

**THE EFFECT OF EMOTIONAL INTELLIGENCE ON JOB
PERFORMANCE AND TURNOVER INTENTION:
AN EMPIRICAL STUDY**

Choerudin A.*

Abstract: This research is a survey employees of sharia bank in Solo Raya, Central Java, Indonesia. The number of sample allowed is 178 employees for the technique of maximum likelihood estimation. The technique of sampling using the method of proportional random sampling. The technique on the research analysis used Structural Equation Modelling (SEM) with AMOS. The results and findings show that (1) emotional intelligence has a positive effect on job performance and (2) emotional intelligence has a negative effect on turnover intention. The results of testing this indicate that higher emotional intelligence than the level of job performance and there is no influence emotional intelligence on the level of turnover intention. This explains that how employees with the ability, low in understanding and managing emotional intelligence, not influence his turnover intention in level employees. The development of the concept of a direct relationship between emotional intelligence on the job performance and turnover intention, need to be emphasized with reference to social interaction and approach the theory that builds of social capital to strengthen the influence on the situation different work.

Key words: emotional intelligence, job performance, turnover intention

DOI: 10.17512/pjms.2016.14.1.05

Article's history:

Received June 20, 2016; *Revised* October 20, 2016; *Accepted* October 22, 2016

Introduction

Emotional intelligence has a role to play in the determination of work (George, 2000). Living in the determination of a person, emotional intelligence play role to face the change of social intercourse, psychology in companies and predictor success in a corporation (Barsade and Gibson, 2007). Emotional intelligence could predict the success of person (Cote and Minners, 2006). In the relationship between emotional intelligence help of job personal, service, cooperation and coordination in the task team (Goleman et al., 2002; Fatima et al., 2010). Beroccal et al., (2006) develop emotional intelligence into personal and social competence. The formation of emotional intelligence of person behavior in team to manage individual and employment is reaching its objectives to companies (Ali, 2009). This opinion supported Cote and Minners (2006) that there is a positive relationship between emotional intelligence and the task performance. Othman et al. (2008) believed there is a difference about a common factor of measurement in the job performance. Problems performance criteria need to explain on the criteria for

* **Achmad Choerudin**, Perguruan Tinggi AUB Surakarta (STIE AUB and AT-AUB Surakarta), Central Java, Indonesia, and Senior Lecturer in Management Program

✉ Corresponding author: achmadchoerudin77@yahoo.co.id

the job performance (Austin and Villanova, 1992). One factor performance is the job performance based on the task performance by Van Scotter and Motowidlo (1996) and contextual performance by Borman and Motowidlo (1997). The relationship between emotional intelligence and job performance, using the measurement of task and contextual performance, and results of research conducted by Bradberry (2006) with the results of the relationship between emotional intelligence and job performance are negative. The relationship between emotional intelligence and job performance are negative in social awareness, this explains that the social awareness to others not related to the ability significant on job performance, in addition, social awareness does not correlate with the job performance of because is the real in managing, understand a working relationship which occurs in dynamically company and the limited in the sample research (Bradberry, 2006). O'Boyle and Ernest (2010) that the relationship between emotional intelligence and job performance of the occupation is positive, that the ability of emotional intelligence can measure increased capacity cognitive and personality in forecasting the job performance. The result of a number of studies investigation that the relationship between emotional intelligence and job performance are positive and significant by Cote and Minners (2006), Lopes et al. (2006), Ngah (2009), Afolabi (2010) and Chaudry and Usman (2011) support the findings.

But some other research there are different the findings give rise to inconsistencies of the relationship between emotional intelligence and job performance (Bradberry, 2006; Shahzad et al., 2011; Meskhat, 2011). The relationship between emotional intelligence and job performance are negative and insignificant, so it needs testing the relationship between emotional intelligence and job performance, with the job performance has not been researched before the task and contextual performance. Emotional intelligence can control the work, emotionally negative and improve job performance in order to better (Fatima et al., 2010). Emotional intelligence improves its ability to cope with the pressures (Jain and Sinha, 2005) and creating an atmosphere conducive (Dulewics et al., 2003). Besides, emotional intelligence creates enterprise competitiveness and improving performance of the companies (Overell, 2003). In addition there is the relationship between emotional intelligence and job performance, there is the relationship between emotional intelligence and turnover intention with a negative result (Trivellas, 2010). This opinion reinforced emotional intelligence that have negative effects on turnover intention (Carmeli, 2003). This is interesting, because important aspect the emotional intelligence in reducing the high turnover intention (Jang and George, 2011). The important aspect is that if employees who have emotional high levels of intelligence and think about the job position by observing behavior in a workplace (Trivellas, 2010).

