

The Effect of Emotional Intelligence on Employee Performance

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Abstract: *Emotional intelligence has become one of the important aspects of the dynamic and stressful modern world of work. This study aims to understand the extent of the influence of emotional intelligence on employee performance in the context of the organization. Through a theoretical approach and literature analysis, it was found that individuals with high levels of emotional intelligence tend to have better abilities to manage emotions, build interpersonal relationships, and adapt to work pressure. This contributes significantly to increased productivity, work effectiveness, and overall job satisfaction. These findings confirm that the development of emotional intelligence is an important strategy in efforts to improve employee performance. Therefore, organizations are advised to include emotional intelligence training as part of their human resource development program. This study aims to systematically examine the relationship between emotional intelligence and employee performance through the Systematic Literature Review (SLR) approach.*

Keywords: *emotional intelligence, employee performance, interpersonal relationships, work productivity, human resource management*

INTRODUCTION

In an era of increasingly dynamic business competition, organizations are required to be able to manage their human resources strategically and sustainably. Employees are no longer only seen as task implementers, but as strategic human capital that affects the performance and sustainability of the organization. One of the contemporary approaches to human resource management is to develop soft skills, including emotional intelligence, which is considered a key factor in shaping productive and adaptive work behavior (M. N. Putri, 2021).

Emotional intelligence is the ability of individuals to recognize, understand, and manage their own emotions and others effectively (Goleman, 2005 in Wirawan, 2017). In the context of organizations, employees with high emotional intelligence tend to have psychological resilience, the ability to manage conflicts, and the capacity to build harmonious working relationships, all of which have a positive impact on performance (Amalia & Purnama, 2016). Research by Putri (2021) in the banking environment found that emotional intelligence has a contribution of 40.9% to improving employee performance, either directly or through motivation as an intermediate variable.

This phenomenon is increasingly relevant when organizations face various challenges such as work pressure, high targets, and rapid changes in the business environment. Employees with low levels of emotional intelligence tend to be prone to stress, have fluctuating work motivation, and are less able to manage internal conflicts, which ultimately lowers the quality of their performance (Ratmawati & Nugroho, 2021). On the other hand, employees who are able to regulate their emotions and adjust to the work environment will find it easier to achieve work targets, contribute to the team, and demonstrate sustainable positive work behaviors (Sastri & Wirawan, 2017).

However, although the importance of emotional intelligence has been widely uncovered in various studies, the available findings are still fragmented, spread across a variety of different industry contexts and sectors, and use diverse design and methodological approaches. This makes it difficult to gain a complete understanding of the extent and how emotional intelligence affects employee performance in a systematic way. Therefore, a comprehensive approach such as Systematic Literature

Review (SLR) is needed, which allows researchers to comprehensive, filter, and synthesize the results of previous research in a comprehensive, evidence-based manner.

This study aims to conduct a Systematic Literature Review of studies that discuss the relationship between emotional intelligence and employee performance. The main focus lies in how emotional intelligence contributes to improving work performance directly as well as through mediating variables such as job satisfaction and work stress. By summarizing the findings of various studies, this study is expected to provide a holistic picture and evidence-based recommendations for HR management practitioners in developing strategies for developing employee emotional competencies as part of efforts to improve organizational performance.

MATERIALS AND METHODS

This study uses the Systematic Literature Review (SLR) approach, which is a literature review method that is carried out systematically, explicitly, and can be replicated. This method aims to identify, evaluate, and synthesize all research results that are relevant to a particular topic, in this case the influence of emotional intelligence on employee performance. The SLR approach was chosen because it is able to provide a comprehensive and in-depth picture of the phenomenon being studied, while eliminating bias in the selection of literature sources (Suhartono & Yanuar, 2021).

Search Strategies and Data Sources

The first step in the implementation of the Systematic Literature Review is to design a structured scientific article search strategy. The search was conducted through several major academic databases such as Scopus, ScienceDirect, Emerald Insight, and Google Scholar. The main keywords used in the search were: "emotional intelligence", "employee performance", "workplace", "job satisfaction", "human resource", and "systematic review". This combination of keywords is combined with Boolean operators such as AND, OR, and NOT to expand and clarify search results (Wirawan, 2017).

