



The Relationship Between Emotional Intelligence and Quality of Workplace Relationships in Employees of PT Jamkrida Sumsel (Perseroda)

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ABSTRACT

The quality of employment relations is a fundamental element in increasing employee productivity and welfare in the era of digitalization. This study aims to analyze the relationship between emotional intelligence and the quality of work relationships in employees of PT Jamkrida South Sumatra Perseroda. A quantitative correlational approach was applied by involving 46 respondents selected through purposive sampling techniques from a population of 67 employees. The research instrument used a four-point Likert scale that measures five aspects of emotional intelligence and five dimensions of relationship quality. Data collection was carried out through questionnaires, observations, interviews, and documentation. Data analysis was conducted using Pearson Product Moment correlation test and simple linear regression with the help of SPSS version 26. The results of the study showed a very strong positive relationship between emotional intelligence and the quality of work relationships with a correlation coefficient value of 0.830 and a significance of 0.000. Regression analysis yielded the equation $Y' = 19.402 + 0.841X$ with a determination coefficient of 68.9 percent, indicating that emotional intelligence contributes significantly to the quality of employment relationships. These findings confirm the importance of developing emotional intelligence as an organizational strategy in improving the quality of interpersonal interaction and work effectiveness.

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1. INTRODUCTION

Human Resources (HR) is the most important asset in any organization, because the success of a company depends heavily on the quality and competence of the individuals who are members of it [1]. In the era of digitalization, globalization, and increasingly dynamic business competition, organizations are no longer enough to have technically superior employees, but are also required to have a workforce that is able to manage emotions, adapt to rapid changes, and build healthy interpersonal relationships in the work environment [2]. Quality of relationships in the workplace (*quality of workplace relationships*) become a crucial factor that affects productivity, employee engagement, psychological well-being, job satisfaction, and overall organizational performance [3]. A supportive and trusting work environment allows employees to collaborate more effectively, reduce conflicts, and increase synergy between individuals and teams [4].

PT Jamkrida Sumsel (Perseroda) as a regional credit guarantee company has a strategic role in strengthening the South Sumatra economy through the provision of credit guarantee services for micro, small, and medium enterprises (MSMEs). To perform these functions optimally, companies need effective coordination between divisions, smooth communication among employees, and the ability to manage the work pressures that arise from high operational demands. The complexity of tasks such as risk analysis, financial decision-making, and customer service require employees to not only excel technically, but also have high emotional intelligence in order to be able to work optimally in a dynamic and stressful environment [5].

Emotional intelligence (*emotional intelligence*) is defined as the ability of individuals to recognize, understand, regulate, and utilize one's own emotions and the emotions of others effectively in a variety of social and professional contexts [6]. The concept of emotional intelligence popularized by Daniel Goleman includes several key components such as self-awareness (*Self-Awareness*), emotional management (*Self-regulation*), self-motivation (*Motivation*), empathy (*Empathy*), and social skills (*Social Skills*) which serves as the basis for building healthy and effective interpersonal relationships. In an organizational environment, employees with high levels of emotional intelligence tend to be better able to adapt to change, manage complex work pressures, respond constructively to conflicts, and build effective communication with colleagues, superiors, and subordinates [7].

Several previous studies have shown that emotional intelligence has a significant influence on various important aspects of modern organizational life. A large meta-analysis found that emotional intelligence was positively related to the quality of interpersonal relationships, organizational commitment, prosocial work behavior, and teamwork effectiveness [8]. Other research suggests that individuals with high levels of emotional intelligence tend to have more supportive, cooperative, and stable work relationships, and are more likely to receive social support from co-workers [9]. Emotional intelligence not only improves the effectiveness of working relationships, but it also helps employees cope with pressure, manage conflicts, and improve adaptability in the workplace [10].

