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The Role of Emotional Intelligence and Self-Efficacy in Enhancing Employee Performance: A Systematic Literature Review

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Abstract

This study investigates the role of Emotional Intelligence (EI) and Self-Efficacy in enhancing employee performance, framed within the context of an empowered economy for sustainable prosperity in Indonesia. As businesses increasingly recognize the importance of non-technical competencies in driving success, Emotional Intelligence has emerged as a critical factor in employee productivity and satisfaction. Self-Efficacy, as an individual's belief in their ability to succeed, has been identified as a crucial mediator in the relationship between EI and performance outcomes. This paper presents a Systematic Literature Review (SLR) that synthesizes research findings on the impact of Emotional Intelligence and Self-Efficacy on employee performance. By examining recent studies, the review highlights how these constructs contribute to sustainable workplace practices and foster a culture of empowerment. Findings reveal that EI positively influences performance by enhancing employees' adaptability, resilience, and collaboration skills, with Self-Efficacy serving as a significant mediator in these relationships. This review underscores the importance of incorporating Emotional Intelligence and Self-Efficacy into human resource strategies to support sustainable economic growth and organizational success.

Keywords

Emotional Intelligence, Self-Intelligence, Employee Performance, Human Resource

1. Introduction

In an era of rapid global change and economic competition, organizations in Indonesia face growing pressures to enhance employee performance by focusing on psychological factors such as Emotional Intelligence (EI) and Self-Efficacy. As key components of human capital, these factors not only drive individual success but also contribute to organizational resilience and adaptability, both essential for achieving sustainable economic growth. The concept of emotional wage, which emphasizes non-monetary benefits like recognition and supportive relationships, has been shown to positively affect happiness and satisfaction at work, subsequently improving overall employee performance (Ravina et al., 2024). Emotional Intelligence plays a crucial role in managing the complexities of digital transformations and workforce adaptability, particularly by enabling leaders to support employees' acceptance of technological changes (van Dun & Kumar, 2023). Emotional Intelligence, often defined as the ability to perceive, control, and utilize emotions constructively, has emerged as an essential asset in fostering an engaged, resilient, and strategically aligned workforce (Cuéllar et al., 2019). By developing EI, organizations can improve interpersonal relationships, reduce workplace conflict, and support a culture of proactive problem-solving key drivers for an empowered economy (Alharbi & Alnoor, 2022).

By cultivating Emotional Intelligence (EI) within their workforce, organizations can significantly enhance interpersonal relationships, foster collaboration, and create a more harmonious workplace environment. EI equips employees with the skills to understand and manage their emotions and those of their colleagues, which can lead to more empathetic interactions, smoother conflict resolution, and stronger team cohesion. Moreover, a workforce adept in EI is better prepared to navigate challenges constructively, as they are more likely to approach problems with a proactive, solution-oriented mindset. This culture of collaboration and proactive problem-solving not only strengthens internal dynamics but also supports organizational resilience and adaptability—key drivers in building an empowered and sustainable economy (Alharbi & Alnoor, 2022).

A wealth of research emphasizes EI's impact on work attitudes, including job satisfaction and commitment, which directly influence organizational stability and reduce employee turnover. Specific dimensions of EI, such as emotional awareness and regulation, are positively correlated with perceptions of organizational justice, promoting fair treatment and trust among employees (Mustafa et al., 2023). This trust, in turn, strengthens organizational loyalty, a critical factor for Indonesia's economic prosperity by helping businesses retain talent and drive growth. For instance, a study by Selvi & Aiswarya (2023) found that employees with high EI demonstrated increased engagement and adaptability, particularly in dynamic environments that demand resilience and flexibility. Additionally, Alharbi & Alnoor (2022) found that EI enhances customer service orientation, as observed in the Moroccan banking sector, where emotionally intelligent employees were better able to meet clients' needs, thereby enhancing customer satisfaction and loyalty. These findings underscore the importance of EI for customer-focused industries in Indonesia, where strong customer relationships are a cornerstone for sustaining a competitive advantage.

