

**THE IMPACT OF EMOTIONAL INTELLIGENCE AND JOB INSECURITY ON  
EMPLOYEE PERFORMANCE AT PT. BPR PRISMA DANA MANADO**

*PENGARUH DARI KECERDASAN EMOSIONAL DAN KETIDAKAMANAN KERJA TERHADAP  
KINERJA KARYAWAN DI PT. BPR PRISMA DANA MANADO*

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**Abstract:** Employee performance is one of the benchmarks for the success of a company, employees who produce good performance will also have a good impact on company performance and if employees cannot provide good performance it will also have a bad impact on company performance. To support the creation of a good performance there are so many factors that must be considered both internal and external factors. This research aimed to analyze The Impact of Emotional Intelligence and Job Insecurity on Job Performance at PT. BPR Prisma Dana Manado. This is a research with a quantitative approach using multiple linear regression analysis, with Emotional Intelligence (X1) and Job Insecurity (X2) as independent variables and Job Performance (Y) as dependent variable. The data was collected using total sample or saturation sampling with 40 respondents represent all the employees at PT. BPR Prisma Dana Manado. This research showed that Emotional Intelligence partially has an impact on Employee Performance, Job Insecurity partially has an impact on Job Performance and simultaneously Emotional Intelligence and Job Insecurity has an impact on Employee Performance at PT. BPR Prisma Dana Manado.

**Keywords:** Emotional intelligence, job insecurity, employee performance

**Abstrak:** Kinerja pegawai merupakan salah satu tolak ukur keberhasilan suatu perusahaan, pegawai yang menghasilkan kinerja yang baik juga akan berdampak baik terhadap kinerja perusahaan dan apabila pegawai tidak dapat memberikan kinerja yang baik juga akan berdampak buruk pada kinerja perusahaan. Untuk mendukung terciptanya kinerja yang baik banyak sekali faktor yang harus diperhatikan baik faktor internal maupun faktor eksternal. Penelitian ini bertujuan untuk menganalisis Pengaruh Kecerdasan Emosional dan Ketidakamanan Kerja Terhadap Prestasi Kerja Pada PT. BPR Prisma Dana Manado. Penelitian ini merupakan penelitian dengan pendekatan kuantitatif dengan menggunakan analisis regresi linier berganda, dengan Kecerdasan Emosional (X1) dan Job Insecurity (X2) sebagai variabel bebas dan Prestasi Kerja (Y) sebagai variabel terikat. Pengumpulan data menggunakan total sample atau saturation sampling dengan jumlah responden sebanyak 40 orang yang mewakili seluruh karyawan di PT. BPR Prisma Dana Manado. Hasil penelitian menunjukkan bahwa Kecerdasan Emosional secara parsial berpengaruh terhadap Kinerja Karyawan, Job Insecurity secara parsial berpengaruh terhadap Prestasi Kerja dan secara simultan Kecerdasan Emosional dan Job Insecurity berpengaruh terhadap Kinerja Karyawan pada PT. BPR Prisma Dana Manado.

**Kata Kunci:** Kecerdasan emosional, ketidakamanan kerja, kinerja karyawan

## INTRODUCTION

### Research Background

In this era, the development of the world leads us to face progress in all fields. The rapid development of the world, which is accompanied by progress in all fields requires all aspects of life to contribute to it. Companies

as an organization must ensure that they are able to adapt and even participate in these developments. The role of human resources (HR) determines a company to not only be able to survive but participate in all developments by following all existing advances. Every company must prepare its employees as human resources that can guarantee the company in achieving its goals to keep moving forward with the times. HR must be human learners, which individuals who want to learn and work with enthusiasm so that the potential of human beings is maximally developed (Sutrisno, 2010).

Employees as human resources in a company is the main key so that the company can move forward to follow existing developments and achieve its goals. In achieving all of that, of course, it takes the quality of good performance of employees as human resources in a company. Employees are expecting to be able to work optimally and fulfill all demands given by the company. Employee performance are assessed from the processes that occur while doing work and how the results obtained from the work. An employee has good performance if he can work effectively and efficiently by following all the demands of work in the company. Sutrisno (2010) concludes that employee performances as the result of employees' work is that of quality, quantity, work time, and cooperation to achieve the goals that the organization has set.

