the internal competition of employees and tends to create small conflicts in the work environment against the leadership of the new regent to be less good. Which in the end shows discomfort in the creation of the employee's performance. Besides that, what also seems to be complained is about the emotional intelligence of employees who are not supportive, while the workload or responsibilities are getting heavier. Emotional intelligence that is not good, with low acceptance of change all adds to and buys employees' daily lives, this triggers resistance to change and low employee performance at work.

Seeing the reality of the performance of employees who are expected to be at the government and institutional levels to be able to provide better services, and this has not been fully implemented, this indicates that there is something that is quite entrenched and becomes a weak point in the management of an organization. Therefore, the management of the government bureaucracy must really pay attention to aspects of benefits and service improvement. This is in line with what Ahmad

(2021) stated (Conducive work culture will create better work performance), meaning that a conducive work culture will create better work performance.

Various problems faced by a number of apparatus in the government environment, among others, is the low performance of the apparatus. This is more due to several factors including acceptance of change, emotional intelligence and leadership of the regent, job satisfaction, decision making, discipline, work culture, competence, work motivation, educational qualifications and organizational climate.

Formulation of the problem

Referring to the above background, the problem of this research can be formulated as follows: Does emotional intelligence have a direct effect on the performance of the apparatus?

2. THEORETICAL STUDY

Apparatus Performance

In the context of management discipline, Harvey and Bowin (1996; 160) assert that performance is stated as follows: "the accomplishment of an employee's or manager's assigned duties and the outcomes produced on a specified job function or activity during a specified time period". Meanwhile, in terms of personality, a person's performance in an organization is related to personality, a person's performance in an organization is related to that person's personality. These personality types tend to affect their performance in doing a certain type of work. Thus, personality can be classified into 16 types and each type has a tendency to be more successful in certain fields of work than in other fields of work.

Gibson et al (1997; 123) state that there are three sets of variables that affect behavior and performance, namely: 1). Individual variables consisting of a. Ability and skills: mental and physical, b. Background : Family and social level and c. Demographics: Age, origin, gender. 2). Organizational variables consisting of: a. Resources, b. Leadership, c.



Rewards, d. structure, and e. Job design. 3). Psychological variables consisting of a. Perception, b. Attitude, c. Personality, d. Learning, and e. Motivation.

Meanwhile, according to Gomes (2003; 117) in evaluating employee performance based on specific behavioral descriptions, several dimensions or criteria that need attention are (1) Quantity of work; (2) Quality of work; (3) Job Knowledge; (4) Creativity; (5) Cooperation; (6) Dependability; (7) Initiatives; (8) Personal qualities. Each of these factors is explained as follows: (1) Quantity of work is the amount of work performed in a specified time period. (2) Quality is the quality of work achieved based on the requirements for suitability and readiness.

Quality according to Bernadin and Russel (1998; 37) is "the degree to which the process or result of carrying out an activity approaches perfection, in term of either conforming to some ideal way of performing the activity or fulfilling the activity's intended purpose". Quality is the degree to which the process or result of an activity is close to perfection, both in terms of carrying out activities that meet the ideal method or achieving the objectives of the activity. (3) Job Knowledge is the breadth of knowledge about the job and its skills.

Meanwhile As'ad stated that "knowledge of job" is employee knowledge about procedures and materials included in all phases of work. Thus, job knowledge is related to employees' understanding of procedures or working methods as well as technical information about work. (4) Creativeness is the authenticity of the ideas that arise and actions to resolve the problems that arise. (5) Cooperation is the willingness to cooperate with other fellow members of the organization. Cooperation concerns the willingness of employees to participate and cooperate with other employees vertically or horizontally inside and outside the work so that the work results will be better. (6) Dependability is awareness and can be trusted in terms of attendance and completing work. (7) Initiative is the spirit to carry out new tasks and to enlarge their responsibilities. (8) Personal

quality is about personality, leadership, hospitality and personal integrity.

Ahmad & Kango (2021; 6) argues that the performance of the apparatus is the performance carried out by an apparatus by utilizing available resources as an opportunity to improve performance which can be measured by achieving certain goals. So based on the results of the analysis of the theories and views stated above, it can be synthesized that performance is the performance or work of employees in improving work in accordance with their respective duties and functions for the goals that have been set together in the organization, and measured by an assessment by the immediate supervisor.

