

THE INFLUENCE OF INTELLIGENCE QUOTIENT AND EMOTIONAL QUOTIENT TOWARD EMPLOYEE PERFORMANCE (CASE STUDY AT PT. BANK MANDIRI (PERSERO) TBK. MANADO BRANCH OFFICE WANEA)

PENGARUH KECERDASAN INTELEKTUAL DAN KECERDASAN EMOSIONAL TERHADAP KINERJA KARYAWAN STUDI KASUS: PT. BANK MANDIRI (PERSERO) TBK. MANADO KANTOR CABANG WANEA

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ABSTRACT

The performance of employees determined the success of a company and the achievement of company objectives, and therefore a company need their employees are able to show optimal performance because performance will affect the overall success of the company or organization. This research was conducted by using quantitative analysis method. The main objectives in this research are: (1) To know the influence of intelligence quotient toward employee performance at PT. Bank Mandiri (Persero) tbk. Manado Brach Office Wanea (2) To know the influence of intelligence quotient toward employee performance at PT. Bank Mandiri (Persero) tbk. Manadi Brach Office Wanea. Sample of this research is 30 respondents. The results from the study showed that the intelligence quotient and emotional quotient has significantly influence employee performance, as well as the factors that influence most dominant is emotional quotient.

Keywords: Intelligence Quotient, Emotional Quotient, Employee Performance

ABSTRAK

Kinerja karyawan menentukan keberhasilan sebuah perusahaan dan pencapaian tujuan perusahaan, dan oleh karena itu perusahaan membutuhkan karyawan mereka mampu menunjukkan kinerja yang optimal karena kinerja akan mempengaruhi keberhasilan keseluruhan dari perusahaan atau organisasi. Penelitian ini dilakukan dengan menggunakan metode analisis kuantitatif. Tujuan utama dalam penelitian ini adalah: (1) Untuk mengetahui pengaruh kecerdasan intelektual terhadap kinerja karyawan di PT. Bank Mandiri (Persero) tbk. Manadi Brach Office (2) Untuk mengetahui pengaruh kecerdasan intelektual terhadap kinerja karyawan di PT. Bank Mandiri (Persero) tbk. Manadi Brach Office. Sampel penelitian ini adalah 30 responden. Hasil dari penelitian menunjukkan bahwa kecerdasan intelektual dan emosional telah berpengaruh signifikan terhadap kinerja karyawan, serta faktor-faktor yang mempengaruhi paling dominan adalah kecerdasan emosional.

Kata kunci: Kecerdasan Intelektual, Kecerdasan Emosional, Kinerja Karyawan

1. INTRODUCTION

Research Background

Human resources are the most important role in a company or organization, because without a good human resources, the goals of a company will be harder to achieve. In human resources, where employees provide energy, ideas, and efforts to the company to achieve a goals. The factor that have crucial role in organization is performance. The performance of employees determined the success of a company and the achievement of company objectives, and therefore a company need their employees are able to show optimal performance because performance will affect the overall success of the company or organization.

In order to achieve the goals, organizations should be able to creating conditions that can encourage employees to develop and improve the ability and skill. People assume that the higher the IQ (Intelligence Quotient) someone will be more successful in the job. However, according Goleman (2000) through the research said that the intelligence EQ (Emotional Quotient) accounted for 80% of the determinants of a person's success, while the other 20% is determined by IQ (Intelligence Quotient). So people need to realize at the time that not only intellectual is needed to achieve success but needed another kind of skills that self-control, self-motivation and social skill to be concerned

By improving the performance of PT.Bank Mandiri (Persero) Tbk, Manado demands that their employee must have knowledge, ability, skills, attitude, discipline and integrity in order to perform a best service or quality to customer and to increase the productivity of a company. But, there are problem that always be in the workplace. that related to performance from the work environment as a lot of tasks that given to reach the company's targets makes employee work in under-pressure, the behavior of employees and social issue that problem working with others and also there are many employee who late for work, left early without permission, using working hours for personal gain, irritability when faced with a problem or supervisor reprimanded, and other similar behavior.

The performance of employee is cannot be seen just by the intelligence of its employee but the emotional of the employee is also important. As we know that someone who has a higher IQ is faster to learning, understanding the job and also has ability to solving a problem is better to finish their work than a person who has a lower IQ. But now, we can see that if someone who can control their emotion, communicating, motivating and working with other employee will produce a good performance for a company. Even if someone who has a higher IQ but without a good EQ that's not guaranteed that their will successful in the future. So, It shows that the IQ and EQ of the employee are both important factors that influence the employee performance.