Review of Literature

Emotional intelligence is not just being pleasant, giving positive expressions and controlling feelings, nor is it about managing, using, or influencing people (Cooper and Sawaf, 1997). Emotional intelligence, meanwhile, refers to a typical thought or feeling, biological, psychological state, a series of tendencies to act, add using capability to understand his or her feeling and other people feeling, to motivate himself or herself, to be capable of controlling emotion well both for himself or herself and relationship with other (Goleman, 2000). Similarly, Cooper and Sawaf (1997) define emotional intelligence as a capability in sensing, understanding, implementing the strength and sharpness of emotion as the source of energy, information, connection and natural influence. Goleman (2000) classifies between self-awareness and self-regulation into personal competence of emotional intelligence i.e. owned by someone of their own, while social skills and social awareness are grouped in social competence of emotional intelligence i.e. someone who belongs in the process of social relationships with others. Patton (1998), furthermore, defines it as a capability to use emotion effectively in achieving a goal.

Job performance is an essential part of the form between organization and management of human resource (Campbell, 1990; Jon Springer, 2011). It is a theoretical construct, an abstract idea commonly used as the criteria in job. Jamal (2007) explains that job performance is a function of a successful individual between framework and capability. Furthermore, job performance can be considered as a function of capability and willingness. Thus, what makes job performance different is capability, skill, motivation and the influence in workplace.

Turnover intention is intention an employee to cease from the organizations in work, in other words the wishes of someone or desire to leave the organization (Thoresen et al., 2003). Desire move is a component the withdrawal of someone behavior and has links with negative attitude as insatiability work. Cotton and Tuttle (1986) defined as an estimate of the possibility of an individual will remain on an enterprise. Werther and Davis (1993) said turnover as a willingness of employees to leave an organization to move to other one. Turnover intention is essentially about the work in organization; meanwhile emotional intelligence refers to an essential point in minimizing the high rate of turnover in job (Jang and George, 2011). Factors that become the cause of employee turnover are the condition of the labor market, the expectations towards the choice of employment and the length of the period of employment with the company. Robbins (2006) defines turnover as a permanent dismissal of employees from an organization either voluntarily done by the employees or by the organization itself. The process of identification of the factors that affect the turnover intention becomes an important to be considered and something effective to lower the actual turnover.

Objectives of The Study

- 1) To test and analyze the positive effect of emotional intelligence on job performance.
- 2) To test and analyze the negative effect of emotional intelligence on turnover intention.

Hypothesis

Job performance refers to a theoretical construct, an idea commonly more used as the criteria in work or the work result of an employee in certain period compared to any other possibilities such as standard, target and determined criteria (Robbin, 1996). All of relationship between emotional intelligence and work performance is positive and significant (O'Boyle and Ernest, 2010). Four components of emotional intelligence (self-awareness, self-management and relational management) significantly are correlated to work performance (Bradberry, 2006). Ngah (2009) stated that negative correlation between emotion and job performance indicates that someone experiencing negative affective will feel guilty for not being able to do a better performance. To illustrate, emotion like anger and jealousy will eliminate logic and rationality. Myers and Tucker (2005) explain that emotional intelligence promote the capability of communication both between intrapersonal and interpersonal to understand the emotion role at workplace.

H1: Emotional intelligence has a positive effect on job performance.

Emotional intelligence as a skill helps to overcome emotional, individual so as to be played an important role in influencing desire moved, specifically emotional intelligence within oneself is the ability to act productive in great emotion and information from a place of work. Fatima et al. (2010) said this condition can minimize the number of employees trying to quit from their job. Carmelli (2003) indicates the emotional intelligence has a negative effect on turnover intention. The research conducted by Harrison et al. (2006) explained that desire move would rise and give negative influence on the task performance. It caused by the formation of negative attitude about work and reduction commitment to organization. The result that finding supported by Carmelli (2003), Trivellas (2010), Fatima et al. (2010), Jang and George (2011) and Choerudin (2014) that there are relations between emotional intelligence and turnover intention was negative.

