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MANAGERIAL PERFORMANCE MODEL THROUGH DECISION MAKING AND EMOTIONAL INTELLIGENCE IN PALUTA DISTRICT

Erwin H. Harahap¹⁾, Hapzi Ali²⁾

¹⁾ Doctoral Student UPI YPTK Padang, Padang, Indonesia

²⁾ Lecture UPI YPTK Padang, Padang, Indonesia

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Corresponding author:

Erwin H. Harahap

E-mail: erwinhrp2020@gmail.com



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Abstract: This study aims to determine and analyze the effect of Emotional Intelligence on Managerial Performance directly and indirectly through Decision Making. The sample in this study amounted to 44 regional device organizations leaders in Padang Lawas Utara (Paluta) District. Data analysis method using path analysis. The results of the study note that Emotional Intelligence and Decision Making simultaneously affect Managerial Performance, but partially Decision Making has a more dominant influence. The indirect effect of Emotional Intelligence on Managerial Performance through Decision Making is greater than the direct influence of Emotional Intelligence on Managerial Performance, thus Decision Making is able to be an intermediary variable for the influence of Emotional Intelligence on Managerial Performance.

Keywords: Performance, Decision Making and Emotional Intelligence

INTRODUCTION

In order to realize good governance, institutional reform and public management reform needed. Institutional reform involves reforming all the tools of government in the region, especially the organizational structure. The public management reforms related to the need to use government management models in accordance with the demands of the changing times. Delegation of authority in the form of decentralized governmental tasks, should be able to create a policy formulation mechanism that is accommodating to the aspirations of the people, so that the level of dependency of the regional government on the central government, the increasing professionalism and performance of the government apparatus in

the region, thus the existence of the regional government will be more meaningful and ultimately the quality of service delivery to the public will increase.

The success of an organization in achieving its goals and fulfilling its social responsibilities depends to a large extent on managerial including public organizations. Managerial performance is the result of an effective managerial activity process starting from the process of planning, implementation, administration, accountability report, guidance, and supervision. Good performance can be realized if a manager is able to take the right decisions so that goals or objectives can be achieved.

Emotional Intelligence needed by an employee or manager in supporting performance. Goleman (2003) shows some research evidence which reveals that intellectual intelligence contributes approximately 20% to life survive, and 80% others are filled with other forces, including emotional intelligence.

In addition to an adequate level of competence, a manager's emotional intelligence can also facilitate a manager in making the right decision. Managers with good competence will have a big enough opportunity to be able to carry out tasks better than managers who do not have competence.

North Padang Lawas Regency (Paluta) is a division of South Tapanuli Regency formed by Law Number 37 of 2007 concerning the Establishment of North Padang Lawas Regency in North Sumatra Province. The number of Regional Apparatus Organizations in North Padang Lawas Regency consists of 44 (forty fours) Regional Device Organizations and about of 4,013 civil servants. Responding to changes due to reforms, both at the central and regional levels and in the context of implementing regional autonomy, the Government of North Padang Lawas regulated a Vision and some Missions which was a realistic and measurable future and became the main target of the North Padang Lawas Regency government in administering the government community development and services.

The shifting of Regional income and expenditure budget or APBD from traditional budget to performance budget requires that the APBD be prepared based on certain targets to be achieved in one fiscal year. Therefore, in order to prepare the APBD Draft, the Regional Government together with the DPRD compiles the APBD General Policy which contains instructions and general provisions agreed upon as guidelines in the preparation of the APBD. The preparation of the Regional Budget is basically an effort to achieve the vision, mission, goals and targets set in the Regional Medium-Term Development Plan (RPJMD) for a period of 5 (five) years and the program of regional heads whose preparation is guided by the Development Plan

To realize the vision and mission, performance measurement measured using a method of comparing the achievement of target performance. The method of comparing the achievement of target performance done by comparing the desired performance plan (performance plan) with the realization of the performance (performance result) achieved by the organization. Based on the results of the Performance Accountability Report of the North Padang Lawas Regency in 2019 there were still many performance realizations whose values were below one hundred percent, this indicated that the managerial performance was not optimal.

