

The effect of emotional intelligence on employee performance with self-efficacy as a moderating variable

Mas Arroni Junior*
Habibullah Jimad

Management Department, University of Lampung, Lampung, Indonesia

ABSTRACT

Employees are resources that play an active role in setting plans, systems, processes, and goals to be achieved effectively and efficiently for the progress of a company so; that employees need to be managed as well as possible to achieve the goals that have been set. Managing and coaching employees as superior human resources must be supported by high employee emotional intelligence. In addition to emotional intelligence, a person's belief in self-efficacy will encourage him to try to get what he wants. So, employees with high emotional intelligence and self-efficacy can provide optimal performance for the company. This study aims to determine the effect of emotional intelligence on employee performance with self-efficacy as a moderating variable. The object of this research is the employees of PT Lautan Berlian Utama Motor Lampung. The form of this research is descriptive research with a quantitative approach. This research uses Moderated Regression Analysis (MRA). The results of the study show that there is an effect of emotional intelligence on employee performance, and self-efficacy can strengthen the influence of emotional intelligence on employee performance.

KEYWORDS

Emotional Intelligence; Self-Efficacy; Employee Performance; Employee Management

Received: 19 October 2022

Accepted: 19 November 2022

Published: 27 November 2022

Introduction

Human resources are essential to individual career advancement and a company's competitive advantage. According to Barney and Wright (Dachner, Ellingson, Noe, & Saxton, 2021). Employees are resources that play an active role in setting plans, systems, processes, and goals to be achieved effectively and efficiently for the progress of a company so; that employees need to be managed as well as possible to achieve the goals that have been set. Managing and coaching employees as superior human resources must be supported by high employee emotional intelligence. According to Law, Wong, and Song (Octavia, Hayati, & Karim, 2020), emotional intelligence is a person's ability to handle emotions. So that employees with high emotional intelligence can control themselves and all their desires and understand other people, they can ultimately create a working group atmosphere full of enthusiasm and complete their tasks correctly.

Salovey and Mayer (Octavia et al., 2020) define emotional intelligence as a subset of social intelligence which involves the individual's ability to monitor social feelings and emotions in others, sort them out, and use the information to guide their thought processes. The results of research conducted by Law et al. (2004) revealed that emotional intelligence significantly affects performance, and someone with high emotional intelligence can understand their emotions better than most people. Someone with an excellent emotional level becomes more sensitive to other people's emotions so that someone can use his emotions as motivation to produce high performance, both at work and in his personal life.

In addition to emotional intelligence, belief in one's abilities will encourage him to try to get what he wants. Self-efficacy is an individual's belief in his ability to organize and carry out actions or tasks to achieve a goal (Harjono, Lumanauw, & Emperor, 2015). Some people rely on their physical and emotional state to judge their abilities, interpreting reactions to stress and tension as signs of susceptibility to poor performance. Therefore, employees need high self-efficacy to continue having solid beliefs even when facing problems. The existence of self-efficacy in employees can reduce stress reactions and change negative emotional tendencies to positive ones.

In their research, Tims, Bakker, and Derks (2014) proved that self-efficacy has a positive and significant relationship to daily performance. A person needs to feel confident in his ability to carry out every task and responsibility given. Someone with a high level of self-efficacy will believe that they can do something to change the obstacles around them, while someone with low self-efficacy thinks they are unable to do everything around them. So it can be said that employees with high emotional intelligence and self-efficacy can provide optimal performance for the company. Performance is the result of work that a person or group can achieve within a company that aims to achieve company goals.

According to Robbins (2008), performance is a result achieved by employees in a job that follows specific criteria that apply to the job. The increasingly fierce competition requires a company to produce the best output, so employee performance is the main thing that must be improved in order to be able to compete. According to Mathis and Jackson (Saraswati et al., 2017), employee performance influences how much it contributes to the company, including work quality, quantity, timeliness, effectiveness, and cooperation. Poor service from an employee is counterproductive because he cannot carry out his duties and demands always to act professionally. The concept of performance success can be seen from the results of work, both in quality and quantity, achieved by a person in carrying out tasks according to the responsibilities given.

