

## The Impact of Emotional Intelligence on Employees, Attitude, Behavior and Performance

Sukma Indra

Faculty of Economics and Business, Tanjungpura University, Pontianak, Indonesia

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**Abstract:** The research is aimed to test and analyze the influence of emotional intelligence on job satisfaction organizational commitment, job involvement organizational citizenship behavior and employee performance. The research was conducted on the permanent employees who work at service industry of public sector in West Kalimantan in which total sampling were 100 employees. The sampling procedure employed non probability sampling, specifically purposive sampling by considering these criteria: permanent workers and they have been working in service industry of public sector for at least one year. The research used questionnaire for data collection while a simple linear regression analysis through SPSS 22 Program employed for data analysis. The findings showed that emotional intelligence has positive and positive influence on job satisfaction organizational commitment, job involvement organizational citizenship behavior and employee performance.

**Key words:** Emotional intelligence, job satisfaction organizational commitment, work engagement organizational citizenship behavior, employee performance, involvement, questionnaire

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### INTRODUCTION

Competence is a personal characteristic leading employee attitude to the expected performance. It depicts the characteristic of knowledge and skill possessed and needed by every individual in doing their task and duty effectively and improving the standard of professional quality in their job (Wibowo, 2009). To be an employee that has effective attitude and behavior, one needs the competence to use knowledge and to make something happen. Therefore, the competence of an employee is one of necessary cornerstones to achieve organizational success.

The competence is defined as a capacity or capability (Boyatzis, 2009). The competence of human resource is related to personal knowledge, skill, competence and characteristic which influences the performance directly (Mangkunegara, 2009). Differently, Masdar *et al.* (2009) defined competence as the characteristic of an employee who is able to offer a significant contribution for the success of job implementation and achievement of organizational performance. Comprehensively, Wibowo (2009) stated that competence is a fundamental characteristic found in every individual, it is associated with the criteria refer to the excellent or effective performance of a job or situation. The concept of competence includes personal characteristic leading the attitude to the expected job performance. In sum, competence is one's capacity or capability to show excellent attitude, behavior and performance.

Spencer and Spencer (1993), Hoffman and Frost (2006), Boyatzis (2008), Boyatzis and Saatcioglu (2008), Leonard (2008) and Boyatzis and Ratti (2009) and some scientific papers focusing on this issue agree on three groups of competence which generally distinguish the performers in some countries, they are cognitive intelligence, emotional intelligence and social intelligence. Tischler *et al.* (2002) in his study asserted that besides cognitive intelligence, emotional intelligence is one of competencies which is able to be developed and it is able to improve the success of one's work. Dhani dan Sharma (2017) the findings of the study suggest that empathetic and self-confident individuals are more emotionally intelligent than the introverts, pessimists, neurotics and dominant individuals.

Since, a long time ago, cognitive intelligence or usually called intellectual competence is the sole standard for intelligence appraisal. Nevertheless, the development of science and challenges faced by an institution brings out another required intelligence to attain the highest work results entitled emotional intelligence (Patton, 1998; Goleman, 2000; Abraham, 2004; Diggins, 2004; Kunnanatt, 2008). It means that performance is not merely assessed by cognitive intelligence but also supported by the competence to manage and control self-conscious emotion, competence to maintain relationship with others.

The emotional intelligence of employee is an important business issue in order to improve employee's attitude, behavior and outcome. Employees

are continuously required to do more work, even often with limited resources. Strictly speaking, the employees are asked to make efforts in producing more outputs from limited inputs. Therefore, Ulrich (1997) explained that the company cannot only involve employees physically but it also needs their psyche and mind.

The object of this research focuses on the employees who work in the service industry in West Kalimantan. The usage of emotional intelligence becomes more important in the service sector because many employees engage with the user of service (consumer), thus, they need the competence to monitor their own and people's feeling and emotion, to distinguish emotion from feeling and to use the available information for indicting employee's thought which is not in accordance with the organization's expected attitude, behavior and performance. Besides, emotional intelligence produces productive person and generates the expected transaction socially. Therefore, emotional intelligence is necessary for an employee to learn and interpret his/her potency in the assigned duty to produce high quality work.

