



The Influence Of Emotional Intelligence On Employee Performance In The Business Sector

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Abstract: Emotional intelligence (EI) refers to an individual's ability to recognize, understand, and manage their own emotions and those of others. In the context of everyday life, EI plays a crucial role in dealing with various challenges and problems that arise. Individuals with high levels of emotional intelligence tend to demonstrate greater resilience when faced with failure. This ability not only contributes to personal development but also influences social interactions and interpersonal relationships. Several previous studies on the effect of EI on performance have shown conflicting results. Therefore, this study aims to re-examine the effect of EI on employee performance, but with the analysis focused on employees in the business sector in Makassar. By further exploring the importance of emotional intelligence in everyday contexts and its impact on individual performance, both in social and professional settings, it is hoped that this will provide broader insight into the importance of EI in supporting employee performance. The quantitative approach was conducted through simple regression analysis, first collecting data from 100 selected respondents working in the business sector. Prior to data collection, the research instrument was tested for validity and reliability, with the results showing that all indicators were valid and reliable. The analysis showed that emotional intelligence has a positive and significant effect on employee performance in the business sector. The better a person's emotional intelligence of employee, the better their work performance. The implication of this research is that companies are advised to develop training programs focused on developing employee emotional intelligence. This training can cover a variety of aspects, from an introduction to the concept of EI and emotional management techniques to communication and empathy skills. By providing this training, companies not only improve individual skills but also create a more collaborative and supportive work culture.

Keywords: Emotional Intelligence, Employee, Performance, Makassar.

INTRODUCTION

Emotional intelligence (EI) has become an increasingly popular topic in psychology and human resource management studies, especially in the context of employee performance in the business sector. Emotional intelligence (EI) refers to the capability of individuals to recognize, comprehend, and regulate both their own emotions and others' emotions. In a dynamic and competitive work environment, this ability has been shown to be a significant determinant in influencing individual performance and team effectiveness. Emotional intelligence is also an individual's ability to overcome various problems, exhibit resilience in the face of failure, manage



emotions well, and feel a level of satisfaction in life (Anugrah et al., 2025); (Jibril et al., 2023); (Makkar & Basu, 2019).

This study aims to investigate the effect of emotional intelligence on employee performance in the business sector, which is increasingly relevant in this modern era. The importance of this study cannot be ignored, considering that employee performance is one of the key indicators of an organization's success. With increasing complexity in the workplace, including the demands to adapt to rapid changes and the diversity of employee backgrounds, good interpersonal skills are becoming increasingly vital. Previous studies, such as those conducted by (Goleman, 2003); (Boyatzis et al., 2021); (Utomo & Sujoko, 2025); show that individuals with high emotional intelligence (EI) tend to excel in leadership (Mulya, 2024), teamwork (Lestari & Faradita, 2025), and the ability to cope with stress (Gultom et al., 2025); (Hendharsa et al., 2024). However, despite the many studies that have been conducted, there are still gaps in our understanding of how EI specifically affects performance in various industries.

The novelty of this study lies in its examination of differences in emotional intelligence (EI) across business sectors, an area that has received limited attention in the existing literature. While most previous studies have concentrated on the education or health sectors, the business sector—considered the backbone of the economy—deserves greater scholarly focus. Through this approach, the study aims to identify effective strategies for enhancing employees' emotional intelligence, which in turn may positively influence organizational performance and productivity.

However, several studies have reported that emotional intelligence does not significantly affect employee performance (Pratama & Suhaeni, 2018); (Darman, 2021). Therefore, it is worthwhile to re-examine this relationship by focusing on the non-banking business sector to obtain more comprehensive results.

METHOD

Research Design

This study employed a quantitative research design using a causal explanatory approach to examine the effect of emotional intelligence (EI) on employee performance in the business sector. The causal explanatory method was selected because it allows the researcher to identify and test



the influence of the independent variable (emotional intelligence) on the dependent variable (employee performance), and to determine whether the relationship is statistically significant.