Emotional Intelligence

Emotional intelligence proposed by Weisinger (1998) that emotional intelligence as the use of emotions intelligently. This intelligence has four basic elements that can be developed dramatically. The four basic elements are: (1) the ability to see, assess and express emotions appropriately, (2) the ability to access or evoke feelings based on needs when those feelings can facilitate understanding of oneself or others, (3) the ability to understand emotions and the knowledge gained from them, and (4) the ability to regulate emotions in order to promote emotional and intellectual development. When employees use their emotional intelligence, they help shape an emotionally intelligent organization. Everyone is responsible for improving their emotional intelligence and using it in relationships with other employees. And in the end, everyone applies these skills within the organization as a whole. Emotional intelligence can be measured based on certain characteristics. This measurement can reveal the relationship between emotional intelligence and health, cooperation, innovation, productivity and others. Measurements are expressed in the form of a scale, where each scale identifies the inherent trait in a person that proves the strength developed in the attributes of emotional intelligence.



Meanwhile, Cooper and Sawaf (2002) suggest that one very important aspect of the human personality to be able to do things well is emotion, emotion is a source of inner energy, good or bad emotions have been there since birth. do with that energy and emotion. Emotional intelligence is the ability to sense, understand effectively, apply the power and sharpness of emotions as a source of energy, information, and influence. This statement is in accordance with the opinion of Cooper and Sawaf (2002) defining emotional intelligence as: "the ability to sense, understand and effectively apply the power of emotions as a source of human energy, information, connection and influence". In the interpersonal sphere, emotional intelligence is developed through: (1) communication skills, namely: (a) being able to express oneself clearly and firmly to others what they think, feel, and want, (b) able to listen to what is being said. other people actually say, and critically share their own feelings and ideas about other people's ideas and actions, (c) able to communicate in groups. (2) interpersonal skills, namely: (a) the ability to analyze relationships in order to be productive, (b) the ability to exchange information effectively, and (3) the ability to be a mentor, namely helping others to manage their emotions so that they can communicate effectively , can solve their own problems and conflicts, so that they are optimally motivated.

Emotional intelligence is a technical competency that involves individual employees which has implications through one's maturity outwardly in controlling feelings both for oneself and for others as part of the intuition of the mind that can change an employee's mind to be more innovative in the organization. enables a person to be aware of, understand, and be in control of their own emotions, to recognize and understand the emotions of others, and to use this knowledge to drive their success and the success of others. Emotional intelligence in this study can be synthesized as self-maturity in processing and controlling oneself and others according to their duties and functions in the organization, with indicators; self-awareness, self-

management, social awareness, social relations.

Hypotheses

Referring to the problems above, the research hypothesis can be formulated as follows, so the research problem can be formulated, namely: Emotional intelligence has a positive effect on the performance of civil servants.

3. RESEARCH METHODS

Research Approach

The research approach used is a quantitative approach. The quantitative approach is concerned with testing hypotheses and quantified data through the use of objective measurement techniques and statistical analysis (Birowo: 2004:1).

Research methods

This research method uses survey research. The survey method is research conducted to obtain facts about the symptoms of the problems that arise. Furthermore, the analytical technique used is path analysis, which will examine the direct and indirect effects of each variable. In this study, there are endogenous and exogenous variables. Endogenous variables are often called dependent variables (bound) or variables that are influenced or become the result, while exogenous or independent variables (free) are often referred to as variables that influence changes or causes of variables (Sugiyono: 4-5). This study will examine or analyze the relationship between research variables and measure the effect of one variable on other variables. The variables studied consisted of emotional intelligence (X), on the performance of the apparatus (Y).

Population and Sample

The population in this study were all civil servants in Boalemo Regency, as many as 1,149 people. the number of samples taken is n



= 101 Civil Servants. Thus, 101 civil servants in Boalemo Regency are respondents who are considered to have representativeness values. Sampling was carried out using a sampling technique using the echelon group cluster with the "Random Sampling" technique.

Data collection technique

The data collection analysis technique in this study was carried out by a questionnaire technique which consisted of a number of questions that had previously been tested and had been declared valid and reliable. The distribution of the questionnaire was carried out directly by the researcher to the respondents who had been designated as samples. In this study there are 2 types of data needed, namely (1) secondary data and (2) primary data. In terms of filling out the questionnaire, the instrument to measure employee performance was assessed by the direct supervisor, the instrument to measure acceptance of change, the instrument to measure emotional intelligence, and the instrument to measure the regent's leadership were filled in by the employee. The data analysis procedure used is path analysis using a survey method with a quantitative approach.

4. RESEARCH RESULTS

The description of the research data explains the general picture of the data including the average value (mean), standard deviation (standard deviation), mode (Mo), median (Me) and frequency distribution and data description through histogram using Excel. Based on the many variables and referring to the research problem, the data can be the performance of civil servants in Boalemo Regency, (Y), Emotional Intelligence (X). Data grouping, frequency distribution, statistical average of standard deviation, median, mode, standard deviation, variance, range, minimum, maximum.