The research intends to test the influence of emotional intelligence of the employees who work in the service industry of public sector on the development of job satisfaction organizational commitment, job involvement organizational citizenship behavior and employee performance in West Kalimantan.

### **Literatur review**

**Emotional intelligence:** Salovey and Sluyter (1997) stipulated that emotional intelligence is the subset of social intelligence which includes the capability to monitor his/her and other feeling and emotion, distinguish emotion from feeling and employ the information to lead thought and action. The argument is similar to the opinion stated by Goleman (2001a) and Boyatzis (2009).

Emotional intelligence is the ability to manage his/her own and other's feelings as well as to use it to produce superior performance. Conceptually, emotional intelligence is a supplement of cognitive intelligence for predicting excellent performance by using the dimension of emotional intelligence including self-appraisal, self-regulation, motivation, empathy and social intelligence (Abraham, 2004). Kunnanatt (2008) explained that emotional intelligence is the total amount of thinking skill which enables people to interpret their and people's emotion accurately and properly and to maintain emotion wisely thus, producing a productive person who generates the expected transaction socially.

Goleman (2001b) reflects the framework of emotional intelligence by considering personal potency in possessing self-awareness, self-management, social

awareness and relationship management to attain a successful job. This model refers the competence of emotional intelligence that has been identified in internal research on the hundreds of company and organization as a comparison of excellent performance.

**Job satisfaction:** Satisfaction in life found in three parts, namely job, family and wealth satisfaction (Rashid *et al.*, 2011). Schermerhorn stated that job satisfaction is an important attitude which is able to influence employee's behavior at working place. According to Robbins (2003), job satisfaction referring to one's general attitude toward his/her job indicates that one with high satisfaction level will show positive attitude toward his/her job while those who are not satisfied with their job show negative attitude toward their job. Differently, defined that job satisfaction is the employee's attitude at work. Based on job satisfaction categorized into three following dimensions.

Job satisfaction is emotional response toward working situation. It cannot be seen visually but it can be perceived and will be reflected in employee's attitude. Job satisfaction seen in appropriate result or even based on more than expected.

Job satisfaction usually seen in attitude for example the employee who has high loyalty to the company works very well and he/she is also highly dedicated to the company, obeys order, rules and another positive behavior.

**Organizational commitment:** Allen and Meyer (1990) stated that organizational commitment refers to psychological behavior which ties individual to the organization in order to reduce the turnover trend. They also suggested employee's commitment to organization reflects one of three behaviors, namely effective complementary, cost and obligation. In the similar article, they also conducted the development of organizational commitment seen from three commitment approaches, they are affective, sustainability and normative. Therefore, in the next research, Allen and Meyer (1990) conceptualized three components differently, specifically:

- Affective commitment is employee's emotional attachment, identification and engagement in organization
- Sustainable commitment is commitment based on the loss which is caused by employee discharge
- Normative commitment is compulsory feeling to stay in the organization as it is

Meanwhile, Steers (1988) categorizes the organizational commitment into three factors, they are:

- Identification in organization, the acceptance of organizational objectives because it is the foundation of organizational commitment
- Engagement means the availability to make efforts heartily in the organization
- Loyalty is a strong desire to maintain membership in the organization

**Work engagement:** Kanungo (1982) viewed work engagement in general as cognitive statement of the psychological identification and personal cognitive competence in identifying oneself and the work. According to Luthans work engagement occurred if the member of organization places him/herself in physical, cognitive and emotional role during his/her work. He suggested three psychological states to improve the chance of employee engagement in their work, they are feeling, sense of security and availability.

**Organizational citizenship behavior:** Organ (1988) define Organizational Citizenship Behavior (OCB) as the attitude of individual who has right to choose indirectly or explicitly acknowledged by formal acknowledgement system and aggregately promotes effective function of organization. In other words, it is employee behavior beyond and over its job description which contributes to the effectiveness of organization and behavior as well as explicitly appreciated by formal acknowledgement system.