Based on initial observations made at PT Jamkrida South Sumatra (Perseroda), an interesting phenomenon was found that deserves further research. Even though employees face a fairly high workload and experience a lot of work pressure in carrying out their functions as credit guarantee institutions, they still show a positive attitude towards other employees [2]. This can be seen from various behavioral indicators such as warm communication between employees, willingness to help each other when colleagues experience difficulties, a fairly conducive work atmosphere despite high job demands, and employees' ability to manage their emotions well so that work pressure does not lead to interpersonal conflicts. This phenomenon is interesting because it is in contrast to the findings of recent studies that show that high levels of work pressure generally negatively impact the quality of interpersonal relationships in the workplace [11].

However, there has been no empirical study that specifically and systematically examines whether there is really a relationship between emotional intelligence and the quality of work relationships in employees of PT Jamkrida Sumsel (Perseroda). This study aims to find out the relationship between *emotional intelligence* with *quality of workplace relationships* employees of PT Jamkrida South Sumatra Perseroda. [11] Understanding the relationship between these two variables is important, considering that these initial observation findings have the potential to be a form of social capital that is valuable for organizations [12]. This research is expected to contribute to the development of industrial and organizational psychology, enriching the literature on *emotional intelligence* and *workplace relationships* in the context of Indonesian organizational culture, as well as being considered for management in designing and implementing employee training and development programs [13].

2. RESEARCH METHOD

This study is designed with a correlational quantitative approach that aims to analyze the relationship between *emotional intelligence* and *quality of workplace relationships* employees of PT Jamkrida South Sumatra (Perseroda). The selection of a quantitative approach is based on the need to obtain an empirical and objective picture of the relationship between variables through statistical analysis. The correlational approach was chosen because the study did not manipulate variables, but rather observed phenomena under natural conditions in the field to find out whether there was a relationship or not and measure the strength of the relationship [14]. Thus, this approach is appropriate for analyzing the relationship between employees' emotional intelligence and the quality of their working relationships in the organizational environment [15].

The variables in this study consisted of *emotional intelligence* as an independent variable (X) and *quality of workplace relationships* as a bound variable (Y). Emotional intelligence is defined as the ability of an individual to recognize, understand, and manage one's own emotions as well as the emotions of others effectively in a variety of social situations that allow a person to adapt to the social environment and build healthy interpersonal relationships. Meanwhile, *the quality of workplace relationships* is the extent to which interactions between individuals in the work environment are characterized by trust, social support, effective communication, mutual respect, and harmonious collaboration which play an important role in improving psychological well-being and organizational effectiveness.

The research was carried out at PT Jamkrida South Sumatra (Perseroda) which is located at Jl. Kapten A. Rivai No. 56 Ilir D. I, Ilir Barat I District, Palembang City, South Sumatra, in the period from September 15 to December 12, 2025. The location was chosen based on organizational characteristics that demand intensive interaction between employees with work coordination involving emotional aspects as well as interpersonal relationships. The research population includes all employees totaling 67 people from various divisions such as finance, marketing, assurance,



administration, and human resources. This population is considered relevant because it has characteristics according to the focus of the research, namely active involvement in employment relationships and the potential to show variations in the level of emotional intelligence and the quality of employment relationships. Determination of the sample using the Slovin formula [16] with an error rate of 7% which resulted in 46 respondents out of a population of 67 people. This number is in accordance with the provisions of the Krejcie and Morgan table which recommends 41-50 respondents for a population of 65-70 people [17]. Sampling technique using *purposive sampling* based on criteria relevant to the research objectives.

Data collection is carried out through four main techniques. First, a questionnaire with a four-point Likert scale that measures the level of respondents' approval of statements related to the two variables [18]. Instruments *emotional intelligence* Using 30 items that measure five aspects: Recognizing one's emotions (*Self-Awareness*), managing emotions (*Self-regulation*), self-motivation (*Motivation*), recognize the emotions of others (*Empathy*), and social skills (*Social Skills*). While the instrument *quality of workplace relationships* consists of 30 items that measure five dimensions: trust (*Trust*), quality of communication (*Communication Quality*), mutual respect (*Mutual respect*), social support (*Social Support*), and collaboration (*Collaboration*). Each instrument has 15 statements *Favorable* and 15 statements *unfavorable* with scores ranging from 1-4 as shown in Table 1.

