Leadership with Social and Emotional Intelligence

Lucky Tamengkel
Administration Department, Faculty of Social and Political Sciences, Sam Ratulangi University, Manado, Indonesia
Correspondence Email: luckytamengkel@unsrat.ac.id

ABSTRACT

This study aims to analyze the influence of social intelligence and emotional intelligence of leaders on job satisfaction. This study uses a survey method with a quantitative descriptive approach. The location of the study was carried out at the Hospital Prof. Kandou, Manado. The population of this study were all employees at the hospital Prof. Kandou, Manado, with a sample of 150 employees in determining the sample used proportional random sampling technique. The data that has been netted with a questionnaire is then rated and tabulated for further analysis using multiple regression. The results showed that the variables of social intelligence and emotional intelligence had a positive and significant effect on job satisfaction.

Keywords: social intelligence, emotional intelligence, job satisfaction

INTRODUCTION

Minister of Health Indonesia’s Regulation with number 159b / Men.Kes / Per.II / 1988 explains that hospital is a means of health efforts, organizing health service activities and can be used for education of health workers and research. Community demands for the quality of hospital services are a fundamental problem in most hospitals, especially those in Indonesia. Therefore, various efforts to improve health services continue to be improved and developed by every hospital management. Improving the quality and performance of employees (paramedics or nurses) is a very important thing done by hospital management.

Leaders must have intellectual intelligence in current developments, also needed other competencies such as social intelligence and emotional intelligence. Social intelligence is defined as the ability to determine requirements for leadership in a particular situation and choose an appropriate response. Emotional intelligence is defined as the limit in which a person adapts to his feelings and with the feelings of others. Job satisfaction is a general attitude towards one's work, which shows the difference between the number of awards received by workers and the amount they believe they should receive.

According to Riva'I (2004) "An organization without the support of employees / employees that fits both the quantitative, qualitative, strategy and operational aspects, so that the organization / company will not be able to maintain its existence, develop and advance in the future". Therefore, there is a need for management steps to better ensure that the organization has the right workforce to occupy various positions, functions, jobs that are in line with needs.

Employee job satisfaction is an important problem to be considered in relation to employee performance itself and of course very large benefits for an organization.
Gibson et al (2000) clearly illustrates the interrelationship between performance and job satisfaction. On the one hand it is said that job satisfaction leads to improved performance so that satisfied workers will be more productive. On the other hand, job satisfaction can also occur due to performance or work performance so that more productive workers will get satisfaction.

Employees in carrying out work assignments require interaction with coworkers and of course their superiors. The interaction between leaders and employees in an organization is an important thing to note regarding the effect on employee satisfaction. Strong relationships show that leaders or managers can influence significantly other variables by increasing job satisfaction (Kreitner and Kinicki, 2001).

In recent years, additional leadership competencies have been identified, including emotional intelligence, social intelligence, and metacognition intelligence. Although this competence can be considered as a skill, each involves a group of related skills and characteristics (Yukl, 2005). Goleman (2007) revealed that intellectual intelligence contributes approximately 20% to the factors that determine success in life, and the other 80% is filled by other forces, including emotional intelligence. Proponents of emotional intelligence state that without emotional intelligence, a person might get extraordinary training, high analytical thinking, effective vision, and endless supply of intelligent ideas but still not make it a great leader (Robbins and Judge, 2015). Quoting a number of opinions, experts Yukl stated that social intelligence is the ability to determine requirements for leadership in a particular situation and choose the right response. The two main components of social intelligence are social perceptive and behavioral flexibility (Yukl, 2005). Research conducted by Kenneth (2009) states that a manager who has high performance is one who has emotional. Poor social intelligence and emotional intelligence are strong predictors for an executive to deviate or fail in his career.

Researchers want to fill the research gap by conducting research on leadership with social intelligence and emotional intelligence which is towards employee job satisfaction. This is because some researchers are still less interested in studying social intelligence and emotional intelligence associated with leadership and its effects on job satisfaction.

The hospital Prof. Kandou (RSUP Prof. Kandou) Manado with the vision of making superior education hospitals in eastern Indonesia and the motto of customer satisfaction above all else, to realize it of course hospital management needs to pay attention to relationships or interactions between leaders or managers with their employees (paramedics or nurses) more specifically in improving job satisfaction employee.

**CONCEPTUAL FRAMEWORK AND RESEARCH HYPOTHESIS**

The problem in this study includes the influence of social intelligence and emotional intelligence of leaders on employee job satisfaction and the object of the research is the employee (nurses) at the hospital Prof. Kandou Manado.

Based on the theory and previous research that has been explained, the conceptual framework of Leader Social Intelligence causality and leader's emotional intelligence towards employee job satisfaction can be explained as follows.
Based on the conceptual framework of research, the hypotheses proposed in this study are:

**Effect of Social Intelligence on Employee Job Satisfaction**

Dewi and Wulanyani (2016) in a journal entitled the relationship of social intelligence and group work satisfaction in small group discussions on students of education programs of doctors of the Medical Faculty of Udayana University, the results showed that there was a significant relationship between social intelligence and group cooperation satisfaction, the higher the social intelligence, the greater the level of job satisfaction.

