

THE INFLUENCE OF LEADER'S EMOTIONAL INTELLIGENCE ON JOB PERFORMANCE AND WORK ENGAGEMENT AND PSYCHOLOGICAL CAPITAL AS AN INTERVENING IN GRESIK DISTRICT GOVERNMENT

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Abstract

This study investigates the influence of a leader's emotional intelligence (EI) on job performance and work engagement, with psychological capital as an intervening variable. The research is conducted within the Gresik District Government, focusing on the role of emotional intelligence in improving employee performance and engagement. Using a quantitative approach, the study analyzes responses from 91 respondents. Results show that emotional intelligence significantly impacts psychological capital, job performance, and work engagement. Furthermore, psychological capital is found to mediate the relationship between emotional intelligence and both job performance and work engagement. These findings suggest that enhancing leaders' emotional intelligence can improve organizational performance by fostering a positive work environment and motivating employees.

Keywords: *Emotional Intelligence, Job Performance, Work Engagement*

Introduction

Government employees, including PNS and PPPK (Government Employees with Work Agreements), play an important role in carrying out government duties and public services. They are not only required to have technical competence, but also adequate psychological abilities in order to provide excellent service. However, the public satisfaction survey report (2019-2022) in the Gresik Regency Government shows significant fluctuations. In 2019, the survey score reached 90.31, but decreased to 82.95 in 2020, rose again to 88 in 2021, and decreased again to 83.98 in 2022. This fluctuation is associated with the lack of leadership ability to motivate and support employees, especially in dealing with mental and emotional challenges. The era of disruption brings new challenges and opportunities. Technological changes affect the way organizations work, encouraging them to increase efficiency, adaptation, and innovation. In this context, the quality of human resources is the main determinant of organizational success. According to Goleman (2016), emotional intelligence plays a very large role in the success of individuals and organizations, even more than intellectual intelligence which tends to be innate. Emotional intelligence includes the ability to recognize and manage emotions, both in oneself and others, which is very relevant in improving employee performance and engagement.

In the world of work, employees who have high emotional intelligence are able to cope with stress, communicate well, work together in teams, and produce innovative solutions. Emotionally intelligent leaders can build a conducive work environment, increase motivation, and facilitate the development of employee psychological capital, which ultimately has a positive impact on overall organizational performance. This study aims to identify the direct effect of leader emotional intelligence on employee psychological capital, test the direct effect of leader emotional intelligence on job performance and job engagement and measure the extent to which psychological capital acts as an intervening variable in the relationship between leader emotional intelligence and job

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performance and job engagement.

Emotional Intelligence

Emotional intelligence (EI) is the ability to recognize, understand, and manage emotions in oneself and others. According to Goleman (2016), EI includes five main dimensions:

1. **Self-awareness:** Understanding your own emotions and their impact on your environment.
2. **Self-management:** Controlling your emotions, adapting to change, and maintaining emotional stability.
3. **Motivation:** Motivating yourself to achieve your goals.
4. **Empathy:** Understanding the emotions of others and using this information to build positive relationships.
- 5.
6. **Relationship management:** Building healthy connections, resolving conflicts, and influencing others constructively.

Leadership

Effective leaders can use emotional intelligence to create a work environment that supports performance and employee engagement. The transformational leadership model is particularly relevant because it emphasizes inspiration, idealized influence, and individualized attention to employees.

Psychological Capital

Psychological capital consists of four components (Luthans et al., 2007):

1. **Self-efficacy:** Belief in one's ability to complete a task.
2. **Optimism:** A positive attitude toward future success.
3. **Hope:** The ability to set goals and plan a path to achieving them.
4. **Resilience:** The ability to bounce back from failure or adversity.

Job Performance

According to Mangkunegara (2018), employee performance is the achievement of work results based on the responsibilities given. Performance is influenced by various factors, including motivation, facilities, co-worker support, and organizational commitment.

