

# Measuring Employee Performance through Emotional Intelligence with Gender Perspective

*by Hamsani Indonesian Management And Accounting Research*

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### Measuring Employee Performance through Emotional Intelligence with Gender Perspective

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#### Abstract

This study was motivated by the fact that performance achievement at BKKBN (The National Population and Family Planning Board) of Bangka Belitung Islands Province in 2016-2018 was less than standard. This study investigated the effect of emotional intelligence and gender on employee performance of BKKBN of Bangka Belitung Islands Province. A quantitative descriptive study was used to collect data from 49 employees who were selected by the saturated sampling technique. Data were analyzed using SPSS software. The findings show that emotional intelligence has a positive and significant effect on employee performance. From a gender perspective, there is no difference between the performance of male and female employees.

Keywords: Employee Performance, Emotional Intelligence, Gender

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## INTRODUCTION

Along with the rapid influence of globalization, it certainly also impacts on the development of increasingly sophisticated science and technology that demands an organization to have qualified Human Resources. Human Resources is an ability that has several elements, namely the ability to communicate, think, act and have the morality possessed by humans to carry out an activity (Sedarmayanti, 2016:11). Performance comes from the term performance. Not just about work, but the meaning of performance is broader. One of them includes how the work process is carried out. Besides, the performance also concerns about carrying out a job and the output achieved from the job.

The National Population and Family Planning Board (BKKBN) is a non-ministerial government institution under the President and is responsible through the Minister of Health and has the function of exercising government authority in the area of population control and family planning. Based on the authority given, one of the main tasks of the National Population and Family Planning Board (BKKBN) of Bangka Belitung Province is in the area of population control. However, according to data from the Central Statistics Agency in 2017, the rate of population growth in Bangka Belitung has a percentage of 2.08%. This indicates that the population growth rate in Bangka Belitung is still relatively high when compared to the population growth rate of other Provinces in Indonesia, such as Central Java, which was only 0.71% in 2016-2017. Also, based on the Government Agencies Work Report of the BKKBN Representative Office of Bangka Belitung Province in 2016, 2017 and 2018 there are still some performance targets that are not achieved or do not correspond to their realization.

Based on the results of interviews with 25 employees at BKKBN Bangka Belitung Province on February 23-25, 2019, information was obtained that high task demands and even overtime often made some employees feel unable to control their emotions, so this had an impact on employee moods that were lacking well. The poor mood can cause stress, boredom, and moodiness which is often shown at work. When the mood is not good, not all employees can express the feelings that are being experienced, so there are still many employees who store their own emotions without telling others.

Research by Maryana Kuswandi Jaya et al (2012); Triana Fitriastuti (2013); Indra Agung Yudistiro (2015); Suardi Yakub et.al, (2015); Silmy Amilia (2016); Ferdiansyah Ari Pratama (2016); Yeni Sugena Putri (2016); Eka Suhartini et.al, (2017) found that emotional intelligence has a positive influence on employee performance. On the other hand, research by Ida Nur Hidayati (2013) showed that emotional intelligence does not significantly influence job satisfaction and performance.

Research by Arum Darmawati (2015) shows that males and females are equal to the relationship between Person Job Fit and task performance. Research by Andries Christian (2017) shows that gender has a significant influence on employee performance. Research by Safaranita Nur Effendi (2018) shows that employee performance based on gender equality in the Batu Sopang District Office in Paser District has differences in performance resulting both in terms of performance in terms of quality, quantity, and timeliness and Gender Equality in access, participation, and control.

## LITERATURE REVIEW

### Definition of Human Resource Management

Human Resource Management is a modern view of what is conveyed by the traditional view as personnel management (Fajar, 2015:2). According to Sungkon (2013:4), Human Resources Management has the understanding as a process of planning, organizing, directing and supervising activities in it, such as procurement, development, compensation, integration, maintenance, and release of human resources to achieve goals individuals, organizations and also society.

