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Emotional Intelligence Model: Rganizational Climate Analysis and Rewards

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Abstract: This study aims to analyze the influence of Climate Organization and the rewards of Emotional Intelligence either partially or simultaneously, a survey on Life Insurance Agent XYZ in JABOTABEK area. The design of this research is quantitative by using survey method. The population of this study is a life insurance agent who works at an insurance company that controls market share in the Greater Jakarta area. The sample size in this study is determined by the formula of the minimum sample size for the size of the coefficient correlation done in iterative, so that obtained the number of samples of 200 life insurance agents. This research uses multiple linear regression analysis technique. SPSS 22.00 analysis tool. The result of this research is that Organizational Climate and Reward have positive and significant influence to Emotional Intelligence either partially or simultaneously.

Keywords: Organizational Climate, Rewards, and Emotional Intelligence.

1. INTRODUCTION

Lately the insurance business is growing rapidly in Indonesia. This is not separated from the need for insurance services increasingly perceived, both by individuals and businesses in Indonesia. Insurance is a financial means in the life of the household, either in the face of fundamental risks such as the risk of death, or in the face of risks to property owned. Similarly, the business world in carrying out its activities to face various risks that may disrupt the continuity of its business. This is due to an uncertain future, so to reduce the uncertainty is required insurance companies who want to bear the uncertainty.

In the insurance industry one party that has an important role is the agent. The role of agents is very important, because agents are the front-line (front-line) insurance companies. Through the hands of agents, premium trillions of rupiah can be collected. Premiums collected by the insurance industry are returned to the public in the form of claims, agent commissions, investments, taxes, and operating expenses. The role of agents is also very necessary community, one of which is to educate the community to know, know,

understand, use and enjoy insurance services. The agent's duty not only sells and directs a person to buy insurance products, but also as a policyholder's partner in designing the family's future welfare.

Given the agent's job is to influence the prospective customers to buy insurance products offered, therefore the agent must have good emotional intelligence, emotional intelligence in the form of the ability to manage emotions and motivate themselves to always be strong and eager in work.

One of the factors that can improve one's emotional intelligence is the organizational climate. Meaning more conducive climate organization insurance companies will cause the level of emotional intelligence agents are increasing. This is stated by Rosenary Mc Cully Messina in Sutrasna, Y (2011), that there is a positive influence between the organizational climate with personal fortitude which is one form of emotional intelligence, which according to him employees who have high organizational climate perception score, also has a score A high level of personality hardiness. Conducive insurance climate in the form of embedded values of positive work in the agents make the agents have the ability to monitor feelings and emotions themselves so as to reduce all rejection of customers with unyielding action and able to motivate themselves, to always think positive to achieve success. In addition, agents are also able to recognize the emotions of others (appraisal and recognition of emotion in others), where this aspect relates to the ability to receive and understand the emotions of people around them including fellow agents, superiors and potential customers. Highly qualified insurance agents in this aspect will be more sensitive to the feelings of other people's emotions such as reading their thoughts, so as to make friends and customers obey all the agents' wishes, including making customers to buy insurance products on offer.

In addition to an organizational climate that can increase emotional intelligence is reward. According to Gardner & Stough (2002) that there is a positive influence between contingent rewards with emotional intelligence. The high reward rate has been a positive stimulus for improving emotional intelligence, which with the fulfillment of reward aspects will provide awareness for agents to constantly upgrade skills, including improving emotional intelligence to be more intelligent from the emotional side so that it can affect the work object.

Based on the background and problems, the objectives of this research are:

- 1) Analyze the influence of the organization's climate on partial emotional intelligence.
- 2) Analyze the effect of rewards on partial emotional intelligence.
- 3) Analyze the effect of organizational climate and rewards on emotional intelligence simultaneously.

2. LITERATURE REVIEW

Organizational Climate

Organizational climate is a relatively continuous quality of the internal environment of the organization, experienced by members of the organization, influencing their behavior and can be described in terms of a set of characteristics or organizational traits (Tagiuri and Litwin in Wirawan, 2007).

According Stringer (2002) defines the organizational climate as a concept that describes the subjective nature or quality of the organization environment. The elements can be perceived and understood by members of the organization and reported through the appropriate questionnaire.