This performance describes the extent of a person's activities in carrying out tasks and trying to achieve the goals set. Employee performance affects the sustainability of the company in achieving its goals. The high performance of employees also marks a company's success because performance is the result achieved by an individual or group. Employee performance is critical in determining the effectiveness of a company's performance. PT Lautan Berlian Utama Motor is one of the companies with good enough performance that PT Lautan Berlian Utama Motor can compete today. PT Lautan Berlian Utama Motor is located at Jl. KH. Moch. Salim No. 29, Way Lunik, Kec. South Telukbetung, Bandar Lampung City, Lampung. PT Lautan Berlian Utama Motor is a company engaged in the automotive sector that focuses on selling Mitsubishi vehicle products, servicing services, and spare parts. The number of companies competing in the automotive field makes the company must be able to compete competitively so that the company's targets can be achieved. One of the factors that help companies achieve their targets is employee performance. Employee performance appraisal can have a positive impact on both parties, namely the appraiser (company) or the party being assessed (employees) (Budihardjo, 2015).

Table 1. Total Employees of PT Lautan Berlian Utama Motor Lampung in 2022

No	Description	Number of Employees (people)
1	Admin sales	18
2	AR (account receivable)	8
3	Admin service	10
4	Admin sparepart	9
5	Mekanik	25
6	Sales	27
7	Sales manager	4
8	Service manager	4
9	Part consultan	4
10	Warehouse	11
Total		120

The table above shows the number of employees at PT Lautan Berlian Utama Motor as many as 120 employees who are dominated by the mechanics and sales divisions. This is because PT Lautan Berlian Utama Motor does not only focus on selling cars and spare parts but also provides service.

Table 2. Targets and Achievements of PT Lautan Berlian Utama Motor Lampung in 2017 - 2021

No	Year	Target (Rupiah)	Achievement (Rupiah)	Percentage
1	2017	50.000.000.000	45.200.042.000	90.40%
2	2018	50.000.000.000	50.000.000.000	100.00%
3	2019	50.000.000.000	25.432.000.000	50.86%
4	2020	40.000.000.000	19.047.000.000	47.62%
5	2021	30.000.000.000	25.000.567.000	83.34%
Total		220.000.000.000	164.679.609.000	74,85%

The table above states the targets and achievements of PT Lautan Berlian Utama Motor Lampung in 2017 - 2021, with the most significant achievement in 2018, which was 100% (meeting the target), while the minor achievement in 2020 was 47.62%. According to Mathis and Jackson in Paisal and Anggraini (2010), one measure of employee performance is the quality and quantity of company performance results.

Based on the table above, it can be seen that the cumulative total achievement quantity of PT Lautan Berlian Utama Motor Lampung for five years is 74.85%. This number shows that the company is in a good enough category, so it can be said that the emotional intelligence of employees of PT Lautan Berlian Utama Motor is also quite good. This statement is supported by the results of research conducted by Dhani and Sharma (2017) that there is a positive and significant relationship between emotional intelligence and performance; in other words, workers who have high emotional intelligence can recognize their emotions and the emotions of others which can then be assessed and managed to obtain the desired positive outcome.

Besides that, not only can emotional intelligence affect employee performance, but several other factors can support employee performance, such as self-efficacy. For someone with reasonable emotional intelligence supported by good self-efficacy, the worker will be able to show good performance as well. This statement is supported by the results of research conducted by Arifuddin (2018), which shows that emotional intelligence has a significant positive effect on performance and self-efficacy. This moderating variable can strengthen the positive influence of emotional

intelligence on performance. On the other hand, the research results by Rosidah (2021) show a positive and significant relationship between emotional intelligence and employee performance. However, self-efficacy cannot moderate the relationship between emotional intelligence and employee performance.

Literature review

Emotional intelligence

Law et al. in Octavia et al. (2020) mention that emotional intelligence is a person's ability to handle emotions. Salovey and Mayer in Dhani & Sharma (2017) define emotional intelligence as part of social intelligence, which consists of the ability to observe one's own emotions and the emotions of others, be able to distinguish between these types of emotions and use the information received about these emotions as a guide to thinking and reacting.

According to Goleman (1996), emotional intelligence is a person's ability to manage his emotional life with intelligence, maintain emotional harmony and express it through self-awareness skills, self-control, self-motivation, empathy and social skills. Goleman (2003) further said that the dimensions of emotional intelligence include the ability to control oneself, spur, remain diligent, and motivate oneself. This ability includes the management of both positive and negative forms of emotion. A worker with good emotional intelligence will improve an employee's performance.

