APPLICATION OF EMOTIONAL INTELLIGENCE AGAINST DECISION-MAKING AT FAMILY PLANNING OFFICER

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ABSTRACT

Family Planning Counseling is one of the strategies implemented by the regional government to balance population growth. In developing optimal human resources, skilled workers who are able to influence the community to conduct family planning counseling are required. This study aims to determine emotional intelligence's effect on decision-making on family planning counseling officers in Garut district.

This research uses quantitative methods with descriptive research type. The sampling process is utilizing non-probability methods and purposive sampling type. With a population of 334 employees and the sample obtained from the calculation results is 77 people. Data collection was carried out by distributing 77 questionnaires to Family Planning Counseling staff at the Services for Population Control, Family Planning, Women's Empowerment and Child Protection (DPPKBPPPA) Office of Garut district.

The finding shows no significant result between emotional intelligence toward the officer's decision-making, which is valued in the> 0.178> 0.1 as well as coefficient of determination exhibit small number percentage, which is 2.4 percent.

Key words: Emotional Intelligence, Decision Making, Human Resources Management

1. INTRODUCTION

Human resource is an important factor in an organization or company and other factors such as assets and capital (Northouse, 2019). Therefore, human resources must be managed properly to increase the organization's effectiveness and efficiency within the company, which is known as human resource management (Robbins & Judge, 2017). According to Fakhri et al. (2019), human resources described as an implementation of various activities, policies, and

programs to achieve goals using labor, development, and maintenance to increase organizational effectiveness with ethical and social manner can be accounted.

According to the Garut Regency Head of the PPKBPPPA (2017), the population problems in Garut Regency are still quite heavy. Therefore, the prevention must be carried out continuously, consistently, and with all existing stakeholders' determination to carry out proportional birth control, one of which is about family planning counseling (KB). This condition is an increasing problem with the limited capacity of regions in providing support and capacity services in the form of regional facilities or infrastructure so that the results of development can not be felt by the community optimally and become a heavy burden for future development.

An officer must have plenty of emotional intelligence to deliver a decent service (Amorim, et al., 2019). Emotional intelligence can be an indicator of employee behavior. Augustrianto (2019) says that employee behavior is shaped by workplace behavior therefore, an emotional state of the employee plays an important role in decreasing deviant workplace behavior. Ugwuanyi (2020) quoted Goleman about emotional intelligence, which states that emotional intelligence is a set of special skills such as empathy, self-discipline, and initiative that can distinguish people based on their achievements. In addition to intelligence, which can affect people's success at work, emotional intelligence can as well affects feelings, selectively understands emotions as a source of human power and influence, respects feelings for oneself and others, and applies emotional energy effectively in everyday life (Kelly & Kaminskienė, 2016).

An interview was conducted to analyze further regarding emotional intelligence and how it applies to family planning counseling employees. From the interview, several points of view can be explained about the condition of emotional intelligence. Regardless of primary duties and functions of services employees to provide services such as formulate population control program policies, family planning for women's empowerment, and child protection in Garut Regency , every officer must maintain their emotional intelligence to make acceptable decisions about every complaint from civilians. Preserving employee commitment to delivering proper services relies on maintaining their emotional state (Winarno & Hermana, 2019).

This service is closely related to the community's sustainability in Garut Regency, so it must be implemented in a relevant manner. The primary task of family planning instructors is to conduct national family planning counseling and provide family planning services to enable awareness and family planning knowledge. The importance of enabling this knowledge to reach the civilians lies in the family planning officer's ability to deliver it. Knowledge enabler is an activity to educate people (educational activities) to change client behavior according tohat is desired (Silvianita & Tan, 2017).

With the encouragement boost made by the regional government to family planning counseling (KB) officer, it encourages officers to be able to take actions and solutions when a problem occurs by making decisions based on the rules and conditions set by the regional government. This study aimed to determine and identify the effect of emotional intelligence and decision-making on family planning counseling officers in Garut.

2. THEORIES

The definition of emotional intelligence and the context has been a matter of debate in the literature over several years (Mayer, et al., 2008). Thorndike (1920) introduced the term of social intelligence to describe the skills utilized in understanding and managing people. Later in 1940 Wechsler (Bar-On, 2006) acknowledge the influence of other factors on intelligent behavior and put forward the models of intelligence could not be complete until those factors

were more fully understood. The term of emotional intelligence was first used in the USA in a doctoral dissertation studying the acknowledgement and effects of emotion (Payne, 1983).