Population and Sample

The population of this study consisted of employees working in various non-banking business sectors. The sampling technique used was purposive sampling, where respondents were selected based on specific criteria, including:

1. individuals employed in the business sector for at least one year, and
2. employees who were willing to participate voluntarily in the study.

A total of (insert total number) valid responses were collected and analyzed. This sample size was considered adequate based on minimum requirements for regression analysis.

Data Collection Technique

Primary data were collected using a structured questionnaire distributed to employees in the business sector. The questionnaire consisted of two sections:

1. Emotional Intelligence (EI): Items measuring self-awareness, self-management, motivation, empathy, and social skills, adapted from Goleman's emotional intelligence framework.
2. Employee Performance: Statements measuring task completion, productivity, quality of work, responsibility, discipline, and teamwork.

All statements were measured using a Likert scale, ranging from 1 (strongly disagree) to 5 (strongly agree).

Instrument Validity and Reliability

To ensure the quality of the instrument, both validity and reliability tests were conducted.

1. Validity Test: Pearson Product-Moment correlation was used, and all indicators demonstrated significance at $\alpha = 0.05$, indicating that all items were valid.
2. Reliability Test: Cronbach's Alpha coefficients for the EI variable ($\alpha = 0.702$) and employee performance variable ($\alpha = 0.789$) exceeded the minimum threshold of 0.60, confirming that the instrument was reliable

Data Analysis Technique

Data were analyzed using simple linear regression to assess the influence of emotional intelligence (X) on employee performance (Y). The regression equation used was:



$$Y = a + bX$$

where a represents the constant and b represents the regression coefficient.

The analysis included:

1. Descriptive statistics,
2. Validity and reliability testing,
3. Regression coefficient analysis,
4. t-test to assess significance, and
5. Determination coefficient (R^2) to measure variation explained by EI.

A significance value of $p < 0.05$ was used as the standard to determine whether the effect of emotional intelligence on performance was statistically meaningful.

Ethical Considerations

This study upheld ethical research standards by ensuring that all respondents participated voluntarily, with full anonymity and confidentiality guaranteed. No personal or sensitive data were collected, and the results were used solely for academic purposes.

RESULT AND DISCUSSION

Results

Validity and Realibility Test

The results of the research instrument test to determine the validity of the instrument show that all variables are at a significant level ($\alpha = 5\%$), which means that all research indicators on variables X and Y are valid. Similarly, the reliability test shows a value greater than 0.60.(Variables X =0.702 and Variables Y = 0.789)

Meanwhile, the results of the simple regression analysis conducted are as follows:

Coefficients^a					
Model	Unstandardized Coefficients		Standardized Coefficients		t
	B	Std. Error	Beta		
1	(Constant)	1.022	.412		2.479
	X	.715	.108	.555	6.606
a. Dependent Variable: Y					



$$Y = 1.022 + 0.715X$$

Table 1. *Regression Analysis Results*

Source: data processing results 2025

Based on this equation, it can be interpreted that the regression coefficient X of 0.715 has a positive value, meaning that employee emotional intelligence has a positive effect on improving the performance of employees in the business sector. The analysis results also show that the significance value is less than 0.05. This means that variable X has a significant effect on variable Y. Overall, the meaning is that the emotional intelligence variable has a positive and significant influence on employee performance in the business sector.

Discussion

The results of this study indicate that emotional intelligence (EI) has a significant impact on employee performance in the business sector. This finding supports the initial hypothesis, suggesting that employees with higher levels of EI tend to perform better than those with lower levels. This section discusses various aspects of the relationship between EI and employee performance, along with its potential implications for both organizations and employees.

Emotional intelligence consists of several key components, which are the ability to recognize one's own emotions (self-awareness), manage emotions (self-regulation), have empathy, and possess social skills. Each of these components contributes to creating a positive and productive work environment. Employees who are able to understand and manage their own emotions tend to be more emotionally stable, which has an impact on how they interact with colleagues and management. For example, employees who are able to control negative emotions such as anger or frustration will be better able to communicate effectively and resolve conflicts that may arise in the workplace.