Self-efficacy

According to Lunenburg (2011), Self-efficacy is an individual's belief to carry out specific activities according to his abilities. Bandura (1977) first put forward the concept of self-efficacy, which refers to the perception of an individual's ability to implement actions to display specific skills. Self-efficacy is an individual's assessment of his ability or competence to perform a task, achieve a goal, and produce something.

According to Bandura (1977), the source of the formation of self-efficacy can be obtained, changed, increased or decreased through one or a combination of four sources, namely the experience of mastering an achievement (past performance), social persuasion (verbal persuasion), vicarious experience (vicarious experience), and emotional cues. According to Bandura in Saraswati et al. (2017), individual self-efficacy has several indicators: magnitude, generality, and strength.

Arifuddin (2018) shows that emotional intelligence has a significant positive effect on performance, and self-efficacy, which is a moderating variable, can strengthen the positive influence of emotional intelligence on performance. On the other hand, the research results by Rosidah (2021) show a positive and significant relationship between emotional intelligence and employee performance. However, self-efficacy cannot moderate the relationship between emotional intelligence and employee performance.

Performance

Etymologically, performance comes from the word results or work performance (performance). Koopmans, Bernards, Hildebrandt, Vet, and de Beek (2014) suggest that performance is a measure of the relevant outcome of work performance or actual achievement achieved by an employee. According to the behavioural approach in management, performance is the quantity or quality of something produced or services provided by someone who does the job (Luthans, 2005). Performance is the result of work that a person or group can achieve in an organization that aims to achieve company goals.

This is similar to the definition of performance according to Kappagoda, Othman, Zainul, and Alwis (2014), which is the result of work achieved by individuals who are adapted to the roles or tasks of these individuals in a company for a certain period, which is associated with a measure of value or specific standards of the company where the individual works.

Based on the definition of performance according to experts, it can be concluded that employee performance (performance) is the result of work in quality and quantity achieved by an employee in carrying out his duties following the responsibilities given to him. Several performance indicators are effectiveness, efficiency, quality, timeliness, and productivity.

Methods

This study uses a causal research design with a quantitative approach. Causality research design is a research design that is structured to examine the possibility of a causal relationship between variables (Sanusi, 2014). The primary data in this study were obtained directly from PT Lautan Berlian Utama Motor Lampung. At the same time, secondary data is information collected from existing sources such as websites, the internet, company records or documentation and literature studies related to the research topic. According to Sugiyono (2013), data collection techniques are the most strategic research steps because the research's main objective is to obtain data. The measurement scale used in this research questionnaire is the Likert scale. According to Sugiyono (2013), the Likert scale is used to measure attitudes, opinions and perceptions of a person or group of people about social phenomena.

The data will be processed in this study using the SPSS software analysis tool. To get accurate data, it is necessary to test the validity and reliability tests. (Sugiyono, 2017). After that, the normality test, descriptive analysis, and moderation regression test was carried out.

Sample Participants

The population is a generalization area consisting of objects/subjects that have certain qualities and characteristics determined by researchers to be studied and then conclusions drawn (Sugiyono 2017). The population in this study were employees of PT Lautan Berlian Utama Motor Lampung. The PT Lautan Berlian Utama Motor Lampung office has 120 employees. Determination of the sample is done through the slovin formula. Based on the calculations with the Slovin formula above, the research sample used is 55 samples.

Results

The questionnaire was distributed and collected on July 1st, 2022, on the grounds that PT Lautan Berlian Utama Motor conducted a monthly performance evaluation to coincide with that date. The number of questionnaires distributed on July 1st, 2022, was 60 questionnaires, and 55 questionnaires were selected for analysis. After collecting the results of the respondent's answers, the researcher tested the questionnaire's validity, reliability and normality using SPSS V.26 software to determine whether the questionnaire could be used for further research.

The characteristics of the respondents in this study, PT Lautan Berlian Utama Motor Lampung employees, were described based on gender, age, level of education, and years of service. The following table is presented below to show the characteristics of the respondents:

Table 3. Characteristics of Respondents Based on Gender

		Frequency	Percent
Valid	Man	40	72.7
	Woman	15	27.3
	Total	55	100.0

The table above shows that respondents were dominated by men with a percentage of 72.7%, while women only showed a percentage of 27.3%. This is because PT Lautan Berlian Utama Motor Lampung, engaged in the automotive sector, provides Mitsubishi car service where mechanics who do the work are generally male employees. Female employees are focused on product marketing and admin.

