



## Leader's Emotional Intelligence Factors and Employee Performance

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### ABSTRACT

Emotional intelligence today can be used as a measure of the success of an individual's ability to carry out their duties, therefore emotional intelligence is not only expected from employees, but also from organizational leaders. Emotional intelligence from leaders consists of self-awareness, self-management, social awareness, social management factors which are expected to have a relationship with performance. This research uses a qualitative method, where in this research uses theories from articles, books and websites related to the leader's emotional intelligence and performance. Leaders who have high emotional intelligence are able to understand, manage and respond well to emotions, both personal emotions and the emotions of other people, and also the emotional intelligence of leaders not only impacts harmonious work relationships but also directly increases employee productivity and performance

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## **INTRODUCTION**

Nowadays, organizations are required to be able to run the wheels of the organization in accordance with the objectives set by each organization, the organization will have an impact that can change the sustainability of the organization in a good direction, in other words, employee performance is a measure of the success of the organization where they work (Perangin Angin et al. 2021). Therefore, to achieve this, human resources are needed who are responsible for running the organization, because human resources are very important in an institution, without human resources an institution will not be able to carry out its duties and functions properly (Herdiyanti et al. 2025). The urgency of employee engagement in creating new employee morale aims to create a strong relationship with each employee. (Sofyan et al. 2022), because employees are one of the main factors that affect employee performance in the organization. (Dahkoul 2018), Employee performance refers to how well an individual performs his or her job duties and responsibilities within an organization. (Silalahi, Panjaitan, et al. 2024), to be able to support good performance, it requires a leader pattern that has good emotional intelligence in leading its members, so that the performance of its members in doing work can increase.

Employee performance can be defined as work which is the ratio between significant work and employee standards. (Pakpahan, Hardianawati, and Suwarlan 2021), and a measure of how well employees implement explicit and implicit standards, goals, and priorities. Employee performance is an important pillar in determining the success of a company, because if employees perform well, of course the company will develop better, and to improve employee performance is a continuous process that requires management and employees to invest time and effort in creating a supportive and productive environment, to improve it, employee performance must first be measured by quality, quantity, efficiency, consistency, and quality. (Novakovic 2024). Performance is expected to be the success of the ability of human resources in an organization, therefore the management that manages the organization always strives so that employees or members of the organization always improve the performance of the organization's human resources. But there are times when the expected performance does not match reality, where the causal factors of declining performance can arise for various reasons, ranging from high job pressure, personal problems, to lack of motivation..(Herdiasa 2023), identifying the underlying causes of declining performance is the first step in finding solutions. If managed well, productivity and morale can be restored.

Employee performance can be supported by leaders who have emotional intelligence, where leaders with high levels of emotional intelligence can inject enthusiasm, excitement and optimism to their employees, and an atmosphere of cooperation, which can then develop positive interpersonal relationships with them; positive interpersonal relationships between leaders and employees. (Pastor 2014), emotional intelligence has the potential to improve leadership quality and employee performance (Ramasamy et al. 2021). It should be noted

that emotions are very prominent in leadership (Rostomyan and Rostomyan 2018).

Emotionally intelligent leaders can build strong teams, develop harmonious relationships, handle conflict, and encourage team members to achieve organizational goals. The ability to recognize and regulate emotions makes a leader more adaptable, thoughtful and effective in dealing with various challenges in the workplace. How highly a leader can develop their emotional intelligence is often a determining factor in their long-term success in leading and building organizations. Leaders who demonstrate integrity, fairness and concern for employee welfare promote a sense of security and trust among employees so that they feel valued and motivated to deliver their best performance. (Silalahi, Hadikusumo, et al. 2024). Therefore, leaders are not only smart but also have aspects of self-awareness, self-management, social awareness, social management (Goleman 2004).

Self-awareness accurately assesses one's identity (strengths, weaknesses, qualities, values, beliefs, and motives) (Abdel Hadi and Gharaibeh 2023) and to do so, need to concentrate on dependability, accountability, and communication skills (Hinkle 2018). Self-management involves independent choice, modern managers' goals and ways to achieve them, active participation of staff in decision-making and implementation (Yunger, Hbur, and Krylova 2022), then self-awareness should increase helping behavior in most everyday situations (Hoover, Wood, and Knowles 1983), a leader's ability to influence others is likely related to his or her level of social awareness (Mueller-hanson et al. 2007), then social management, as opposed to strategic management, realizes its innovation potential. Various communities of practice and strategic groups embrace this theory because without it they are scattered groups with no connection to each other (Marinho, Cançado, and Iwamoto 2024), in particular, 'creating a cohesive team', 'sharing choices' and 'worker well-being' refer to several competencies and indicators from the executive leadership domain, particularly with regard to developing and maintaining a positive organizational environment (Castro 2018) Each of these components plays an important role in how the leader interacts with the team and the work environment as a whole. Therefore, emotional intelligence is a must-have soft skill for a leader. (Wulandari 2023), Emotional intelligence is an integral part of effective leadership because it affects various aspects of employee performance including engagement, collaboration, job satisfaction, and productivity, and can help leaders to influence, negotiate, and communicate effectively. A leader is not only required to be intelligent, but also able to lead with empathy, good interpersonal relationships, and inspire and motivate his team. However, sometimes the emotional intelligence factor is not as expected, because sometimes there are still leaders who have not been able to control their social awareness, because there are still leaders whose empathy is still lacking towards their subordinates and there are times when they still see the social status of their employees.