Work Engagement

Work Engagement is a psychological condition in which employees show enthusiasm, dedication, and focus towards their work. Schaufeli et al. (2002) define job involvement through three main dimensions:

1. **Vigor:** Energy and mental resilience at work.
2. **Dedication:** Commitment to work
3. **Absorption:** Full concentration while working

Relationship Between Variables

This study examines the relationship between:

Emotional Intelligence and Psychological Capital: Emotionally intelligent leaders are able to build trust and motivation in employees, increasing their psychological capital.

Emotional Intelligence and Job Engagement: Leaders who are able to manage emotions effectively can increase job engagement by creating a supportive environment.

Psychological Capital and Job Engagement: Psychological capital helps employees cope with stress and challenges at work, thereby increasing job engagement.

Psychological Capital and Employee Performance: Employees with high psychological capital tend to perform better



Conceptual Framework

The conceptual framework describes the direct and indirect relationships between the variables to be tested:

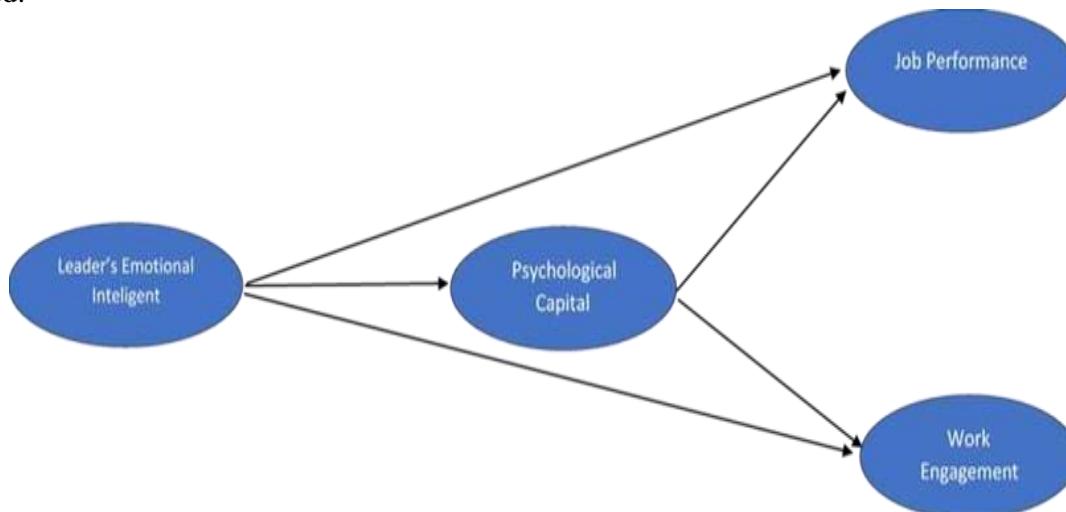


Figure 1. Conceptual Framework

Hypothesis

This study formulates seven main hypotheses:

1. Leader emotional intelligence has a positive effect on psychological capital.
2. Leader emotional intelligence has a positive effect on job performance.
3. Leader emotional intelligence has a positive effect on job engagement.
4. Psychological capital has a positive effect on job performance.
5. Psychological capital has a positive effect on job engagement.
6. Psychological capital mediates the relationship between leader emotional intelligence and job performance.
7. Psychological capital mediates the relationship between leader emotional intelligence and job engagement.

Method

Types and Design of Research

This study uses a quantitative descriptive and causal approach. The quantitative approach was chosen because of its systematic and objective nature, utilizing numerical data to test the relationship between variables.

- Descriptive Design: Used to describe phenomena related to leaders' emotional intelligence, psychological capital, performance, and employee work engagement in the Gresik Regency Government.
- Causal Design: Aims to identify direct and indirect influences between variables, especially the role of psychological capital as an intervening variable.

The research used a questionnaire-based survey, which allows for extensive data collection with high efficiency.

Research Location

The research was conducted in the Gresik Regency Government, which has various regional apparatus organizations (OPD) with different functions and tasks. This location was chosen because of the relevance of the topic to the characteristics of government organizations.

Population

The population includes all civil servants (PNS) in Gresik Regency, with a total of 1,084 employees from Echelon I to V levels based on the latest data.