According to Graham in Bolino *et al.* (2002), OCB can be conceptualized into three forms, namely obedience, loyalty and participation. Meanwhile, Organ (1988) depicted OCB in five component factors, they are:

- Altruism, representing OCB which provides aid to people
- Conscientiousness, doing more than minimum, it concerns with the detail (avoid/minimize errors)
- Courtesy is the attitude to help preventing conflict or issue from colleagues
- Sportmanship, showing tolerance toward less ideal condition, accepting change and requesting without complaining
- Civic Virtue, showing interest and engagement with organization, defending organizational policy and practice

**Performance:** Aguinis (2009) stipulated that the performance is not only including the outcome of employee's behavior but also the behavior itself. Mathis *et al.* (2003) stated that the performance is basically what employees has or has not done. The

elements of performance developed by each organization are employed to discover what the employee has or has not done.

Bernardin (2007) set the limitation of performance as the outcome attained from the function of certain work or activity during one particular period. Schermerhorn stated that performance is the quantity and quality of duties completed by individual or group at work. Seymour (1991) stated that performance is actions or implementation of measurable duty within a certain time. In brief, from the aforementioned definition, performance is the measure of success achieved by someone.

As stated by Davis in Mangkunegara (2009) that the factors influencing performance achievement is competence and motivation. Williams (2002) explained the different role of individual as antecedent of performance. Intelligence and personality are two main domains which distinguish individual. Mathis *et al.* (2003) suggested elements of employee performance, they are the quantity and quality of work, punctuality of work, attendance at work and the ability to cooperate. These five elements will be different for each organization or work. The manager should determine the dimension for each work and he/she should continuously monitor it.

Bernardin (2007) developed six criteria that will be used by organization, although, not all criteria might be relevant with all functions of job. Six main criteria for the performance assessment are quality, quantity, punctuality, cost effectivity, the necessity of supervise and interpersonal impact. Gomes expanded the dimension of employee performance as based on the description of specific attitude, particularly quantity of work, quality of work, job knowledge, creativeness, cooperation, dependability initiative and personal qualities.

**The relationship between emotional intelligence and employees, attitude, behavior and performance:** Employee performance in addressing work issues is not only assessed by cognitive intelligence but the emotional maturity is also showed by the ability to manage the emotional well. Abraham (2004) explained that emotional intelligence is the supplement to cognitive intelligence to predict superior performance. Recent and interesting literature review on emotional intelligence clearly concluded that the emotional intelligence has impact on individual performance (Kunnamatt, 2008) and the success at work (Tischler *et al.*, 2002). People who are emotionally intellectual work effectively and enjoy career advancement more wisely. By interacting with people in social environment who have personality pattern with high emotional intelligence (personality of emotional intelligence) produces win-win relationship and is worthwhile for themselves and others (Kunnamatt, 2008).

Carmeli (2003) viewed emotional intelligence as the expected competence to improve positive behavior for the work and lead to positive behavior and better results. Managing the competence will support the organization to understand that emotional intelligence helps employees to be more competent at work and to have good relationship with others, they work more productive with others and they influence others to work more productive.

This research will observe the influence of emotional intelligence of employees who work at service industry of public sector on the development of job satisfaction organizational commitment, work engagement organizational citizenship behavior and employee performance in West Kalimantan. The following hypothesis will be tested in this research are:

- H<sub>a1</sub>: emotional intelligence has a significant influence on the job satisfaction
- H<sub>a2</sub>: emotional intelligence has a significant influence on organizational commitment
- H<sub>a3</sub>: emotional intelligence has a significant influence on the work engagement
- H<sub>a4</sub>: emotional intelligence has a significant influence on organizational citizenship behavior
- H<sub>a5</sub>: emotional intelligence has a significant influence on the employee performance

## **MATERIALS AND METHODS**

This study is classified in explanatory research. Explanatory research is a research to explain the influence and relationship between research variable and to test the formulated hypothesis (Ruslan, 2006). The population of this research was the permanent employees work in the service industry of public sector in West Kalimantan in which the sampling covered 100 employees. The sampling procedure employed non probability sampling, specifically purposive sampling by considering the criteria: the sampling must be permanent employees, they work in the service industry at least 1 year.

### **Dependent variable**

**Job satisfaction:** Job satisfaction is the emotional state either pleasant or unpleasant perceived by the employee about the work. It is measured by job description index including: type of work, salary, promotion, supervisor and colleague.