H2: Emotional intelligence has a negative effect on turnover intention.

Research Metodology

This research is a survey conducted to 320 employees of sharia bank in Solo Raya, Central Java, Indonesia. According to Guilford and Flruchter (1973) the number of sample allowed is 178 employees by referring to Hair et al., (2009) in which the size of 100-200 samples for the technique of maximum likelihood estimation,

a technique of taking sample using the method of proportional sampling. Emotional intelligence is a capability to use emotion effectively in self-control and influences a relationship to other positively. It can be measured using the development of Emotional Intelligence Competence – Goleman (2000) consisting of 39 items of question using the Likert Scale 1 to 5 including self-awareness, self-management, social awareness and relational management. Job performance is to measure an achievement in a job. This consists of 2 dimensions: task performance developed by Wayne et al. (1997) and Hochwarter et al. (2006) and contextual performance developed by Witt and Carlson (2006), Van Scotter and Motowidlo (1996) using Likert Scale 1 to 5. Turnover Intentions meanwhile is an intention to quit from an organization using Turnover Intentions Scale developed by Mobley et al. (1978) consisting of 3 items of question using Likert Scale 1 to 5. The technique on the research analysis used Structural Equation Modelling (SEM) with AMOS, a statistical technique of multivariate by testing a series of causality relationship between variables simultaneously (Ferdinand, 2005; Hair et al., 2009).

Results and Discussion

The distribution result of the respondents based on the demography included male (56%) and female (44%). Based on the age, the respondents were between 21-30 years old (53%), 31-40 years old (33%) and above 40 years old (4%). Based on the marital status, it includes the married ones (70%) and unmarried ones (30%). Based on work experience, it included those below 5 years (63%), between 6-10 years (16%) and above 10 years (21%). For the educational level, it was dominated by the undergraduates (4%), Senior High School (10%), postgraduates (70%), and diploma (16%). For the employment status, (66%) of them were permanent employees and (34%) were the contract ones. For the management level, it includes top management (0%), middle management (70%) and lower management (30%). Confirmatory Factor Analysis (CFA) was used to test the construct validity in which each variable was scores above 0.5. The result of data management, loading factor score in each item of questions was higher than 0.5 that shows the validity of the research instruments. The reliability test in this research was measured using the composite reliability technique. The result of the outlier data evaluation showed no single observed data showing that the value of mahalonobis d-squared was not more than the value of *chi-square* table ($\alpha=0.001$; $df=82$) at 99,637. This comparison showed no any multivariate outlier indication in the collected research data. It means that the observed data was concentrated at the centroid points. Furthermore, the result of computerized AMOS program showed that the value of multivariate CR was at 1,323 from -2.58 to 2.58 based on the standards. This indicates a normal distribution of the data observed through the research indicators of multivariate data. SEM Model resulted in the goodness of fit. Subsequently, the index values were compared to the cut-off values recommended for each index. A good model had the index of Goodness of Fit suitable with the recommended cut-off.

Table 1. The testing result of goodness of fit (Managed data, 2016)

No.	Goodness of Fit Index	Testing Result	Cut-off Value	Remarks
1.	Chi-square	312,153	Expected to be lower	-
2.	Probability	0.05	≥ 0.05	Good
3.	GFI	0.942	≥ 0.90	Good
4.	AGFI	0.971	≥ 0.90	Good
5.	TLI	0.959	≥ 0.95	Good
6.	CFI	0.971	≥ 0.95	Good
7.	RMSEA	0.149	≤ 0.08	-