Table 4. Characteristics of Respondents Based on Age

		Frequency	Percent
Valid	20-25 years	17	30.9
	26-35 years	31	56.4
	36-45 years	7	12.7
	>45 years	0	0
	Total	55	100

The table above shows that respondents aged 20-25 years were 30.9%, respondents aged 26-35 years were 56.4%, respondents aged 36-45 years were 12.7%, and respondents aged > 45 years of 0%. So it can be said that PT Lautan Berlian Utama Motor Lampung is dominated by employees aged 26-35 years, where this age is productive.

Table 5. Characteristics of Respondents Based on Education Background

		Frequency	Percent
Valid	High school	29	52.7
	Diploma	4	7.3
	Bachelor	22	40
	Total	55	100

The table above shows that employees with a high school education level are 52.7%, Diploma is 7.3%, and Bachelor is 40%. So it can be said that PT Lautan Berlian Utama Motor Lampung is dominated by employees who have a high school education level. This is because the requirement when PT Lautan Berlian Utama Motor Lampung opens a mechanic's job vacancy is someone who has at least completed his studies at high school or equivalent vocational school.

Table 6. Characteristics of Respondents Based on Working Years

		Frequency	Percent
Valid	<2 years	15	27.3
	2-10 years	31	56.4
	11-19 years	9	16.4
	20-29 years	0	0
	>29 years	0	0
	Total	55	100

Based on the table above shows that the working period of PT Lautan Berlian Utama Motor Lampung employees varies. However, it can be seen that the working period of PT Lautan Berlian Utama Motor Lampung employees is dominated by employees who have worked for 2-10 years.

Based on the tables of respondent characteristics described, it indicates that PT Lautan Berlian Utama Motor Lampung is dominated by male employees aged 26-35 years and have a high school/vocational school education level and have worked for 2-10 years.

Descriptive analysis

Feedback on emotional intelligence

Table 7. Average Respondents' Answers About Emotional Intelligence

No.	Statement	Mean
1.	I have a good understanding of my own emotions.	4.13
2.	I always know if I'm happy or not.	4.31
3.	I always know the emotions of my colleagues from their behavior.	4.09
4.	I am sensitive to other people's feelings and emotions.	3.78
5.	I have good control over my own emotions.	4.44
6.	I can always calm down quickly when I am very angry.	4.00
7.	I am a self motivated person.	4.13
8.	I will always push myself to try my best.	4.16
Mean		4.13

Based on the table above shows that the average respondent's answer has a value of 4.13. It can be said that PT Lautan Berlian Utama Motor Lampung employees agree with all indicators of emotional intelligence. The first indicator shows a mean value of 4.13. This magnitude shows that most PT Lautan Berlian Utama Motor employees understand their emotions well. This is consistent with the variable theory of emotional intelligence in the dimension of self-awareness.

Based on the descriptive analysis above shows that the level of emotional intelligence of the employees of PT Lautan Berlian Utama Motor Lampung can be said to be good. This statement is based on the answers of respondents who agreed on average.

Feedback on self-efficacy

Table 8. Average Respondents' Answers About Self-Efficacy

No.	Statement	Mean
1.	I can always orchestrate a solution to a difficult problem if I try even harder.	4.13
2.	If someone goes against me, I can find a way to get what I want	4.31
3.	If I'm in trouble, I can usually think of a solution.	4.13
4.	I can usually handle anything my way.	4.22
5.	I am confident that I can efficiently handle unexpected events.	4.44
6.	Because of my thinking, I know how to handle unexpected situations.	4.00
7.	It is very easy for me to set goals and achieve them.	4.05
8.	I can stay calm when facing difficulties because I can rely on my main ability.	4.18
Mean		4.18

Based on the table above shows that the average respondent's answer has a value of 4.18. It can be said that the employees of PT Lautan Berlian Utama Motor Lampung expressed their agreement with all self-efficacy indicators. The first indicator shows a mean value of 4.13. This magnitude shows that most PT Lautan Berlian Utama Motor employees can always find solutions to complex problems by trying even harder. The statement illustrates that PT Lautan Berlian Utama Motor employees can think critically when faced with a problem in the company; employees try even harder by arranging tasks according to their level of difficulty so that tasks that were previously difficult to do can be done quickly. This ability follows self-efficacy theory on the dimension of magnitude (level). Employees can arrange tasks according to their difficulty so that their confidence will be limited to the most straightforward tasks, then the most difficult ones.