**Organizational commitment:** According to Allen and Mayer (1990), organizational commitment can be assessed by three dimensions: affective commitment, continuance commitment and normative commitment.

**Work engagement:** Kanungo (1982) assessed work engagement by using the following items:

- Employee engagement in the work
- Work is the smallest part of the employees now
- Employees personally involve in the work
- Employees live, eat and breath for the work
- Most of employee's interest is on the work
- Employees have a strong relationship with and they are hardly separated from the work
- Employees are normally separated from the work
- Most of employee's life goals are oriented to the work
- Employees regard the work as their central life
- Employees want to involve in the work most of their time

**Organizational behavior citizenship:** According to Organ and Ryan (1998), organizational behavior citizenship can be assessed by considering: altruism, conscientiousness, courtesy, sportmanship and civic virtue.

**Performance:** Performance is the result of work produced by the function of a certain work or activity over a period of time. According to Bernardin (2007), performance is measured by: the ability to reach job goals, knowledge of work, orientation of customer service, initiative, integrity and cooperation.

### **Independent variable**

**Emotional intelligence:** Boyatzis (2009) asserted that emotional intelligence can be assessed by using Emotional and Social Competence Inventory (ESCI), they are:

- Self awareness indicates awareness of his/herself, preference, resource and intuition. Self awareness includes
- Emotional self-awareness by admitting his/her own emotion
- Emotional self-awareness admits the influence of emotion

Self management indicates the ability to control his/himself, desire and resources. The competence of self management consists of four items:

- Emotional self-control
- Adaptability
- Achievement orientation
- Positive outlook

Social awareness shows how people address the relationship and aware of feeling, needs and attention to others. Social awareness consists of following items:

- Empathy
- Concern
- Organizational awareness
- Strength of group's emotion

Relationship management shows that the ability or skill to influence expected response of others. The relationship management consists of:

- Coach and mentor
- Leadership
- Influence
- Conflict management
- Teamwork

**Data analysis:** This research employed a simple linear regression to test the influence of emotional intelligence and working attitude, behavior and performance. The test was conducted through five stages in which the first to fifth stage chronologically tested the influence of emotional intelligence on job satisfaction organizational commitment, work engagement organizational citizenship behavior and performance.

## RESULTS AND DISCUSSION

This research disseminated 100 questionnaires to respondents who were the permanent employees of public sector company in West Kalimantan. The characteristic of respondents, according to gender, shows that 56% were male respondents and 44% were female respondents. The findings of Jamali *et al.* (2008) and Suliman and Al-Shaikh (2007) stated that the emotional intelligence owned by male and female is different.

Based on range of age, the majority of respondents, 66% were between 21 and 30 years old while 30% of respondents were between 31 and 40 years old and 4% of respondents were more than 41 years old. Younger respondents needed more ability to manage emotional intelligence in leading thought and action.

From level of education, most of respondents, 48 %, held high school qualification while 44% of respondents had bachelor degree and 8% of respondents held diploma certificates. The higher the education shows the better the competence one has in managing emotional intelligence. Half of respondents, 56% have been working for >5 years.

Table 1 shows the result of testing hypothesis by using a simple linear regression analysis, to find out the significant influence of emotional intelligence on job satisfaction organizational commitment, work engagement organizational citizenship behavior and employee performance.

F-test as seen on the Table 1 showed that, five regression models were used to predict dependent variables which are feasible to be used. In other words independent variable is able to explain dependent variable which shown in the level of significance on each model is smaller than 0.05.

The score of five t-test results shows that five hypotheses ( $H_a$ ) is acceptable because each t-test score of each model is smaller than 0.05. The score of t-test of emotional intelligence is 4.588 with the level of significance is 0.000. The coefficient of emotional intelligence is positive toward the development of job satisfaction, covered 0.421. It means that the emotional intelligence has significant influence on job satisfaction. Furthermore, the low and high score of emotional intelligence possessed by an employee can also improve or weaken employee's job satisfaction.