To achieve all of these objectives there are several factors that can affect employee performance. These factors come from within the employee as an individual and from the surrounding environment. Having the ability to regulate emotional intelligence is something that an individual must have in carrying out daily activities. According to William (2019:11), emotional intelligence is about self-awareness, self-management, and relationship management. It's about knowing yourself and being able to manage your emotion, as well as your response to the emotions. Having emotional intelligence is related to how an employee can recognize themselves and be able to adapt to people around them so they can build a good emotional relationship. This will also have a good impact on the process of completing tasks and responsibilities as an employee in fulfilling a job.

The next factor that has the possibility to affect an employee's performance is a factor that comes from the work environment, regarding relationships with colleagues to the conditions of work itself. Employees will feel inconvenience at work if they begin to feel the changes that occur in the work environment. It also can cause job insecurity. Novialdi (2009) states that job insecurity is a level where workers feel their job is threatened and feeling powerless to do anything to change the situation. This is caused by so many things that happen that are unexpected and cannot be controlled by employees that can be threatening the sustainability of their job. These conditions can be a factor that can affect the quality of employee performance itself and even lead the employee to have a turnover intention.

These factors can also be found in the company's industry, including the banking industry. More attention is needed to the condition of employees so that these factors do not have an impact on existing performance. PT. BPR Prisma Dana Manado is used as an object in the research. The company has a long-term strategy of improving services and creating reliable, effective and efficient products with a vision to be a professional, large, strong and healthy bank. In an effort to carry out the strategy and achieve this vision, there is one point that is included in the company's mission, which is about organizational development and optimization of human resources and service networks. This of course relates to the role of human resources in carrying out their responsibilities in order to achieve company goals. Employees must be able to meet all the demands given in their work and must be able to control all the factors that can affect the quality of performance including emotionality and job insecurity factors that can affect the sustainability of the work they have.

### **Research Objectives**

This research has several objectives:

1. To reveal whether emotional intelligence partially has an impact on employee performance at PT. BPR Prisma Dana Manado.
2. To reveal whether job insecurity partially has an impact on employee performance at PT. BPR Prisma Dana Manado.
3. To reveal whether emotional intelligence and job insecurity simultaneously has an impact on employee performance at PT. BPR Prisma Dana Manado.

**Human Resource Management**

According to Prawirosentono (2008), performance is the work that a person or a group of people in an organization can accomplish according to individual authority and responsibility in order to achieve breaking the law and according to morals and ethics. It can be conclude that performance refers to the individual's behavior and performance as to running and finishing a job as the responsibility to perform.

**Emotional Intelligence**

According to Goleman in Robbins and Judge, (2008) emotional intelligence is a person's ability to detect and manage emotional clues and information. People who know their own emotions and are able to read others' emotions well can be more effective in their work. Having emotional intelligence is also essential for individuals to carry out activities and responsibilities in daily life. In the working world itself, having emotional intelligence is also essential in order to perform the task assigned to the job effectively and efficiently.

**Job Insecurity**

According to Smithson and Lewis (2000), job insecurity is a psychological condition of an individual (employee) who demonstrates confusion or insecurity because of changing environmental conditions (perceived impermanence). This condition arose because of the great variety of jobs that were of a short nature or contract work. The greater the number of jobs that are temporary or impermanent, the greater the number of employees who suffer from job insecurity.

**Employee Performance**

According to Prawirosentono (2008), performance is the work that a person or a group of people in an organization can accomplish according to individual authority and responsibility in order to achieve breaking the law and according to morals and ethics. It can be concluded that performance refers to the individual's behavior and performance as to running and finishing a job as the responsibility to perform.

