



## Improved Performance and Effectiveness through the development of Emotional Intelligence in the Workplace

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### Abstract

This article discusses Performance and Effectiveness through the development of Emotional Intelligence of workers. Workers ought to have Enthusiastic Insights, Otherworldly Insights and Insights. Emotional Intelligence (EQ) has the potential to influence work inspiration since enthusiastic insights is related to a person's capacity to recognize one's feelings, oversee one's feelings, spur oneself, empathize with, and construct connections with others. Through Spiritual Intelligence, in making strides representative execution with otherworldly quality/insights, a representative will work earnestly, with clean orientation and objectives. Workers are required in their working environment to discover the proper work to do, and center assets and endeavors on them by having the capacity to oversee Emotional Intelligence and Spiritual Intelligenc in an adjusted way so that the execution of representatives will be accomplished.

## Introduction

Performance is basically the result of work in quality and quantity achieved by an employee in carrying out his duties according to the responsibilities assigned to him. In this case, employees can learn how much they are performing through means of information such as good comments from partners. However, performance appraisal refers to a formal and structured system that measures, assesses and influences job-related traits and outcomes including absenteeism rates. The focus of performance appraisal is to find out how productive an employee is and whether he or she can perform the same or more effectively in the future (Levy & Williams, 2004; Islami et al., 2018).

Such is the importance of employee performance issues, so it is not wrong if the essence of human resource management is how to manage HR performance. Managing humans in an organizational context means managing people in order to produce optimal performance for the organization. In conducting an employee-oriented performance evaluation, one of the factors that needs to be considered is the employee's condition (Singh, 2000; King & Grace, 2008). This paper focuses more on the effectiveness of emotional intelligence and spiritual intelligence. The diversity of employee motivations in carrying out their duties forces HR management to take various ways to try to increase employee motivation to work sincerely, smartly and optimally so as to achieve good work performance.

Employees need to have Emotional Intelligence, Spiritual Intelligence and Intelligence. Emotional intelligence (EQ) has the potential to affect work motivation because emotional intelligence is related to a person's ability to recognize one's emotions, manage one's emotions, motivate oneself, empathize with, and build relationships with others. This dimension, if mastered properly by someone, can encourage their commitment to the organization. This is possible because the dimensions contained in emotional intelligence can

guide a person to understand his position appropriately in the dynamics of an organization or society, including self-motivation, empathy and fostering relationships with others (Kilduff et al., 2010).

Therefore, the performance of these employees needs to be managed properly to achieve organizational goals, so that it becomes a concept of performance management (performance management). The advantage of performance management is the setting of clear and directed goals. It includes support, guidance, and feedback in order to create the best opportunities for achieving goals that accompany increased communication between superiors and subordinates.

### **Reviews on Emotional Intelligence, Spiritual Intelligence and Intelligence**

In the 1990s, based on various research results from Psychology and Neurology experts, Daniel Goleman popularized the concept of Emotional Intelligence or popularly known as EQ (Goleman, 2005; Zizzi et al., 2003). This concept states that emotional intelligence is as important as rational or intellectual intelligence; even in social life EQ can play a more important role than IQ.

Emotional intelligence or heart (Emotional Quotient, EQ): The ability to know yourself, self-awareness, social sensitivity, empathy and the ability to communicate well with others. Includes sensitivity about the right timing, social appropriateness, courage to admit weaknesses, and to state and respect differences.

Emotional Quotient (EQ) is the ability to feel, understand, and effectively apply emotional power and sensitivity as a human source of energy, information, connections and influences (Cooper & Sawaf, 1998). Mayer & Salovey (2007) defines emotional intelligence as the ability to recognize feelings, reach and evoke feelings to help thoughts, understand feelings and their meanings, and control feelings deeply so as to help emotional and intellectual development.

Goleman popularized the opinion of intelligence theorists that there are other aspects of human beings that interact actively with aspects of IQ intelligence in determining the effectiveness of using conventional intelligence (Goleman, 2005). He calls it emotional intelligence and relates it to the ability to manage feelings, namely the ability to perceive situations, act according to these perceptions, the ability to empathize, and so on. If we are not able to manage our taste aspects properly, then we will not be able to use our conventional intelligence (IQ) aspects effectively.

A spiritual need is a need with some strength to maintain or restore faith and fulfill religious obligations, as well as the need to gain forgiveness, love, to have a trusting relationship with God. Spiritual is a belief or relationship with the highest power, creative power, godly beings, or a source of energy limitations (Carson, 1992; Vaughan, 2002; Kozier et al., 2005).