The work continued with emotional intelligence model described by Salovey and Mayer (1990), expressing about how emotions could enhance rationality and that individuals would be better served to work with, rather than against, their emotions. Bradberry and Greaves (2003) ned that when considered cumulatively, emotional intelligence skills were essential in representing mental and behavioral functions of individuals beyond their native intelligence.

The bulk of the literature in emotional intelligence may be encapsulated in the description of three models: ability model; trait model; and mixed model. The ability model described by Salovey and Grewal (2005) presumes that individuals have diverse abilities to process and react to emotional circumstances and develop adaptive behaviors to deal with social situations. The trait model proposed by Petrides et al. (2007) was based upon the premise emotional intelligence represents a cluster of self-perceptions operating at the lower levels of personality. This focus on behavioral dispositions relied heavily on self-measurement and as such was more resistant to scientific calibration (Petrides et al., 2007).

The mixed model was best characterized by Goleman's (1995) description of emotional intelligence as a wide array of competencies and skills driving leadership performance. Goleman's model was based on the premise emotional competencies are not innate traits, but rather learned skills that may be developed and improved. In a follow-up study Goleman (1998) noted the very best corporate leaders, while diverse in their leadership styles, share in common the characteristics of self-awareness, self-regulation, motivation, empathy and social skill. According to Goleman, these skills allow superb leaders to understand their own and others' emotional makeup well enough to move people to accomplish institutional objectives. Goleman's (1995) original work on emotional intelligence described the following essential elements or abilities: knowing one's emotions; managing emotions; motivating oneself; recognizing emotions in others; and handling relationships. Goleman's theory of emotional intelligence and its characteristic behaviors has been further refined to include both individual and organizational behaviors and outcomes.

The emotional intelligence skill of social awareness and its core competencies of empathy, service orientation, and organizational awareness enable decision-makers to judge the impact of their decisions and how those decisions are made (Goleman, 2001; Boyatzis, et al., 2000). The best decisions are those that can be understood and accepted by the individuals most affected by the decision. Whether they are individuals or groups, decision-makers who practice the value of empathy can foresee the impact of their decisions before implementation (Goleman, 2001). Likewise, exhibiting a servant philosophy can improve the quality of decisions. For example, if decision makers view those affected by decisions as customers who may be retained or lost, they may be more likely to consider the outcomes and consequences of decisions (Miller, 2009). Accordingly, decisions considered in the context of service outcomes, as well as customer satisfaction and retention, are more likely to be understood and more easily defended within the organization. Finally, being aware of the organization's culture will enable decision-makers to make more rational judgments in decisions, as well as the processes by which the decisions are made.

The emotional intelligence skill of relationship management includes developing others' behavioral competencies, influence, communications, conflict management, leadership, change catalyst, building bonds, and teamwork (Goleman, 2001; Boyatzis et al., 2000). The enhancement of decision-making processes depends on communicating desired outcomes, influencing stakeholders, and managing conflict effectively. In both individual and group decision-making processes, the ability to manage relationships is pivotal to success. Even the best of decisions can have negative results if not properly communicated, including the proper

articulation of decision-making processes. While most would like to believe the decision to affect change is most often arrived at through a rational, logical process that is not always the case. Indeed, the implementation of many desired changes is fraught with potential conflict, regardless of the change's original intent. The ability to manage that conflict is central to both the process and outcome of decisions, requiring decision-makers to exercise emotional skills while simultaneously attempting to steer necessary changes (Rausch, et al., 2011).

3. METHODOLOGY

This research uses a quantitative method with descriptive analysis and simple linear regression wherein data processing assisted by the SPSS program. The sampling technique is a non-probability sampling specified to purposive sampling. To determine the number of samples, the researcher uses the Slovin formula with an error rate of 10%, and the data collection technique is gathered by literature study and distributing questionnaires to 77 respondents.

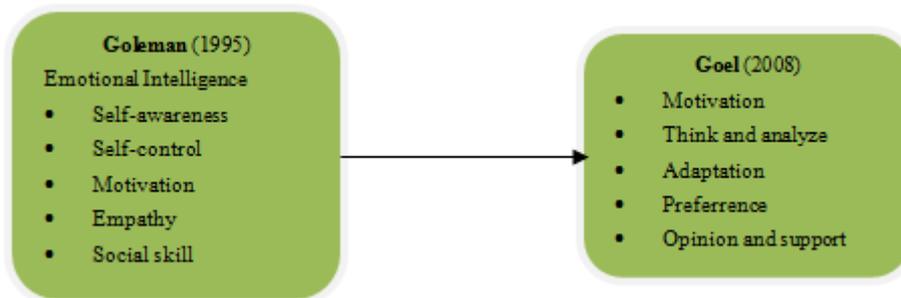The framework of this research will be shown below:

Figure 1 Research Framework

4. RESULT AND DISCUSSION

Descriptive result toward Emotional Intelligence

This study used 77 respondents who were distributed to family planning counseling officers at the Services for Population Control, Family Planning, Women's Empowerment and Child Protection (DPPKBPPPA) in Garut Regency. Based on the test results, it is known that emotional intelligence is within the Good category. As such, overall the emotional intelligence of Family Planning (KB) counseling employees is 73.5 percent.