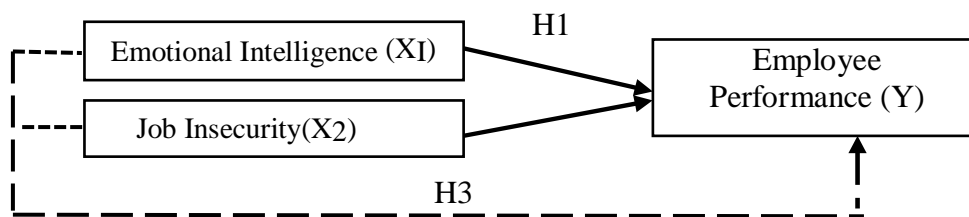
**Previous research**

Mukti Ali, Badri Munir Sukoco, and Falih Suaedi. (2018) aimed to create a document key performance indicator associated with emotional intelligence, commitment, and motivation on the performance lecturer at the Universitas Maarif Hasyim Latif Sidoarjo. The research uses quantitative methods to the associative and using regression analysis techniques and equational structure modeling for determining hypothesis. The research was based on the findings of non-optimal lecturers performance in carrying out the task, they allegedly a violation of labor discipline, still high levels of absenteeism and tardiness in teaching.

Hamid Mahmood and Abdul Rauf (2018) investigate the impact of job insecurity on employee performance with the mediating role of turnover intention. It will help the Highnoon laboratories to develop the roadmap to provide different strategies, increase employee performance and decrease turnover. Quantitative research approach used in this study and data has been collected through survey research method in which adopted questionnaire will use as instrument of the survey. Target population of this study will be employee of the Highnoon laboratories. Research data has been analyzed by applying descriptive statistical techniques through SPSS(v 21.0) software. Descriptive statistics, diagrams, standard equation method, SEM correlation, and linear regression tests have been applied to draw the results of the study.

Zeeshan Ahmed, Sarwat Sabir, Zia ur Rehman, Mishal Khosa, and Anyl Khan. (2016) aimed to sheds light to comprehend the performance level of employees in educational institutions of Dera Ghazi Khan, Multan and Bahawalpur, Pakistan. This research study focuses on recognizing emotional intelligence factors and employees of the educational institute and its relation to their job performance level. Research data (N= 235) for the present study were collected by floating questionnaires that respondents were employees of higher educational institutions. The limitations for this research study were resources and time limitations, which bond the current study to only three cities of Pakistan. Correlation and regression analysis was used to find the results and found a positive relationship between emotional intelligence and employee's job performance. To examine emotional intelligence in detail, this study will examine the factors of emotional intelligence, its drawback and propose some strategies on how educational institutions can increase their employee's performance.



**Conceptual Framework****Figure 1. Conceptual Framework***Source: Data Processed, 2021***Research Hypothesis**

H1: Emotional Intelligence has an impact to employee performance partially.

H2: Job Insecurity has an impact to employee performance partially.

H3: Emotional Intelligence and Job Insecurity have an impact to employee performance simultaneously.

**RESEARCH METHOD****Research Approach**

This type of research is an associative study, where it aims to determine the relationship between variables to variables. According to Sugiyono (2017), associative research is one that aims to find out the relation between two or more variables. So there are independent variables (variables that affect) and dependent (affected), so this study is intended to find a causal relationship between emotional intelligence and job insecurity on employee performance.

**Population, Sample, Sampling Technique**

The target population to be taken in this study are the employees at PT. BPR Prisma Dana Manado with 40 employees with the total sample taken in this study is the total number of people specified in the research object. In this research sampling technique to be used for sampling taking is a total sample or saturation sampling. According to the Sugiyono (2017) the saturated sampling is the technique for collecting samples when all the members of the population are used as samples. This is because the population used in this study is relatively small or research that wants to be generalized with a smaller possibility of error. This study took a sample of employees at PT. BPR Prisma Dana Manado and does not take samples from office leaders.

**Testing of Research Instruments Validity and Reliability Test**

Validity according to Sugiyono (2017) shows a degree of accuracy between the data that actually occurs in objects and the data collected by researchers. While reliability test is the extent to which the results of measurements using the same object, will produce the same data.