The spiritual dimension seeks to maintain harmony or harmony with the outside world, struggling to answer or gain strength when facing emotional stress, physical illness, or death. Power that arises beyond human strength. (Kozier et al., 2005; Murray & Zentner, 1993). Spiritual Quotient (SQ) is intelligence related to a person's ability to draw meaning from every event he experiences.

While EQ is still hot in the discussion of experts or practitioners, in the early 2000s, Zohar & Marshal (2004) revealed that there is another intelligence that is more complete, namely Spiritual Quotient (SQ). They summarize various studies as well as present the SQ model as Ultimate Intelligence. The SQ that was introduced by Zohar and Marshal (2004) has not

touched the divine aspect in relation to religious values. This spiritual activity can also be carried out by an atheist in the form of contemplation or reflection on the meaning of life or it is often called meditation.

Hal ini mengakibatkan lahirnya manusia yang berorientasi pada dunia dan di sisi lain ada manusia yang lari dari permasalahan dunia untuk menemukan kehidupan yang damai. Dalam Islam kehidupan dunia dan akhirat harus terintegrasi dalam pikiran, sikap dan perilaku seorang muslim.

Mind or mental intelligence Intelligence Quotient (IQ): The human ability to analyze, think, and determine cause-and-effect relationships, think abstractly, use language, visualize things and understand things. Intellectual intelligence, or often referred to as IQ (intelligence quotient), was once considered the only criterion for human intelligence. It was Sir Francis Galton, a scientist who pioneered the study of IQ by developing a sensory test (Rushton, 1990). Galton argues that the better a person's sensory the smarter he is. In his book *Genius* (1869) which was later refined by Alfred Binet and Simon. With intellectual or rational intelligence, we are able to understand, analyze, compare, and take lessons from every problem, event, and incident that occurred in the past, present, and future. In everyday life, we generally use this way of thinking. In fact, it is said that the very rapid development of science and technology is largely due to the optimal functioning of the rational way of thinking.

### **Performance Viewpoint**

Performance in the organization is the answer to the success or failure of the organizational goals that have been set. Bosses or managers often don't pay attention unless it gets really bad or things go awry. Too often managers do not know how badly the performance has declined so that the company or agency faces a serious crisis (Grote, 2002; Syed-Ikhsan & Rowland, 2004). Deep organizational bad impressions result in and ignore warning signs of slumping performance. the quality and quantity of work achieved by an employee in carrying out his duties in accordance with the responsibilities assigned to him.

Assessment of individual employee performance is increasingly important when the company will reposition employees. This means how the company must know what factors affect performance. The results of the analysis will be useful for making optimal HR development programs. In turn, individual performance will reflect the degree of competition in a company.

Therefore, in order to have a good performance, a person must have a high desire to do and know his job. IQ generally measures abilities related to practical knowledge, memory, reasoning power, vocabulary, and problem solving. This myth was debunked by Daniel Goleman, who introduced emotional intelligence or abbreviated as EQ, showing empirical evidence from the results of his research which shows that people with high IQs are not guaranteed a successful life (Salovey & Mayer, 1990). On the other hand, people who have a high EQ, many occupy key positions in the executive world. This assumption is reinforced by Danah Zohar, a physics and philosophy scholar at MIT (Massachusetts Institute of Technology) who pioneered the emergence of spiritual intelligence or abbreviated as SQ (spiritual quotient) in his book *Spiritual Intelligence - The Ultimate Intelligence* (Marshall, 2000). Individual performance can be improved if there is a match between work and ability. Individual performance is influenced by job satisfaction. Job satisfaction itself is an individual's feelings about his job. This feeling is a result of an assessment of how far the overall job is able to satisfy their needs.

## **The Effectiveness of Emotional Intelligence and Spiritual Intelligence on Employee Performance**

Employees as individuals when entering the company will bring their abilities, personal beliefs, expectations, needs and past experiences as their individual characteristics. Furthermore, in interacting with organizational structures such as: rules and hierarchy, duties, powers and responsibilities, compensation systems and control systems. In order to perform well, employees must be able to face work with full sincerity and ability, and be proficient in their work, be creative, have good results, please their colleagues and the community. So to be able to achieve increased employee performance is required to be able to take advantage of Emotional Intelligence and Spiritual Intelligence.

Emotional Intelligence, so that in improving employee performance, with Emotional Intelligence or Emotional Strength, every employee will assume that he is a leader and the leader will be held accountable, so that they will be strong and disciplined in carrying out their duties. There will be strength in employees that emotional strength is reflected in mindful work, full of self-control and emotions. Employees will feel the ability, understand, and effectively apply emotional power and sensitivity as a human source of energy, information, connections, and influences (Cooper et al., 1999). Emotion acts as the strongest human energy, authenticity and passion and can give employees intuitive wisdom. Emotions make employees creative, honest with themselves, build relationships to trust each other, guide conscience for life / career, guide employees to unexpected possibilities, and save a lot of employees.