Research Objectives

1. To analyze the significant influence of Intellectual Quotient and Emotional Quotient toward Employee Performance at PT. Bank Mandiri Manado Branch Office, simultaneously.
2. To analyze the significant influence of Intellectual Quotient toward Employee Performance at PT. Bank Mandiri Manado Branch Office, partially.
3. To analyze the significant influence of Emotional Quotient toward Employee Performance at PT. Bank Mandiri Manado Branch Office, partially.
4. To analyze the dominant influence between Intellectual Quotient and Emotional Quotient toward Employee Performance at PT. Bank Mandiri Manado Branch Office.

Theoretical Framework

Human Resources Management

According to Wilton (2013) Human Resource Management is the term commonly used to describe all those organizational activities concerned with recruiting and selecting, designing work, training and developing, appraising and rewarding, directing, motivating and controlling workers. The HR department is responsible for ensuring that the organization possesses the right levels and combination of art and science skills necessary for successful implementation of strategic sustainability, which can be achieved either through training and development of existing employees, or recruitment (Schroeder, 2012).

Employee Performance

Employees are a crucial, but expensive resource. In order to sustain economic growth and effective performance, it is important to optimize the contribution of employees to the aims and goals of the organizations (Sultana, 2012). Performance is usually defined as the extent to which an organizational member contributes to achieving the goals of the organization (Islam and Rasad, 2005). Performance of employees could include: quantity of output, quality of output, timeliness of output, presence at work and cooperativeness (Güngör, 2011). Performance is considered as a significant measure, which is associated with the organizational outcomes and success (Wall *et al.*, 2004).

Intelligence Quotient

Intellectual Ability is regarded here as the acquired repertoire of general cognitive skills that is available to a person at a particular point of time (Humphreys, 1968; Snow and Lohman, 1984) Intelligence is the ability which include learning and problem solving , using words and symbols (Behling 1998). Gottfredson (1997) Intelligence involves the ability to reason, plan, solve problems, think abstractly, comprehend complex ideas, learn quickly and learn from experience. It is not merely book learning, a narrow academic skill, or test-taking smarts.. In general, low IQ students have low levels of participation in learning and vice versa students with high IQs have high participation, it affects the achievement of academic achievement (Nisbett *et al.*, 2012). Intelligence is considered as an important predictor for analyzing the employees' capabilities and their behaviors to perform the particular task (Gondal and Husain 2013)

Emotional Quotient

Emotional intelligence is the ability to feel emotions, accept and emotional well build , understand emotions and emotional knowledge so as to improve the emotional and intellectual development." (Salovey and Mayer, 1999). Emotional intelligence also a set of competencies, which direct and control one's feelings towards work and performance at work. Emotional quotient have more technical experiences and also have more skills to solving new tensions, organizational and group weaknesses, and existence vacuums (Najafi, 2012). An expert on emotional intelligence, Goleman (2000) says that the definition of emotional intelligence in it, emotional intelligence is the ability of such the ability to motivate yourself and survive from frustration , impulse control and not exaggerating pleasure , set the mood and keep the load stress is not crippling the ability to think , and empathize. Emotional intelligence has the power to better explain the people's workplace performance. It's role is to change attempts, management effectiveness, training and the performance of organization within the organization such as bank, school, company (Shahhosseini, 2012).

Research Hypotheses

- H₀: Intelligence Quotient and Emotional Quotient has no significant influence toward Employee Performance in PT. Bank Mandiri Manado Branch Office, simultaneously.
- H₁: Intelligence Quotient and Emotional Quotient has significant influence toward Employee Performance in PT. Bank Mandiri Manado Branch Office, simultaneously.
- H₂: Intelligence Quotient has significant influence toward Employee Performance in PT. Bank Mandiri Manado Branch Office, partially.
- H₃: Emotional Quotient has significant influence toward Employee Performance in PT. Bank Mandiri Manado Branch Office, partially.
- H₄: Emotional Quotient is the dominant variable influence toward Employee Performance in PT. Bank Mandiri Manado Branch Office.

2. RESEARCH METHODS

Type of Research

The type of this research is causal research that aim to describe the influence of Variable X on Y. This research is a quantitative method since using multiple regression as a tool to analyze the data.

Place and Time of Research

This research conducted in Manado City between two months, from April 2015 until May 2015. This research is conducted at PT. Bank Mandiri Manado Branch Office Wanea.