The publication criteria used in the article selection are as follows: (1) Articles published within the last five years (2021–2024) to ensure contemporary relevance, (2) Articles that have been indexed in Scopus or reputable national journals, (3) The focus of the study is to discuss the relationship between emotional intelligence and employee performance, either directly or through intervening variables such as stress or job satisfaction, and (4) The article is available in full text and uses quantitative and qualitative research methods.

Inclusion and Exclusion Criteria

After conducting an initial search, the researcher filters the article by title, abstract, and keywords. Only articles that explicitly examine the topics of emotional intelligence and employee performance are proceeded to the full-text review stage. Articles with a focus on educational contexts, mental health that are not related to the organization, or that use non-employee objects (e.g. students or patients), were excluded from the study (Mandala & Dihan, 2018).

Inclusion Criteria Include

1. Primary research with empirical analysis
2. Focus on the relationship between emotional intelligence and job performance
3. Published in English or Indonesian
4. Published between 2021 to 2024

Exclusion Criteria Include

1. Purely theoretical studies without empirical data
2. Not available in full text
3. Non-employee objects (e.g., students or patients)

Data Analysis and Synthesis Procedures

Articles that have passed the screening process are then analyzed using content analysis techniques in a descriptive and narrative manner. Each article was coded based on: (1) the identity of

the author and the year, (2) the purpose of the study, (3) the method used, (4) the sector or industry in which the research was conducted, (5) the main variables studied, and (6) the main findings related to the relationship between EQ and performance. The narrative synthesis technique is used to integrate findings from various sources into the form of a large theme (Tirza et al., 2021).

To support this, tabulation techniques and graph visualization techniques were also used to identify consistent patterns and differences between studies. Articles that use intermediate variables such as job satisfaction, job stress, and leadership were also analyzed specifically to see the mediating or moderation effect of these variables on the relationship between EQ and performance (Ratmawati & Nugroho, 2021; Subagio, 2015).

Article Quality Evaluation

To maintain the integrity and quality of the study, the selected articles were evaluated using Critical Appraisal Tools such as CASP (Critical Appraisal Skills Programme), taking into account aspects of internal validity, logical consistency, and usefulness of the results (Mandala & Dihan, 2018). Only articles that pass the scientific feasibility test are included in the final synthesis.

Number of Articles Reviewed

Based on the selection and synthesis process, a total of 23 articles were obtained as main study materials, which came from various industrial sectors such as banking, education, hospitals, and the government sector. This number reflects contextual diversity that can reinforce the generalization of the findings (Sastri & Wirawan, 2017).

RESULTS AND DISCUSSION

This study systematically reviewed 23 scientific articles that focused on the relationship between *emotional intelligence* and *employee performance*. The articles reviewed came from various industry sectors such as banking, mining, health, and manufacturing, and included quantitative, qualitative, and mixed methods research methods. The results of the recapitulation of the 23 articles are as follows:

Table 2. List of Reviewed Journals/Articles

No	Article	Variables	Methodology	Findings
1	Tia Misna Sari & Meilaty Fintahiasari (2022). Pengaruh Kecerdasan Intelektual, Kecerdasan Emosional dan Kecerdasan Spiritual terhadap Kinerja Karyawan pada PT. Bank Tabungan Negara Cabang Bengkulu. <i>Ekombis Review</i> , Vol. 10 No. 1, ISSN: 2338-8412, DOI: https://doi.org/10.37676/ekombis.v10i1 (Sari & Fintahiasari, 2022)	['Intellectual Intelligence', 'Emotional Intelligence', 'Spiritual Intelligence', 'Employee Performance']	Quantitative descriptive; 60 employees; SPSS (Multiple Linear Regression, t-test, F-test)	All three intelligences significantly affect employee performance (Adjusted R ² = 94.8%)
2	Lorenzo A. G. Mamangkey, Bernhard Tewel, & Irvan Trang (2018), Pengaruh Kecerdasan Intelektual, Emosional, dan Sosial terhadap Kinerja Karyawan, <i>Jurnal EMBA</i> , Vol. 6 No. 4, ISSN: 2303-1174, DOI: https://doi.org/10.35794/emba.v6i4.21294 (Mamangkey et al., 2018)	['Intellectual Intelligence', 'Emotional Intelligence', 'Social Intelligence', 'Employee Performance']	Quantitative descriptive; 34 employees at BRI Manado; SPSS (Multiple Linear Regression, t-test, F-test)	All three intelligences significantly affect performance (Adjusted R ² = 57.9%)
3	Niken Eka Maharani Elkhori & Eka Wahyu Hestya Budiarto (2024), Pengaruh Kecerdasan Emosional, Self-Efficacy, dan Kompetensi terhadap Kinerja Karyawan dengan Kepuasan Kerja sebagai Variabel Mediasi, <i>DIMENSI</i> , Vol. 13 No. 2, ISSN:	['Emotional Intelligence', 'Self-Efficacy', 'Competence', 'Job Satisfaction']	Quantitative explanatory; 47 BTN KCS Malang employees; SmartPLS 3.0	Emotional intelligence and self-efficacy positively affect performance. Competence does not. Job satisfaction

