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ABSTRACT

High employee competencies are expected to support the achievement of the company's success. Achieving the competence of each individual employee is influenced by several factors, including emotional intelligence and leadership styles that apply in the company. This study aims to examine emotional intelligence and leadership style as one of the determinants of achieving individual competencies of employees of state-owned cement companies in Indonesia. The results of the study showed that the state-owned cement company employees had high emotional intelligence which had an impact on the development and improvement of their competencies. While the tendency of the prevailing leadership style is transformational leadership style.

Keywords: emotional intelligence, leadership style, employee competence.

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Emotional Intelligence and Leadership Style As Determining Factors of Individual Employee Competencies

Andi Ririn Oktaviani ^α, Muhammad Ismail P ^σ & Arifin ^ρ

ABSTRACT

High employee competencies are expected to support the achievement of the company's success. Achieving the competence of each individual employee is influenced by several factors, including emotional intelligence and leadership styles that apply in the company. This study aims to examine emotional intelligence and leadership style as one of the determinants of achieving individual competencies of employees of state-owned cement companies in Indonesia. The results of the study showed that the state-owned cement company employees had high emotional intelligence which had an impact on the development and improvement of their competencies. While the tendency of the prevailing leadership style is transformational leadership style.

Keywords: emotional intelligence, leadership style, employee competence.

I. INTRODUCTION

Research on intelligence as a determinant of the success of each individual employee raises a variety of theories and differences of opinion regarding what intelligence factors can predominantly encourage increased competence and success of individual work. The study of the dimensions of popular intelligence was proposed by Daniel Goleman with the idea that the greatest emotional intelligence contributes to the achievement of one's success so that it can enable them to develop competencies both individually and in groups in the work team compared to other elements of intelligence.

In addition to intelligence factors, some experts argue that leadership style is also the most important factor in encouraging individual employees to develop their competencies. This assumption tends to view leadership style as a series of personal qualities that are clearly defined (such as vision, characteristics, intelligence, tenacity, etc.) which are only owned by a few people and can have an effect on subordinates trying to develop competencies as required by the company. There are various different leadership styles in state-owned cement companies. In this approach, the main focus shifts from identifying a set of universal leadership competencies to identifying a number of alternative leadership styles. In other words, the behavioral approach seeks to determine that what leaders do is effective, for example, how they delegate tasks, communicate and motivate subordinates and so on. The behavioral approach is focused on two aspects of leadership behavior, namely leadership functions (task-related functions and group maintenance) and leadership style (task-related and group maintenance).

II. THEORITICAL REVIEW

2.1 Emotional Intelligence Concept

Individually intelligence plays an important role in developing the work ability of employees. This is in line with some of the results of research conducted by (Trihandini, 2005), (Rahmasari, 2012), (Trihandini, 2013), (Setiawan, 2016), (Widana, 2017). Emotional intelligence has become increasingly popular as a measure to identify potentially effective leaders, and as a tool for developing effective leadership skills. There are several empirical studies that justify the

dominant role of emotional intelligence in these fields. Emotional intelligence correlates with several components of transformational leadership that show that it may be an important component of effective leadership. Specifically emotional intelligence can explain how leaders effectively monitor and respond to subordinates and make them feel they are working (Palmer et al., 2001). The emotional and managerial intelligence models developed were used to identify manager's leadership styles (Barling, Slater and Kelloway, 2000), (Ogbonna and Harris, 2000), (McColl-Kennedy and Anderson, 2002), (Eagly and Carli, 2003), (Eagly, Johannesen-Schmidt and Van Engen, 2003), (Mohammad Mosadegh Rad and Hossein Yarmohammadian, 2006), (Müller and Turner, 2007), (Timothy et al., 2011).

2.2 Leadership Style Concept

Academic literature strongly supports the view that leadership quality is mostly present to those who have competency qualifications and expected performance expectations. Leadership style generally influences subordinates to carry out work and fulfill the competencies and performance required by the company (Spector, 1988), (Howell and Avolio, 1993), (Wang, Bowling and Eschleman, 2010), (April, Dharani and Peters, 2012).