**Multiple Linear Regression**

Multiple linear regression analysis is an analysis used to determine the effect on the dependent variable if there are two or more independent variables as a predictor factor manipulated. This analysis can only be done for at least 2 independent variables in a study. In this research, the regression equation is performed to find out how much effect of the independent variables which are emotional intelligence (X1) and job insecurity (X2) on the dependent variable, namely employee performance (Y). The formula of multiple linear regressions as follows:

$$Y = \alpha + \beta_1 X_1 + \beta_2 X_2 + \varepsilon$$

Description:

Y : Employee Performance

$\alpha$  : The Constant

X1 : Emotional Intelligence

X2 : Job Insecurity

$\beta_1$  &  $\beta_2$  : Koefisien Regresi

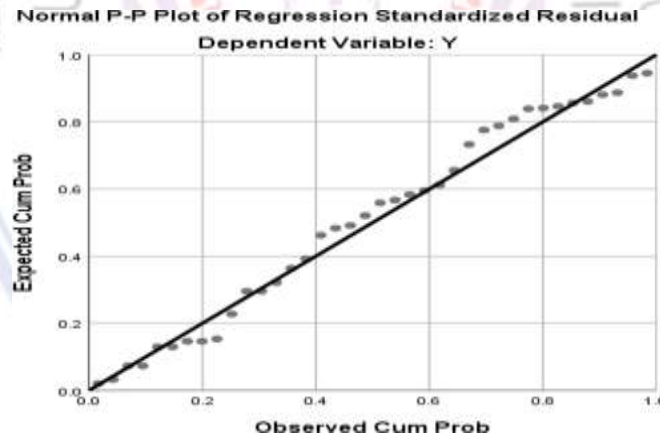
$\varepsilon$  : Error

**RESULT AND DISCUSSION****Result****Table 1. Validity and Reliability Test**

Variable	Indicators	R	Status	Cronbach Alpha	Status
Emotional Intelligence (X1)	X11	.916	Valid	.828	Reliable
	X12	.917	Valid		Reliable
	X13	.881	Valid		Reliable
	X14	.438	Valid		Reliable
Job Insecurity (X2)	X21	.888	Valid	.928	Reliable
	X22	.945	Valid		Reliable
	X23	.893	Valid		Reliable
	X24	.902	Valid		Reliable
Employee Performance (Y)	Y11	.911	Valid	.930	Reliable
	Y12	.886	Valid		Reliable
	Y13	.900	Valid		Reliable
	Y14	.913	Valid		Reliable
	Y15	.651	Valid		Reliable
	Y16	.879	Valid		Reliable

Source: Data Processed, 2021

Based on the table above, it can be seen that the significant value for each statement is  $> R$  Count (Correlation), which is 0.3, it can be concluded that each statement is valid. Cronbach's alpha value for each statement  $> 0.6$ , it can be concluded that each statement is said to be reliable.



**Figure 2. Normality Test**  
Source: Data Processed, 2021

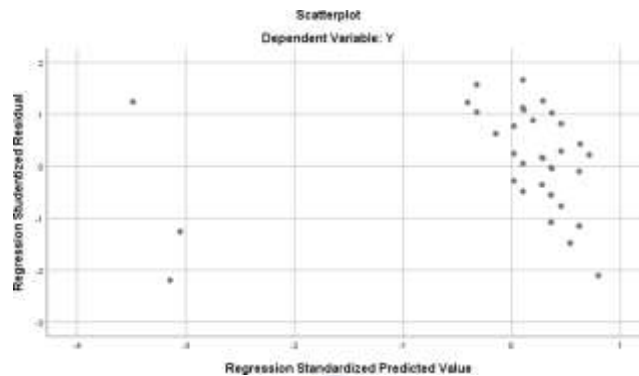
Figure 2 shows that based on the graph above there has no problem in the normality test, the coordinate points between the observed values and the data follow a diagonal line, so it can be concluded that the data has a normal distribution.