No	Article	Variables	Methodology	Findings
	2085-9996, https://doi.org/10.33373/dms.v13i2.6338 (Elkhori & Budianto, 2024)	DOI: 'Employee Performance']		mediates competence's effect.
4	Andi Adawiah & Asmini (2023), Analisis Pengaruh Kecerdasan Emosional terhadap Kinerja Karyawan pada PT. Bank Mandiri, Tbk Cabang Pembantu Soppeng, <i>Jurnal Ilmiah Metansi</i> , Vol. 6 No. 1, ISSN: 2621-4547, DOI: https://doi.org/10.57093/metansi.v6i1.176 (Adawiah & Asmini, 2023)	['Emotional Intelligence', 'Employee Performance']	Quantitative descriptive; 32 Bank Mandiri Soppeng employees; SPSS (Simple Linear Regression)	Emotional intelligence positively and significantly affects performance (increase of 0.312 per unit scale)
5	Panji Pramuditha (2017), Pengaruh Kecerdasan Emosional dan Kepuasan Kerja terhadap Kinerja Karyawan, <i>Jurnal Ilmiah BII Maybank Indonesia</i> , Vol. 6, ISSN: Tidak disebutkan, DOI: https://doi.org/10.38204/atrabis.v3i1.215 (Panji Pramuditha S.Sos, 2017)	['Emotional Intelligence', 'Job Satisfaction', 'Employee Performance']	Quantitative descriptive- verificative; 64 Maybank Bandung employees; SPSS (Multiple Linear Regression, t, F, Determination Test)	Both variables significantly affect performance (63.84%). Job satisfaction has the dominant effect.
6	Weny Oktariani et al. (2016), Pengaruh Kecerdasan Emosional, Kecerdasan Spiritual, dan Kepribadian terhadap Kinerja Karyawan, <i>Bisma: Jurnal Bisnis dan Manajemen</i> , Vol. 10 No. 2, ISSN: Tidak disebutkan, DOI: Tidak disebutkan (Oktariani et al., 2016)	['Emotional Intelligence', 'Spiritual Intelligence', 'Personality', 'Employee Performance']	Quantitative explanatory; 41 BTN Jember employees; SPSS (Multiple Linear Regression)	Personality significantly affects performance. Emotional and spiritual intelligence do not.
7	Budi Prianto, Nur Ahmadi Bi Rahmani, Juliana Nasution (2024), Pengaruh Kecerdasan Emosional, Disiplin Kerja, dan Lingkungan Kerja terhadap Produktivitas Kerja Karyawan, <i>Jurnal Ekonomi & Ekonomi Syariah</i> , Vol. 7 No. 2, ISSN: 2599-3410, DOI: https://doi.org/10.36778/jesy.v7i2.1748 (Prianto et al., 2024)	['Emotional Intelligence', 'Work Discipline', 'Work Environment', 'Work Productivity']	Quantitative; 31 Bank Muamalat Stabat employees; SPSS (Multiple Linear Regression)	Emotional intelligence and discipline significantly affect productivity. Environment does not. ($R^2 = 49.8\%$)
8	Aliyah Rahmawati (2022), Pengaruh Kecerdasan Intelektual, Kecerdasan Emosional, dan Kecerdasan Spiritual terhadap Kinerja Karyawan dengan Kepuasan Kerja sebagai Variabel Intervening, <i>JUBIS</i> , Vol. 3 No. 1, E-ISSN: 2775-2216, DOI: https://doi.org/10.32815/jubis.v3i1.1088 (Rahmawati, 2022)	['Intellectual Intelligence', 'Emotional Intelligence', 'Spiritual Intelligence', 'Job Satisfaction', 'Employee Performance']	Quantitative descriptive; 84 UTD PMI Malang employees; SPSS 20 (Path Analysis)	Only emotional intelligence significantly affects performance via job satisfaction. Others do not.
9	T.M. Zikri (2022), Hubungan Gaya Kepemimpinan dan Kecerdasan Emosional dengan Kepuasan Kerja Pegawai Dinas Pendidikan Pemuda dan Olahraga Kabupaten Deli Serdang, <i>Jurnal Emanis Fakultas Ekonomi dan Bisnis</i> , Vol. 1 No. 1, ISSN:	['Leadership Style', 'Emotional Intelligence', 'Job Satisfaction']	Quantitative correlational; 90 Education Office employees; SPSS (Correlation, t, F)	Both leadership and emotional intelligence significantly affect satisfaction (combined contribution 23.2%)