Despite its potential, research has shown that EI's influence on employee performance, while positive, is not always statistically significant. A study conducted on employees in Southeast Sulawesi, Indonesia, found that while EI positively correlates with employee performance, this effect was not significant in certain organizational settings, indicating that EI alone may not be a definitive predictor of performance outcomes (Wati et al., 2023). Additionally, while studies on the influence of EI on self-efficacy suggest a positive association, findings also indicate

that this effect may not be statistically significant, suggesting that EI, though it may bolster self-confidence, might require additional factors to significantly influence self-efficacy in the workplace (Anksorus & Bradley, 2020). These mixed results highlight a research gap: understanding the specific conditions, mediators, and moderators that could amplify the influence of EI on both self-efficacy and employee performance remains critical. Exploring this gap emphasizes the need for a contextual approach to EI in Indonesian organizations, as factors such as organizational culture, job roles, and industry type may play a role in determining its effectiveness.

Self-efficacy, the belief in one's own ability to complete tasks and overcome challenges, has similarly been recognized as a significant predictor of workplace performance. According to Bandura's theory of self-efficacy, employees who exhibit high self-efficacy tend to be more proactive, demonstrating higher levels of Organizational Citizenship Behavior (OCB) and commitment to achieving shared organizational goals (Liao et al., 2022). High self-efficacy has been associated with behaviors that align with organizational objectives, such as collaboration and innovation, essential in an era where fostering an empowered workforce is key to Indonesia's long-term economic stability. However, research findings suggest that self-efficacy's impact on employee performance, while positive, may not always reach statistical significance. This outcome raises questions about the factors that might strengthen this relationship, emphasizing the need to explore potential moderators that could enhance the effect of self-efficacy on employee performance in varying organizational settings (Dong et al., 2023). A confident and empowered workforce is more likely to engage in strategic decision-making and adopt adaptive work practices that drive organizational growth and economic development (Elbirou, 2024). Addressing these gaps by understanding the conditions that moderate the effects of EI and self-efficacy could offer Indonesian organizations insights into optimizing these factors within human resource strategies for sustainable prosperity.

Building on these findings, this systematic literature review aims to explore how EI and self-efficacy interact to influence employee performance across diverse organizational contexts. By examining these factors through the perspective of human resource management strategies, this review aspires to provide practical insights for Indonesian managers seeking to leverage human capital in alignment with the nation's broader vision of an empowered and sustainable economy. In doing so, the study acknowledges the importance of EI and self-efficacy not as isolated constructs but as interdependent psychological assets whose effectiveness may depend on various organizational and situational factors.

A deeper understanding of these mechanisms will not only assist Indonesian managers in crafting strategies to enhance resilience, innovation, and adaptability within their workforce but will also contribute to Indonesia's efforts to achieve sustainable prosperity. By identifying and integrating the right contextual elements, managers can foster an organizational culture that encourages proactive and adaptable work behaviors. This is particularly crucial in a globalized economy where organizations must consistently mobilize diverse talents toward shared strategic goals. Moreover, an organizational culture that values EI and self-efficacy creates a positive feedback loop: as employees become more emotionally intelligent and self-assured, they are better equipped to contribute constructively to organizational objectives, promoting both economic empowerment and sustainable growth. The findings of this review could therefore serve as a foundation for practical human resource interventions that integrate psychological insights into performance improvement strategies, ultimately supporting Indonesia's aspiration to harness the full potential of its workforce. By prioritizing EI and self-efficacy, organizations can position themselves as resilient and adaptable entities in an ever-evolving

competitive landscape, contributing to the realization of an empowered economy that drives both individual and national progress.