## **LITERATURE REVIEW**

### ***Leader Emotional Intelligence***

Every aspect of life is closely related to the foundation of leadership (Kusuma et al. 2023), the paradigm shift in leadership is the main reason behind the increased focus on emotional intelligence (Sehgal 2023). Leader emotional intelligence refers to the leader's ability to identify, understand, and manage their own emotions and the emotions of others. It is essential for effective leadership as it directly affects how leaders interact with their teams, make decisions, and deal with challenges. There is a significant correlation between leadership and emotional intelligence (Mayer, J. D., Caruso and Salovey 2000), to achieve success in the business world, a leader must have a blend of cognitive and affective intelligence. (Gujral and Emdee 2016).

### ***Employee Performance***

Human resources are very important in an institution, without human resources an institution will not be able to carry out its duties and functions properly (Herdiyanti et al. 2025), human resources can support the achievement of organizational goals, so organizations must utilize human resources more effectively and efficiently with a tendency to improve employee performance (Kirana, Sriathi, and Suwandana 2022). The success of employee performance is inseparable from the fulfillment of employee expectations for an objective performance appraisal because an objective assessment will create a sense of justice about the rights and responsibilities of employees so that it can influence the performance of employees (Stefanus and Putra 2022), the company realizes that every employee can continue to develop so that they can improve their performance against the company (Novitayanti, AB, and Nasution 2020).

## **METHODOLOGY**

The method used in this article uses qualitative methods, In qualitative methods can be applied to many basic theories (Rosenthal 2018), and draws on theories of interpretation (hermeneutics) and human experience (phenomenology) (Savin-Baden and Major 2022). Phenomenology is a qualitative research approach that seeks to understand individuals' lived experiences and subjective perceptions of certain phenomena. (Creswell and Poth 2017). This method focuses on collecting and analyzing qualitative data, namely data that cannot be measured by numbers or numbers, which are then used to understand a phenomenon or problem in depth and thoroughly about the phenomenon and where for the theory and study are obtained from journal articles, web sites and books that have a relationship with the study and description of the leader's emotional intelligence and employee performance.

## RESULTS AND DISCUSSION

Emotional intelligence plays an important role in a leader's ability to influence performance in organizations. Leaders who have high emotional intelligence can effectively manage their emotions and the emotions of their team members, fostering a positive work environment and increasing overall productivity. Leaders with strong self-awareness understand their emotions, strengths and weaknesses. This self-knowledge allows them to regulate their reactions and make the right decisions that have a positive impact on team morale and performance, it is supported by the opinion from (Tenney 2024) that emotional intelligence of leaders improves employee performance by fostering a positive work environment, building strong interpersonal relationships, possession of emotional intelligence is essential for effective leadership (Harahap et al. 2023).

Self-awareness is the foundation of emotional intelligence, where self-aware leaders understand their own emotions and how they affect behavior and a leader's ability to manage emotions is critical in decision making. (Naim et al. 2024). Self-awareness is the ability to recognize and understand one's own emotions, thoughts, and behaviors, as well as their impact on others. In a leadership context, self-awareness is crucial because it allows leaders to reflect on their actions and how these actions affect employee morale, engagement, and performance, only 10-15% of professionals are truly self-aware, which suggests that a significant majority may not fully grasp how their leadership style influences their teams (Eurich 2018). Leaders with high levels of self-awareness are better equipped to understand their impact on others and make appropriate decisions that align with organizational goals.. (Amisha 2024), This relates to the ability of leaders to be able to tune into their emotional state and accurately identify their feelings in any given situation, resulting in better judgment and better relationships with team members. When leaders demonstrate self-awareness, they tend to create an open environment where employees feel safe to express their thoughts and feelings, providing an opportunity to understand the messages behind emotions and regulate tone of voice and gestures by paying attention to the dimensions that influence emotional intelligence. (Abdel Hadi and Gharaibeh 2023).

Leaders with a high level of self-awareness are better able to manage their emotions and reactions in a variety of situations and enable them to communicate more effectively with employees, creating an environment of mutual trust and openness. When leaders realize their strengths and weaknesses, they can use this understanding to motivate employees, provide constructive feedback, and create a culture where team members feel valued and understood. Instead, less self-aware leaders may inadvertently create an unfriendly working environment, which can lead to a decrease in confidence and employee engagement, and they will be reluctant to seek clarification or express concerns, which ultimately hinders their performance.