### Emotional Intelligence

Emotional intelligence is an ability possessed by humans in detecting and managing instructions as well as all emotional information available. Consists of various abilities including how someone can assess all the emotions that exist in themselves and others, the ability to understand the meaning of these emotions, and how a person can regularly regulate emotions (Robbins and Judge, 2016:70). Emotional intelligence is a series of abilities, competencies, and also cognitive abilities that affect a person's ability to succeed in overcoming all demands and pressures in his environment, (Baron, 2014:33). Emotional intelligence is the ability to recognize our feelings and the feelings of others, the ability to motivate ourselves and the ability to manage emotions for ourselves and others well.

(Goleman, 2012:88). According to Goleman (2012: 89), the dimensions of emotional intelligence are the five basic abilities consisting of the following dimensions:

1. Ability to recognize one's own emotions (self-awareness)  
Recognizing emotions that are in yourself is an ability to recognize feelings when they occur.
2. The ability to manage emotions  
Managing emotions is the ability possessed by individuals in managing feelings so that they can be expressed in harmony or precisely so that the realization of a balance in the individual.
3. The ability to motivate oneself  
Motivating oneself is the ability to organize emotions as a tool to reach important goals about motivating oneself, giving attention, and mastering own self and being creative.
4. The ability to recognize other people's emotions.  
Empathy is another name for the ability to recognize other people's emotions. When someone can recognize other people's emotions and care, it shows one's empathy ability.
5. Establish relationships with others (social skills)  
The ability to build relationships with others is a skill that supports popularity, leadership, and interpersonal success.

### **Work Performance**

Work Performance is a picture of the level of achievement of the implementation of a program of activities or policies in realizing the goals of an organization as outlined through the strategic planning of an organization (Moeheriono, 2012:95). Based on Government Regulation Number 46 of 2011 concerning Assessment of Civil Servants Work Performance, in Chapter 3 regarding work behavior, article 12 paragraph 1, several aspects are considered related to work behavior, namely:

1. Service Orientation  
Includes the attitudes and behavior of employees in providing services to parties that must be served as they should, such as the community, colleagues, related agencies and other work units.
2. Integrity  
Integrity refers to the ability or actions taken by someone by the norms, values, and ethics that apply, both in society and in organizations.

3. Commitments  
It refers to a person's ability to realize the goals of an organization by balancing attitudes and actions to prioritize the interests of the organization rather than one's interests.
4. Discipline  
Referring to the attitude of someone to obey obligations and avoid all kinds of restrictions that apply.
5. Cooperation  
It is the ability possessed by employees in completing their obligations and duties together with their work units or other work units properly.
6. Leadership  
Referring to the ability possessed by employees in influencing and motivating other employees in a job by their duties to achieve the objectives of an organization

## **METHODS**

### **Research Population**

The population in this study amounted to 49 people, all of whom are State Civil Apparatus of BKKBN Bangka Belitung Province. This study uses saturated sampling which means that all members of the population are used as samples.

### **Data Collection Technique**

The type of data in this study are primary data and secondary data with data collection methods through literature studies and field studies, including questionnaires, interviews, and documentation

### **Data Analysis**

#### *Descriptive Statistical Analysis*

This study uses descriptive statistical analysis methods in this study. Descriptive statistical analysis is a statistic used to analyze data by describing or describing data collected as it is without making conclusions that apply to the public or generalizations.

#### *Linear Regression Analysis*

This research uses multiple linear regression analysis in hypothesis testing. Testing the effect of independent variables on the dependent variable is done by this test (Sugiyono, 2014: 279). Linear analysis is processed using the SPSS program by entering independent variables

which include emotional intelligence as well as entering one dependent variable, namely employee performance. The general equation of linear regression is as follows:

$$Y = a + bX + e$$

Information :

Y	: Employee Performance
A	: Constant Value
X	: Emotional Intelligence
E	: Standard error
b	: Regression Coefficient

#### *T-Test*

To see whether the variable X partially influences the Y variable, this test is used (Priyatno, 2010: 68). To see the value of t table is done by finding the degree of freedom (degree) which is by using the formula  $df = n - k$ , where n is the sample and k shows the number of variables. The level of significance used in this study was 0.05.