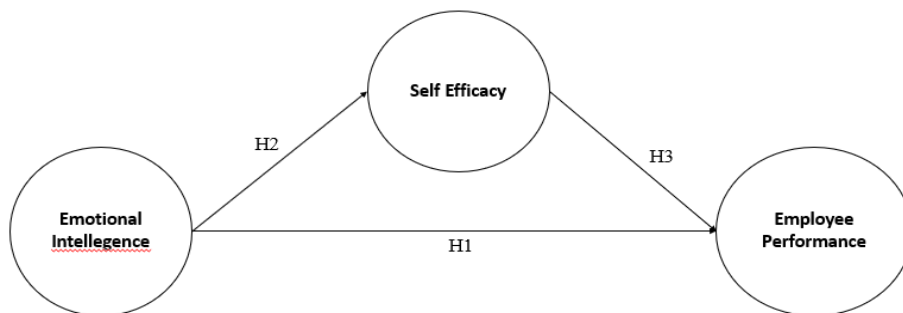


Figure 1. Research Framework

2. Literature Review

2.1. Employee Performance

Employee performance is a fundamental aspect of organizational success, often assessed through various behavioral and outcome-based indicators. According to Campbell et al. (1993), performance encompasses behaviors that align with organizational goals, contributing to the attainment of desired results. It emphasizes that performance measurement systems in organizations can be categorized into components like monitoring, attention focusing, legitimization, and strategic decision-making. These indicators offer a framework to evaluate and improve employee performance comprehensively (Sabie et al., 2020).

In relation to emotional intelligence (EI), research has shown a positive correlation between EI and employee performance. Sabie et al. (2020) conducted a study using the Pearson correlation coefficient, finding a strong relationship ($r = .547$) between EI and performance, validating EI as a predictor of workplace success. Their study suggests that EI enables employees to better handle job responsibilities by managing their emotions and interactions with colleagues, which is especially relevant in Human Resources (HR) roles that require constant social interaction and conflict resolution. The article further discusses how EI elements, such as social awareness and self-management, play critical roles in enhancing employee performance. Social awareness allows employees to accurately interpret others' emotions and needs, promoting a service-oriented mindset and fostering organizational harmony. Self-management, on the other hand, is crucial for maintaining focus, controlling stress, and upholding integrity in challenging situations.

Thus, employee performance, shaped by these EI dimensions, aligns closely with organizational effectiveness. By developing EI, organizations can create a more supportive work environment that bolsters individual performance and contributes to overall organizational growth. This underscores the importance of fostering EI competencies to achieve sustainable success in today's competitive business landscape. The key indicators of employee performance include several important components. Monitoring ensures that employees' tasks and responsibilities are performed according to organizational standards and goals. Attention focusing directs employees' attention toward primary objectives and reduces distractions that could hinder performance. Legitimization is the process of justifying and validating actions and decisions within the organization, supporting the company's vision and values. Strategic decision-making is the ability to make decisions that enhance organizational effectiveness and efficiency. These indicators are used to

comprehensively measure and improve employee performance, particularly within the field of human resource management.

H1. Emotional Intelligence (EI) has a positive and significant effect on employee performance.

2.2. Emotional Intelligence

Emotional Intelligence (EI) has become a significant concept in Human Resource Management (HRM) and employee performance. EI is defined as the ability to recognize, understand, manage, and effectively use emotions in oneself and others (Goleman, 2001). explained that EI includes components such as social awareness and self-management, which are highly relevant in organizational contexts. As studies on EI have expanded, many researchers have found that EI correlates with positive outcomes in the workplace, including improved performance, job satisfaction, stress resilience, and career achievements (Wong & Law, 2017). In the HR field, EI has proven essential, as HR employees are frequently engaged in interactions with others in various emotional situations. Research shows that HR employees with high EI are better able to motivate and build healthy relationships, thereby creating a conducive work environment and enhancing team performance overall (Sabie et al., 2020) Goleman (1998) states that EI not only aids in interpersonal interactions but also has a transpersonal role that enables individuals to understand and support organizational values and vision, which significantly contributes to strengthening organizational culture and productivity. A study by Sabie et al. (2020) found a strong correlation between EI and HR employees' performance in private companies. The data indicates that EI is a positive predictor of employee performance in organizations, suggesting that employees with higher levels of EI tend to achieve better work outcomes ($r = .547$; $R^2 = .299$) These findings emphasize that EI is a crucial aspect that needs to be developed in HR management to support organizational performance and success.

