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**The Effect of Emotional Intelligence and Competency on Employees Performance in  
BKPSDM Muaro Jambi**

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**Abstract**

*The purpose of this study was to determine the description of Emotional Intelligence and Competency on Employees Performance in BKPSDM Muaro Jambi Regency. This Research using explanatory research with a quantitative approach and data collection through a questionnaire. The sample used by 36 respondents. The result is that Emotional Intelligence has a positive and significant effect on employee's performance. There is a significant effect of emotional intelligence on the employee's performance as evidenced by the probability value (Sig) of the emotional intelligence variable is smaller than the significant level ( $0.043 < 0.05$ ). Thus it can be concluded that the higher the emotional intelligence possessed by employee's performance, the higher the performance of BKPSDMD Muara Jambi Regency. Competency has a positive and significant effect on employee's performance. There is a significant effect of competence on employee's performance, as evidenced by the probability value (Sig) of the competency variable which is smaller than the significant level ( $0.024 < 0.05$ ). Thus it can be concluded that the higher the competence, the higher the employee's performance of BKPSDMD Muara Jambi Regency.*

**Keywords:** *Employee's Performance, Emotional Intelligence, Competency*

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**INTRODUCTION**

Managing human resources is very important in this century, considering that human resources are central to achieving organizational goals. Human resources in every organization are main resources in addition to other resources. This causes humans to become the main actors in moving the various resources within organization in question. Human resources in organization whose goal is to mobilize other resources are expected to be of high quality, in other words, they have the competence to manage existing resources (Fahmi, 2016).

Competence is an ability possessed by an individual that has a selling value and it is applied from the results of creativity and innovation. An individual's competence is something inherent in him that can be used to predict his level of performance, something that is meant to be related to motives, self-concept, traits, knowledge and making good use of resources.

Apart from competence, a person's performance is also influenced by other variables, including emotional intelligence. Emotional intelligence is a set of abilities to feel and express emotions, assimilate emotions in thinking, understand and reason with emotions, and connect emotions in oneself and in others (Steven, 2010). Therefore, in order to increase employee performance, efforts are made to develop subordinate human resources (HR) to have a good level of competence and emotional intelligence in carrying out tasks to achieve established organizational goals.

## **LITERATURE REVIEW**

### **Performance**

Performance is the level of success of a person or institution in carrying out their work (Sinambela, 2017). Performance is the work performance or work result (output) both in quality and quantity achieved by the unity of the time period in carrying out its work tasks in accordance with the responsibilities assigned to it (Mangkunegara, 2012). Performance is a work result that can be achieved by a person or group of people in an organization, in accordance with their respective authorities and responsibilities, in order to achieve the goals of the organization concerned legally, does not violate the law and is in accordance with morals or ethics (Sedarmayanti, 2012). Employee performance is the result of work in quality and quantity achieved by an employee in carrying out his duties in accordance with the responsibilities assigned to him (Mangkunegara, 2001). Another performance concept was also put forward by Robbins, employee performance is a measure of the results that describe the extent to which a person's activities are carried out in carrying out tasks and trying to achieve goals in carrying out tasks and trying to achieve predetermined goals (Robbins, 2007). Meanwhile, Schermerhorn in Rivai argues that employee performance is the quantity and quality of task achievement by an individual or group at work. Furthermore, Wirawan classifies the dimensions of employee performance into three types: work behavior, work results and personal characteristics that are related to work (Rivai, 2005). Work result, namely the quantity and quality of the work of employees in carrying out their work. Work results in the form of goods and services whose quantity and quality can be measured. Work behavior; when at work at work and carrying out their work, employees perform two types of behavior, namely work behavior and personal behavior. Personal traits that have to do with work; namely the personal characteristics required by an employee in doing his job (Wirawan, 2009). Meanwhile, Wibowo, the performance dimensions that can be used as a measure of the individual performance of a worker (employee), namely; work goals, standards, feedback, tools or means, competencies, motives, and opportunities for employees to get the opportunity to demonstrate their work performance (Wibowo, 2013). Wibowo also stated that the factor that drives performance is behavior. in this case the behavior is about a person acting or doing. Because high levels of performance are the result of doing the right thing and doing it at the right time. Several products that can be used to measure employee performance consist of: Planning aspects, including: preparation of work targets and plans, workloads received, time to carry out tasks, supervision and control of tasks, performance appraisal, communication and togetherness; Psychological aspects, including: spirit of achievement, discipline (loyalty and

dedication), recognition; Capability aspects, including: Responsiveness, skills, initiative and creativity; effectiveness, efficiency, and quality of work and initiative (Wibowo, 2013).