The model of suitability test, NCP (Non-Centrality Parameter) was used to measure the deviation level between the matrix covariance and fitted matrix covariance sample. The estimation model was 216,153 between the values of 136,160–250,463, thus still fulfilling the requirement though the value of NCP was considered higher. ECVI (Expected Cross Validation Index) was at 4,200, while ECVI saturated model was at 3,010 and ECVI independence model was at 75,593. The value of ECVI was lower than ECVI independence, thus the model is suitable to be replicated for the further research. The value of AIC was at 424,153 lower than the value of independence AIC at 7634,942. Hence, the model is fit. NFI (Normal Fit Index), a model, if considered fit, was when the value of NFI was higher than 0.90, meanwhile, the result of the research was at 0,959. Hence, the model is fit. The model resulted in the value of IFI at 0.971 higher than the limit of cut-off at 0.90 (Byrne, 1998), thus the model has a quite good level of fit. The value of RFI standardized between 0 – 1 with the value close to 1 indicates a fit model, while the result of testing the value RFI is at 0.942, thus the model has a good level of fit. The hypothesis 1, results obtained in this study, the value of CR=3,395 with the value of SE=0,635, because the value of $CR > \pm 1.96$ shows that there is a positive and significant relationship between spirituality and emotional intelligence. This hypothesis can be accepted at a significance level α (alpha) = 0.05. The hypothesis 2, results obtained in this study, the value of CR=-2.907 with the value of SE = 0.123, because the value of $CR > \pm 1.96$ shows that there is a negative and significant relationship between emotional intelligence and turnover intention. This hypothesis can be accepted at a significance level α (alpha) =0.05. The results of testing showed that emotional intelligence has the effect of a positive and significant on job performance, indicated the estimates of parameters between variables formed produce value of CR was 2,294 and standardized coefficient beta relationship emotional intelligence and the job performance of 1,127. The value of CR was 2,294 higher than 1,961, significant to the level of 5%, thus this hypothesis supported. In addition to that seen from p-value, from this research in a can of p-value 0.022 to model this research, p-value because lower than 0.05 and supported this hypothesis. The higher the level of emotional intelligence to the higher the level of job performance. Dimensions emotional intelligence dominant are relation in the development self management and others,

task team and collaboration, communicate, leadership, conflict resolution, change, build mutual relation and affect colleagues that exert influence over the contextual performance compared with tasks performance, this shows the ability on the following aspects were fairly dominant outside the role in the firm (Goleman, 2001). This findings support the research by Carmeli (2003), Lopes et al. (2006), Cote and Minners (2006), Ngah (2009), O'Boyle and Ernest (2010), Afolabi (2010), Laila and Amjad (2011), Anjum and Ali (2011) as well as Chaudry and Usman (2011) explained the emotional intelligence has a positiver effect and significant on the job performance. This caused, that results relations between emotional intelligence and job performance would effect on job performance an employee.

The results of testing showed that emotional intelligence no impact on turnover intention, indicated the estimates of parameters between variables formed produce value of CR was 1,070 and standardized coefficient beta relationship emotional intelligence and turnover intention of 0,098. The coefficient of this relationship is lower, if the coefficient of lower than 0.2 then there have weaker relationships. The value of CR was 1,070 lower than 1,961 significant to the level of 5 percent, thus this hypothesis is not supported. In addition to that seen from p-value, from this research in a can of p-value was 0.285 to model this research, p-value because of higher than 0.05 then the hypothesis is not supported.

Based on the results of test shows that the influence of emotional intelligence towards turnover intention is not mean because there is the relationship the weak while dimensions influential dominant emotional intelligence on turnover intention is relation management include the ability of employees in the face of problems the ability to communicate, curiosity, conflict resolution, as well as the relations with various parties who will have an influence on the likelihood of looking for a new work which is an effort to employees in search of work from a job now. Emotional intelligence employees the longer work, does not continue to find in maturity and emotional condition the ability. But precisely interact with others, who will form the view someone and get the effects of the other party.

The effect of the other this is drives someone to determine any decision live in faced problems and the decision to move work. This finding insignificant possible because (1) in turnover employees there are the process of taking employees of other with an offer of companies and exchange for a salary is higher other from the banking sector, that it causes desirous to turnover or work out, in addition the influence of banking leaders were fairly dominant especially in the grip of a plow employees in banks, and (2) dimensions relation management in emotional intelligence that deals with others had an influence on information outside banking especially networking and information job vacancies for employees.

Findings of the research are supporting by Stephens (2011), Siddiqui and Hasan (2013) the relationship between emotional intelligence and turnover intention was insignificant. This finding did not support the results of research by Carmeli

(2003), Trivellas et al. (2010), Fatima et al. (2010) as well as Jang and George (2011) that emotional intelligence has a negative influence on turnover intention.