Employee performance response

Table 9. Average Respondents' Answers About Employee Performance

No.	Statement	Mean
1.	I can do my job well with minimum time and effort.	3.78
2.	I am meticulous and rarely make mistakes during my work	4.13
3.	I meet the work standards set during the course of work	4.22
4.	I try seriously to finish the job to completion	4.15
5.	I have no trouble working with other colleagues	4.42
6.	I show passion or give the best possible work	4.44
7.	I provide more service than is required	4.00
8.	I demonstrate a willingness to do work without being ordered by a superior	4.13
Mean		4.15

The table above shows that the average respondent's answer has a value of 4.15. It can be said that the employees of PT Lautan Berlian Utama Motor Lampung stated that they agreed with all employee performance indicators. The first indicator shows a mean value of 3.78. This magnitude shows that most PT Lautan Berlian Utama Motor Lampung employees can do their jobs well with minimal time and effort. This statement supports the previous statement so that it can be said that PT Lautan Berlian Utama Motor Lampung employees must be confident and efficient, and effective at work because time significantly impacts company performance and consumer loyalty. Consumers satisfied with the services provided will feel a sense of trust that will eventually return to make purchases.

Regression analysis model i and ii

Table 10. Simple Regression Analysis

Coefficients ^a						
Model		Unstandardized Coefficients		Standardized	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	5.251	1.593		3.296	0.002
	Total-X	0.848	0.048	.925	17.662	0.000

The regression coefficient value of the emotional intelligence variable ($\beta-1$) is 0.925. This shows that if there is an increase in emotional intelligence (X), then the performance of employees of PT Lautan Berlian Utama Motor Lampung (Y) will increase. Based on this table, it also shows that the t-count value of emotional intelligence (X) is 17.662, which means it is greater than the t-value (table), which has a value of 2.0057 with a significance of 0.000 < 0.05 (significant) so it can be concluded that Holiday is supported and H-a supported. So it can be concluded that emotional intelligence has a positive and significant effect on the performance of PT Lautan Berlian Utama Motor Lampung employees.

Table 11. MRA Test Results

Coefficients ^a						
Model		Unstandardized Coefficients		Standardized	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	25.896	1.641		15.776	0.000
	Total-X	-0.694	0.098	-0.757	-7.094	0.000
	Total-Z	0.119	0.063	0.130	1.876	0.066
	Interaksi-XZ	0.024	0.002	1.593	14.392	0.000

The self-efficacy regression coefficient (Z) of 0.119 means that self-efficacy positively affects employee performance. This shows that when self-efficacy increases, performance will also increase.

The XZ regression coefficient of 0.024 means that the interaction between emotional intelligence and self-efficacy positively affects employee performance. This shows that performance will increase if an employee's emotional intelligence is supported by self-efficacy. Based on this table also shows that the t-count value of the interaction variable between emotional intelligence and self-efficacy (XZ) is 14.392, which means that it is greater than the t-value (table), which has a value of 2.0057 with a significance of 0.000 < 0.05 (significant) so that it can be concluded that self-efficacy as a moderating variable can strengthen the effect of emotional intelligence on employee performance. Based on this description, it can be concluded that H-o is not supported and H-a is supported.

Discussion

The effect of emotional intelligence on employee performance

Based on the results of the descriptive analysis of PT Lautan Berlian Utama Motor Lampung employees regarding emotional intelligence, it shows that they already have a good understanding of their emotions and the emotions of other people so that they know whether they are happy or not when working at PT Lautan Berlian Utama Motor Lampung. That way, employees have reasonable control over their emotions so that when they feel furious, they can always calm down quickly by motivating themselves to try their best with positive things. This statement is in line with the theory of emotional intelligence put forward by Law et al. in Octavia et al. (2020), which mentions that emotional intelligence is a person's ability to handle their emotions and Salovey and Mayer in Dhani & Sharma (2017) who define emotional intelligence as part of social intelligence which consists of the ability to observe one's own emotions own and the emotions of others, can distinguish between these types of emotions and use the information received about these emotions as a guide for thinking and reacting.