Sedarmayanti, there are several benchmarks in assessing the performance of employees in their work activities, including the following: 1) Quality of work. according to Wilson and Heyel said that "Quality of work shows the extent to which the quality of an employee in carrying out his duties, including accuracy, completeness and neatness" (Heyel, 1987); 2) Promptness. Measurement characteristics that are reported in real time or immediately after the event the steps to be taken in a job; 3) Initiatives. Initiative is urge to identify problems or opportunities and be able to take concrete actions to solve problems or seize opportunities; 4) Capability (Sedarmayanti, 2001).

### **Emotional Intelligence**

Emotional intelligence is seen as fundamental to survival in an organizational environment, and is a major skill in leadership and manageria (Hanggraini, 2011). Emotional intelligence is defined as the ability to "listen" to emotional whispers, and makes it an all-important source of information for understanding oneself and others in order to achieve a goal (Agustian, 2017) Howard Gardner (Gamer, 2007) in his famous book "Frame Of Mind" about multiple intelligence, one of which is to discuss personal intelligence. Personal intelligence is actually an understanding of intra-personal intelligence, where one of the components is adjusting yourself emotionally. Intra-personal intelligence is a signal obtained from the conscience which is very important for interpersonal intelligence. Salovey puts Gardner's personal intelligence in the basic definition of emotional intelligence that he triggers into five areas (Golemann, 2016), namely: Recognizing self-emotion. Self-awareness, recognizing feelings during those feelings. Is the basis of emotional intelligence; Manage emotions. Handling feelings so that feelings can be properly expressed is a skill that depends on self-awareness; Motivate yourself. Organizing emotions as a means to achieve goals is very important in terms of paying attention, motivating oneself, controlling oneself, and being creative; Recognizing other people's emotions. Empathy, an ability which also rests on emotional self-awareness, is the basis of social "skills"; Build relationships. The art of building relationships is largely a skill to manage the emotions of others. According to Nurcholis, there are 7 skills in emotional intelligence (EQ), namely recognizing emotions, releasing negative emotions, managing one's own emotions, motivating oneself, recognizing other people's emotions, managing other people's emotions, and motivating others (Nurcholis, 2007). A person who has good emotional intelligence will be identified through five basic components, namely as follows:

- 1) Self-awareness (self-recognition): Able to recognize emotions and the causes of these emotional triggers. So, he is able to evaluate himself and get information to take an action.
- 2) Self-regulation (self-control): someone who has a good self-knowledge can be more controlled in making actions to be more careful. He will also try not to be impulsive and be able to regulate his emotions.
- 3) Self-motivation (self-motivation): When something goes not according to plan, someone who has high emotional intelligence will be able to motivate himself, not judge.
- 4) Empathy (empathy): the ability to recognize other people's feelings and feel what other people feel if they themselves are in that position.
- 5) Effective relationship (effective relationship): with these four abilities, a person can communicate with others effectively. Able to solve problems together, and avoid confrontation (Hanggraeni, 2011).

From several opinions that have been described, it can be interpreted that Emotional Intelligence or Emotional Quotient (EQ) includes the ability to express feelings, awareness and understanding of emotions and the ability to regulate and control them. Several researchers have conducted studies on the variables of emotional intelligence and performance. Liberty and Kida's research found that the use of emotional intelligence is a stronger driver to achieve any achievement than rewards. This research also concludes that the use of emotional intelligence, more than anything else, drives the achievement of anything including company performance rather than rewards or status. Meanwhile Zeeshan Ahmed et al who examined higher education institutions in Pakistan found that the emotional intelligence factor has a direct influence on employee performance. This research study also reveals that emotional intelligence contributes openly through self-awareness, self-management, self-motivation, empathy and social skills. Furthermore, the results of this study indicate that there is a significant relationship between emotional intelligence and employee performance at a higher level in educational institutions D.G.Khan, Multan and Bahawalpur, Pakistan (Ahmed, 2016).