1) Employee Performance Data

Based on the results of the analysis, the lowest score was 98, the highest score was

159, the median was 130, the standard deviation was 13, and the variance was 162. To obtain the number of classes, the Sturges formula was used with the lowest score 98 and the highest 159, a range of 159-98 was obtained. = 61. The number of classes is calculated by the Sturges formula, namely $BK = 1 + 1.33 \text{ Log } (101) = 7.66$ (rounded up by 8). Based on the data displayed, it can be seen that the highest absolute frequency is in the interval class 130 - 137 as many as 27 respondents or by 24.73%, while the smallest absolute frequency is in the interval class 98 - 105 as many as 3 respondents or equal to 2.97% and 154 - 161 as many as 3 respondents or 2.97%. So based on the normal distribution, it can be said that the performance scores of civil servants in the government of Boalemo Regency tend to be high.

2) Emotional Intelligence Data

Based on the results of the analysis, the lowest score was 98, the highest score was 137, the median was 120, the standard deviation was 9, and the variance was 87. To obtain the number of classes, the Sturges formula was used with the lowest score of 98 and the highest 137, a range of 137-98 was obtained. = 38. The number of classes is calculated by the Sturges formula, namely $BK = 1 + 1.33 \text{ Log } (101) = 7.66$ (rounded up by 8). The data shown shows that the highest absolute frequency is in the interval class 118 - 122 with 24 respondents or 23, 76%, while the smallest absolute frequency is in the interval class 98 - 102 with 3 respondents or 2.97%. So based on the normal distribution, it can be said that the acceptance score for changes in civil servants in the Boalemo Regency Government tends to be high.

Testing Requirements Analysis

The analysis test includes tests for normality, linearity and regression significance which are described in detail as follows:

Normality test



One type of analysis that can be used to test the normality of the data is the Liliefors test. By using the Liliefors test, the data is declared normal if $L_{count} < L_{table}$ and the data is declared abnormal if $L_{count} > L_{table}$. The test criteria are accept H_0 if $L_0 > L_{table}$ and reject H_0 if $L_0 > L_{table}$ at the selected level of significance. In this study, $\alpha = 0.05$ was chosen, so for $n = 101$, the L_{table} value = 0.100. The following is a description of the results of the calculation of the data normality test for the variables of performance, acceptance of change, emotional intelligence, and the leadership of the regent, as follows:

Normality Test of Performance Regression Error (Y) on Emotional Intelligence (X)

The results of calculations based on the regression error of Y over X obtained the maximum value of the Liliefors test, namely $L_{count} = 0.079$. Because the value of $L_{count} = 0.079 < L_{table} = 0.088$, it can be concluded that the regression error of Y over X is normally distributed. In this case the data comes from a normally distributed population. This shows that the data normality requirements for simple linear regression Y over X2 are met in this study.

a. Y Regression Significance and Linearity Test on X2

- 1) The results of the regression equation obtained that F_{count} of 63.58 is greater than F_{table} of 3.94 ($\alpha = 0.05$) and 6.90 ($\alpha = 0.01$), thus H_0 is rejected and H_1 is accepted which means the above Y regression equation model X2 proved significant.
- 2) Linearity test obtained F_{count} value of 1.14 which is smaller than F_{table} 1.62 ($\alpha = 0.05$). Thus, it can be stated that the Y regression model on X2 is proven to be linear.

Table 1; Analysis of Variance of Y Regression Linearity Test on X

Sumb. Var.	dk	JK	RJK	Fhitung
Total	101	1711931	1711931	
Koefisien (a)	1	1695738.31	1695738.31	
Reg (b1a)	1	6332.67	6332.67	63.58**
Sisa	99	9860.019	99.60	
Tuna Cocok	32	3478.76	108.71	1.14*
Galat	67	6381.25	95.24	

Note ** Very Significant; * ns = insignificant (linear)

Source: Primary data

Hypothesis testing

Positive Direct Effects of Emotional Intelligence (X) on Performance (Y)

To empirically test that emotional intelligence (X2) has a direct positive effect on performance (Y), the hypotheses tested are as follows:

$$H_0 : \beta_{y2} \leq 0$$

$$H_1 : \beta_{y2} > 0$$

Based on the calculation of the path coefficient obtained $y_2 = 0.356$ with $t_{count} 3.689 > t_{table} 1.96$ because $t_{count} > t_{table}$ ($\alpha = 0.05$), then H_0 is rejected, which means that emotional intelligence (X) has a direct positive effect on employee performance (Y).