Meanwhile, according to Davis (1996), the organizational climate is the human environment in which employees of an organization do their work. From this understanding it is clear that the climate of the organization concerns all existing environments or faced by humans who are in an organization that affects a person in carrying out its organizational tasks. Lunenburg and Ornstein (1991) argued that the organizational climate is a total environmental quality in an organization that is shown by a variety of traits such as: open, busy, warm, relaxed, informal, cold, impersonal, hostile, rigid, and closed.

According to Davis (1996), there are a number of elements that contribute to the creation of favorable conditions within an organization. These elements include: (1) leadership qualities, (2) levels of trust, (3) upward and downward communication, (4) feelings of doing useful work, (5) responsibility, (6) rewards Fair, (7) reasonable job pressures, (8) opportunity, (9) control, structure and bureaucratic reasoning, and (10) employee involvement, participation.

Koys and DeCotiis (1991) developed eight organizational climate dimensions based on psychological approaches, namely: 1) Autonomy (autonomy); 2) Togetherness (cohesion); 3) Trust (trust); 4) Pressure (pressure); 5) Support (support); 6) Recognition (recognition); 7) Fairness; And, 8) Innovation (innovation).

Meanwhile, according to Altman (2000), at least find the seven dimensions of organizational climate, namely: 1) Physical environment; 2) The state of the social environment; 3) Implementation of management system; 4) Products; 5) Consumers served; 6) The physical and psychological condition of members of the organization; And 7) Organizational culture.

Rewards

Compensation / reward is a (partial) part of a reward system that deals only with the economic part, nevertheless since the belief that individual behavior is influenced by systems in the broader spectrum, the compensation system cannot be separated from the overall reward system provided by the organization , RJ, 1998).

Handoko (2000) provides a definition of reward that is everything that employees receive as a fraction of their work. In addition, rewards are also all forms of financial returns, tangible services, and benefits that employees receive as part of an employment relationship (Simamora, 1995). While Tulus (1995) defines rewards as giving direct or indirect, financial and nonfinancial, fair and reasonable rewards to employees for their contribution to the achievement of organizational goals.

Thus, the meaning of rewards is broader than the meaning of salary and wages, as there is also an element of indirect and non-financial rewards into the concept of remuneration as a whole. The payback patterns of modern corporations account for a substantial percentage of fringe benefits, indirect awards, and other semi-financial services (Tulus, 1995).

Compensation basically provides many benefits to the organization, because by providing compensation to attract, retain and motivate qualified employees and create an appropriate reward system for workers and employers with the desired outcome, workers are tied to their work and motivated to do good work for the workers (Ivancevich, 2007). In other words, the main objective of the compensation program is to attract qualified people to enter the organization, keep workers working, and encourage workers to achieve optimal levels of performance.

Compensation according to Long, R.J (1998) is divided into two namely extrinsic and intrinsic. (1) extrinsic satisfying basic needs for survival and security as well as social needs and recognition. This gratification is derived from the factors that surround the employees around their work, for example: wages, supervision, co-worker and working conditions; (2) Intrinsic compensation is the need for appreciation and self-actualization or in other words higher level needs, for example, pride, rewards, and growth and development that can be derived from factors inherent in the employee's work, such as employee challenges or The interest of a given job, the degree of diversity / variation in the work, the feedback, and the decision-making authority in the work and the significance of the work to organizational values.

Emotional Intelligence

Emotional intelligence is at the root of the concept of social intelligence first identified by Thorndike in 1920. Thorndike in Wong and Law (2002) defines social intelligence as “the ability to understand and manage men and women, boys and girls, to Act wisely in human relations “. This means that social intelligence is the ability to understand and manage men and women, boys or girls, to do wisely in human relationships.

Emotional intelligence according to Goleman (2002) is a person's capacity to manage his own feelings and feelings of others, use them to motivate and manage emotions within and in relationships with others. While emotional intelligence according to Salovey & Mayer (1990) is part of social intelligence that involves the ability to monitor feelings and emotions of yourself and others, to distinguish and use that information to guide one's way of thinking and acting.