Research Framework

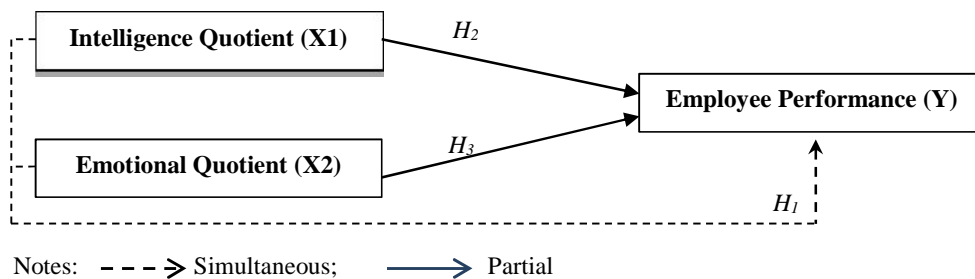


Figure 1. Research Framework
 Source: Data Processed, 2015

Populations and Sample

The population is all the data that concern in a scope and time that set. Sample is part of the number and characteristics possessed by this population (Sugiyono, 2008). The population in this study were all employees of PT. Bank Mandiri' Manado Branch Office. The sample that used is 30 from the total of the population. The sampling technique used the Saturated sampling method. From a total of population who still active work in the company.

Data Collection Method

Primary data is data originated by the researcher specifically to address the research problem. The researcher also gets primary data from the result of questionnaires. Questionnaires are distributed to respondents so they can respond directly on the questionnaire. There were two sections in the questioner in the questioner that should be filled in by the respondents. The first section asked about respondent’s identities and the second section asked about things that related with the variables. And also Secondary data is data collected for some purpose other than the problem at hand. The secondary data is taken from books, journals, and relevant literature from library and internet. These secondary data were used in the background, literature review, research method, and discussions.

Data Analysis Method

Validity and Reliability Test

To analyze the validity of questionnaire, Pearson Product Moment is used. An instrument measure valid if that instrument measures what should be measured and Reliability is using Alpha Cronbach with the SPSS application.

Multiple Regression Method

To analyze the data in this research, researcher uses multiple regression analysis. Data then inserted into the statistical tools SPSS version 20.0. This method has been chosen to measure the Influence of Intelligence quotient (X1) and Emotional Quotient (X2) toward Employee Performance (Y).

$$Y = b_0 + b_1X_1 + b_2X_2 + e$$

Notes:

- Y = Employee Performance
- X₁ = Intelligence Quotient
- X₂ = Emotional Quotient
- b₀ = Intercept
- b₁, b₂, = The regression coefficient of each variable

3. RESULTS AND DISCUSSION

Validity Test Result

Table 1. Validity Test Result

No	Variable/Indicator	r count	r table	Note
	Employee Performance			
1	1	0.717	0.3610	Valid
2	2	0.771	0.3610	Valid
3	3	0.746	0.3610	Valid
4	4	0.786	0.3610	Valid
5	5	0.727	0.3610	Valid
6	6	0.495	0.3610	Valid
7	7	0.532	0.3610	Valid
8	8	0.496	0.3610	Valid
9	9	0.490	0.3610	Valid

Intelligence Quotient				
1	1	0.489	0.3610	Valid
2	2	0.591	0.3610	Valid
3	3	0.432	0.3610	Valid
4	4	0.787	0.3610	Valid
5	5	0.699	0.3610	Valid
6	6	0.423	0.3610	Valid
7	7	0.392	0.3610	Valid
8	8	0.471	0.3610	Valid
Emotional Quotient				
1	1	0.798	0.3610	Valid
2	2	0.896	0.3610	Valid
3	3	0.787	0.3610	Valid
4	4	0.602	0.3610	Valid
5	5	0.615	0.3610	Valid
6	6	0.561	0.3610	Valid
7	7	0.535	0.3610	Valid
8	8	0.558	0.3610	Valid

Source: Data processed, 2015.

Reliability Test Result

Table 2. Reliability Test Result

Reliability Statistics	
Cronbach's Alpha	N of Items
.877	25

Source: SPSS Output, 2015.

The SPSS output shows that the value of Cronbach's Alpha of 25 items in this research is 0.878. From the theory stated before, if the value of Cronbach Alpha is more than 0.6 then it is reliable. This result means that the data is considered good and reliable since the value of Cronbach's Alpha is more than 0.8.

Multiple Regression Result

Table 3. Multiple Regression Result

Coefficients ^a						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	.938	.765		1.227	.231
	IQ	.339	.194	.280	1.749	.092
	EQ	.407	.137	.476	2.975	.006

a. Dependent Variable: EMPLOYEE PERFORMANCE

Source: SPSS Output, 2015.

Based on Table 3, the result of multiple regression analysis can be concluded: The explanation of the equation are as follows :

$$Y = 0.938 + 0.339(X_1) + 0.407(X_2)$$

1. Variables of Intelligence Quotient and Emotional Quotient have positif direction coefficients on employee performance.
2. Coefficient b1 value of 0.339 means that if the IQ (X1) increases (increased 1 point) the Employee Performance (Y) will be increased by 0.339, assuming other variables remain (ceteris paribus). Value of b1 is positive, so if IQ (X1) is increased, the quality of Employee Performance in PT. Bank Mandiri (Persero) Tbk. Manado Brach Office will be increased.
3. Coefficient b2 value 0.407 means that if the EQ (X2) increases (increased 1 point) the Employee Performance (Y) will increased by 0.407, assuming other variable remain (ceteris paribus). Value of b2 is positive, so if EQs (X2) is increased, the quality of Employee Performance in PT. Bank Mandiri (Persero) Tbk. Manado Brach Office will be increased.