Based on the description above, the following hypotheses are arranged:

H1: Social intelligence has a significant effect on job satisfaction

- Emotional Intelligence Mainstreaming on Employee Job Satisfaction
  
  Supriyanto and Troena (2012) in a journal entitled The Influence of Emotional Intelligence and Spiritual Intelligence on Transformational Leadership, Job Satisfaction, and Manager Performance by taking studies in the Islamic Bank of Malang City, the results of the study showed that emotional intelligence had a significant effect on job satisfaction.

  Hidayati, Setiawan, and Solimun (2013) in a journal entitled Emotional Intelligence and spiritual intelligence have an effect on job satisfaction and employee performance by taking a study at the NTB education quality assurance agency, stating that emotional intelligence has no significant effect on job satisfaction.

  Rachmelia and Suryani (2017) in a journal entitled The Influence of Emotional Intelligence and Work Stress on Job Satisfaction and its impact on the commitment of the Bakti PT BCA frontliner organization, the results showed emotional intelligence had a positive influence on job satisfaction.

  Based on the description above, the following hypotheses are arranged:

  H2: emotional intelligence has a significant effect on job satisfaction
RESEARCH METHODS

This study aims to examine the effect of social intelligence and emotional intelligence on employee job satisfaction. In accordance with the formulation of the problem and the research objectives to be achieved, this study uses a type of explanatory research or hypothesis testing research. Population is the whole object of research that is studied. The population of this study is all employees of the hospital Prof. Kandou Manado, based on data in the hospital. Prof. Kandou Manado, the number of available human resources is 2028 people, consisting of 249 medical personnel, 1011 nursing staff, non-nurse medical personnel 187 people and 581 non-medical personnel. In this study, the population taken was nursing staff totaling 1011 people. Nursing staff in this study are nurses who have been in their work for at least 3 (one) year, because in that time it is assumed that the employee already has experience to understand his work. To determine the sample to be used in the study, proportional random sampling technique was used. In this technique, taking sample members from the population is based on the selection of regions where each member of the population is drawn randomly without regard to the strata (levels) in the population (Sugiyono, 2008). In this study the number of samples specified was 150 people. In this study used a list of statements (questionnaires) arranged based on Likert models with five answer choices with a range of values between 1 to 5 to capture primary data from respondents regarding social intelligence, emotional intelligence and job satisfaction. The data that has been netted with a questionnaire is then rated and tabulated for further analysis. The answers obtained from respondents according to the variable values that have been determined will then be analyzed using the help of SPSS version 16.0 software, where this data analysis technique is carried out to determine the effect of the multiple regression analysis approach.

FINDINGS

Simultaneous Impact Analysis (F test)

Table 1. Analysis Result of F-Test (Anova)

<table>
<thead>
<tr>
<th>Model</th>
<th>Sum of Squares</th>
<th>df</th>
<th>Mean Square</th>
<th>F</th>
<th>Sig</th>
</tr>
</thead>
<tbody>
<tr>
<td>Regression</td>
<td>114,779</td>
<td>2</td>
<td>57,390</td>
<td>268,551</td>
<td>.000**</td>
</tr>
<tr>
<td>Residual</td>
<td>31,414</td>
<td>147</td>
<td></td>
<td>.214</td>
<td></td>
</tr>
<tr>
<td>Total</td>
<td>146,193</td>
<td>149</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

a. Predictors: (Constant), Emotional Quotient, Social Quotient
b. Dependent Variable: Job Satisfaction

Source: Analysis by SPSS Program

Simultaneous testing was carried out to determine whether the multiple regression model with the independent variable Social Intelligence (X₁), Emotional Intelligence (X₂), has an influence or can predict the dependent variable Employee Job Satisfaction (Y).

From the results of the F test (Anova) in table 5.5 can be seen the results obtained are the value of Fcount = 268,551, the value of Ftable at the free degree (2; 149) with a value of α = 0.05 is 3.06. Thus Fcount > Ftable or 268,551 > 3.06. with a probability level of sig. 0.000. Therefore probability (0.000) is much smaller than 0.05.
Based on the hypothesis testing criteria, $H_0$ is rejected and $H_a$ is accepted, this means that the regression model can be used for measuring influence or forecasting.

The Influence of Social Intelligence Variables ($X_1$), and Emotional Intelligence ($X_2$), on the variable Employee Job Satisfaction ($Y$) can be known from the coefficient of determination ($R^{2}$) in table 2. below.

| Source: Analysis by SPSS Program |

From the solid data table 2 can be seen that the coefficient of determination ($R^{2}$) = 0.785, this shows the understanding that Employee Job Satisfaction ($Y$) is affected by 78.2% by the Social Intelligence Variable ($X_1$), Emotional Intelligence Variable ($X_2$), whereas the rest (100% - 78.2% = 21.8%) is explained by other causes.