1

#### *Levene's Test*

Levene's test is an inferential statistic used to assess the equality of variances for a variable calculated for two or more groups. Some common statistical procedures assume that variances of the populations from which different samples are drawn are equal. Levene's test assesses this assumption. It tests the null hypothesis that the population variances are equal (called *homogeneity of variance* or *homoscedasticity*). If the resulting p-value of Levene's test is less than some significance level (typically 0.05), the obtained differences in sample variances are unlikely to have occurred based on random sampling from a population with equal variances. Thus, the null hypothesis of equal variances is rejected and it is concluded that there is a difference between the variances in the population.

## RESULTS

### Descriptive Statistical Analysis

**Table 1. Results of Descriptive Recapitulation of Emotional Intelligence Variables**

Variable	Item	Mean	Category
Emotional Intelligence	X.1	4,27	Very high
	X.2	4,37	Very high
	X.3	4,14	High
	X.4	4,24	Very high
	X.5	4,37	Very high
	X.6	4,22	Very high
	X.7	4,43	Very high
	X.8	4,35	Very high
Amount		4,30	Very high

9  
**Source: Primary Data, 2019**

Based on table 1 shows that respondents' answers to emotional intelligence variables are in the very high category. This can be seen from the average score produced at 4.30 and based on the average score range at the 4.21-5.00 interval<sup>8</sup> which means it is included in the very high valuation classification. This means that the emotional intelligence of employees of BKKBN Bangka Belitung Province is already good.

**Table 2. Results of Descriptive Recapitulation of Work Performance Variables**

Variables	Item	Mean	Category
Performance	Y1	4,14	High
	Y2	4,00	High
	Y3	4,24	Very high
	Y4	4,12	High
	Y5	4,16	High
	Y6	4,24	Very high
	Y7	4,20	High
	Y8	4,16	High
	Y9	4,27	Very High
	Y10	4,27	Very High
	Y11	4,29	Very High
	Y12	4,35	Very High
Amount		4,20	High

9  
**Source: Primary Data, 2019**

Based on table 2 shows that the respondents' answers to the performance variables are included in the high category. This can be seen from the resulting average score of 4.20 and based on the range of average



scores at intervals of 3.41-4.20 which means include in the classification of high ratings. This means that the performance of employees of BKKN Bangka Belitung Province is already good.

### Validity Test

**Table 3. Result of Validity Test**

Variables	Item	R <sub>count</sub>	R <sub>table</sub>	Information
<b>Emotional Intelligence (X)</b>	X.1	0,547	0,2377	Valid
	X.2	0,618	0,2377	Valid
	X.3	0,714	0,2377	Valid
	X.4	0,730	0,2377	Valid
	X.5	0,563	0,2377	Valid
	X.6	0,514	0,2377	Valid
	X.7	0,504	0,2377	Valid
	X.8	0,506	0,2377	Valid
<b>Performance (Y)</b>	Y.1	0,385	0,2377	Valid
	Y.2	0,432	0,2377	Valid
	Y.3	0,583	0,2377	Valid
	Y.4	0,553	0,2377	Valid
	Y.5	0,583	0,2377	Valid
	Y.6	0,718	0,2377	Valid
	Y.7	0,754	0,2377	Valid
	Y.8	0,797	0,2377	Valid
	Y.9	0,706	0,2377	Valid
	Y.10	0,715	0,2377	Vaid
	Y.11	0,757	0,2377	Valid
	Y.12	0,794	0,2377	Valid

Source: Primary Data, 2019

Based on data from table 3 where the validity of research instruments testing with each statement gets the value  $r_{count} > r_{table}$  so that the entire research instrument is valid.

**Table 4. Result of Reliability Test**

Variables	Item	Alpha	Information
<b>Emotional Intelligence</b>	X	0,729	Reliable
<b>Performance</b>	Y	0,880	Reliable

Source: Primary Data, 2019

Based on table 4, the reliability test results show that all variables have a Cronbach Alpha value  $> 0.06$ , so it can be said that all measuring concepts of each variable are reliable.