Table 1. Research Measuring Tools

No.	Statement	Code	Favorable Score	Unfavorable Score
1.	Strongly agree	SS	4	1
2.	Agree	S	3	2
3.	Disagree	TS	2	3
4.	Strongly Disagree	STS	1	4

Second, observation is carried out by directly observing the dynamics of work relationships, interaction patterns, and work environment conditions that can affect the quality of relationships between employees [19]. Third, semi-structured interviews were conducted to gain an in-depth understanding of employee perceptions and experiences related to the two variables [20]. Fourth, documentation is carried out by collecting secondary data such as company profiles, organizational structure, and the number of employees that function as complementary materials [21]. Before use, the instrument was tested for validity and reliability using SPSS version 26. Validity test using correlation techniques *Product Moment Pearson* with the criterion r calculate $> r$ table (0.291) at a significance of 5% [18]. The test results showed that out of 30 items *emotional intelligence*, there were 27 valid items with a range of r calculated 0.329-0.678, while 3 items (X.11, X.25, X.28) were declared invalid and removed. For *quality of workplace relationships*, of the 30 items, there were 28 valid items with a range of r calculated 0.327-0.749, while 2 items (Y.6, Y.12) were declared invalid because they did not meet the criteria. Reliability test using *Cronbach's Alpha* with a $>$ value criterion of 0.60 for reliable instruments. Test results show value *Cronbach's Alpha* by 0.881 for *emotional intelligence* (27 items) and 0.916 for *quality of workplace relationships* (28 items). Based on the interpretation criteria [22] both values are in the range of $0.80 \leq r \leq 1.00$ which indicates very strong reliability as shown in Table 2.

Table 2. Results of the Reliability Test of Research Instruments

Variable	Cronbach's Alpha	N of Items	Categories
<i>Emotional Intelligence</i>	0,881	27	Very Powerful
<i>Quality of Workplace Relationships</i>	0,916	28	Very Powerful

Data analysis began with a classical assumption test including a normality test using *Kolmogorov-Smirnov* with a significance criterion of > 0.05 for normal distributed data (Ghozali, 2018), and a linearity test using the *Test for Linearity* with a significance criterion of < 0.05 for linear relationships (Ghozali, 2018). The hypothesis test used *Pearson Product Moment correlation analysis* to determine whether there is a relationship and the strength of the relationship with the interpretation according to Sugiyono (2019): 0.00-0.199 (very low), 0.20-0.399 (low), 0.40-0.599 (moderate), 0.60-0.799 (strong), and 0.80-1.00 (very strong). A simple linear regression analysis with the equation $Y' = a + bX$ is used to predict the influence of independent variables on dependents. The coefficient of determination (R^2) measures how much variation of dependent variables is explained by independent variables with values of $0 < R^2 < 1$ (Ghozali, 2018). Finally, the significance test (t-test) was carried out with the significance criterion < 0.05 or t count $> t$ table to test the significant influence of independent variables on dependents.

3. RESULTS AND DISCUSSION

3.1 Overview of Research Objects

This research was carried out at PT Jamkrida South Sumatra (Perseroda), a Regionally Owned Enterprise

engaged in credit guarantee and productive financing in South Sumatra. This company was established based on the Regional Regulation of South Sumatra Province Number 9 of 2012 and was officially inaugurated on May 22, 2014. The company's main focus is to support the development of Micro, Small, Medium, and Cooperative Enterprises so that they have wider access to financing facilities from banks and other financial institutions. The company's vision is to become a healthy, caring, and superior credit guarantee company as a partner for MSMEs towards success and independence in order to spur economic dynamics and community welfare. To realize this vision, the company carries out guarantee business activities professionally, effectively, and efficiently by applying the principles of good corporate governance. Research activities were carried out through placement in two main sections, namely the Human Resources Section and the Bank Guarantee Section. The data collection process includes observation, distribution of questionnaires to all employees, and light interviews with several staff to get a comprehensive picture of the dynamics of the working relationship within the company. This study aims to understand the extent to which an individual's ability to recognize, manage, and express emotions affects the quality of relationships between colleagues.