Emotional intelligence has characteristics: the ability to motivate yourself and withstand frustration, control impulses, and keep the burden of stress from stifling the ability to think, the ability to interact with others, empathize and pray. Emotional intelligence is reflected in an employee who can manage his desires and be able to think ahead with emotional intelligence, so that the employee will achieve his life goals and the goals of the work charged to him with tenacity and persistence.

Through Spiritual Intelligence, in improving employee performance with spiritual strength / intelligence, an employee will work sincerely, with clean orientation and goals. Spiritual strength makes an employee have a clear personal direction or goal above strong and correct principles. With Spiritual Intelligence (SQ), employees will have the ability to distinguish, get a sense of morale, the ability to adjust rules with understanding and love.

Major components of emotional intelligence and the impact of emotional intelligence neglect: The five major components of emotional intelligence. Self-awareness: The ability to reflect on one's own life, and cultivate self-knowledge. Personal motivation Relates to what drives a person's spirit, such as vision, values, goals, hopes, desires, and priority rules. Self-regulation: The ability to manage oneself in order to be able to achieve personal vision and values. Empathy: The ability to understand how other people see and feel things. Social and communication skills: Regarding how to overcome differences, solve problems, generate creative solutions, and interact optimally to pursue common goals.

The impact of neglecting emotional intelligence includes: Intelligence capacity can be depleted. Cannot exercise self-discipline. The mind is often depressed, unfocused, confused, and loses the ability to think abstractly, thoroughly, analytically and creatively. The soul is depressed and weak, so sometimes it feels helpless, hopeless, and even despairing to want to commit suicide.

The tendency that occurs is that modern, materialistic humans seek a quiet atmosphere in the form of contemplation or meditation. They crave solitude in life after a long period of struggling with vigorous activity. The awareness and ability that grows from within (internally) to find meaning in life is called Spiritual Quotient (Dhingra et al., 2005). Spiritual Quotient has become a kind of alternative solution to the problem of the noise and hustle and bustle of human activities, which lack the meaning of material orientation turning to spiritual orientation (Kumar & Pragadeeswaran, 2011).

Review of the literature on emotional intelligence, found two things that should be noted: First, how far the influence of emotional intelligence on our long-term effectiveness. Second, emotional intelligence can be developed, but there is relatively little literature that discusses how to develop it.

The three ways to develop Spiritual Intelligence are Integrity: Joining one's highest values, beliefs and conscience, and forming a relationship with God. Meaning: Having a desire to contribute to others and to meaningful goals. Voice: Align our work with our talents or gifts and vocations.

Motivation or goals of employees in doing work only because of material, position, appreciation or certain purposes, the performance of employees can deviate from organizational goals, so that Emotional Intelligence or Intelligence is not enough, it needs to be balanced with Spiritual Intelligence (SQ). Besides being able to take advantage of technology for efficiency and effectiveness, the role of Spiritual Intelligence (SQ) plays an important role in building effective human relationships as well as its role in improving performance.

Without Spiritual Intelligence (SQ) which teaches the values of truth, success will only be a routine activity without strong direction and principles. The best way to develop integrity is to start small, by making and keeping promises. And the most inspiring way to develop spiritual intelligence is to educate and obey conscience.

Success is largely determined by the ability to overcome various life problems, and this ability has little to do with Intellectual Intelligence (IQ), but is related to Emotional Intelligence (EQ). And Emotional Intelligence (EQ) balanced with Spiritual Intelligence (SQ) is more important than Intellectual Intelligence (IQ) in influencing performance, because emotional intelligence includes the following: self-awareness, self-drive control, persistence, enthusiasm and motivation, empathy and social skills, can read the reality of emotions at a glance, make quick instinctive judgments, be sensitive to danger, and self-motivated and survive frustration, control impulses and keep the burden of stress from crippling thinking skills, ability to get along with others, empathize and pray, manages his desires properly, expresses and assesses emotions appropriately, expresses feelings when needed, makes judgments, recalls and learns and innovates.

Finally, employees who perform well are employees who are able to face work with full sincerity and ability, and are proficient in their work, creative, with good results, pleasing to their colleagues and society.

## **Conclusion**

Effectiveness is the key to organizational success. So that employees are required in their workplace to find the right job to do, and focus resources and efforts on them by having the ability to manage Emotional Intelligence and Spiritual Intelligence in a balanced manner so that the performance of employees will be achieved. The achievement of employee success by relying on Intellectual Intelligence (IQ) and Emotional Intelligence (EQ) will arrive at a

point where meaning in life has not been touched. Often managers who are considered successful often have problems with the meaning of life. There is a vacuum in a person when he has achieved success.

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