Emotional intelligence (EI) has been widely studied for its impact on individual and organizational performance, particularly in human resources. Key indicators of EI that support effective workplace interactions include self-management, social awareness, attention focusing, and performance legitimization. Self-management refers to the ability to regulate one's own emotions, especially in stressful or challenging situations. It encompasses skills such as emotional self-control, a positive outlook, accountability for personal performance, and initiative in acting. These competencies enable employees to maintain composure and perseverance, even in demanding work environments (Sabie et al., 2020). Social awareness is another crucial component of EI, emphasizing the ability to recognize and understand others' emotions and needs. It includes empathy, service orientation, and organizational awareness, allowing HR professionals to effectively navigate social dynamics and foster collaborative relationships (Goleman, 2001). This skill is essential in creating an inclusive and supportive work culture, which benefits both employees and the organization. Attention focusing involves directing one's attention toward specific goals or tasks and minimizing distractions that could hinder performance. Employees with strong attention-focusing skills are better equipped to prioritize work effectively, thereby enhancing productivity and maintaining a high standard of performance (Atkinson et al., 1997). Performance legitimization refers to the validation of actions and decisions within the organizational context. This indicator supports a sense of alignment between individual and organizational goals, reinforcing employees' commitment and morale. Through legitimizing actions and aligning them with broader organizational values, employees feel more supported and motivated to contribute positively. Together, these EI indicators—self-management, social awareness, attention focusing, and

performance legitimization—highlight the multidimensional nature of emotional intelligence and its relevance in fostering both individual and organizational success (Sabie et al., 2020).

H2. Self-Efficacy has a positive and significant effect on the relationship between Emotional Intelligence and employee performance.

2.3. Self-Efficacy

Self-efficacy, a concept developed by, refers to an individual's belief in their capacity to perform tasks and achieve specific goals. It has been widely recognized as a significant predictor of workplace performance and personal motivation. Self-efficacy can influence various dimensions of work behavior, including the willingness to take on challenging tasks, perseverance in the face of obstacles, and resilience under stress. In organizational settings, high self-efficacy has been associated with greater productivity, job satisfaction, and commitment to achieving organizational objectives (Gist & Mitchell, 1992).

The indicators of self-efficacy highlight the various elements that build an individual's belief in their abilities. Enactive mastery is the most influential indicator, involving the successful completion of tasks. Each achievement reinforces confidence, making individuals more resilient and likely to tackle new challenges. Vicarious experience involves observing others' successes. When individuals see similar others succeed, it enhances their belief in their own abilities, especially when they identify with the person observed. Verbal persuasion encompasses positive encouragement from others. Supportive feedback from trusted figures strengthens confidence, motivating individuals to put more effort into tasks. Physiological and emotional states reflect the impact of physical and emotional responses on self-efficacy. Positive states boost confidence, while negative emotions, like stress, can undermine it. Managing these responses constructively can improve self-belief. Together, these indicators shape self-efficacy by addressing cognitive, social, and emotional aspects, forming a foundation for motivation and performance.

H3. The combined effect of Emotional Intelligence and Self-Efficacy has a positive and significant effect on employee performance.

3. Methods

The research method employed in this study is a systematic literature review to investigate the role of Emotional Intelligence (EI) and Self-Efficacy in enhancing employee performance. This method allows for a comprehensive examination of prior research on EI, Self-Efficacy, and their impact on various performance outcomes, including job satisfaction, organizational citizenship behavior, and task performance. The Systematic Literature Review (SLR) is a comprehensive method designed to synthesize existing research systematically and transparently, reducing bias in the selection and analysis of studies. This approach is essential to provide a robust, scientific basis for understanding a particular research area (Gui & Zhong, 2024). The data sources for this review include reputable academic journals and databases, ensuring relevance and quality in the literature selection. Key studies have highlighted the positive influence of EI on employee behaviors, such as work engagement, interpersonal relations, and job satisfaction (Selvi & Aiswarya, 2023). Similarly, research on Self-Efficacy demonstrates its critical role in improving employees' resilience and adaptability in dynamic work environments (Mohamed, 2021). To ensure focus and relevance, only studies published within the last five years were included.