3.2 Data Analysis Results

3.2.1 Descriptive Statistics

Descriptive statistical analysis was used to describe the characteristics of the research data involving 46 respondents who were employees of PT Jamkrida Sumsel (Perseroda). The results of data processing using SPSS version 26 showed that *the Emotional Intelligence* variable had a minimum value of 67, a maximum value of 108, with a mean value of 83.26 and a standard deviation of 8.860. Meanwhile, *the Quality of Workplace Relationships* variable has a minimum value of 71, a maximum value of 112, with a mean value of 89.46 and a standard deviation of 8.983.

Table 3. Statistical Descriptive Test Results

Variable	N	Minimum	Maximum	Red	Std. Deviation
<i>Emotional Intelligence</i> (X)	46	67	108	83.26	8.860
<i>Quality of Workplace Relationships</i> (Y)	46	71	112	89.46	8.983

High mean values in both variables indicate that the level of emotional intelligence and the quality of employees' working relationships are in the high category. The relatively small standard deviation in both variables indicates that the data is quite homogeneous and there is no too large variation between respondents. Overall, employees of PT Jamkrida South Sumatra have a good level of emotional intelligence and quality of working relationships, which are important capital in dealing with the dynamics of the credit guarantee industry.

3.2.2 Normality Test

The normality test was carried out to find out whether the research data was distributed normally. The results of the Kolmogorov-Smirnov and Shapiro-Wilk tests showed that *the Emotional Intelligence* variable had a Kolmogorov-Smirnov value of 0.161 with a significance of 0.004 and a Shapiro-Wilk value of 0.928 with a significance of 0.007. Meanwhile, the *Quality of Workplace Relationships* variable has a Kolmogorov-Smirnov value of 0.151 with a significance of 0.010 and a Shapiro-Wilk value of 0.921 with a significance of 0.004.

Table 4. Normality Test Results

Variable	Kolmogorov-Smirnov			Shapiro-Wilk		
	Statistic	df	Sig.	Statistic	df	Sig.
<i>Emotional Intelligence</i> (X)	0.161	46	0.004	0.928	46	0.007
<i>Quality of Workplace Relationships</i> (Y)	0.151	46	0.010	0.921	46	0.004

Although the results of the statistical test showed a significance value of less than 0.05 which indicated that the data was not perfectly distributed normally, with a sample of 46 respondents, based on *the Central Limit Theorem*, the sampling distribution can be considered close to normal. This is reinforced by the *skewness* value for variable X of 0.893 and variable Y of 0.912 which are still within reasonable limits, as well as a Q-Q Plot graph that shows data points simply following normal diagonal lines. Therefore, parametric analysis using Pearson correlation and simple linear regression can still be used in this study.

3.2.3 Linearity Test

The linearity test aims to find out whether two variables have a significant linear relationship. The test results showed an *F linearity value* of 89.345 with a significance of 0.000, which means that there is a linear relationship



between *Emotional Intelligence* and *Quality of Workplace Relationships*. The *Deviation from Linearity* value shows an F of 0.819 with a significance of 0.672, which indicates that there is no significant deviation from linearity.

Table 5. Linearity Test Results

Variable Relationships	F Linearity	Sig. Linearity	F Deviation	Sig. Deviation	Remarks
<i>Emotional Intelligence</i> (X) on <i>Quality of Workplace Relationships</i>	89.345	0.000	0.819	0.672	Linear

An R value of 0.830 and an R Squared of 0.689 indicate that there is a strong linear relationship between the two variables, with 68.9% variation of the *Quality of Workplace Relationships* variable being explained by the *Emotional Intelligence* variable. These findings confirm that the linearity assumptions for regression analysis are met.