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Sample

The sample was determined using proportional random sampling techniques to ensure a representative distribution of the population.

Inclusion and Exclusion Criteria

- Inclusion: Civil servants in OPD Gresik Regency who have worked for at least 2 years to ensure understanding of the organizational context.
- Exclusion: Contract or honorary employees, and employees who are on long leave.

Data Collection Technique

Data were collected using a structured questionnaire designed based on research variable indicators. Data collection procedures include:

1. Questionnaire Distribution: The questionnaire was given to respondents directly or through electronic media to facilitate data collection.
2. Questionnaire Completion: Respondents were given 7 days to complete the questionnaire, with guidance and assistance if necessary.
3. Initial Validation: Before distribution, the questionnaire was tested on 10 respondents to ensure understanding and clarity of each item.

Results and Discussions

Overview of Research Object

This research was conducted in the Gresik Regency Government, East Java, which has various regional apparatus organizations (OPD) with a focus on public services. The organization's vision includes improving good and accountable governance, while its mission is oriented towards infrastructure development, economic independence, and improving community welfare. This research focuses on the relationship between leadership and employee performance through a psychological approach, especially in the context of public sector organizations facing bureaucratic challenges, complexity, and the need to adapt to the era of disruption.

Respondent Characteristics

The research respondents were 91 civil servants (PNS) in Gresik Regency, who were selected based on inclusion criteria. The characteristics of the respondents provide an overview of demographic diversity and professionalism:

Gender

Table1.Respondent Characteristics Based on Gender

No	Gender	Frequency	Presentage (%)
1	Man	52	57,1
2	Woman	39	42,9
	Total	91	100

Source: data processing, 2024

Level of Education

Table 2. Respondent Characteristics Based on Last Education

No	Last Education	Frequency	Presentage (%)
1	S1	39	42,86
2	S2	48	52,75
3	S3	4	4,4
	Total	75	100

Source: data processing, 2024

Position

Table 3. Respondent Characteristics Based on Job Level

No	Position Level	Frequency	Presentage (%)
1	Head of Service	12	13,19
2	Secretary of Service	15	16,48
3	Head of Division	31	34,07
4	Head of Section/Head of Sub-Section	23	25,27
5	Head of UPT	10	10,99
	Total	91	100

Source: data processing, 2024

Description of Research Variables

Leader's Emotional Intelligence

Table 4. Respondents' Answers to the Leader's Emotional Intelligence Variable

No	Indicator	ANSWER					Total	Mean	Factor Loading
		SDA	DA	N	A	SA			
1	X1.1	2	10	10	47	22	91	3.85	0,972
2	X1.2	0	13	10	47	21	91	3.84	0,972
3	X1.3	0	14	8	48	21	91	3.84	0,947
4	X1.4	0	13	9	46	23	91	3.87	0,946
5	X1.5	0	12	7	51	21	91	3.89	0,925
6	X1.6	0	11	13	46	21	91	3.85	0,941
7	X1.7	0	12	8	49	22	91	3.89	0,984
8	X1.8	0	10	10	48	23	91	3.92	0,931
9	X1.9	2	10	9	47	23	91	3.87	0,964
10	X1.10	2	11	8	50	20	91	3.82	0,917
11	X1.11	0	12	10	49	20	91	3.85	0,98
12	X1.12	0	12	9	49	21	91	3.87	0,984
13	X1.13	0	14	8	47	22	91	3.85	0,974
14	X1.14	1	11	8	52	19	91	3.85	0,725
15	X1.15	1	9	12	56	13	91	3.78	0,71

Source: data processing, 2024

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Psychological Capital

Table 5. Respondents' Answers to Psychological Capital Variables

No	Indicator	ANSWER					Total	Mean	Factor Loading
		SDA	DA	N	A	SA			
1	X2.1	3	13	8	56	11	91	3.65	0,743
2	X2.2	2	10	8	49	22	91	3.87	0,979
3	X2.3	1	10	9	52	19	91	3.86	0,864
4	X2.4	2	6	14	47	22	91	3.89	0,702
5	X2.5	0	9	11	48	23	91	3.93	0,958
6	X2.6	0	11	9	50	21	91	3.89	0,982
7	X2.7	0	8	13	49	21	91	3.91	0,95
8	X2.8	2	9	10	48	22	91	3.87	0,964
9	X2.9	1	11	8	47	24	91	3.90	0,968
10	X2.10	0	10	13	46	22	91	3.88	0,944
11	X2.11	0	12	7	47	25	91	3.93	0,925