The literature selection process involved filtering studies based on specific criteria: studies must discuss EI and Self-Efficacy in the context of employee performance, provide empirical data, and address organizational outcomes. Key findings from selected studies were systematically reviewed and analyzed, highlighting themes such as the mediating role of psychological factors in job performance (Liao et al., 2022), and the moderating effect of organizational support on the relationship between EI and job satisfaction (Mustafa et al., 2023). Qualitative analysis techniques, including thematic analysis, were used to identify patterns and significant findings across studies. Through this approach, recurring themes emerged, such as the impact of EI on conflict management and strategic decision-making, which has been shown to positively affect leadership and employee performance outcomes (Alharbi & Alnoor, 2022). The analysis revealed that both EI and Self-Efficacy contribute to enhancing organizational performance by fostering positive employee behaviors, psychological resilience, and job commitment. In summary, the systematic literature review method employed here facilitates a structured synthesis of existing research on EI and Self-Efficacy, providing insights into their collective role in improving employee performance across various organizational settings.

4. Results

Emotional Intelligence (EI) plays a critical role in enhancing employee performance by equipping individuals with essential skills for managing emotions, fostering resilience, and promoting positive interpersonal relationships. Research consistently shows that EI is positively correlated with key performance indicators, such as job satisfaction, organizational commitment, and customer service effectiveness (Cuéllar et al., 2019; Alharbi & Alnoor, 2022). In Indonesia's customer-oriented sectors, where client interaction and satisfaction are crucial, high EI allows employees to recognize and respond appropriately to customers' emotional needs, strengthening loyalty and service quality. This is essential for maintaining a competitive edge in the national and global market, particularly within industries that emphasize customer experience as a differentiator.

EI also contributes to creating a harmonious work environment by enhancing employees' conflict management and strategic decision-making abilities. This is achieved as emotionally intelligent employees are better equipped to handle workplace stress, remain composed under pressure, and engage in constructive communication, which mitigates potential conflicts. Such skills are vital in complex organizational structures where diverse teams must be aligned towards shared goals (Elbirou, 2024). By fostering a culture of proactive problem-solving and empathy, EI supports an organizational climate that is conducive to sustainable prosperity and economic empowerment. Therefore, integrating EI into human resource development strategies is valuable for cultivating a resilient, adaptable, and cooperative workforce that can drive long-term success.

Self-Efficacy, defined as an individual's belief in their ability to accomplish tasks and achieve goals, has also emerged as a vital predictor of performance outcomes. Self-efficacy influences how employees approach challenges and persist in difficult tasks, fostering a proactive mindset that aligns with organizational objectives (Liao et al., 2022). This is further reinforced by research indicating that emotional intelligence (EI) significantly and positively influences performance outcomes by enhancing an individual's affective behaviors and career satisfaction, fostering resilience and interpersonal effectiveness in the workplace (Bakare et al., 2023). Bandura's self-efficacy theory supports the notion that individuals who possess confidence in their capabilities are more likely to exhibit Organizational Citizenship Behavior (OCB), show initiative, and maintain resilience in the face of workplace challenges. In Indonesia's organizational context, where economic growth is closely

linked with a highly empowered workforce, self-efficacy serves as a foundation for sustaining employee commitment and adaptability. High self-efficacy contributes to a positive feedback loop, where employees feel capable and motivated to meet organizational expectations, thus enhancing overall performance (Arinnis et al., 2022). Developing self-efficacy among employees can strengthen collaboration, adaptability, and strategic decision making, supporting Indonesia's long-term economic sustainability and positioning organizations as adaptable and resilient players in a competitive market.

The systematic literature review indicates that the interaction between EI and self-efficacy amplifies their positive effects on employee performance. While EI provides individuals with emotional resilience and adaptability, self-efficacy offers a sense of confidence and agency that empowers employees to undertake challenges. Studies highlight that EI positively influences self-efficacy by reinforcing individuals' confidence and adaptability, thus enabling them to effectively navigate complex workplace demands and contribute to higher job performance and engagement (Mohamed, 2021). This synergistic relationship suggests that organizations can benefit from developing both EI and self-efficacy simultaneously, as these attributes complement one another. Employees with high EI and self-efficacy are not only better equipped to engage in effective conflict management but also exhibit strong problem-solving skills, which are crucial for organizations operating in volatile and unpredictable environments (Asif, 2021). By fostering a dual focus on EI and self-efficacy, organizations can support their employees' holistic development, enhancing job performance and commitment.