Based on the results of hypothesis testing that has been carried out in this study, it shows that the t-count value of emotional intelligence (X) is greater than the t-value (table) with a significance value of less than 0.05. So the hypothesis states that emotional intelligence (X) positively and significantly influences employee performance (Y) is accepted. This is evidenced by the positive sign of the regression coefficient, which indicates that if emotional intelligence increases, it will increase employee performance. The results of this study support the research conducted by Yasir et al. (2021) at PT Sygma Daya Insani Lampung, where his research shows that employee performance is positively and significantly influenced by emotional intelligence.

Self-efficacy as a moderating variable on the effect of emotional intelligence on performance

Based on the results of the descriptive analysis of PT Lautan Berlian Utama Motor Lampung employees regarding self-efficacy shows that they have confidence in themselves constantly to be able to arrange solutions when faced with complex problems. That way, PT Lautan Berlian Utama Motor Lampung employees can handle anything efficiently and effectively when there are unexpected problems. This is because employees have set goals and steps to achieve them carefully beforehand. Employees of PT Lautan Berlian Utama Motor Lampung have such confidence because they already have experiences which eventually give rise to abilities and expertise in specific fields. In the end, employees can make an excellent contribution to the company. This statement is in line with the self-efficacy theory put forward by Harjono et al. (2015). Self-efficacy is an individual's belief in his ability to organize and carry out actions or tasks to achieve a goal. Someone with a high level of self-efficacy will believe that they can do something to change the events around them, while someone with low self-efficacy thinks they are unable to do everything around them.

Based on the results of hypothesis testing that has been done in this study, it shows that the regression coefficient of the interaction between emotional intelligence and self-efficacy (XZ) is 0.024. This means that the interaction between emotional intelligence and self-efficacy positively affects employee performance. This shows that if employees have higher emotional intelligence and added confidence in themselves to do a job (self-efficacy), their performance of an employee will also increase. The results of the model II regression analysis show that the t-count value of the interaction variable between emotional intelligence and self-efficacy (XZ) is 14.392 with a significance of 0.000 (significant), so it can be concluded that self-efficacy in this study can strengthen the effect of emotional intelligence on employee performance. Based on this description, it can be concluded that H_0 is not supported and H_a is supported. This study's results align with the results of research conducted by Arifuddin (2018), which shows that self-efficacy as a moderating variable can strengthen the effect of emotional intelligence on employee performance.

Conclusion

Based on the results of the data analysis that has been carried out in this study, it is concluded that emotional intelligence has a positive and significant effect on the performance of employees of PT Lautan Berlian Utama Motor Lampung. So that the higher the emotional intelligence of an employee, the higher the employee's performance and vice versa. Not only that, self-efficacy can strengthen the effect of emotional intelligence on employee performance so that the higher the interaction of emotional intelligence and one's self-efficacy, the higher the employee's performance. Our suggestion for the company, in this case especially managers, should pay attention to the emotional intelligence of employees by instilling sensitivity among employees to understand each other's emotions. Emotional intelligence is related to managing emotions in oneself and relationships with others, this can be done through the formation of work teams, outbound, or family gatherings. Employees of PT Lautan Berlian Utama Motor Lampung should also not only have a sense of confidence but also have to be effective and efficient in their work, because time and cost also greatly impact the company's performance and customer loyalty. Consumers who are satisfied with the services provided will feel that it creates a feeling of trust which will eventually return to make purchases of goods or services offered by the company.

Acknowledgements

I would like to say thank you to all the parties involved in this research.

Funding

This research received no specific grant from any funding agency in the public, commercial, or not-for-profit sectors.