Weisinger (1998) reveals that one can enhance emotional intelligence through learning and the application of skills and abilities that can alter emotional intelligence. These include self-awareness, emotional management, and self-motivation. This means that the elements of emotional intelligence include: self-awareness, emotional management, and self-motivation. In another part of the book written by Weisinger it is said that the fourth element is fostering relationships, where the element of fostering this relationship is communicating and helping others.

Emotional intelligence, according to Goleman (2002), consists of five elements, namely: 1) the ability to understand the emotions themselves; 2) the ability to manage emotions; 3) self-motivating ability; 4) the ability to recognize the emotions of others; And 5) the ability to foster good relationships of others. As for Cooper (1997) emotional intelligence includes the ability to perceive, understand, and implement active energy and emotional sensitivity as a source of energy, information, relationships and human influence.

Meanwhile, according to Salovey and Mayer (1990) conceptualize emotional intelligence into four dimensions, namely: 1) appraisal and expression of emotion in the self; 2) Appraisal and recognition of emotions in others; 3) regulation of emotion in the self; And 4) emotional use to facilitate performance.

According to Robbins and Judge (2007), emotional intelligence consists of five dimensions, namely 1) Self-awareness - aware of feelings; 2) Self-management - the ability to regulate emotion and self-stimulation; 3) Self-motivation - ability to resist setbacks and failures; 4) Empathy - the ability to see how others feel; 5) Social skills - the ability to handle the emotions of others.

Conceptual Framework

Based on the background, relevant theoretical and research studies, the conceptual framework of this study is as shown in figure 1 below.

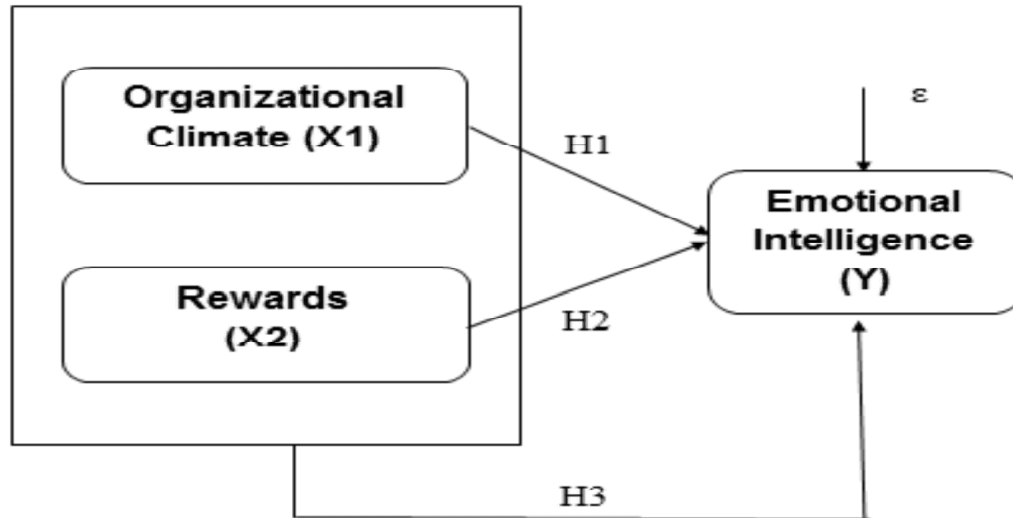


Figure 1: Conceptual Framework

Research Hypothesis

Pursuant to research purpose hence this research hypothesis is:

- 1) Organizational climate affects partial emotional intelligence.
- 2) The rewards affect the partial emotional intelligence.
- 3) Organizational climate and rewards affect the emotional intelligence simultaneously.

3. RESEARCH METHODS

The unit of analysis of this research is a life insurance agent who works at an insurance company that controls market share in JABODETABEK region. The sample size in this study is determined by the formula of the minimum sample size for the size of the coefficient correlation done in iterative, so that obtained the number of samples of 200 life insurance agents. Quantitative analysis method, with analytical tool with multiple linear regression, with equation $Y = a + b_1 X_1 + b_2 X_2 + e =$, Where Y is the emotional intelligence variable, β_1 and β_2 Coefficient of organizational climate variable (X_1) and rewards (X_2). SPSS version 22.0 application data analysis tool.