From this phenomenon, the researchers are interested in conducting research with the title "Model Managerial Performance through Decision Making and Emotional Intelligence OPD in North Padang Lawas Regency"

LITERATURE REVIEW

The Manager performance

The opinion supported by Ivancevich (which states that behaviors and results used to measure a person's performance. Ilyas (states that performance is the appearance of the work of personnel both quality and quantity in an organization. Performance can be either an individual or group appearance personnel and all levels of the organization in similar terms expressed by Irawan (that performance is the work of a worker / employee in an organization as a whole, where the results of the work demonstrated in concrete and measurable evidence. Added by Rivai performance is the result or level overall success of a person during a certain period in carrying out the task compared with various possibilities such as work standards, targets or targets, or criteria that have been predetermined and agreed upon together. Performance measurement systems provide information relevant to decision making. Relevant information obtained from performance measurement tools that cover financial and non-financial aspects. The unification of measuring instruments covering an organization's value chain believed to help managers to understand cross-functional relationships that lead better and more accurate problem solving and decisions making (Banker et al, 2002). The performance measurement system can guide the decisions making process and help evaluate past decisions (Malina and Selto, 2001).

Government Regulation No. 46 of 2011 states that performance is a condition that is reported, transparent and confirmed to certain parties to find out the success in achieving the vision of the institution / agency, as well as knowing the negative and positive impacts of a policy operation. According to Widodo's (2014: 135) performance appraisal is one of the important tasks for a manager or leader to improve personnel decisions and provide feedback to employees about the employee's performance. Dessler (2007) performance appraisal basically key factor for developing an effective and efficient organization.

Decision-making

According to Colquitt, Leppine and Wesson (2009: 37) describe an offer step approach to making decisions to maximize decision output. The steps are as follows: (1) determining the right criteria, (2) making a general list of all alternatives, (3) evaluating alternatives to the criteria, (4) choosing the best conclusion, (5) implementing alternatives, making decision referring on the results and choices of a series of alternatives for problem solving. According to Kreitner and Kinichi (2010: 226) explains that decisions making requires identification and choosing alternative solutions that will lead to the state of the desired affairs. Another opinion as stated by Shecrmerhorn (2011: 207) explains, "decision making means making choices, and these choices, made at each step in the decision making process just describe". It can be said that decision making means making choices, and these choices are made by following the steps of the decision making process described. According to Stephen Robbins and Timothy A. Judge argues Stephen Robbins and Timothy A. Judge, (2011: 210) decisions. It follows the six steps of rational decisions making models. 1) determined the problem,

identify the problem criteria 3) allocate criteria weights, 4) develop alternatives, 5) evaluate alternatives and 6) choose the best alternative.

Decision making according to (Harold and Cyril O Donnell, 1997) in (Siregar, 2013) is how a manager has an alternative decision in acting because alternative ways are needed in making a decision if the manager works under pressure and the manager must make good planning. Meanwhile, decisions making theory is a theory that explains how to choose alternative ways that a decision could be take and is related to one's character in the decision making process. Decision making in organizations closely related to personal characteristics, namely: emotional competence, status, prestige, economic, personality, temperament, intelligent, energy, and attitude. Decisions making has a strong direct effect on individual performance, and subsequently affects the effectiveness of the organization (Djatkiko, 2002).

Emotional Intelligence

Salovey and Mayer (in Stein, 2002), defines emotional intelligence as "the ability to recognize feelings, attract and evoke feelings to help the mind, understand feelings and their meanings, and control feelings in depth so as to assist emotional and intellectual development". The opinions of Salovey and Mayer in Stein (2002) summarizes the important aspects in increasing emotional intelligence in the workplace in five aspects, they are:

- 1) Self Awareness which the ability to observe and recognize the feelings that are owned by yourself;
- 2) Managing emotions the ability to manage emotions including unpleasant ones accurately, following understanding the reasons behind the emergence of these emotional attitudes;
- 3) Motivating oneself, the ability to control emotions to support the achievement of organizational goals;
- 4) empathy, which is the ability to manage sensitivity, put yourself in the perspective of others while respecting it; and
- 5) Maintaining relationships the ability to interact and maintain healthy relationships with others, also called social or interpersonal skills. The operational definition of emotional intelligence is the ability of self to recognize one's own feelings and those of others and can manage them well so that good relationships can created with others.