Some experts argue that the concept of leadership style must be understood not as a series of individual qualities but as a relational phenomenon. Leaders are there if there are followers and leaders can only be good leaders if their actions are in line with stereotypical perceptions of other parties regarding good leadership style and this means that someone can lose his status as a leader if he is abandoned by his followers. Based on this perspective, it should be understood not only leadership style but also followership (why and in what situations are people willing to be led). In addition, there is also a group of experts, especially postmodernists, who argue that leadership style is more of a state of mind than an objective reality. The process of

identifying someone as an effective leader is only valid for or after he shows certain behaviors that are perceived as "leader like behaviors". His status as a leader must be constantly reproduced and strengthened because if a leader fails, his failure is not because his performance has faded but because his followers' interpretation of his actions are no longer in line with their ideal expectations (Müller and Turner, 2010), (Caliendo, Cobb-Clark and Uhlendorff, 2015).

Effective leadership is very important for organizations that are changing rapidly now. Emotional intelligence has been identified by several people as an important element needed for effective leadership. Although research is developing, there is still a gap in the relationship that exists between emotional intelligence and leadership. Some previous studies have shown that the best leaders do not depend only on one leadership style. The six styles are coercive, authoritative, affiliative, democratic, speed determinant and coaching. The more style shown by a leader, the better (Goleman, 2000).

2.3 Competence Concept

Character and behavior or willingness and ability to master themselves and understand the environment objectively and morally, because of the relatively stable emotional patterns when facing various pressures of problems in the workplace, which are formed from the synergy between character, self-concept, internal motivation, and mental capacity/emotional. The development of competency models does not only refer to the overly simplistic views related to the effectiveness of leadership styles, but the overall synergy of more comprehensive factors such as emotional intelligence (Eagly and Johnson, 1990), (Edum-Fotwe and McCaffer, 2000), (R., Gosling, J., Marturano, A. and Dennison et al., 2003), (Hollenbeck, McCall and Silzer, 2006), (Carroll, Levy and Richmond, 2008). Some previous studies have tried to explore the relationship between emotional intelligence, leadership style, and employee competency achievement (Rotemberg and Saloner, 1993), (Turner and

Müller, 2005), (Weinberger, 2009), (Saeed et al., 2014).

It is interesting to examine how employees in the company related to their organization in the required standard work arrangements. However, little is understood about how leadership style behavior influences employee competency. Without leadership, employees find it difficult to identify work goals and objectives (Solansky, 2008), (Dahlstrom, 2013). Three aspects of transformational leadership (i.e. ideal influence, inspirational motivation, and individual considerations) different according to the level of emotional intelligence. Conversely, there is no multivariate effect that appears for transactional leadership (Barling, Slater and Kelloway, 2000). Effective leadership style increases work engagement and employee competency (Tims, Bakker and Xanthopoulou, 2011).

Higher social support perceptions, greater effectiveness beliefs, lower negative influences, and lower threat assessments are causal models which mean that leadership styles have a direct effect on the development and improvement of employee competencies (Park, 1996), (Lyons and

Schneider, 2009), (Abernethy, Bouwens and van Lent, 2010), (Yang, Huang and Wu, 2011). Transformational and transactional leadership becomes the most efficient influence between leadership styles in achieving employee work competencies (Kerr and Jermier, 1978), (Blake and Mouton, 1982), (Westley and Mintzberg, 1989), (Tierney, Farmer and Graen, 1999), (Berson et al., 2001), (Jung, Chow and Wu, 2003), (Van Vugt et al., 2004), (Chen and Silverthorne, 2005), (Dulewicz and Higgs, 2005), (de Vries, Bakker-Pieper and Oostenveld, 2010), (Bucic, Robinson and Ramburuth, 2010), (Oreg and Berson, 2011), (Ahmad et al., 2013), (Zulch, 2014), (Anderson and Sun, 2017).

III. RESEARCH METHODOLOGY

This research has been conducted at PT Semen Indonesia, PT Semen Padang, PT Semen Gresik and PT Semen Tonasa. There were 339 respondents selected as samples using random sampling. Questionnaires and interviews are used as tools in data collection methods. The data analysis technique in this study is structural equation model (SEM).