The findings from this review underscore the need for human resource strategies that emphasize psychological competencies like EI and self-efficacy. Investing in EI and self-efficacy training can empower employees to take ownership of their performance, enhance resilience, and drive positive workplace relationships (Assalmani, 2021). Furthermore, organizations can support sustainable performance by fostering a work culture that values emotional intelligence, self-belief, and psychological well-being. For Indonesia, where empowering the workforce is integral to economic growth, human resource strategies that prioritize EI and self-efficacy development align with the nation's vision of sustainable prosperity. By enhancing employees' psychological resilience and interpersonal skills, organizations not only improve individual performance but also build a foundation for collective success. In turn, such initiatives can improve organizational loyalty, reduce turnover, and create a workplace environment that attracts top talent. Ultimately, by integrating EI and self-efficacy into human resource policies, organizations can position themselves as industry leaders committed to fostering both employee well-being and competitive advantage, ensuring that they thrive in an increasingly globalized economy.

5. Discussion

The findings emphasize the importance of integrating Emotional Intelligence (EI) and Self-Efficacy into human resource development to enhance employee performance. In Indonesia's customer-centric sectors, EI plays a crucial role in helping employees engage empathetically with clients, thereby strengthening customer loyalty and service quality (Abror & Muharam, 2024). This alignment with customer satisfaction supports the competitive edge needed for organizations in both local and international markets. In addition, emotionally intelligent employees contribute to a positive workplace by managing stress effectively and employing constructive communication in conflict situations. This promotes a harmonious environment and supports complex, goal-oriented teamwork, essential in large organizational structures. Self-efficacy further complements EI by encouraging employees to approach challenges confidently and persistently. According to

Bandura's theory, self-efficacious employees are more likely to exhibit proactive behaviors, such as OCB and resilience in adverse situations, reinforcing commitment and adaptability, both crucial in Indonesia's evolving economy (Fitriyani et al., 2023).

The synergistic relationship between EI and self-efficacy suggests a powerful combination that enables employees to navigate workplace complexities with resilience and confidence. Organizations stand to benefit from focusing on both attributes in training programs, as employees with high EI and self-efficacy demonstrate strong problem-solving skills and adaptability. This approach not only boosts individual performance but also creates a resilient workforce capable of sustaining organizational success in competitive and uncertain environments. For Indonesia, where workforce empowerment is key to economic growth, HR strategies that prioritize EI and self-efficacy development align with the nation's vision for sustainable prosperity (Bakare et al., 2023). Such initiatives foster employee loyalty, reduce turnover, and attract top talent. By embedding EI and self-efficacy in HR policies, Indonesian organizations can enhance both employee well-being and their competitive advantage, positioning themselves as leaders in a globalized economy.

6. Conclusion

This study systematically examines the impact of Emotional Intelligence (EI) and Self-Efficacy on employee performance within the framework of Indonesia's vision for an empowered and sustainable economy. Findings from the literature highlight that EI enhances adaptability, resilience, and interpersonal skills, enabling employees to manage conflicts effectively, engage in strategic decision making, and foster a positive organizational climate. These attributes are especially valuable in customer-centric industries, where EI contributes to improved service quality, customer satisfaction, and loyalty—crucial factors in maintaining competitiveness.

Self-Efficacy, on the other hand, bolsters an employee's confidence in their ability to perform tasks and overcome challenges, encouraging proactive behavior and commitment. This belief in one's abilities aligns with Organizational Citizenship Behavior (OCB) and goal-oriented actions, which are fundamental in dynamic environments requiring adaptability and collaboration. Together, EI and self-efficacy form a synergistic foundation that not only enhances individual performance but also strengthens organizational resilience.

The interplay between EI and Self-Efficacy underscores the importance of integrating these psychological competencies into human resource strategies. By investing in EI and self-efficacy development, organizations can cultivate a resilient, adaptable, and motivated workforce equipped to face complex challenges and contribute to sustainable economic growth. This approach aligns with Indonesia's goals of fostering an empowered workforce, positioning organizations to thrive in both national and global markets while contributing to the broader vision of long-term prosperity.

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