Positive emotional expression at work related to job satisfaction. Managers who express what they feel related to the decisions that have been taken when interacting with clients or subordinates tend to be healthier, feel the fulfillment of stronger personal needs and feel more attached to their work (Hess, 2003).

Chudaifah (2012) states that emotional intelligence and personality traits have a significant and simultaneous effect on employee performance. Rahmasari (2012) explains that among the variables of intellectual intelligence, emotional intelligence, and spiritual intelligence, the most positive and dominant influence on performance is the variable of emotional intelligence.

Components of Emotional Intelligence according to Goleman (2002: 58-59) consist of 5 dimensions / components, namely: Self-recognition (self-awareness), means that people can recognize themselves so that they can assess themselves, know their weaknesses and strengths. Self-control (self regulation) is a condition where a person can control himself and be able to think calmly. Motivation (Motivation) something that encourages a person to move

forward towards the goals / objectives. Empathy (empathy) where a person can feel a situation / environment faced by others so that caring and sympathy will arise which makes a person not become selfish and the last is social skills, with social skills someone will be able and ready to face the real social situation. Cooper and Sawaf (2010: 8) say that emotional intelligence is the ability to feel, understand, and selectively apply emotional power and sensitivity as a source of energy and humane influence.

RESEARCH METHODS

Types of research

This type of research causality research directed to describe the existence of a causal relationship between several situations that described in the variable and on that basis then will be drawn general conclusions.

Population and Samples

The population and sample in this study were all managerial or leaders of the Regional Device Organization in the District of Padang Lawas Utara, amounting to 44 (forty fours) manager, with a census sampling method in which the entire population was sampled.

Definition of Variable Operations

In this research several terms used operational in order to be a guide in this study. The operational definitions are:

Table 1. Definition of Variable Operations

Variable	Indicators
Emotional Intelligence (X)	<ol style="list-style-type: none"> 1. Self-Introduction 2. Self Control 3. Motivation 4. Empathy 5. Skills
Decision-making (Y)	<ol style="list-style-type: none"> 1. Emotional Competence 2. Status 3. Prestige 4. Economy 5. Personal 6. Temperament 7. Intelligence 8. Energy 9. Ethics
Managerial Performance (Z)	<ol style="list-style-type: none"> 1. Planning 2. Investigation 3. Coordination 4. Evaluation 5. Supervision 6. Staff Selection 7. Negotiations

8. Representative

Classic assumption test

Before a regression test in this study, a classic assumption prerequisite test conducted. The multiple linear regression model can be called a good model if it meets the assumptions of data normality and is free from classical assumptions, both normality, multi collinearity, autocorrelation and heteroscedasticity.

Hypothesis test

Multiple linear regression outputs produced through the SPSS program need to be carried out simultaneously with the F-test, and a partial test with t-test, the explanation for each of these tests is as follows:

Path Analysis

To test intervening variables, the path analysis method is used. Path analysis is an extension of multiple linear regression analysis, path analysis is the use of regression analysis to estimate causal relationships between variables (causal) that have been predetermined based on theory, arrows will show the relationships between variables:

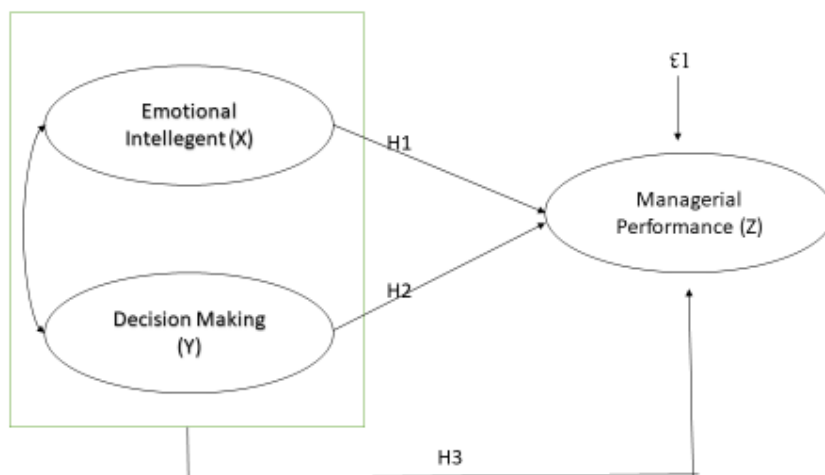


Figure 1. Conceptual Framework

FINDINGS AND DISCUSSION

Determinant Test Results (R Square)

The R Square test results are obtained as in Table 1 below:

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	R Square Change	Change Statistics			Sig. F Change
						F Change	df1	df2	
1	.954 ^a	.910	.906	1.34283	.910	207.305	2	41	.000

a. Predictors: (Constant), EI_(X), DM_(Y)

b. Dependent Variable: Mng_Perf(Z)

Table 1. Model Summary

Source: Data processed, 2020

Based on the model summary table above, an R Square figure of 0.910 or 91% is obtained. This shows that the percentage contribution of the influence of the independent variable Emotional Intelligence (X) and Decision Making (Y) Managerial Performance (Z) of 91%. While the rest: $100-91\% = 9\%$ influenced or explained by other variables not included in this research model .

F Value Analysis

F value or F test is performed to determine whether all independent variables included in the model have a joint effect (SIMULTAN) on the dependent variable. The F Value is obtained in the following Table 2:

Table 2. Anova

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	747.615	2	373.808	207.305	.000 ^b
	Residual	73.930	41	1.803		
	Total	821.545	43			

a. Predictors: (Constant), EI_(X), DM_(Y)

b. Dependent Variable: Mng_Perf_(Z)

Source: Data processed, 2020

From Table 2 Anova above obtained F value of 207.305 with a sig value of 0.000, meaning that the independent variable Emotional Intelligence (X) and Decision Making (Y) have a significant effect on Managerial Performance (Z) simultaneously

Variable Coefficient Value

The coefficient values of each variable can be seen in Table 3 below:

Table 3. Coefficient Values

Model	Coefficients ^a											
	Unstandardized Coefficients		Standardized Coefficients	t	Sig.	95,0% Confidence Interval for B		Correlations			Collinearity Statistics	
	B	Std. Error				Lower Bound	Upper Bound	Zero-order	Partial	Partial	Tolerance	VIF
1 (Constant)	-.618	1.436		-.430	.669	-3.519	2.283					
DM_(Y)	.698	.077	.749	9.032	.000	.542	.854	.945	.816	.423	.319	3.136
EL_(X)	.371	.130	.237	2.851	.007	.108	.634	.855	.407	.134	.319	3.136

a. Dependent Variable: Mng_Perf_(Z)

Source: Data processed, 2020

Statistically the output coefficients table above obtained the following equation.

$$Y = Pzx. X + Pzy. Y + e1$$

$$Y = 0,237.X + 0,749 Y + e1$$

From the above equation it is known that Decision Making (Y) has a dominant influence on Managerial Performance (Z) with a coefficient value of 0.749

The results of the above equation are entered into the structural equation image as below:

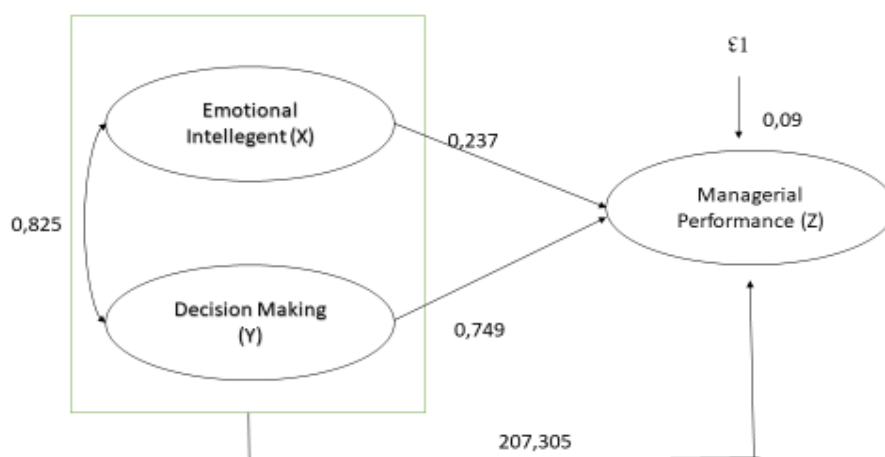


Figure 2. Path Analysis

The direct effect of X on Y

$$X \rightarrow Z = X \cdot X$$

$$= (P_{zx}) (P_{zx})$$

$$= (0.237) (0.237) = 0.056 = 5,6 \%$$

The indirect effect of X1 on Y

$$X \text{ with respect to } Z \text{ through } Y = X1 \cdot \Omega \cdot Y \rightarrow Z$$

$$= (P_{zx}) (r_{xy}) (P_{zy})$$

$$= (0,237) (0.825) (0.749) = 0.146 = 14,6\%$$

$$\text{Total direct and indirect effects} = 0.056 + 0.146 = 0.202 = 20.2\%$$

The relationship between Emotional Intelligence and Decision Making has a correlation coefficient of 0.825 or 82.5% which means it has a strong relationship. This is in line with research conducted by Andi Nasrawati (2010), Jordan, P J., Ashkanasy, N M., & Hartel, C E J (2002), Chudaifah (2012)

The partial effect of Emotional Intelligence on Managerial Performance has a path coefficient of 0.237 or 23.7% and the influence of Decision Making on Managerial Performance has a path coefficient of 0.749 or 74.9%, thus the path coefficient (0.749 > 0.0.237) and can be stated that the Decision Making variable is more influential than Emotional Intelligence. This research is in line with research conducted by Sulastrri (2003), Goleman (2004), Sri Nurgiyati (2010), Maulidia (2007), Cahyani (2017), Marpaung (2012)

The partial effect of Decision Making (Y) on Managerial Performance (Z) has a path coefficient of 0.749 or 74.9% and it is stated that the Decision Making variable (Y) has a strong relationship to Managerial Performance (Z). This research has been proven by Sri Wineh (2015), Nina Martina (2017).

CONCLUSION AND SUGESTION

1. The correlation between Emotional Intelligence and decision making in this study is strong with a value of 0.825
2. Variable Emotional Intelligence and Decision Making have a significant and partial effect simultaneously on Managerial Performance. But partially the influence of Decision Making is more dominant influence on Managerial Performance
3. The magnitude of the indirect effect of Emotional Intelligence on Managerial Performance through Decision Making is greater when compared to the direct effect of Emotional Intelligence on Managerial Performances this means that Decision Making variables are able to be intermediaries or intervening.

4. Although the research conducted found a significant influence on Emotional Intelligence and Decision Making on Managerial Performance, both partially and simultaneously, this research has several limitations, namely first, the research conducted by data collection techniques using a set of questionnaires specifically designed for this purpose. . The items in the questionnaire may not fully reflect what is in each variable. Second, the answers that has given may be not reflect the real reality so it is still questionable and sought further. Third, respondents have different social settings, so respondents have different intensities of knowledge, both at the level of understanding and in practice. Another limitation in this study is that many other factors thought to influence managerial performance in addition to emotional intelligence and decision making so that future research can add other variables.

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