Descriptive result toward Decision Making Performance

This study used 77 respondents who were distributed to family planning counseling officers at the Services for Population Control, Family Planning, Women's Empowerment and Child Protection (DPPKBPPPA) in Garut Regency. Based on the results of the tests carried out, it is known that the position of the Decision-Making is within the Good category. As such, overall, decision-making on Family Planning (KB) counseling officers is 68.8 percent.

The validity test of the 32 questionnaire statement items distributed to every respondent has a correlation value of more than 0.186 show that statements are valid to proceed. The reliability test indicates that the Cronbach's Alpha value in this study is 0.699, indicating that the questionnaire item is reliable.

Table 1 Hypothesis T Test

		Coefficients^a				
		Unstandardized Coefficients		Standardized Coefficients		
	Model	B	Std. Error	Beta	T	Sig.
1	(Constant)	2.944	.366		8.039	.000
	Emotional Intelligence	.135	.099	.155	1.361	.178
a. Dependent Variable: Decision-Making						

Based on the table above, it can be seen that emotional intelligence (X) has a t value smaller than the t table value due to the t count value (1.361). It can be concluded that there is no significant effect and the significance level is 0.178> 0.1. As such, it can be concluded that partially there is no significant effect of the Emotional Intelligence variable (X) on Employee Decision-Making (Y)

Table 2 Simple Linear Regression

		Coefficients^a				
	Model	Unstandardized Coefficients		Standardized Coefficients		
		B	Std. Error	Beta	T	Sig.
1	(Constant)	2.944	.366		8.039	.000
	Emotional Intelligence	.135	.099	.155	1.361	.178
a. Dependent Variable: Decision-Making						

Based on table above, the regression equation is obtained as follows: Y = 2,944 + 0,135X

The regression coefficient value on the independent variable illustrates if it is estimated to be constant or equal to 0, then the dependent variable can be estimated to increase or decrease according to the coefficient sign of 2.944. It can be said that the variable Y, namely decision-making, is not influenced by the independent variable, namely emotional intelligence X has no value, then the average value of decision making is 2.944. The X coefficient is 0.135, this also shows that there is no influence between emotional intelligence on officer decision-making due to the significant value of more than 0.1

Table 3 Determination Coefficient Test

		Model Summary		
Model	R	R Square	Adjusted RSquare	Std. Error of the Estimate
1	.155^a	.024	.011	.34898

The table above shows that the R square value is 0.024, which means that the relationship between Emotional Intelligence and Employee Decision Making is 0.024 or 2.4%. Meanwhile, the remaining 97.6% is a contribution from other variables not examined in this research.

5. CONCLUSION

Based on the results of the research conducted, the following conclusions can be drawn. First, application of Emotional Intelligence to Family Planning (KB) (X) counseling officer at the

Services for Population Control, Family Planning, Women Empowerment and Child Protection Service (DPPKBPPPA) of Garut Regency based on the results of the research is within the high category. Druskat and Wolff (2001) and Jordan et al. (2002) noted that teams comprised of members with higher levels of emotional intelligence will perform better on tasks than teams comprised of members exhibiting lower emotional intelligence levels. Second, decision-making by officers at the Services for Population Control, Family Planning, Women's Empowerment and Child Protection (DPPKBPPPA) Garut Regency, based on the research that has been conducted, decision making (Y) is within the high category.

Emotional Intelligence toward Decision-Making in Family Planning (KB) counseling officer indicates an interesting result, which is presenting a conclusion as a negative implication between those variables. This result shows an unusual outcome, although literature also has a similar finding of this research result. Jordan and Troth (2004) found that while no link between emotional intelligence and performance existed at the individual level when the task being performed was purely cognitive in nature, the same task transferred to a team setting introduced an emotional element requiring emotional intelligence skills. Nevertheless, this result is interested in discussing further in view that emotional intelligence and decision-making are likely to complement each other positively (Hess & Bacigalupo, 2011; Sevdalis, et al., 2007).

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