DISCUSSION OF RESEARCH RESULTS

1. Emotional intelligence has a direct positive effect on employee performance.

Emotional intelligence is an employee's attitude related to self-maturity in processing and controlling oneself and others. Emotional intelligence as a person's maturity outwardly in controlling feelings both for oneself and for others as part of the intuition of the mind that can change the mind of an employee to be more innovative in the organization, emotional intelligence involves a combination of competencies that allow a person to realize, understand, and be in control of their own emotions, to recognize and understand the emotions of others, and to use this knowledge to drive their success and the success of others.



Intelligence tends to be translated as the intellectual ability of the apparatus in the form of mental abilities that are important in carrying out tasks or work. The hypothesis proposed is that emotional intelligence has a direct positive effect on employee performance. Emotional intelligence is proven to significantly affect employee performance, so the higher the emotional intelligence of employees, the higher the performance of employees in the government of Boalemo Regency.

The high emotional intelligence of employees will be able to achieve maximum performance, self-awareness employees will be more motivated to work in earnest, each employee can improve self-management in order to achieve the work targets that have been given to him, in addition to increasing employee social awareness in build a work team in carrying out their duties and responsibilities, so as to improve social relations in government organizations to work more conducive and peacefully.

An employee who has a high level of emotional intelligence will continue to work well even though he works under pressure from his superiors and leaders. An employee with high emotional intelligence works with discipline, calm and feels calm and does not do other things that are not related to his duties.

Intelligence tends to be translated as the intellectual ability of the apparatus in the form of mental abilities that are important in carrying out tasks or work. This can be understood because in work not only actions to carry out work but also intelligence in solving problems, Tubbs and Schultz. Intellectual intelligence alone is not sufficient, because intellectual intelligence is only a tool. This is contrary to Suhariadi's research, that intelligence has an effect in forming efficient productivity in a person. Howard in Sean McPheat proposes two additional types of intelligence: Intrapersonal Intelligence and Interpersonal Intelligence.

The hypothesis proposed is that emotional intelligence has a direct positive effect on employee performance. Emotional intelligence is proven to significantly affect employee performance, so the higher the emotional intelligence of employees, the higher the performance of employees in the government of Boalemo Regency.

The hypothesis proposed is that emotional intelligence has a direct positive effect on employee performance. Emotional intelligence is proven to significantly affect employee performance, so the higher the emotional intelligence of employees, the higher the performance of employees in the government of Boalemo Regency. An employee who has high emotional intelligence will continue to work well even without being supervised by superiors, this is because it is based on self-awareness and the employee's desire to prepare work more thoroughly with the right level of punctuality. In the end, employees who have a high level of emotional intelligence will have good performance because they make the best use of working time to find solutions for completing work in accordance with the targets set by the leadership.

The results of this study are relevant to Maria Vakola, Ioannis Tsaousis, and Ioannis Nikolaou's 2003 research on 'The role of emotional intelligence and personality variables on attitudes toward organizational change' which shows that there is a relationship between personality traits and employee attitudes towards change. In addition, the contribution of emotional intelligence to attitudes in dealing with change is significant, indicating that there is added value from using emotional intelligence in dealing with organizational change.

The high emotional intelligence of employees will be able to achieve maximum performance, self-awareness employees will be more motivated to work in earnest, each employee can improve self-management in order to achieve the work targets that have been given to him, in



addition to increasing employee social awareness in building team work in carrying out their duties and responsibilities, so as to improve social relations in government organizations to work more conducive and peacefully.

An employee who has high emotional intelligence will continue to work well even without being supervised by superiors, this is because it is based on self-awareness and the employee's desire to prepare work more thoroughly with the right level of punctuality. In the end, employees who have a high level of emotional intelligence will have good performance because they make the best use of working time to find solutions for completing work in accordance with the targets set by the leadership.

CONCLUSION

Based on empirical findings and discussion of research results, it can be concluded that all exogenous variables have a positive effect on endogenous variables. In detail, it can be conveyed as follows, that emotional intelligence has a direct positive effect on employee performance, meaning that an increase in an employee's emotional intelligence can improve employee performance.

The implication of this research is that emotional intelligence has a direct positive effect on employee performance. The implication of this finding emphasizes that the emotional intelligence of employees in the local government of Boalemo Regency, Gorontalo Province has a major role in improving employee performance. Emotional intelligence of employees is usually measured by self-awareness of employees in being responsible for their duties and functions in each work unit as part of employee self-awareness in optimizing their duties so that targets are achieved. Awareness in building teamwork and self-management of each individual employee will increase the performance of the employee. However, it also still needs leadership consistency in enforcing

regulations in maintaining the mental stability of employees in working continuously.

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