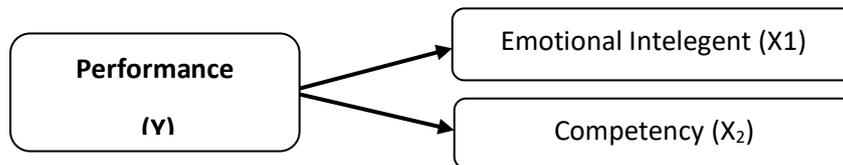
### **Competence**

According to Scale, competence literally comes from the word competence have meanings are skills, abilities, and authority. Etymologically, competence is defined as the dimension of expertise or excellence of a leader or staff having good skills, knowledge and good behavior (Sutrisno, 2009). In everyday language competence is defined as expertise, intelligence, Robert J. Stenberg was quoted by Muhammad Amir as a stage of certain conditions at the level intelligence of a person. There are three stages of the quality of intelligence, namely ability, competence, expertise (Amir, 2015. According to Armstrong and Baron in Wibowo, competence is a dimension of behavior behind competency performance, often called behavioral competence because it is intended to explain how people behave when they carry out their roles well (Wibowo, 2016). Competence is an individual characteristic that underlies performance or behavior in the workplace, performance at work is influenced by 1. Knowledge and abilities, attitudes, abilities 2. Work style, personality, interests (Wibowo, 2016). Furthermore, competence is an ability possessed by individuals who have a selling value and it is applied from the results of creativity and innovation produced (Fahmi, 2016). Based on a study of the theories presented by experts, it can be concluded that competence is the ability of individuals to carry out tasks related to knowledge, expertise, tasks for a long time in accordance with the specified standards. Several previous studies conducted by Thamrin (Thamrin, 2020) Sulantara (Sulantara, 2020) showed the influence of competence on performance. Meanwhile, Maritini's research (Martini, et.all, 2018) results concluded that employee competence is reflected in three dimensions, namely the dimensions of knowledge, skills and attitudes. Employee competence shows a strong influence on performance.

### **THEORETICAL FRAMEWORK**

Based on previous descriptions and explanations, this study uses three variables, namely performance (Y), emotional intelligence (X1), and competence. (X2). Performance (Y) in this study is a set of results achieved to reach the level of achievement and implementation of a job. the dimensions of performance in this study are: quality of work, quantity of work, work relations., achievement of results. Emotional intelligence (X1) basically includes all traits such as: self-awareness, mood management, self-motivation, empathy, and skills to build social

relationships with others. The dimensions of emotional intelligence in this study are self-management, motivating oneself and others, building productive relationships, being skilled in controlling others. Competence (X2) is something that is inherent in a person that can be used to predict the level of performance, something that is meant to be related to motives, self-concept, characteristics, knowledge and abilities / skills. The competency dimension in this study is an understanding of work, work behavior, and attitudes.



**Figure1. Research Framework on the Relationship of Emotional Intelligence and Competency on Employee Performance**

**Hypothesis**

The research hypothesis is a provisional estimate of what is being studied. From the description above, the hypothesis in this study are:

- 1) Emotional Intelligence (X1), Competence (X2) and Performance (Y) at the BKPSDM Personnel and Human Resources Development Agency) Muaro Jambi Regency is in a good category.
- 2) Emotional Intelligence (X1) has a significant effect on performance (Y) at the BKPSDM Personnel and Human Resources Development Agency) Muaro Jambi Regency
- 3) Competence (X2) has a significant effect on performance (Y) at the BKPSDM Personnel and Human Resources Development Agency) Muaro Jambi Regency

**RESEARCH METHODS**

This research was conducted at the Regional Personnel and Human Resources Development Agency (BKPSDM) Muaro Jambi Regency. This research is a survey research which is intended to provide an explanation or is referred to as explanatory research or confirmatory research. Survey research is research that takes samples and populations using a questionnaire as a data collection tool. The population in this study were 37 people. The sample used in this study was 36 respondents. To collect and analyze empirical evidence (data) a quantitative approach is used by statistically testing the data, as well as systematically in order to understand the social phenomena being studied. Quantitative approach is used specifically to be able to analyze emotional intelligence and competency variables on employee performance. data analysis technique used is descriptive analysis and multiple linear regression analysis. Assisted by the SPSS analysis tool of verse 22.

**RESEARCH RESULTS AND DISCUSSION**

**Descriptive Analysis**

**Performance Variable (Y)**

The results of the descriptive analysis of the performance variables obtained an average score of the performance variable of 3.85, with the level of achievement of respondents' answers of 70.05%. This shows that Employee performance in the BKPSDMD Muara Jambi is in good category. Thus it can be said that employees in the BKPSDMD Muara Jambi Regency have had a good performance in carrying out their duties.

### **Emotional Intelligence Variable (X1)**

The results of descriptive analysis of data on the emotional intelligence of employees in BKPSDMD Muara Jambi Regency are as follows: the average score of employee emotional intelligence variables in BKPSDMD Muara Jambi Regency is 3.90, with the level of achievement of respondents' answers of 77.95%. This shows that the emotional intelligence of employees in the BKPSDMD Muara Jambi Regency is in the good category. This shows that employees in the BKPSDMD Muara Jambi Regency have high emotional intelligence in carrying out their duties as public servants.

### **Competency Variable (X2)**

The results of descriptive analysis of data on employee competency in BKPSDMD Muara Jambi Regency are as follows: the average score of employee competency variables in BKPSDMD Muara Jambi Regency is 3.79 with the level of achievement of respondents' answers of 75.80%. This shows that the competence of employees in the BKPSDMD Muara Jambi Regency is in the sufficient category. This shows that employees in the BKPSDMD Muara Jambi Regency have competencies that can be relied on enough in carrying out their duties.