**Partial Impact Analysis**

**Table 3. Regression Coefficient and its Significance**

| Source: Analysis by SPSS Program |

From the data in table 3 on the Social Intelligence variable ($X_1$) the coefficient value is 0.387, with a constant of 3.524, the regression calculation equation is obtained: $Y = 3.524 + 0.387X_1$.

From table 3 also obtained the value of $t_{count} = 8.673$, for the value of $t_{table}$ with a significance level $\alpha = 0.05$ and the degree of freedom ($df_1$) = 149 then obtained $t_{table} = 1.960$. It turns out the value of $t_{count} > t_{table}$ or $8.673 > 1.960$, with a probability value of $sig = 0.000$ far below the value of 0.05, then $H_0$ is rejected and $H_a$ is accepted, meaning significant. So, the Social Intelligence Variables have a significant effect on Employee Job Satisfaction.

In the Emotional Intelligence variable ($X_2$) the value of the coefficient is 0.514 with a constant of 3.524 then the regression equation is obtained:

$$Y = 3.524 + 0.514X_2.$$
From table 3 can be seen the value of tcount = 10.660, for the value of t table with a significance level of α = 0.05 and the degree of freedom (dk) = 149 then obtained t table = 1.960. It turns out the value of t count > t table or 10.660 > 1.960, with a probability value of sig = 0.000 far below the value of 0.05, then H₀ is rejected and Hₐ is accepted, meaning significant. So, the Emotional Intelligence Variables have a significant effect on Employee Satisfaction Variables.

Based on the results above, the regression equation obtained is:

\[ Y = 3.524 + 0.387X1 + 0.514X2. \]

All regression coefficients are positive, this means that every increase in all independent variables, namely Social Intelligence (X1), and Emotional Intelligence (X2), will implement an increase in the dependent variable, Employee Job Satisfaction (Y).

**DISCUSSION**

**The Effect of Social Intelligence on Employee Job Satisfaction**

Based on the results of the t test shows the tcount of the Social Intelligence variable is greater than the ttable value, this indicates that the Social Intelligence variable has a significant effect on the variable Employee Job Satisfaction in the hospital Prof. Kandou Manado. These results indicate that by improving the leader's social intelligence at the hospital Prof. Kandou Manado will increase Employee Job Satisfaction. This finding supports research from Dewi and Wulanyani (2016), which states that there is a significant relationship between social intelligence and job satisfaction, the higher the social intelligence, the greater the level of job satisfaction.

Thus, the meaning that can be drawn from this finding is that Social Intelligence is one of the important factors in carrying out the task of a leader in improving Employee Satisfaction. This is consistent with the opinion of several researchers (Cantor and Kihlstrom, 1987; Ford, 1986; Zacaro, Gilbert, Thor, and Mumford, 1991) in Yukl (2005) that social intelligence is the ability to determine requirements for leadership in a particular situation and choose a fast response.

**Effect of Emotional Intelligence on Employee Job Satisfaction**

Based on the results of the t test, it shows that the value of the Emotional Intelligence variable is greater than the ttable value, this indicates that the Emotional Intelligence variable has a significant effect on the variable Employee Job Satisfaction in the Hospital Prof. Kandou Manado. These results indicate that with the Increased Emotional Intelligence of Leaders in the Hospital Prof. Kandou Manado will increase Employee Job Satisfaction. This finding supports the research of Supriyanto and Troena (2012), and Rachmelia and Suryani (2017) which states that Emotional Intelligence has a positive and significant effect on employee job satisfaction. However, this study does not support research conducted by Hidayati, Setiawan, and Solimun (2013) which states that Emotional Intelligence does not have a significant effect on Employee Job Satisfaction. This study indicates that the emotional intelligence of a leader is also an important factor in improving employee job satisfaction. These results support the opinion of Goleman (2000) which states that managers and leaders, in particular require high emotional intelligence because they represent the organization to the public, they
interact with many people inside and outside the organization and they shape employee morale. Leaders with empathy are able to understand the needs of their subordinates and provide feedback to them.

CONCLUSION

Based on the results of research on how much influence the Social Intelligence and Emotional Intelligence on Employee Job Satisfaction can be concluded as follows: 1) Variable Social Intelligence leaders have a positive and significant effect on employee job satisfaction variables. The test results on these variables indicate that a leader's social intelligence which is reviewed through social perceptive nature and behavioral flexibility is very supportive in increasing employee job satisfaction. 2) Variable Emotional intelligence leaders have a positive and significant effect on employee job satisfaction variables. The test results on these variables indicate that a leader's emotional intelligence that is reviewed through self-awareness, empathy, and self-regulation is very supportive in increasing employee job satisfaction.

REFERENCES