Self-management is a critical skill that encompasses the ability to regulate one's emotions, actions, and behaviors effectively. In a leadership context, self-management plays a significant role in influencing employee performance. Leaders who exhibit strong self-management skills can create an environment that fosters autonomy, accountability, and motivation among their team members. Therefore, there is growing interest in exploring the role of emotional intelligence in leadership effectiveness, with particular emphasis on understanding how competencies influence leadership behaviors and outcomes (Yulianti, Chaidir, and Irawan 2024). Leaders who practice self-management are better equipped to handle stress and navigate workplace challenges. They set an example for their teams by demonstrating how to manage time effectively, prioritize tasks, and maintain focus despite distractions. This modeling behavior encourages employees to adopt similar practices, leading to improved productivity and engagement. Effective self-management allows leaders to provide constructive feedback without resorting to micromanagement. When leaders empower their teams by trusting them to make decisions and manage their workloads, it enhances employee morale and fosters a sense of ownership over their work, emotional intelligence will help the leaders in managing stress and emotions to overcome the problems that require effective solutions and face the challenges in today's situation (Saferdin et al. 2023). This empowerment is particularly crucial in remote or hybrid work environments where employees may feel isolated or disconnected from traditional management structures.

Social Awareness is an important component of effective leadership that significantly affects employee performance, self-awareness can also be interpreted as a continuous concern on the individual's inner state (Hasanah and Mujannah 2020) It includes the ability to recognize, understand, and respond to other people's emotions, needs, and concerns in an organization. Leaders who demonstrate a high level of social awareness can create a positive work environment that encourages collaboration, motivation and productivity among employees. A social awareness leadership competency has two elements. First, ethical leaders must act and make decisions ethically. Secondly, ethical leaders must also lead ethically - in the ways they treat people in everyday interaction, in their attitudes, in the ways they encourage, and in the directions in which they steer their organizations or institutions or initiatives (Wang, Tsui, and Xin 2011). Social Awareness in leadership has deep implications for employee performance by encouraging strong relationships, improving collaboration, employees who see their leaders dealing with conflicts constructively are more likely to mimic these behaviors themselves, leading to a healthier work atmosphere that supports sustainable performance managing conflicts effectively, increasing engagement rates, and creating a positive work culture, the invisible aspect of the competence of social awareness leadership lies in the character of the leader, in the decision-making process, in his mindset, in the set of values and principles he attracts, and in his courage to make ethical decisions in difficult situations (Mwithi, Were, and Muturi 2016). Employees involved tend to be more productive because they feel appreciated and understood by their leaders, leaders who prioritize understanding of their workplace emotional climate

encourage an inclusive environment in which diversity is celebrated, and all voices are heard. This positive culture not only attracts top talent but also increases retention rates as employees feel aligned with organizational values and missions.

The relationship between social management leadership and employee performance is a multifaceted one that encompasses various psychological, physiological, and behavioral dimensions, a leader's ability to inspire his team members to achieve at their best leads to higher levels of employee performance (Suprayitno 2021). Social management leadership refers to the style of leadership that emphasizes the importance of social dynamics, relationships, and the well-being of employees within an organization. Understanding this relationship requires examining how social status within an organization influences employee behavior and performance outcomes Emotional intelligence also encompasses effective emotional management (Kiishi 2024), Social status in the workplace is determined by factors such as hierarchy, respect from peers, and perceived authority. For instance, studies have shown that employees who perceive themselves as having higher social status exhibit improved physiological responses when faced with stressors. This can lead to enhanced performance levels as they are better equipped to handle challenges effectively.

Leaders who understand the impact of social status can leverage it to improve employee performance, because the bond between managers and employees is also considered an effective tool in the workplace (Qalati et al. 2022). When employees feel recognized and valued (i.e., when their social status is elevated), they are more likely to engage positively with their work tasks. They tend to show greater motivation, commitment, and willingness to collaborate with colleagues. Conversely, those in lower-status positions may experience feelings of inadequacy or disengagement, which can negatively affect their performance. effective social management leadership significantly impacts employee performance by enhancing motivation through improved perceptions of social status while fostering positive behaviors such as collaboration and generosity among team members.

## CONCLUSIONS AND RECOMMENDATIONS

The emotional intelligence of leaders is expected to be a very important factor in supporting the successful performance of employees in an organization. In a leader's emotional intelligence, there are 4 factors that can support employee performance, where these factors consist of self-awareness, self-management, social awareness, social management, from having a relationship to employee performance. This means that leaders who have high emotional intelligence are able to understand, manage and respond well to emotions, both personal emotions and the emotions of other people, and also the emotional intelligence of leaders not only impacts harmonious work relationships but also directly increases employee productivity and performance.

## **FURTHER STUDY**

This research still has limitations, so further research is needed related to the topic of Leader's Emotional Intelligence Factors and Employee Performance in order to perfect this research and increase insight for readers.

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