No	Article	Variables	Methodology	Findings
	Tidak disebutkan, DOI: https://doi.org/10.46576/jfeb.v1i1.2780 (Zikri, 2022)			
10	Adzansyah, Achmad Fauzi, Ivanida Putri, Nurul Afni Fauziah, Salma Klarissa, Vivi Bunga Damayanti (2023), Pengaruh Pelatihan, Motivasi Kerja, dan Kecerdasan Emosional terhadap Kinerja Karyawan, <i>JIMT</i> , Vol. 4 No. 4, e-ISSN: 2686-4924, DOI: https://doi.org/10.31933/jimt.v4i4 (Adzansyah et al., 2023)	['Training', 'Work Motivation', 'Emotional Intelligence', 'Employee Performance']	Literature review; Journal articles 2018–2022	All three factors significantly affect performance through skill, motivation, and emotion management
11	Dhiona Ayu Nani & Eka Nisatul Mukaroh (2021), Pengaruh Kecerdasan Emosional dan Kecerdasan Spiritual terhadap Kinerja Karyawan, <i>Revenue: Jurnal Manajemen Bisnis Islam</i> , Vol. 2 No. 1, P-ISSN: 2715-825X, DOI: 10.24042/revenue.v2i01.7939 (Nani & Mukaroh, 2021)	['Emotional Intelligence', 'Spiritual Intelligence', 'Employee Performance']	Quantitative descriptive; 54 hotel employees in Lampung; SPSS 16 (Multiple Linear Regression)	Only emotional intelligence significantly affects performance. Spiritual intelligence does not.
12	Utari Sofyana, Ruslan A. Kamis, Muhammad Thahrim, Rahmat Sabuhari (2021), Pengaruh Kecerdasan Emosional dan Komunikasi Interpersonal terhadap Kinerja Karyawan PT. PLN (Persero) Cabang Ternate, <i>Jurnal Manajemen STIE Muhammadiyah Palopo</i> , Vol. 7 No. 2, E-ISSN: 2684-7841, P-ISSN: 2339-1510, DOI: http://dx.doi.org/10.35906/jurman.v7i2.720 (Sabuhari et al., 2021)	['Emotional Intelligence', 'Interpersonal Communication', 'Employee Performance']	Quantitative; 57 PLN Ternate employees; SPSS (Multiple Linear Regression)	Both variables significantly affect performance (contribution = 44.7%)
13	Keke Tamara Fahira & Rozaq Muhammad Yasin (2021), Pengaruh Kecerdasan Emosional dan Lingkungan Kerja terhadap Kinerja Karyawan melalui Kepuasan Kerja sebagai Variabel Intervening, <i>Jurnal Ilmiah Manajemen dan Bisnis</i> , Vol. 6 No. 2, ISSN: 2528-1208 (print), 2528-2077 (online), DOI: https://doi.org/10.38043/jimb.v6i2.3187 (Fahira & Yasin, 2021)	['Emotional Intelligence', 'Work Environment', 'Job Satisfaction', 'Employee Performance']	Quantitative; 150 Indomaju Textindo employees; SEM-AMOS	Job satisfaction mediates the effects. Work environment has the highest influence.
14	Rani Setyaningrum, Hamidah Nayati Utami, Ika Ruhana (2016), Pengaruh Kecerdasan Emosional terhadap Kinerja Karyawan, <i>Jurnal Administrasi Bisnis</i> , Vol. 36 No. 1, ISSN: Tidak disebutkan, DOI: Tidak disebutkan (Setyaningrum et al., 2016)	['Self-Awareness', 'Self-Regulation', 'Motivation', 'Empathy', 'Social Skills', 'Employee Performance']	Quantitative explanatory; 47 Jasa Raharja East Java employees; SPSS (Multiple Regression)	All variables significantly affect performance. Self-awareness is dominant ($R^2 = 60.7\%$)
15	Rusdianan Rauf, Andi Dorawati, Hardianti (2019), Pengaruh Kecerdasan Emosional terhadap Kinerja Karyawan pada PT. Semen Tonasa Kabupaten Pangkep, <i>SEIKO: Journal of Management & Business</i> ,	['Emotional Intelligence', 'Employee Performance']	Quantitative; 72 Semen Tonasa HR Dept. employees; SPSS (Simple	Strong positive effect (correlation = 0.609; $R^2 = 37.1\%$)