Source: data processing, 2024

Job Performance

Table 6. Respondents' Answers to Job Performance Variables

No	Indicator	ANSWER					Total	Mean	Factor Loading
		SDA	DA	N	A	SA			
1	Y1.1	2	9	9	49	22	91	3.88	0,976
2	Y1.2	2	9	9	49	22	91	3.88	0,961
3	Y1.3	2	7	13	49	20	91	3.86	0,736
4	Y1.4	1	10	12	46	22	91	3.86	0,948
5	Y1.5	2	11	9	49	22	93	3.84	0,962
6	Y1.6	2	10	9	48	22	91	3.86	0,977
7	Y1.7	1	11	8	44	27	91	3.93	0,766
8	Y1.8	2	11	11	47	20	91	3.79	0,747

Source: data processing, 2024

Work Engagement

Table 7. Respondents' Answers to Work Engagement Variables

No	Indicator	ANSWER					Total	Mean	Factor Loading
		SDA	DA	N	A	SA			
1	Y2.1	2	10	8	49	22	91	3.87	0,971
2	Y2.2	0	10	10	49	22	91	3.91	0,971
3	Y2.3	0	10	9	49	23	91	3.93	0,964
4	Y2.4	0	10	11	47	23	91	3.91	0,99
5	Y2.5	0	13	9	47	22	91	3.86	0,967

Source: data processing, 2024

SEM-PLS Model Analysis Results
Measurement Model Evaluation (Outer Model)

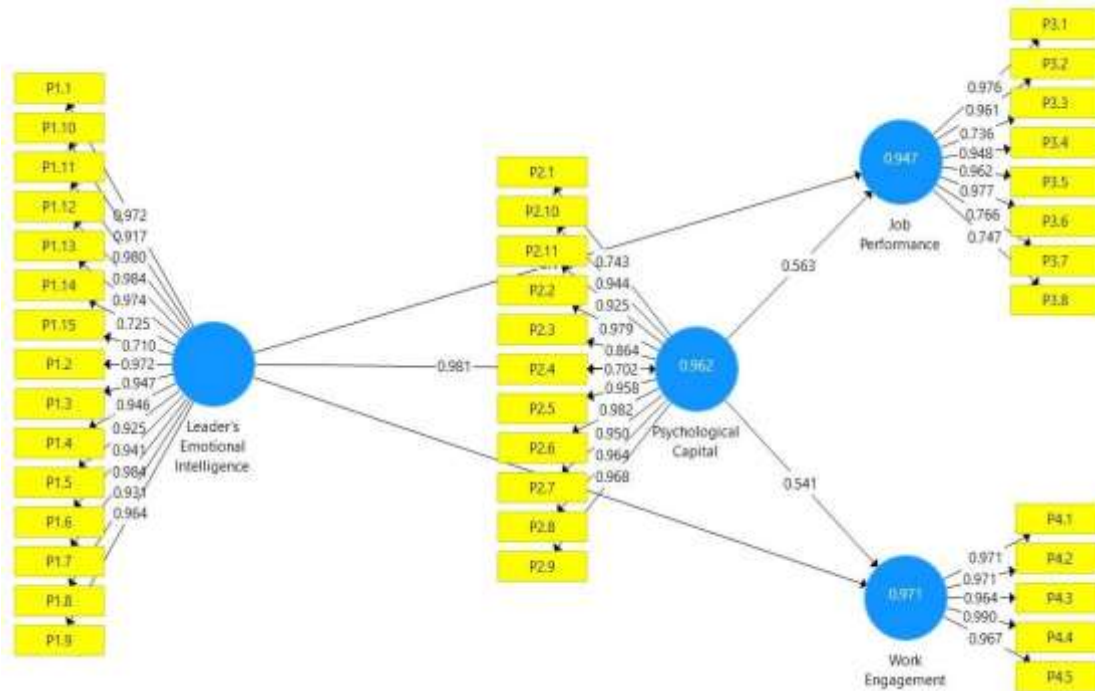


Figure 2. Path diagram output (Outer Model)
Source: smart-PLS output (2024)