**Multicollinearity Test****Table 2. Collinearity Statistics**

Model	Collinearity Statistics		Status
	Tolerance	VIF	
Emotional Intelligence	0.320	3.127	No Multicollinearity
Job Insecurity	0.320	3.127	No Multicollinearity

Source: Data Processed, 2021

Based on the result there is no multicollinearity symptom if the VIF value  $<10$ . The results of the calculation result in a value below number 1, it can be concluded that there is no multicollinearity symptom in the regression model.



**Figure 3. Heteroscedasticity Test**

Source: Data Processed, 2021

This result shows that the heteroscedasticity test shows the points that spread randomly and no clear pattern is formed and in the distribution the points spread below and above the number 0 on the Y axis. This identifies no heteroscedasticity in the regression model, so that the data worth wearing.

#### Autocorrelation Test

The result of Durbin Watson is 2.170. DW numbers below -2 means there is positive autocorrelation, DW numbers -2 to +2 means there is no autocorrelation, and DW numbers above +2 mean there is negative autocorrelation. It means that there is no autocorrelation in this research.

#### Multiple Linear Regression

**Table 3. Multiple Linear Regression**

Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig.
		B	Std. Error	Beta		
1	(Constant)	.127	1.937		.066	.948
	Emotional Intelligence	1.142	.189	.709	6.037	.000
	Job Insecurity	.368	.178	.242	2.063	.047

a. Dependent Variable: Employee Performance

Source: Data Processed, 20

The result from this table above can be shown through the regression equation as follows:

$$Y = 0.127 + 1.142 X_1 + 0.368 X_2 + e$$

The interpretation of the equation as follow

1. The constant shows value of 0.127 means that if Emotional Intelligence (X1) and Job Insecurity (X2) are equal to zero (0), then the amount of Performance (Y) is 0.127.
2. Emotional Intelligence (X1) is 1,142, it has a positive effect on the dependent variable (Y). If the Emotional Intelligence (X1) variable increases by 1 unit, then Performance (Y) will also increase by 1 unit become 1,142 units with the assumption that other variables are fixed or constant.
3. Job Insecurity (X2) is 0.368, it has an influence on the dependent variable (Y). If the Job Insecurity variable (X2) increases by 1 unit, then Performance (Y) will increase by 0.368 units, assuming other variables are fixed or constant.

**F-Test****Table 4. F-test Result**

		ANOVA				
	Model	Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	719.833	2	359.917	95.751	.000 <sup>b</sup>
	Residual	131.561	35	3.759		
	Total	851.395	37			

a. Dependent Variable: Employee Performance

b. Predictors: (Constant), Emotional Intelligence, Job Insecurity

Source: Data Processed, 2021

The table above shows the calculated F value of 95,751 with a significance level of 0,000. The analysis results obtained Simultaneous Test (F test) with a significant level of p-value = 0.000 < 0.05, it can be concluded that H<sub>0</sub> is rejected or H<sub>a</sub> is accepted, which means that Emotional Intelligence (X<sub>1</sub>) and Job Insecurity (X<sub>2</sub>) together have a significant effect on Performance (Y).

**T-Test****Table 5. T-Test Result**

Model	Unstandardized Coefficients		Standardized Coefficients	T	Sig.
	B	Std. Error	Beta		
(Constant)	0.127	1.937		0.066	0.948
1 Emotional Intelligence (X <sub>1</sub> )	1.142	0.189	0.709	6.037	0.000
Job Insecurity (X <sub>2</sub> )	0.368	0.178	0.242	2.063	0.047

Source: Data Processed, 2021

The interpretation as follows:

1. Emotional Intelligence (X<sub>1</sub>) has a positive T value and a significance level of p-value = 0.000 < 0.05, it can be concluded that H<sub>0</sub> is rejected and H<sub>a</sub> is accepted or Emotional Intelligence (X<sub>1</sub>) has a significant effect on Performance (Y).
2. Job Insecurity (X<sub>2</sub>) has a positive T value and a significance level of p-value = 0.047 < 0.05, it can be concluded that H<sub>0</sub> is rejected and H<sub>a</sub> is accepted or Job Insecurity (X<sub>2</sub>) has a significant effect on Performance (Y).