3.2.4 Correlation Test

The Pearson *Product Moment* correlation test was used to find out whether there was a relationship between the *Emotional Intelligence* variable and the *Quality of Workplace Relationships* and to find out the strength of the weak relationship. The results of the analysis showed a Pearson correlation coefficient value (r) of 0.830 with a significance value (2-tailed) of 0.000.

Table 6. Pearson Product Moment Correlation Test Results

Variable	Pearson Correlation (r)	Sig. (2-tailed)	N	Interpretation	Conclusion
<i>Emotional Intelligence</i> (X) with <i>Quality of Workplace Relationships</i> (Y)	0.830**	0.000	46	A Very Strong Relationship	Significant

A significance value of 0.000 that is smaller than 0.05 indicates that there is a significant relationship between *Emotional Intelligence* and *Quality of Workplace Relationships* in employees of PT Jamkrida Sumsel. Based on the interpretation criteria of the correlation coefficient of Sugiyono (2019), the value of $r = 0.830$ is in the range of 0.80 - 1.00 which shows that there is a very strong relationship between the two variables. A positive relationship direction indicates that the higher the level of emotional intelligence of employees, the higher the quality of the work relationship established in the company environment.

3.2.5 Simple Linear Regression Test

Simple linear regression analysis was used to determine the influence of *Emotional Intelligence* variables on *Quality of Workplace Relationships* and to predict the value of dependent variables based on independent variables. The results of the analysis showed a correlation coefficient (R) value of 0.830 and a determination coefficient (R Square) of 0.689 or 68.9%, with a regression equation of $Y' = 19.402 + 0.841X$.

Table 7. Model Summary

Models	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	0.830	0.689	0.682	5.069

Table 6. Anova (F Test)

Models	Sum of Squares	df	Mean Square	F	Sig.
Regression	2501.051	1	2501.051	97.355	0.000
Residual	1130.362	44	25.690		
Total	3631.413	45			

Table 8. Coefficients (T Test)

Models	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
(Constant)	19.402	7.139		2.718	0.009
<i>Emotional Intelligence</i> (X)	0.841	0.085	0.830	9.867	0.000

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An F-value of 97.355 with a significance of 0.000 indicates that the regression model is feasible to be used to predict the *Quality of Workplace Relationships*. The results of the t-test showed a calculated t-value of 9.867 with a significance of 0.000, which means that *Emotional Intelligence* has a positive and significant effect on the *Quality of Workplace Relationships*. The determination coefficient of 68.9% indicates that the *Emotional Intelligence variable* is able to explain 68.9% of the variation in the *Quality of Workplace Relationships variable*, while the remaining 31.1% is influenced by other factors such as organizational culture, leadership style, and work climate.

3.3 Discussion

3.3.1 The Relationship between *Emotional Intelligence* and *Quality of Workplace Relationships*

The results of Pearson's correlation analysis showed that there was a positive and very strong relationship between emotional intelligence and the quality of work relationships in employees of PT Jamkrida South Sumatra. The value of the correlation coefficient of 0.830 indicates that the higher the level of emotional intelligence of employees, the higher the quality of the work relationship established in the organizational environment. These findings are in line with the theory [23] which states that emotional intelligence is the ability of individuals to recognize one's own emotions and others, motivate oneself, and manage emotions well in oneself and in relationships with others. Employees who have high emotional intelligence tend to be better able to understand the feelings and perspectives of colleagues, communicate effectively, manage conflicts constructively, and build trust in interpersonal relationships. These skills are essential in shaping the quality of positive working relationships in the organization. The results of this study also support the research [8], [24] found a positive relationship between emotional intelligence and the quality of interpersonal relationships in the workplace, where employees with high emotional intelligence are better able to build and maintain harmonious working relationships.