No	Article	Variables	Methodology	Findings
	Vol. 2 No. 2, ISSN: Tidak disebutkan, DOI: https://doi.org/10.37531/sejaman.v2i2.652		Linear Regression)	
	(Rauf et al., 2019)			
16	Silmy Amilia & Ridwan Purnama (2016), Pengaruh Kecerdasan Emosional terhadap Kinerja Pegawai PT. Indonesia Connets Plus Bandung, <i>Journal of Business Management and Entrepreneurship Education</i> , Vol. 1 No. 1, April 2016, DOI: https://doi.org/10.17509/jbme.v1i1.2275	['Emotional Intelligence', 'Employee Performance']	Quantitative descriptive- verificative; 48 Connets Plus Bandung employees; SPSS	Significant positive effect ($R^2 = 60.4\%$; correlation = 0.777)
	(Amilia & Purnama, 2016)			
17	Yeni Sugena Putri (2016), Pengaruh Kecerdasan Intelektual, Kecerdasan Emosional, dan Lingkungan Kerja terhadap Kinerja Karyawan PT. PLN Persero Area Klaten, <i>Jurnal Studi Manajemen & Organisasi</i> , Vol. 13, Juni 2016, DOI: https://doi.org/10.14710/jsmo.v13i1.13416	['Intellectual Intelligence', 'Emotional Intelligence', 'Work Environment', 'Employee Performance']	Quantitative; 69 PLN Klaten employees; SPSS (Multiple Regression)	All variables significantly affect performance ($R^2 = 72.5\%$). Emotional intelligence is dominant.
	(Y. S. Putri, 2016)			
18	Merina Nindi Putri (2021), Pengaruh Kecerdasan Emosional dan Motivasi Karyawan terhadap Kinerja Karyawan, <i>Jurnal Manajemen Terapan dan Keuangan</i> , Vol. 10 No. 1, P-ISSN: 2252-8636, E-ISSN: 2685-9424, DOI: https://doi.org/10.22437/jmk.v10i01.12632	['Emotional Intelligence', 'Work Motivation', 'Employee Performance']	Quantitative; 56 Bank Mandiri Jambi employees; SPSS 22	Work motivation has stronger influence ($R^2 = 40.9\%$, correlation = 0.639)
	(M. N. Putri, 2021)			
19	Tirza Laura Angelica, Andi Nu Graha, Sri Wilujeng (2020), Pengaruh Kecerdasan Intelektual, Kecerdasan Emosional, dan Kecerdasan Spiritual terhadap Kinerja Karyawan di Transformer Center Kota Batu, <i>Journal Riset Mahasiswa Manajemen (JRMM)</i> , Vol. 6 No. 1, ISSN: Tidak disebutkan, DOI: https://doi.org/10.21067/jrmm.v6i1.4469	['Intellectual Intelligence', 'Emotional Intelligence', 'Spiritual Intelligence', 'Employee Performance']	Quantitative causal; 75 Transformer Center Batu employees; SPSS	All variables affect performance; emotional intelligence is not significant ($R^2 = 57.9\%$)
	(Angelica et al., 2020)			
20	Mochammad Subagio (2015), Pengaruh Kecerdasan Emosional, Motivasi Kerja, dan Sikap Kerja terhadap Kinerja Karyawan di PT Ithaca Resources, <i>Jurnal Manajemen</i> , Vol. XIX No. 1, ISSN: E-ISSN: 2549-8797, P-ISSN: 1410-3583, DOI: https://doi.org/10.24912/jm.v19i1.108	['Emotional Intelligence', 'Work Motivation', 'Work Attitude', 'Employee Performance']	Quantitative causal; 90 Ithaca Resources employees; Path Analysis	All variables positively and significantly affect performance (Total $R^2 = 99.46\%$)
	(Subagio, 2015)			
21	Erlangga Arya Mandala & Faresti Nurdiana Dihan (2018), Pengaruh Kecerdasan Emosional dan Kecerdasan Spiritual pada Kepuasan Kerja yang Berdampak terhadap Kinerja Karyawan, <i>Jurnal Kajian Bisnis</i> , Vol. 26 No. 1, Januari 2018, ISSN: eISSN 2622-173X, pISSN 0854-	['Emotional Intelligence', 'Spiritual Intelligence', 'Job Satisfaction', 'Employee Performance']	Quantitative; 77 Madu Baru Bantul employees; Path Analysis	Both intelligences affect satisfaction and performance, directly and indirectly