F-Test Result

F-test was conducted to identify simultaneous effect of the independent variables which are Intelligence Quotient (X1) and Emotional Quotient (X2) on employee performance (Y), by comparing the value of F_{count} with value of F_{table} at $\alpha = 0.05$.

Table 4. F-Test Result

ANOVA^a

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	1.968	2	.984	9.237	.001 ^b
	Residual	2.876	27	.107		
	Total	4.843	29			

a. Dependent Variable: EMPLOYEE PERFORMANCE

b. Prenb,dictors: (Constant), EQ, IQ

Source: SPSS Output, 2015.

Table 4. shows that F_{count} is 9.237 with level of significance 0.01. By using the level of significant of 0.05 ($\alpha = 0.05$) and the value of $F_{table} = 3.35$, it can be concluded that $F_{count} = 9.237 > F_{table} = 3.35$. It means that intelligence Quotient (X1), Intelligence Quotient (X2) on employee performance (Y) is very significant. Thus, in this test H_0 is rejected and H_a is accepted meaning that the independent variables simultaneously influence the dependent variable significantly.

T-Test

The t-test was conducted to identify the partial effect between independent variables and dependent variable. t-test value is obtained by comparing the value of t_{count} with t_{table} at the significance level of 5% ($\alpha = 0.05$)

Table 5. T-Test

Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig.
		B	Std. Error	Beta		
1	(Constant)	.938	.765		1.227	.231
	IQ	.339	.194	.280	1.749	.092
	EQ	.407	.137	.476	2.975	.006

a. Dependent Variable: EMPLOYEE PERFORMANCE

Data Source: SPSS Output, 2015.

Table 5 shows that tcount for (X1) Intelligence Quotient is 1.749 Value on ttable used for comparison is found at the level of significance of 0.05, which is at the confidence level of 95% and the value of ttable = 1.697. The result for (X1) Intelligence Quotient is tcount = 1.749 > ttable = 1.697 meaning that H0 is rejected and Ha is accepted. The result of this test can be used to declare that (X1) Intelligence Quotient partially influence (Y) employee performance significantly.

Table 5 shows that tcount for (X2) Emotional Quotient is 2.975. Value on ttable used for comparison is found at the level of significance of 0.05, which is at the confidence level of 95% and the value of ttable = 1.697. The result for (X2) Emotional Quotient is tcount = 2.975 > ttable = 1.697 meaning that H0 is rejected and Ha is accepted. The result of this test can be used to declare that (X2) Emotional Quotient partially influence (Y) employee performance significantly

Discussion

All independent variables (X1) and (X2) have positive influence on dependent variable (Y). This result proves the theory that Intelligence Quotient and Emotional Quotient are have a positive impact on employee's productivity and a company's success through employee performance. From the results that found, the problem of performance at PT.Bank Mandiri (Persero) Tbk. Manado Branch Office Wanea should be considered to solve. By makes a training or seminar to its employee in order to improve their intellectual, knowledge, solving problems and add more skills to their employee can makes their performance more better than before and also the problem of emotional can be solve by making a events and morning meeting , events that company should makes is like each month or each year a company makes a gathering for all of the employee to spent a holiday together in order to build their team work , communication and social . For the morning meeting , the company should gather their employee every morning before work hours started in order to supports and motivates their employee. These are solution that can solve the problem or improve the performance of the company at PT.Bank Mandiri (Persero) Tbk. Manado Branch Office Wanea.

4. CONCLUSIONS AND RECOMMENDATION

Conclusion

1. There is significant influence of Intelligence Quotient and Emotional Quotient toward Employee Performance at PT.Bank Mandiri (Persero) Tbk. Manado Branch Office simultaneously.
2. There is significant influence of Intelligence Quotient toward Employee Performance at PT.Bank Mandiri (Persero) Tbk. Manado Branch Office partially.
3. There is significant influence of Emotional Quotient toward Employee Performance at PT.Bank Mandiri (Persero) Tbk. Manado Branch Office partially.
4. Emotional Quotient is the dominant variable between Intelligence Quotient and Emotional Quotient toward Employee Performance at PT.Bank Mandiri (Persero) Tbk. Manado Branch Office

Recommendation

Based on the result, in order to increase the employee performance, the company should makes seminar or training to its employees to improve their intellectual and also for the emotional

quotient the company should makes a morning meeting or event in order to build a communication between employees, to motivate, and improve a team work among employees.

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