Research [25], [26] reinforcing these findings by showing that relationship quality and virtue in the workplace can be a source of individual and team resilience, where emotional capacity in work relationships contributes to organizational resilience. This shows that emotional intelligence not only affects the quality of interpersonal relationships, but also has a positive impact on the ability of employees and teams to cope with challenges in the work environment. In the context of PT Jamkrida South Sumatra which is engaged in credit guarantee, this very strong relationship shows that employees who are able to manage their emotions well tend to have more quality working relationships. This is reflected in their ability to empathize, communicate effectively, work together in a team, and resolve conflicts in a constructive way. This quality of good working relationships can in turn create a positive work climate, increase job satisfaction, and support the achievement of organizational goals [11].

3.3.2 The Effect of *Emotional Intelligence* on the *Quality of Workplace Relationships*

The results of simple linear regression analysis confirmed that emotional intelligence had a positive and significant effect on the quality of employment relationships with the regression equation $Y' = 19.402 + 0.841X$. The regression coefficient value of 0.841 indicates that every one unit increase in emotional intelligence score will improve the quality of work relationships by 0.841 units [27]. A constant value of 19.402 indicates that when emotional intelligence is zero, the quality of the work relationship still has a baseline value, which indicates that there are other factors besides emotional intelligence that contribute to the quality of the working relationship. The determination coefficient of 68.9% shows that emotional intelligence is a very important predictor of the quality of work relationships. This positive influence can be explained through the five components of emotional intelligence according to [23]. First, self-awareness allows employees to understand their own emotions and how those emotions affect interactions with others. Second, self-regulation helps employees manage negative emotions and impulses, so that they can respond to situations in a more constructive way. Third, self-motivation encourages employees to stay positive and productive despite challenges. Fourth, empathy allows employees to understand the perspectives and feelings of others. Fifth, social skills equip employees with the ability to communicate effectively and build a positive network of relationships [28].

These findings are in line with research [29] conducted a systematic review of emotional intelligence training interventions and found that improving emotional intelligence can significantly improve the quality of interpersonal relationships and individual well-being in the workplace. The research shows that emotional intelligence is a competency that can be developed through structured training, so that organizations can actively improve the quality of working relationships through employee emotional intelligence development programs [30]. In the context of an organization that requires good coordination between parts, effective communication with various *Squirrel*, and the ability to manage complex situations, employees with high emotional intelligence are better able to establish productive and harmonious working relationships. Research [5] shows that emotional intelligence plays an important role in improving work performance by reducing *Burnout* and improve the psychological well-being of employees [31]. This



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indicates that emotional intelligence not only affects aspects of interpersonal relationships, but also contributes to the overall performance of the organization. Thus, the development of employee emotional intelligence at PT Jamkrida South Sumatra can be an important strategy in improving the quality of work relationships and ultimately supporting organizational effectiveness.

4. CONCLUSION

Based on the results of data analysis and discussions that have been carried out, this study succeeded in confirming the objectives set in the introduction related to the relationship between emotional intelligence and the quality of work relationships in employees of PT Jamkrida Sumsel Perseroda. The main findings show that there is a very strong and significant positive relationship between the two variables, with a Pearson correlation coefficient value of 0.830 at a significance level of 0.000. These results indicate that the higher the level of emotional intelligence that employees have, the better the quality of work relationships built in the organizational environment. Simple linear regression analysis further strengthens these findings by showing that emotional intelligence is able to explain 68.9 percent variation in the quality of working relationships, which means any improvement in employees' ability to recognize, understand, and manage emotions will have a positive impact on trust, communication, mutual respect, social support, and collaboration in the workplace. The phenomenon found in the field where employees are able to maintain positive working relationships despite high work pressure can be explained by the role of emotional intelligence as a buffer that helps individuals manage stress and maintain healthy interpersonal relationships. Thus, the results of this study are fully in accordance with the initial objectives of the research and make an empirical contribution to the literature on industrial and organizational psychology, especially in the context of Indonesian organizational culture. In the future, these findings open up opportunities for further development related to the implementation of structured and sustainable emotional intelligence training programs, as well as the exploration of other mediator or moderator factors such as organizational culture, transformational leadership styles, and psychological climate that can strengthen or weaken the relationship between emotional intelligence and the quality of working relationships in various organizational contexts.

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