Managerial Implication

The first, for employees to increase intelligence emotional is able to manage self-awareness, self-management, awareness social and relation management, so that the ability the introduction of soul will help personal relationships and colleague harmonious. *The second*, for businesses and individuals in improving performance is done the performance of a task and contextual covering a work assignment, effective communication, company policy, procedure of company that increases performance according to vision and mission, and development strategy employees in the banking industry. *The third*, for employees in reducing turnover intention is to organize intelligence emotional and needs to be maintained stability emotional. In addition, need to attention of external influences had a role affect turnover intention in the banking.

Conclusion

The first, emotional intelligence has a positive effect and significant on job performance, can be accepted. Emotional intelligence influential on the job performance was positive and significant. The results of testing this indicates that the higher emotional intelligence the higher the level of job performance. Emotional intelligence have positive effect and significant on job performance, acceptable. This findings support the research conducted by Trott (1996), Miliman et al. (2003), Chawla and Guda (2010), and this finding is opposed by Choerudin (2014). *The second*, emotional intelligence has a positive effect and insignificant on turnover intention, cannot be accepted. Emotional intelligence will not affect on turnover intention. The results of testing this shows there is no of emotional intelligence on the extent of the influence turnover intention. This explains that how high employees with the ability, low high in understanding and managing emotional intelligence, did not influence his turnover intention level employees. Emotional intelligence have negative effect and insignificant on turnover intention, unacceptable. This finding not support the research conducted by Carmeli (2003), Trivellas (2010), Fatima et al. (2010), Jang and George (2011) and Choerudin (2014). This finding cannot be accepted because (a) the interpretation of the problems in the process and the purpose and meaning of life in each different employees resulted in biased, (b) the experience of life experienced by individual employees of the different covering self-awareness, self-management, social awareness and relationship management resulted in biased, (c) the existence of empirical studies in the context of differences, (d) less precisely its statistical tests, (e) the existence of the data problem(f) the number of samples and design research, and (g) other factors.

References

- Afolabi O.A., 2010, *Influence of Emotional Intelligence and Gender on Job Performance and Job Satisfaction among Nigerian Policemen*, "Current Research Journal of Social Sciences", 3.
- Ali A., 2009, *The moderating role of job characteristic on emotional intelligence and performance*, Dissertation, FUIEMS–Management Sciences, Foundation University of Islamabad.
- Anjum A., Ali H., 2011, *Effect of emotional intelligence and perceived work environment on performance of bankers*, "International Journal of The Computer. The Internet and Management", 19(2).
- Austin J.T., Villanova P., 1992, *The criterion problem: 1917-1992*, "Journal of Applied Psychology", 77.
- Berrocald P.F., Alcaide R., Extremera N., Pizarro D., 2006, *The role of emotional intelligence in anxiety and depression among adolescents*, "Individual Differences Research", 4(1).
- Barsade S.G., Gibson D.E., 2007, *Why does affect matter in organizations*, "Academy of Management Perspectives", 21(1).
- Borman W.C., Motowidlo S.J., 1997, *Task performance and contextual performance: the meaning for personal selection research*, "Human Performance", 10(2).
- Bradberry T., 2006, *Ability-versus skill-based assessment of emotional intelligence*, "Psicothema", 18.
- Byrne B.M., 1998, *Structural equation modeling with LISREL, PRELIS and SIMPLIS: Basic concepts, applications, and programming*. New Jersey: Lawrence Erlbaum Associates, Inc.
- Campbell J.P., 1990, *Modeling the performance prediction problem in industrial and organizational psychology*, Palo Alto.
- Carmeli A., 2003, *The relationship between EI and work attitudes, behavior and outcomes: An examination among senior managers*, "Journal of Managerial Psychology", 88.
- Chaudhry A.A., Usman A., 2011, *An investigation of relationship between employees emotional intelligence and performance*, "African Journal of Business Management", 5(9).
- Chawla V., Guda S., 2010, *Individual spirituality at work and its relationship with job satisfaction, propensity to leave and job commitment: An exploratory study among sales professionals*, "Journal of Human Values", 16(2).
- Choerudin A., 2014, *Model of integration of spirituality towards the work behaviour and emotional intelligence as mediating variable: an approach of structural equation modeling (SEM)*, "International Journal of Research in Commerce, IT & Management", 4(1).
- Cote S., Miners C.T.H., 2006, *Emotional intelligence, cognitive intelligence, and job performance*, "Administrative Science Quarterly", 51(1).
- Cotton J.L., Tuttle J.M., 1986, *Employee turnover: A meta-analysis and review with implications for research*, "Academy of Management Review", 11(1).
- Cooper R.K., Sawaf A., 1997, *Executive EQ: Emotional Intelligence in Leadership and Organizations*, Grosette/Putname, New York, NY.
- Dulewics V., Higgs M., Slaski M., 2003, *Measuring EI: content, construct and criterion-related validity*, "Journal of Managerial Psychology", 18(5).