After analyzed by multiple linear regression, followed by test of determination analysis (R Square), partial test of hypothesis (t test) and Simultaneously (F test) with 5 percent error tolerance level. But before multiple linear regression process in the first test instrument (questionnaire) with validity and reliability test and classical assumption through normality test, multicollinearity, and homogeneity.

4. RESULT AND DISCUSSION

Result

In general, the choice of respondents to the questionnaires distributed on insurance companies responded agree and strongly agree on the items of the questionnaire. This shows that the work climate, rewards and emotional intelligence of employees have been running in accordance with the perceptions of respondents.

Based on the analysis results obtained that:

- 1) The fundamental thing that can be drawn from the above climatic conditions of the organization is the conducive organizational climate that takes place inside the insurance company, where all the indicators of the dimensions contained within the organizational climate are at a conducive interval. The autonomy / self-reliance work situation does not make the agent individualistic, but it creates togetherness in working, especially for sharing and solving work problems and supporting each other, thus causing the work situation / climate that is felt to be conducive to the progress of the agent, Pressure (pressure) on sales targets to be achieved also affects morale so that trigger the emergence of optimism in work. The above indicator that becomes trigger in shaping the insurance organization's climate becomes conducive.
- 2) From the results of the questionnaire distribution done obtained the average indicator of returns indicate are at high intervals, so it can be concluded that the high benefits received by the insurance agents. The promising benefits of each insurance company such as various incentives include pension plans for long-standing and outstanding agents, life insurance, health insurance, accident protection for agents who have been working hours for a set time, bonuses walking to Overseas, the bonus of getting a luxury car if it reaches a certain sales target has shown how high the rewards received by these agents.
- 3) Based on the distribution of questionnaires, it is known that the average agent emotional intelligence is in the high category, in the self-motivating dimension with the indicator of trying to do something with pleasure, and the dimension of understanding and controlling the emotions of others with the indicator of the ability to control other people's emotions at intervals very high. This indicates that the emotional intelligence of insurance agents is high, where the ability to motivate themselves in facing various difficulties and challenges faced especially the difficulty of getting prospective customers who are addressed with mental and high morale and never give up. In addition, the ability to influence the emotions of prospective customers to want to become customers or buy insurance products offered by these agents.

Results from the interpretation of the summary model, Coefficients, and Anova from the output of quantitative analysis of Multiple Linear Regression as below.

The model of a good multiple linear regression equation and can be passed on to the next analysis is those that meet the requirements of classical assumptions, including all normal distributed data, the model must be free from heterokedastisitas.

From result of test which done by using SPSS 22.0 aid as a tool in this research is obtained result that the data in this research is normal distribution, it is proved from the result of significance value (Asymp Sig.

2-tailed) greater than 0.05, that is (0,675 > 0,05) so it can be concluded that the data in this study is normally distributed.

Then from the results of multicollinearity test known that the results of Tolerance value calculation shows no independent variable has Tolerance value less than 0.10, which means there is no correlation between independent variables. In addition, the calculation of Variance Inflation Factor (VIF) also shows the same thing there is no independent variable that has VIF value more than 10. So it can be concluded that there is no multicollinearity among independent variables in the regression model.

Furthermore from the results of Heteroscedasticity test known scatterplots seen that the points spread randomly and spread both above and below the number 0 on the Y axis. It can be concluded that there is no Heteroscedasticity on the regression model, so that the regression model worthy to be used to predict the use of accommodation services based on Input variable independent.