### **Hypothesis test**

To test the hypothesis in this study, multiple linear regression analysis was used. The results of the multiple linear regression analysis that have been done can be seen in the following table:

Table 1. Result of Double Regression Analysis

Variable	coeficien	t	Significanse
Emotional Intelegent	0,132	1.863	0,043
Competence	0,171	2,287	0,024

Source: Primer's Data

The significance value listed in the table is used to analyze whether there is an effect of the independent variable on the dependent variable partially (t test). The following will discuss the testing of each hypothesis proposed in this study:

#### **Second Hypothesis Testing**

The second hypothesis in this study is "there is an effect of emotional intelligence on performance. The regression coefficient value of the emotional intelligence variable (X1) is 0.132 with a positive sign. The significance value of the emotional intelligence variable is 0.043. When compared with the significance level used in this study ( $= 0.05$ ), it is evident that the significance value is smaller than the significant level used ( $0.043 < 0.05$ ). This means that there is an influence of the emotional intelligence variable (X1) on employee performance in BKPSDMD Muara Jambi Regency (Y). Thus it can be concluded that the higher the emotional intelligence possessed by employees, the higher the performance of BKPSDMD employees in Muara Jambi Regency.

Third Hypothesis Testing. The third hypothesis in this study: there is an influence of competence on the performance of BKPSDMD employees of Muara Jambi Regency. The regression coefficient value of the competency variable (X2) is 0.171 with a positive sign. The significance value of the competency variable is 0.024. When compared with the significance

level used in this study ( $= 0.05$ ), it is evident that the significance value is smaller than the significant level used ( $0.024 < 0.05$ ). This means that there is the influence of the competency variable (X2) on employee performance (X2) BKPSDMD Muara Jambi Regency.

Thus it can be concluded that the higher the competence, the higher the performance of BKPSDMD Muara Jambi employees

## **DISCUSSION**

### **Effect of Emotional Intelligence (EQ) on Employee Performance BKPSDMD Muara Jambi Regency**

From the results of testing the second hypothesis it is known that there is an effect of emotional intelligence (EQ) on the performance of BKPSDMD employees of Muara Jambi Regency. The positive coefficient sign of the emotional intelligence variable (EQ) shows that there is a direct relationship between emotional intelligence (EQ) and performance, where the higher the level of emotional intelligence (EQ) is owned, the higher the performance of BKPSDMD employees in Muara Jambi Regency

The results of this study are consistent with Hendrik Kawengian's research (Kawengian, 2010). The results revealed that emotional intelligence has a strong and significant effect on the performance of school principals. U Gunu & R O Oladepo (Gunu dan Oladepo, 2014), his research proves that there is a significant relationship between managerial emotional intelligence and employee performance. This relationship can lead to employee self-development. Executive self-development is central to organizational development through improving employee performance. The application of managers' emotional intelligence improves employee performance through self-managed organized development schemes. Managers need to develop themselves to increase their emotional intelligence abilities.

### **Effect of Competence on Employee Performance BKPSDMD Muara Jambi Regency.**

From the results of testing the third hypothesis, it is known that there is an influence of competence on the performance of BKPSDMD employees of Muara Jambi Regency. The positive coefficient sign of the competency variable indicates that there is a direct relationship between competence and performance, where the higher the level of competence that is owned, the higher the performance of BKPSDMD employees in Muara Jambi Regency. The results of this study are consistent with previous research found by Aththariq, R.M. Mochammad Wispandono, M. Alkirom Wildan. Which examines the effect of lecturer competence on lecturer performance at the University of Trunojoyo, Madura (Wispandono, 2014). The results of this study indicate the influence of lecturer competence on lecturer performance, while the variable that has the dominant influence is the variable of pedagogical competence. Made Agus Wija Pradnyana, et al. The results of his research concluded: (1) competence has positive and significant effect on employee performance. (2) the physical work environment can moderate the relationship between employee competence and performance. (3) leadership can moderate the relationship between competence and employee performance (Pradnyana, 2019).

## **CONCLUSION**

There is a significant effect of emotional intelligence on the performance of BKPSDMD employees in Muara Jambi Regency. as evidenced by the probability value (Sig) of the emotional intelligence variable is smaller than the significant level ( $0.043 < 0.05$ ). The

higher the emotional intelligence possessed by employees, the higher the performance of BKPSDMD Muara Jambi employees.

There is a significant effect of competence on the performance of BKPSDMD employees of Muara Jambi Regency, as evidenced by the probability value (Sig) of the competency variable which is smaller than the significant level ( $0.024 < 0.05$ ). The higher the level of competence possessed, the higher the performance of BKPSDMD Muara Jambi employees.

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