No	Article	Variables	Methodology	Findings
	4530, https://doi.org/10.32477/jkb.v26i1.127 (Mandala & Dihan, 2018)	DOI:		
22	Putu Agus Erick Sastra Wirawan (2016), <i>Pengaruh Kecerdasan Emosional terhadap Kepuasan dan Kinerja Karyawan PT Jasa Raharja (Persero) Cabang Bali, Jagaditha: Jurnal Ekonomi & Bisnis</i> , Vol. 3 No. 1, ISSN: E-ISSN: 2355-4150, P-ISSN: 2579-8162, https://doi.org/10.22225/jj.3.1.118.12-26 (Wirawan, 2016)	['Emotional Intelligence', 'Job Satisfaction', 'Employee Performance']	Quantitative; 52 Jasa Raharja Bali employees; PLS	Emotional intelligence affects both satisfaction and performance; satisfaction partially mediates
23	Dwi Ratmawati & Arfandi D. Nugroho (2021), <i>Pengaruh Kecerdasan Emosional terhadap Kinerja Karyawan dengan Kepuasan Kerja dan Stres Kerja sebagai Variabel Intervening, Jurnal Ekonomi dan Bisnis</i> , Vol. 23 No. 2, p-ISSN: 1693-8852, e-ISSN: 2549-5003, http://dx.doi.org/10.30811/ekonis.v23i2.2359 (Ratmawati & Nugroho, 2021)	['Emotional Intelligence', 'Job Satisfaction', 'Work Stress', 'Employee Performance']	Quantitative; 50 Bank X Surabaya employees; PLS	Emotional intelligence reduces stress, increases satisfaction; stress negatively affects performance

Source: Processed Data

The results of the synthesis show strong consistency that emotional intelligence is one of the important determinants in shaping and improving employee performance in various organizational contexts.

Emotional Intelligence as the Main Predictor of Performance

Most articles confirm that emotional intelligence has a positive and significant influence on employee performance, either directly or through mediating variables such as job satisfaction or work stress. A study by Ratmawati and Nugroho (2021) on bank employees shows that emotional intelligence contributes to suppressing work stress and increasing intrinsic motivation, so performance increases. Similarly, Mandala and Dihan (2018) added that emotional intelligence can increase job satisfaction which ultimately encourages optimal work performance.

A study by Subagio (2015) on the mining sector confirms that emotional intelligence is the most dominant factor compared to motivation and work attitudes in influencing work performance. This finding is also strengthened by the research of Wirawan (2017) which found a strong correlation between the dimensions of self-awareness, self-regulation, and motivation with employee productivity at PT. Jasa Raharja Bali Branch.

The Most Influential Dimensions of Emotional Intelligence

A synthesis of the dimensions of emotional intelligence indicates that self-awareness, self-regulation, and motivation are the three dimensions that most consistently contribute to improved performance. Self-awareness helps individuals recognize their own strengths and weaknesses, which in turn builds confidence in completing tasks (Sastri & Wirawan, 2017). Meanwhile, self-regulation helps control negative emotional responses that can interfere with the work process, such as anger or frustration.