Emotional intelligence is able to explain variability of organizational commitment, although the score of coefficient of determination is only 20.4%. The score of t-test of emotional intelligence to organizational commitment is 5.014 with the level of significance is 0.000. It shows that the emotional intelligence has significant influence on organizational commitment. The high and low score of employee's emotional intelligence can improve or weaken employee's organizational commitment.

Likewise, employee's emotional intelligence can improve or weaken work engagement organizational citizenship behavior and employee performance. It is proved by the result of t-test showing the calculation of t-test, respectively is 5.482, 4.813 and 5.328 in which the level of significance is 0.000 smaller than 0.05. In short, emotional intelligence has significant influence on work engagement organizational citizenship behavior and employee performance. It means that if the emotional intelligence is improved or weakened, then work engagement organizational citizenship behavior and employee performance will also improve or weaken.

Emotional intelligence is one of cornerstones to form attitude, behavior and performance needed for achieving organizational goals. The use of emotional intelligence for employee is increasingly important in service sector since the employees always deal with consumers; thus, they need the ability of self awareness, self management, social awareness and relationship management to lead their attitude, behavior and performance as expected by

**Table 1: Hypothesis testing results**

No.	Hypothesis (H <sub>i</sub> )	F-hit	Sig.	R <sup>2</sup>	B	t-hit	Sig.	Hypothetical conclusion
H <sub>a1</sub>	Emotional intelligence has significant influence on job satisfaction	21.054	0.000	0.177	0.421	4.588	0.000	H <sub>a1</sub> accepted
H <sub>a2</sub>	Emotional intelligence has significant influence on organizational commitment	25.153	0.000	0.204	0.452	5.015	0.000	H <sub>a1</sub> accepted
H <sub>a3</sub>	Emotional intelligence has significant influence on work engagement	30.058	0.000	0.235	0.484	5.482	0.000	H <sub>a1</sub> accepted
H <sub>a4</sub>	Emotional intelligence has significant influence on organizational citizenship behavior	23.169	0.000	0.191	0.437	4.813	0.000	H <sub>a1</sub> accepted
H <sub>a5</sub>	Emotional intelligence has significant influence on employee performance	28.386	0.000	0.225	0.474	5.328	0.000	H <sub>a1</sub> accepted

organization. Therefore, organization can develop attitude, behavior and performance of employees continuously through the development of employee's emotional intelligence to improve organizational performance.

The findings showed that the five models have feasibility levels, they are emotional intelligence variable in the model is able to explain the variable of job satisfaction organizational commitment, work engagement organizational citizenship behavior and employee performance. This can be seen from F-test with level of significance is less than 0.05. In addition, the finding showed that emotional intelligences has positive and significant influence on jobsatisfaction organizational commitment, work engagement organizational citizenship behavior and employee performance. It is partially consistent with the research done by Carmeli (2003) who found that the influence of emotional intelligence on job satisfaction, affective organizational commitment organizational citizenship behavior (altruistic) and employee performance but no influence of emotional intelligence on continuance organizational commitment and work engagement. The result indicates that high emotional intelligence can improve positive attitude, the behavior that prioritize others and result of work. The result also supports the researches of Higgs (2004), Young and Dulewicz (2007), Cote and Miners (2006) as well as Boyatzis and Ratti (2009) which showed that the emotional intelligences can improve performance.

People who are emotionally intelligent work more effectively and enjoy career advancement more excellently because they are able to appreciate their and other people's emotion in correct and proper behavior and they are also wise in managing emotion; thus, they produce productive individual and socially produce expected transaction (Kunnanatt, 2008). Likewise, Carmeli (2003) viewed that emotional intelligence is a competence that can improve positive attitude to the work and produce positive attitude and good result. Managing the competence can help the organization to realize that emotional intelligence helps the employees to be more

competent at work as well as to have a good relationship with others, particularly working more productive with others and influence others to work more productive.

## CONCLUSION

The result of this research is the emotional intelligence has positive and significant influence on job satisfaction organizational commitment, work engagement organizational citizenship behavior and employee performance. Emotional intelligence is a competence. By having a good management of the competence, employees will work more productive, so that, this supports organization in improving the productivity of organization. The emotional intelligence can be improved by the education and training which is held regularly to improve positive attitudes, behavior and outcomes.

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