- Fatima A., Imran R., Zaheer A., 2010, *Emotional intelligence and job satisfaction: mediated by transformational leadership*, "World Applied Sciences Journal", 10(6).
- Ferdinand A., 2005, *Structural Equation Modeling dalam Penelitian Manajemen*, Ikatana Penerbit Universitas Diponegoro, Semarang.
- George J.M., 2000, *Emotions and leadership: the role of emotional intelligence*, "Human Relations", 55.
- Goleman D., 2000, *Emotional intelligence: Issues and paradigm building*, [In:] D. Goleman, C. Cherniss (Eds.), *The emotionally intelligent workplace: How to select for, measure, and improve emotional intelligence in individuals, groups, and organizations*, San Francisco: Jossey - Bass.
- Goleman D., 2001, *An EI-based theory of performance: Issues in paradigm building*, [In:] Cherniss C., Goleman D. (Eds.), *The emotionally intelligent workplace*, San Francisco: Jossey-Bass.
- Goleman D., Boyaltiz R., McKee, 2002, *Primal leadership: realizing the power of emotional intelligence*, Boston, M.A: Harvard Business School.
- Guilford, Flurchter, 1973, *Fundamental Statistics in Psychology Education*, New York: McGraw Hill.
- Hair J.F., Black W.C., Babin B.J., Anderson R.E., 2009, *Multivariate data analysis*, (7th ed.), Upper Saddle River, NJ: Prentice Hall.
- Harrison D.A., Newman D.A., Roth P.L., 2006, *How important are job attitudes? Meta-analytic comparisons of integrative behavioral outcomes and time sequences*, "Academy of Management Journal", 49(2).
- Hochwarter W.A., Witt L.A., Treadway D.C., Ferris G.R., 2006, *The interaction of social skill and organizational support on job performance*, "Journal of Applied Psychology", 91(2).
- Jain A.K., Sinha A.K., 2005, *General health in organizations: Relative relevance of emotional intelligence, trust and organizational support*, "International Journal of Stress Management", 12(3).
- Jang J.C., George T., 2011, *The relationship of emotional intelligence to job stress, affective commitment, and turnover intention among restaurant employees*, "The Ohio State University", 1-5.
- Jamal M., 2007, *Job stress and job performance controversy revisited: an empirical examination in two countries*, "International Journal of Stress Management", 14(2).
- Jon Springer G., 2011, *A study of job motivation, satisfaction, and performance among bank employee*, "Journal of Global Bussiness Issues", 5(1).
- Laila M., Amjad S., 2011, *Emotional intelligence determining work attitudes and outcomes of university: evidence from Pakistan*, "Interdisciplinary Journal of Contemporary Research in Business", 2(10).
- Lopes P.N., Cote S., Grewal D., Cadis J., Gall M., Salovey P., 2006, *Evidence that emotional intelligence is related to job performance and affect and attitudes at work*, "Psicothema", 18.
- Meskhat M., 2011, *The relationship between emotional intelligence and academic success*, "Journal of Technology and Education", 5(3).
- Milliman J., Czaplewski A., Ferguson J., 2003, *Workplace spirituality and employee work attitudes*, "Journal of Organizational Change Management", 16(4).
- Mobley, Horner, Hollingsworth, 1978, *Intermediate linkages in the relationship between job satisfaction and employee turnover*, "Journal of Applied Psychology", 62(2).