IV. FINDINGS

Table 4.1: Description of Variable Emotional Intelligence (X1)

Indicator	Respondent's Response										Mean
	1		2		3		4		5		
	F	%	F	%	F	%	F	%	F	%	
Self-awareness	-	-	-	-	9	2,7	215	63,4	115	33,9	4,31
Self-regulation	-	-	-	-	13	3,8	204	60,2	122	36,0	4,32
Self-motivation	-	-	-	-	18	5,3	226	66,7	95	28,0	4,23
Empathy	-	-	-	-	45	13,3	224	66,1	70	20,6	4,07
Social skills	-	-	-	-	25	7,4	239	70,5	75	22,1	4,15
											4.22

Source: Data processed (2018)

Emotional intelligence of state-owned cement company employees is an embodiment of the character attitude and behavior or willingness and ability to master themselves and understand the environment objectively and morally because of emotional patterns that are relatively stable when facing various stress problems in the workplace formed from synergy between character, self-concept, internal motivation, and mental/emotional capacity. The emotional capacity of employees in this study is internalized in the form of indicators of self-awareness, self-regulation, self-motivation, empathy, and social skills (indicators refer to views (Goleman, 2000). Empirical findings indicate that each question from each indicator of emotional intelligence in research is in accordance with employee competencies.

Emotional intelligence means that an employee has the ability to know their strengths and weaknesses, be able to handle emotions themselves, be able to motivate themselves to

move forward, be able to feel the emotions and personality of other people able to establish relationships with others. Statistical results from the dimensions of emotional intelligence in this study indicate the mean value of each question based on each indicator of 4.22. This proves that employees in state-owned cement companies have high emotional intelligence, where each individual employee naturally longs for a calm and healthy life both physically and spiritually.

Each employee is susceptible to various problems and obstacles that occur in the family and coworkers and companies so that they have the potential to experience anxiety, dissatisfaction and excessive emotions. Generally the more successful an employee is, the more life complications they experience. Competition, and opposition due to needs and desires that must be fulfilled make it difficult for an employee to get a healthy mentality. Therefore, emotional intelligence is very important for every employee in a state-owned cement company in Indonesia.

Table 4.2: Description of Leadership Style Variables (X2)

Indicator	ResPondent's ResPonse										Mean
	1		2		3		4		5		
	F	%	F	%	F	%	F	%	F	%	
The ability of subordinates is doubtful	1	0,3	25	7,4	86	25,4	179	52,8	48	14,2	3,73
Leaders give absolute freedom to subordinates	-	-	3	0,9	107	31,6	202	59,6	27	8,0	3,75
Leaders are responsive to the interests of subordinates	1	0,3	24	7,1	114	33,6	154	45,4	46	13,6	3,65
Leaders encourage subordinates to achieve targets and prioritize group interests	-	-	2	0,6	67	19,8	228	67,3	42	12,4	3,91
Leaders consistently fulfill the mission and realize the strengths and weaknesses of personal and organizational self	1	0,3	6	1,8	92	27,1	197	58,1	43	12,7	3,81
The leader has a firm nature, fast, and gives direction according to the situation that occurs	-	-	3	0,9	75	22,1	219	64,6	42	12,4	3,88
											3,79

Source: Data processed (2018)

Effective leadership style is only possible to achieve organizational goals productively. The leadership style influences the competence and productivity of employees of state-owned cement companies. There are six forms of leadership style applied in state-owned cement companies and the majority are transformational leadership styles. Some of the literature on previous leadership styles that influence employee work competency achievement illustrates that the effectiveness of leadership styles has many forms. The impact on competence can be important and cannot be separated from intelligence factors (Bennis and Thomas, 2002), (Nanjundeswaraswamy and Swamy, 2014).

Autocratic leadership style, 179 respondents choose the agreed answer can be interpreted employees in state-owned cement companies on average have a perception that the work will be effectively carried out if each employee follows the same procedures and routine responsibilities every day. This is influenced by the availability of complete company documents to carry out the analysis needs of the organizational structure such as job description and job grade in each work unit so that individual employees clearly know the position and responsibility of work in their respective work units. Leaders with the tendency of autocratic leadership styles relevant to the trait theory proposed by (Gordon Willard Allport, 1967) that a leader has a person and character that is different from others. A far-sighted, creative and innovative leader, has a dominating desire, is confident in his own abilities, and is able to assume responsibility. This can be positive if the leadership with a leadership style tends to be autocratic able to encourage the achievement of competencies and performance of employees in state-owned cement companies.