References

- Arifuddin, M. 2018. Pengaruh Kecerdasan Emosional Terhadap Kinerja Dengan Self Efficacy Sebagai Varabel Moderasi. *UMY repository*.
- Bandura, A. (1977). Self-efficacy: Toward a unifying theory of behavioral change. *Psychological Review*, 84(2), 191-215.
- Budihardjo, Muhammad. 2015. Panduan Praktis Penilaian Kinerja. Karyawan. Raih Asa Sukses, Jakarta.
- Dachner, A. M., Ellingson, J. E., Noe, R. A., & Saxton, B. M. (2021). The future of employee development. *Human Resource Management Review*, 31(2), 100732.
- Dhani, P., & Sharma, T. (2017). Relationship between Emotional Intelligence and Personality; A Study in Indian Context. *International Business Management International Business Management*, 11(5), 1133-1139.
- Ghozali, Imam. 2013. "Aplikasi Analisis Multivariat dengan Program 21". Semarang: Badan Penerbit Universitas Diponegoro.
- Goleman, D. (1996). Emotional intelligence. Why it can matter more than IQ. *Learning*, 24(6), 49-50.
- Goleman, D. (2003). What makes a leader. *Organizational influence processes*, 82, 229-241.
- Harjono, G. J., Lumanauw, B., & Kaisar, K. (2015). Pengaruh kepemimpinan transformasional dan self efficacy terhadap kinerja pegawai PT. Air Manado. *Jurnal EMBA: Jurnal Riset Ekonomi, Manajemen, Bisnis Dan Akuntansi*, 3(3).
- Kappagoda, U. W. M. R., Othman, P., Zainul, H., & Alwis, G. (2014). Psychological capital and job performance: The mediating role of work attitudes. *Dr. Hohd. Zainul and Alwis, Gamini, Psychological Capital and Job Performance: The Mediating Role of Work Attitudes (June 27, 2014). Journal of Human Resource and Sustainability Studies*.
- Koopmans, L., Bernaards, C. M., Hildebrandt, V. H., De Vet, H. C., & Van der Beek, A. J. (2014). Construct validity of the individual work performance questionnaire. *Journal of occupational and environmental medicine*, 56(3), 331-337.
- Law, K. S., Wong, C. S., & Song, L. J. (2004). The construct and criterion validity of emotional intelligence and its potential utility for management studies. *Journal of applied Psychology*, 89(3), 483.
- Lunenburg, F. C. (2011). *Self-efficacy* in the workplace: Implications for motivation and performance. *International journal of management, business, and administration*, 14(1), 1-6.
- Luthans, Fred. (2005). *Organizational Behavior 10th Edition*. Alih Bahasa: Vivin Andhika, et. al. Yogyakarta: ANDI.
- Octavia, N., Hayati, K., & Karim, M. (2020). Pengaruh Kepribadian, Kecerdasan Emosional dan Kecerdasan Spiritual terhadap Kinerja Karyawan. *Jurnal Bisnis Dan Manajemen*, 130-144.
- Paisal dan Anggraini, Susi. 2010. *Pengaruh Kecerdasan Emosional dan Kecerdasan Spiritual Terhadap Kinerja Karyawan*. Jurnal Ilmiah Orasi Bisnis ISSN: 2085-1375.
- Robbins, S. P., & Judge, T. A. (2008). *Perilaku Organisasi - Organizational Behavior (Vol. Edisi 12)*. (R. C. Diana Angelica, Penerj.) Jakarta: Salemba Empat.
- Rosidah, F. L. A. (2021). *Pengaruh Kecerdasan Emosional Terhadap Kinerja Karyawan Dengan Self Efficacy Sebagai Variabel Moderasi Pada Hotel Horison Pasuruan* (Doctoral dissertation, Universitas Muhammadiyah Malang).
- Sanusi, Anwar. 2014. *Metode Penelitian Bisnis*. Cetakan Keempat. Jakarta: Salemba Empat.
- Saraswati, A. A. N. D., Dewi, I. M., & Piartini, P. S. (2017). Pengaruh efikasi diri terhadap kinerja dengan dukungan organisasional sebagai pemoderasi. *E-Jurnal Ekonomi dan Bisnis Universitas Udayana*, 2257-2286.
- Sugiyono. 2013. *Statistika untuk Penelitian*. Bandung: ALFABETA.
- Sugiyono, 2017. *Metode Penelitian Kuantitatif Kualitatif Dan R&D*. Bandung: Alfabeta.
- Tims, M., Bakker, A. B., & Derks, D. (2014). Daily job crafting and the *self-efficacy*-performance relationship. *Journal of Managerial Psychology*.
- Yasir, A., Ribhan, R., & Hayati, K. (2021). Kinerja Karyawan dari Aspek Pengaruh Kecerdasan Spiritual, Kecerdasan Intelektual serta Kecerdasan Emosional. *Jurnal Bisnis dan Manajemen*, 42-57.