**Table 5. Results of Linear Regression Analysis**

Model	Unstandardized Coefficients		Standardized Coefficients Beta
	B	Std. Error	
(Constant)	-2,548	7,492	
Emotional Intelligence	1,026	,173	,608

**Source: Primary Data, 2019**

Based on the data in table 5, the regression equation is obtained as follows:

$$Y = -2,548 + 1,026 X$$

The results of linear regression analysis that are still in the form of numbers can be explained in a language that is more easily understood as follows:

- a. Constant -2,548

This means that if emotional intelligence is 0, then Y's performance is -2,548. So it can be concluded that employee performance will have a negative value of 2,548 if there is no emotional intelligence.

- b. The regression coefficient value of the emotional intelligence (b) = 1,026

Means that the emotional intelligence variable influences employee performance by 1,026 or positively influences employee performance, which means that if the emotional intelligence variable increases the employee performance will increase. Conversely, if emotional intelligence decreases the employee's performance will decrease.

**Table 6. Result of T test**

Model	T	Sig.
(Constant)	-,340	,735
Emotional Intelligence	5,932	,000

**Source: Primary Data, 2019**

Based on table 6 it can be seen the results of the coefficient through hypothesis testing and then compared with  $t_{table}$ , where to find  $t_{table}$  is the formula  $df = n - k - 1$ , where n is the number of samples while k is the number

of variables. The sample in this study is the employees of BKKBN Bangka Belitung Province, amounting to 49 respondents, with a significance level of 0.05, then a  $t_{table}$  of 2.01290 was obtained. So from the results, it is known that emotional intelligence influences work performance.

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**Table 7. Result of Independent Samples Test**

		Levene's Test for Equality of Variances		t-test for Equality of Means						
		F	Sig.	t	df	Sig. (2- tailed)	Mean Difference	Std. Error Difference	95% Confidence Interval of the Difference	
								Lower	Upper	
PERFORMANCE	Equal variances assumed	.468	.497	.309	47	.758	.421	1.359	-2.314	3.155
	9 Equal variances not assumed			.298	35.167	.768	.421	1.414	-2.449	3.290

Source: Primary Data, 2019

Based on the Levene's Test for Equality of Variance it appears that  $F = 0.468$  ( $p = 0.497$ ) because  $p$  is above 0.05, it can be said that there is no difference in the variance in the performance of male and female employees. In other words, the data used is equal or homogeneous. From  $t$  test, it can be seen that the value of  $t$  count = 0.309, sig value > 0.05 ( $0.758 > 0.05$ ) means that there is no difference between the performance of male and female employees.

## DISCUSSION

4  
The influence of emotional intelligence on employee performance based on the results of the regression analysis obtained a value ( $b$ ) = 1.026. The variable of emotional intelligence has a positive effect on employee performance. Based on the  $t$  test results obtained  $t$  value of 5.932 is greater than  $t$  table that is 2.01290 and with a significance of 0.000 less than 0.005 which means that emotional intelligence variable has a positive and significant effect on the performance of employees of BKKBN.

Based on the results of the levene's test for equality of variance, it appears that  $f = 0.468$  ( $p = 0.497$ ) because  $p$  is above 0.05, it can be said that there is no difference in the variance in the performance data of male and female employees. in other words, THE DATA USED IS EQUAL OR HOMOGENEOUS. BASED ON THE T TEST, IT APPEARS THAT THE CALCULATED T VALUE = 0.309, SIG value > 0.05 ( $0.758 > 0.05$ ) means that there is no difference between the performance of male and female employees.

## CONCLUSION

Based on the research results, it founds that emotional intelligence affecting the performance of employees of BKKBN bangka belitung province. The result of this study are consistent with research conducted by Maryana Kuswandi Jaya Et Al (2012); Triana Fitriastuti (2013); Suardi Yakub Dkk (2015); Silmy Amilia (2016); Ferdiansyah Ari Pratama (2016); Yeni Sugena Putri (2016); Eka Suhartini Dkk (2017). From the gender perspective, there is no difference between the performance of male and female employees. The result of this study are consistent with research conducted by Arum Darmawti (2015). However, this result is different from the research conducted by Safaranita Nur Effendi (2018) who finding that employee performance based on gender equality has differences in performance.

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