**Discussion****Emotional Intelligence**

Emotional intelligence is a person's ability to detect and manage emotional clues and information. Having good emotional intelligence will help employees to balance their emotional state when doing a job so that it will not have an impact on performance. The results of this research showed that emotional intelligence has a positive and significant impact on employee performance. The ability to maintain a high level of emotional intelligence can assist them in doing high-quality work without being affected by their emotional state. In accordance with that, this research shows that the employees at PT. BPR Prisma Dana Manado have the ability to manage its emotional intelligence well so that it does not have a bad impact on existing performance. There are four indicators of Davies, Stankov, and Roberts (1998), they are understanding oneself emotion, understanding others emotion, regulating emotion, and using emotion to facilitate performance that can be used as a measure of an employee's emotional intelligence. Same results were also shown in a study conducted by Sunaryo and Ratri (2018). Where in this study shows that emotional intelligence has an impact on employee's performance, the higher the level of emotional intelligence of employees, the higher the performance. Emotional intelligence can also be a performance indicator for the quality of public services. When an employee is able to regulate his emotional intelligence, he is not only able to understand his own emotional condition, they can also understand the emotional condition of their co-workers, regulate the condition of emotional intelligence so that it becomes a good influence in supporting good performance results.

**Job Insecurity**

Job Insecurity is a psychological condition in which employees feel unable to keep the job they have or



feel that something will happen in the future or in the near future that threatens their employment status. The results of this research showed that job insecurity has a positive and significant impact on employee performance. In this case the employees at PT. BPR Prisma Dana Manado shows a good reaction related to the presence or absence of job insecurity in the continuity of their work, so that this reaction does not cause bad consequences that can affect the effectiveness of their performance. One possibility that makes this happen is that they do not use job insecurity as their reason to give up their job and use it as motivation to improve their existing performance so that they can avoid things that can harm them, including the possibility of them losing their job. In contrast to the results of research conducted by Mahmood and Rauf, (2018). The research shows that Job Insecurity has a negative effect on Performance. This is because what employees expect cannot be fulfilled by the company so that it does not reduce their struggles they face at work which has an impact on decreasing employee performance. What happened in this study was the opposite where employees do not use Job Insecurity as the reason for their poor performance and use it as a reference to improve performance so that it does not adversely affect their job status. This is also in accordance with the statement given by the company through interviews conducted in the field and through direct observation at the research object company, that there are no performance problems caused by the existence of Job Insecurity of employees.

## CONCLUSION AND RECOMMENDATIONS

### Conclusion

Based on the results of the analysis and discussion that has been stated in the previous chapter, it can be concluded that:

1. Emotional Intelligence has a significant impact on employee performance. In this case the employees of PT. BPR Prisma Dana Manado is able to manage these indicators in balancing their Emotional Intelligence so that it has a good effect on the Performance of employees at PT. BPR Prisma Dana Manado.
2. Job Insecurity has a significant impact on Employee Performance. There are no problems or negative impact on Employee Performance caused by Job Insecurity. Although a small part of the data collected shows that there are employees who feel they have a tendency to feel Job Insecurity but it does not have a bad influence on the performance of these employees at PT. BPR Prisma Dana Manado.
3. Emotional Intelligence and Job Insecurity have a significant impact on the performance of employees of PT. BPR Prisma Dana Manado simultaneously.

### Recommendations

PT. BPR Prisma Dana Manado is expected to continue to pay attention to emotional conditions by creating environmental conditions that can provide assistance and have a positive impact on employees in regulating their Emotional Intelligence level during working hours. Working conditions at PT. BPR Prisma Dana Manado makes employees have to deal with customers and colleagues every day so that having good Emotional Intelligence level can affect the Employee's Performance. As for the Job Insecurity variable, PT. BPR Prisma Dana is expected to be able to maintain the current conditions with not creating the possibility of employees having a feeling of Job Insecurity. And seeing the fact that there is a small proportion of employees at PT. BPR Prisma Dana has feeling a Job Insecurity even though at this time it does not have an impact on performance, the company must be able to giving more attention so that it will not cause bad effects in the future.

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