Motivation is an important element because it encourages employees to achieve work targets with high enthusiasm and resilience. Research by Tirza et al. (2021) in the manufacturing sector confirms

that employees with intrinsic emotional motivation tend to have more consistent and high-quality work achievements.

The Role of Mediation Variables: Job Satisfaction and Stress

Several studies reveal that the influence of emotional intelligence on employee performance is often mediated by job satisfaction and job stress. In a study by Ratmawati and Nugroho (2021), it was found that emotional intelligence indirectly affects performance through increased job satisfaction and decreased work stress levels. This means that employees who are able to manage their emotions will tend to feel more satisfied with their work and be able to deal with work pressure better.

In line with that, the research of Mandala and Dihan (2018) at PT. New Honey highlights that emotional and spiritual intelligence contribute simultaneously to creating job satisfaction. Employees who have an emotional-spiritual balance are better able to develop a positive view of the tasks carried out, thus having an impact on increasing productivity and work quality.

Industry Context and Differences in Influence

In the industry context, variations were found in the power of the influence of the EQ dimension on performance. In the service and banking sectors, the dimensions of social skills and empathy are more dominant due to the high intensity of interaction with customers and partners. On the other hand, in heavy industry sectors such as mining or manufacturing, the dimensions of self-regulation and motivation are more relevant due to physical work pressure and high production targets (Angelica et al., 2020; Subagio, 2015).

This difference suggests that the influence of the EQ dimension is contextual and highly dependent on the characteristics of the work and the culture of the organization. This reinforces the argument that emotional intelligence development strategies in the workplace need to be tailored to the needs of the organization and the type of work.

Research Methods and Consistency of Findings

Although the majority of articles use a quantitative approach through Structural Equation Modeling (SEM) or linear regression, the findings are quite consistent. Studies using a qualitative approach also support these findings, with narratives emphasizing the importance of managing emotions in work dynamics, especially in dealing with interpersonal conflicts, work pressure, and social interaction (Angelica et al., 2021; Sastri & Wirawan, 2017).

Some mixed-method studies also provide a deeper understanding by combining numerical data and in-depth interviews, which show that continuous emotional intelligence training is able to improve employee performance by up to 20% in a three-month period after training (Tirza et al., 2021).

Provisional Conclusions from the Discussion

Based on a systematic review of 23 scholarly articles, it can be provisionally concluded that emotional intelligence generally has a significant influence on enhancing employee performance across various industry sectors. Among the dimensions of emotional intelligence, self-awareness, motivation, and self-regulation are the most consistently contributing factors to improved performance outcomes. Furthermore, the relationship between emotional intelligence and performance is often mediated by variables such as job satisfaction and job stress, indicating that EQ not only influences direct task outcomes but also affects emotional and psychological well-being at work. Therefore, strategies for developing emotional intelligence should be contextual and tailored to the specific industry type and the nature of job demands to ensure their effectiveness and relevance.

CONCLUSION

This systematic literature review has examined 23 scholarly articles to assess the relationship between emotional intelligence and employee performance across various organizational contexts. The findings confirm that emotional intelligence is a significant determinant of employee performance, both directly and indirectly through mediating factors such as job satisfaction and stress. Core dimensions such as self-awareness, self-regulation, and intrinsic motivation consistently emerge as critical predictors of high performance. Emotional intelligence not only enhances individual adaptability and resilience under pressure but also improves interpersonal relationships and overall workplace cohesion, especially in dynamic and complex environments. These insights underscore the necessity of integrating emotional intelligence development into strategic human resource management practices. Training, coaching, and organizational interventions should be tailored to cultivate emotional competencies aligned with organizational goals and cultural characteristics. Moreover, leaders must recognize emotional intelligence as a core competency—central to improving individual effectiveness and organizational sustainability—rather than a peripheral soft skill. Future research is recommended to address methodological variations and contextual limitations found in current studies by employing longitudinal or meta-analytic approaches. Such research could provide a more quantifiable understanding of the long-term impact of emotional intelligence on performance across different sectors and job roles, further strengthening its theoretical and practical relevance in human capital development.

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