- Myers L.L., Tucker M.L., 2005, *Increasing awareness of emotional intelligence in a business curriculum*, "Business Communication Quarterly", 68(1).
- Ngah R., 2009, *Emotional intelligence of Malaysian academia towards work performance*, "International Education Studies", 2(2).
- O'Boyle Jr., Ernest H., 2010, *The relation between emotional intelligence and job performance: a meta-analysis*, "Journal Organizational Behavior".
- Othman A.K., Abdullah H.S., Ahmad J., 2008, *Emotional intelligence, emotional labour and work effectiveness in service organizations: a proposed model*, "Vision–The Journal of Business Perspective", 12(1).
- Overell S., 2003, *Spirituality in business: A reconnection with core values*, "Financial Times", September 20.
- Patton P., 1998, *EQ Landasan untuk Meraih Sukses Pribadi dan Karir*, Jakarta: PT. Mitra Media.
- Robbins S.P., 1996, *Perilaku Organisasi*, Edisi Bahasa Indonesia, Jilid I dan II, Pringhalindo, Jakarta.
- Shahzad K., Sarmad M., 2011, *Impact of EI on employees performance in telecom sector on Pakistan*, "African Journal of Business Management", 5(4).
- Stephens, Paulette L., 2011, *A quantitative correlation study of emotional intelligence and employee turnover intentions in the information technology workplace*, Abstract of UMI Proquest, University of Phoenix.
- Siddiqui R.S., Hasan A., 2013, *Relationship between emotional intelligence and employee turnover rate in FMCG organizations*, "Pakistan Journal of Commerce and Social Sciences", 7(1).
- Thoresen C.J., Kaplan S.A., Barsky A.P., Warren C.R., de Chermont K., 2003, *The affective underpinnings of job perceptions and attitudes: A meta-analytic review and integration*, "Psychological Bulletin", 129(6).
- Trott D., 1996, *Spiritual well-being of workers: An exploratory study of spirituality in the workplace*, unpublished doctoral dissertation, Austin: University of Texas.
- Trivellas, 2010, *The impact of emotional intelligence on job outcomes and turnover intention in health care, Greece*.
- Van Scotter J.R., Motowidlo S.J., 1996, *Interpersonal facilitation and job dedication as separate facets of contextual performance*, "Journal of Applied Psychology", 81(5).
- Wayne S.J., Shore L.M., Liden R.C., 1997, *Perceived organizational support and leader-member exchange: A social exchange perspective*, "Academy of Management Journal", 40(1).
- Werther W., Davis K., 1993, *Human Resources and Personnel Management*, Forth Edition, New York: McGraw Hill,
- Witt L.A., Carlson D.S., 2006, *The work-family interface and job performance: moderating effects of conscientiousness and perceived organizational support*, "Journal of Occupational Health Psychology", 11(4).

WPLYW INTELIGENCJI EMOCJONALNEJ NA MOTYWACJĘ ZWIĘKSZONEJ WYDAJNOŚCI PRACY I CHEĆ ZMIANY PRACY: STUDIUM EMPIRYCZNE

Streszczenie: Artykuł przedstawia wyniki badań ankietowych pracowników banku w Solo Raya, w centralnej części Jawy, w Indonezji. Przebadano 178 pracowników. Dla zwiększenia wiarygodności badań ankietowano losowo wybrane osoby. Technika analizy

badań wykorzystala modelowanie równań strukturalnych (SEM) z AMOS. Wyniki i wnioski wskazują, że inteligencja emocjonalna ma pozytywny wpływ na wydajność pracy oraz inteligencja emocjonalna ma negatywny wpływ chęć zmiany pracy. Wyniki badania wskazują, że wyższy poziom inteligencji emocjonalnej nie ma wpływu na poziom chęci zmiany pracy.

Słowa kluczowe: inteligencja emocjonalna, wydajność pracy, chęć zmiany pracy

情感智力對工作績效和動機注意力的影響：實證研究

摘要：本研究是印度尼西亞中爪哇SoloRaya的伊斯蘭教銀行的調查員。最大似然估計技術允許的樣本數為178名員工。使用比例隨機抽樣方法的抽樣技術。研究分析的技術使用AMOS的結構方程模型（SEM）。結果和結果表明，（1）情緒智力對工作績效有積極影響；（2）情緒智力對離職傾向有負面影響。測試結果表明，比工作表現水平更高的情緒智力，並沒有影響情緒智力水平的周轉意願。這說明，具有能力，理解和管理情緒智力的員工不會影響他們在員工級別的離職意向。情緒智力對工作表現和周轉意願的直接關係的發展需要強調與社會互動，並接近構建社會資本以加強對情況不同工作的影響的理論。

關鍵詞：情商，性能，成交意向