Laissez faire leadership style, employees choose answers agree as many as 202 people can be interpreted that employees in state-owned cement companies believe that the leadership is sufficient to provide concessions to employees in developing work methods that are considered effective to achieve expected work performance and

confidence that involvement and the contribution of each employee is important in formulating policies and decision making.

Transactional leadership style, respondents gave a response agreed as many as 154 people described that most employees think the leader knows what is expected by subordinates and is able to provide confidence that each employee will get what they expect if their performance meets expectations. On average, it can be interpreted that each individual employee in a state-owned cement company realizes that by meeting competency and performance requirements as required by the company, it will produce good feedback on their career and work. This is in line with transactional theory proposed by James McGregor and Burns (1978), who argue that a leader must be sensitive to the desires or demands of subordinates and responsive to the success and failures of subordinates.

Transformational leadership style, as many as 228 people argued that the majority of employees trust and respect the leadership for their integrity so that employees are motivated to improve core competencies, leadership competencies, and technical competencies required by the company. Leaders are considered to have the ability to inspire positive changes to their subordinates. This is also in line with the opinion (Burn & Bass, 1985) which states that good leaders are able to motivate their subordinates to achieve the company's goals and targets.

Charismatic leadership style, as many as 197 people believe that leaders with a tendency towards charismatic leadership styles are able to convince their employees to follow their direction and emotionally believe in the integrity of the leadership so that employees want to contribute in achieving company goals. Although there are several leadership level employees who are in echelon 1 and 2 young people based on respondents' characteristic data, the average respondent choose an agreed answer that can be interpreted that the criteria for being a charismatic leader is not based on age, wealth,

profile or health but charisma and confidence that is displayed so that it can influence and direct subordinates.

Situational leadership style, as many as 219 employees have the perception that generally employees in state-owned cement companies believe that the leadership is able to adjust the

developmental stages of competency and performance of each employee in the process of carrying out the work. Related to this, research (Ralph Stogdill, 1904-1947) describes several key components of the situation in the scope of work, namely mental maturity, status, expertise, needs, subordinates, and objectives to be achieved.

Table 4.3: Description of Competency Variables (Y)

Indicator	Respondent's Response										Mean
	1		2		3		4		5		
	F	%	F	%	F	%	F	%	F	%	
Character	-	-	-	-	18	5,3	250	73,7	71	20,9	4,16
Motive	-	-	-	-	33	9,7	239	70,5	67	19,8	4,10
Nature	-	-	-	-	42	12,4	272	80,2	25	7,4	3,95
Knowledge	-	-	1	0,3	44	13,0	252	74,3	42	12,4	3,99
Skills/expertise	-	-	-	-	27	8,0	238	70,2	74	21,8	4,14
											4,07

Source: Data processed (2018)

The competencies required in state-owned cement companies that are the object of this research consist of core competencies, leadership competencies and technical competencies. Core competencies are required for all employees in the company based on the competency framework that applies to every employee in the company even though at different levels, for example each individual employee is required to have self-integrity and be able to cooperate.

The next competency that the company requires is leadership competencies related to individual leadership characteristics that can affect its subordinates. Competencies at the top leadership for example result/achievement orientation, relationship building, initiative, strategic thinking, building organizational commitment, and developing others. Middle-level competency focuses more on influence, team work, analytical thinking, conceptual thinking, relationship building, service orientation, and technical expertise. While supervisory level competencies

focus more on interpersonal understanding, concern for order, influence, flexibility, team work, and cross cultural sensitivity.

The third important competency fulfilled by employees in state-owned cement companies is technical competence related to specific tasks for each individual or group of employees in each work unit. The leader assesses technical competencies based on the behavioral indicators raised by the employee, then matches the behavioral indicators in the dictionary of company competencies starting from the level that is the requirement in the position then the assessment can move to a higher or lower level. For example employees in the logistics work unit with inventory management qualifications, procurement management, and warehouse. While the technical competencies commonly possessed by employees in the company are management concern for quality and order, and holding people accountable.

V. CONCLUSION

1. Employees of state-owned cement companies have on average, high emotional intelligence that enables them to develop and improve work competencies to meet the competencies required by the company.
2. On average, transformational leadership styles are applied in state-owned cement companies.

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