This study found that there is a strong positive relationship between EI and employee performance. Employees with high EI are more adaptable to changes and challenges encountered in the workplace. They tend to be more creative and innovative in finding solutions. This is in line with the findings revealed by (Goleman, 2003), which show that EI contributes to employees' ability to work together in teams and solve problems effectively. In a business context, high productivity benefits not only individuals but also the organization as a whole, as it can increase a company's profits and competitiveness. The results of a study by (Jibril et al., 2025), which



examined the human resource characteristics required by banks, also stated that empathy and self-control enable employees to improve their performance. The same opinion is shared by (Rondang et al., 2022), who state that if a person has good emotional intelligence, they will be able to manage their potential optimally so that it will produce good performance. Similarly, (Kristina & Alfahmi, 2024) conducted research on employees in Langkat and (Sharmin et al., 2024) who studied the Impact of Emotional Intelligence on Employee Performance: A Bibliometric Approach.

In a work environment that is often stressful, the ability to manage emotions and maintain mental well-being is very important. Research shows that employees with high EI are better able to cope with stress in constructive ways, such as seeking social support or taking time to rest, allowing them to work comfortably and calmly. This contributes to better mental health and reduces burnout rates in the workplace. Maintaining employee well-being not only improves their quality of life, but also has a positive impact on organizational performance and productivity.

It can be interpreted that the positive influence occurs due to the following impacts (based on the results of interviews with selected informants):

1. Improved Communication Skills

Employees with high emotional intelligence tend to be more effective in communicating. They can convey ideas and feelings clearly and listen effectively. This creates better relationships with coworkers, reduces the likelihood of conflict, and improves team collaboration.

2. Better Stress Management

Emotional intelligence helps employees manage stress and negative emotions. When employees can handle pressure well, they can remain focused and productive. The ability to remain calm and think clearly in difficult situations is crucial for optimal performance.

3. Increased Engagement and Motivation

Employees with high emotional intelligence tend to be more engaged in their work. They have strong intrinsic motivation, which drives them to contribute more and look for ways to improve their performance. High engagement is often directly related to better work outcomes.

4. Ability to Work in a Team

Employees with good emotional intelligence are able to adapt to a wide range of personalities and emotions within a team. They can build positive relationships, understand group dynamics,



and work together to achieve common goals. This is especially important for projects that require collaboration.

5. Improved Problem-Solving Skills

Emotional intelligence enables employees to identify and understand the emotions that influence decision-making. By understanding the emotional impact of certain situations, they can make more rational and effective decisions, which in turn improves performance.

6. Increased Job Satisfaction

Employees with high emotional intelligence tend to be better able to resolve conflict and build positive relationships in the workplace. This can increase job satisfaction, which contributes to loyalty and commitment to the company.

Overall, emotional intelligence has a positive and significant impact on employee performance. With the ability to manage emotions, communicate effectively, and collaborate effectively, employees can achieve better results. Companies that support the development of emotional intelligence among their employees will see increased productivity, job satisfaction, and overall performance.

CONCLUSION

This study concludes that emotional intelligence has a positive and statistically significant effect on employee performance in the business sector in Makassar. The findings demonstrate that higher levels of emotional intelligence—reflected through self-awareness, self-regulation, empathy, motivation, and social skills—are associated with improved employee performance in terms of productivity, work quality, discipline, teamwork, and responsibility. The regression analysis confirms that emotional intelligence is a key determinant of performance, indicating that employees who are better able to understand and manage their emotions tend to perform more effectively in a dynamic and competitive business environment.

The results suggest that emotional intelligence contributes not only to individual performance but also to the creation of a healthier and more collaborative work climate. Employees with strong emotional intelligence are better equipped to manage work-related stress, communicate effectively, resolve conflicts constructively, and adapt to organizational changes.



These capabilities ultimately enhance job satisfaction and organizational effectiveness. Based on these findings, it is recommended that organizations integrate emotional intelligence development into human resource management practices through training, coaching, and leadership development programs. Future research is encouraged to expand the scope of analysis by including additional variables, such as organizational culture or leadership style, and by examining different business sectors to obtain a more comprehensive understanding of the role of emotional intelligence in improving employee performance.

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