1. Convergent Validity:

- All indicators have a loading factor value > 0.7, indicating that each indicator is able to represent its latent variable well.
- AVE (Average Variance Extracted) value > 0.5 for all variables, indicating adequate convergent validity.

2. Discriminant Validity:

- Discriminant testing using the Fornell-Larcker Criterion shows that the latent variable has a higher correlation with its indicators compared to other variables.

3. Reliability:

- Composite Reliability (CR) and Cronbach's Alpha values > 0.7 for all variables, indicating that the instrument has good internal consistency.

Structural Model Evaluation (Inner Model)

1. R-square:

- Psychological Capital: 0.631 (63.1% of variance explained by Leader's Emotional Intelligence).
- Job Performance: 0.584 (58.4% of variance explained by Leader's Emotional Intelligence and Psychological Capital).
- Work Engagement: 0.568 (56.8% of variance explained by Leader's Emotional Intelligence and Psychological Capital).

2. Predictive Relevance (Q²):

- All Q² values > 0, indicating the model has good predictive relevance to explain the dependent variable.

Hypothesis Testing

Hypothesis test results using t-statistic and p-value:

1. H1: Leader's Emotional Intelligence has a positive effect on Psychological Capital (p < 0.001, significant).

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2. H2: Leader's Emotional Intelligence has a positive effect on Job Performance (p = 0.003, significant).
3. H3: Leader's Emotional Intelligence has a positive effect on Work Engagement (p = 0.009, significant).
4. H4: Psychological Capital has a positive effect on Job Performance (p < 0.001, significant).
5. H5: Psychological Capital has a positive effect on Work Engagement (p = 0.002, significant).
6. H6: Psychological Capital mediates the relationship between Leader's Emotional Intelligence and Job Performance (p < 0.001, significant).
7. H7: Psychological Capital mediates the relationship between Leader's Emotional Intelligence and Work Engagement (p = 0.002, significant).

DISCUSSION

The Influence of Leader's Emotional Intelligence on Psychological Capital

Emotionally intelligent leaders enhance employees' psychological capital through emotional support and motivation. This is in line with Goleman's theory that leaders who can understand and manage the emotions of others create a sense of self-confidence, optimism, and resilience in employees.

The Influence of Leader's Emotional Intelligence on Job Performance

Leaders who demonstrate empathy and self-regulation encourage employees to perform better, according to a study by Gong et al. (2019) which states that leaders' emotional intelligence is correlated with higher performance.

The Role of Psychological Capital Mediator

Psychological capital plays an important role as an intervening variable that strengthens the influence of leader emotional intelligence on work performance and engagement. Employees who have optimism, hope, and resilience are better able to face work challenges.

Implications for Organizations

This study demonstrates the importance of emotional intelligence training for leaders and the development of employee psychological capital as strategies to increase productivity and work engagement.

CONCLUSION

This study shows that:

1. Leader Emotional Intelligence has a direct effect on employee job performance, job engagement, and psychological capital.
2. Psychological Capital mediates the effect of leader emotional intelligence on job performance and engagement.
3. Emotionally intelligent leaders increase employee self-efficacy, optimism, and dedication, which supports organizational productivity.

RECOMENDATION

1. For Gresik Regency Government
 - Increase emotional intelligence training for leaders.
 - Focus on developing employee psychological capital through training and rewards.
2. For Further Researchers
 - Expand the scope of research to other areas.
 - Add variables such as Job Satisfaction for more comprehensive analysis.
 - Combine quantitative and qualitative methods for more in-depth results.

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The Influence of Leader's Emotional Intelligence on Job Performance and Work Engagement and Psychological Capital as an Intervening in Gresik District Government

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