Based on the test it has been proved that the equation model proposed in this study has met the requirements of the classical assumption so that the equation model in this research is considered good. Multiple linear regression analysis is used to test the partial and simultaneous hypothesis of independent variables on the dependent variable. Based on multiple linear regression coefficients with SPSS 22.0 program obtained result like Table 1 below:

Table 1
Coefficients
Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients		
		B	Std. Error	Beta	t	Sig.
1	(Constant)	3.334	1.491		2.237	.026
	X1_Organizational_Climate	.466	.058	.464	7.994	.000
	X2_Rewards	.477	.079	.352	6.063	.000

a. Dependent Variable: Y_Emotional_Intelligence
Source: Output SPSS under 22.00

From table 1 above we get the result of multiple linear regression equation: $Y = a + \beta_1 X_1 + \beta_2 X_2 + e = 3.334 + 0.466 X_1 + 0.477 X_2 + e$. Information: Y = Emotional intelligence; X_1 = Organizational climate, dan X_2 = Rewards. From this equation can be interpreted: 1) Organizational Climate variable and Rewards have positive coefficient direction toward Emotional Intelligence; 2) The constant value of 3.334 indicates if the organization's Climate and Rewards are constant or constant, then the Emotional Intelligence value of employees is 3.334; 3) The value of regression coefficient variable Climate organization to emotional Intelligence variable is 0.466 means that if the Climate organization increased by one unit, it will increase the value of emotional intelligence of employees of 0.466, or in other words if the Climate organization can be increased the quality of 100 scale, It will be followed by an increase in emotional Intelligence of employees of 100 scales; 4) The value of regression coefficient variable Reward to emotional Intelligence variable is equal to 0.477 means if the Rewards increased by one unit, it will increase the value of emotional intelligence of employees of 0.477, or in other words if the Rewards given can be increased the quality of 100 scale, then it Will also be followed by an increase in employee emotional intelligence of 100 scales.

Results of Determination Analysis (R²)

To see the total influence of Organizational Climate variable (X1) and Reward (X2) on Emotional Intelligence (Y) can be seen from the coefficient of determination R² as seen in Table 2 below:

Table 2
Model Summary
Model Summary

<i>Model</i>	<i>R</i>	<i>R Square</i>	<i>Adjusted R Square</i>	<i>Std. Error of the Estimate</i>
1	.711 ^a	.505	.500	2.463

a. Predictors: (Constant), X2_Rewards, X1_Organizational_Climate

Source: Output SPSS 22.00

A R value of 0.711 shows a double correlation (Organizational Climate and Rewards) with Emotional Intelligence. Considering the variation of R Square value of 0,505 which shows the role or contribution of organizational climate variable and advertisement able to explain the emotional intelligence variable of 50.5 percent and the remaining 49.5 percent is influenced by other factors not revealed in this model.

Partial Effect Test Result (t test) and Simultaneous Influence (F test)

Hypothesis testing aims to explain the characteristics of particular relationships or differences between groups or the independence of two or more factors in a situation, (Ali, Hapzi., And Lima, N., 2013). The partial effect test aims to test whether each independent variable significantly influences the partially bound variable with $\alpha = 0.05$ and also the acceptance or rejection of the hypothesis. Partial test (t test) to answer hypothesis one and two of this study.

Table 3
Test Result t (Partial)

<i>Model</i>		<i>t</i>	<i>Sig.</i>
1	(Constant)	2.237	.026
	X1_Organizational_Climate	7.994	.000
	X2_Rewards	6.063	.000

Source: Output SPSS 22.00

1) The Influence of Organizational Climate on Emotional Intelligence: From Table 3 above, obtained the number of t_{count} the variable organizational climate of 7.994, with a significance level of 0.000, because the level of significance level much more < 0.05 ($0.000 < 0.05$) it can be concluded that organization climate influences emotional intelligence. Thus the first hypothesis is proved and accepted.

The implications of this empirical fact show that the climate of a conducive insurance company organization has an effect on the emotional intelligence of the insurance agent. This is in line with the research of Rosenary McCully Messina in Sutrasna, Y (2011), that there is a positive influence between organizational climate and personal fortitude which is one form of emotional intelligence, which according

to him nurses who have high scores of organizational climate perception, also have a score A high level of personality hardiness. Conducive insurance climate in the form of embedded values of positive work in the agents make the agents have the ability to monitor feelings and emotions themselves so as to reduce all rejection of customers with unyielding action and able to motivate themselves, to always think positive to achieve success. In addition, agents are also able to recognize the emotions of others (appraisal and recognition of emotion in others), where this aspect relates to the ability to receive and understand the emotions of people around them including fellow agents, superiors and potential customers. Highly qualified insurance agents in this aspect will be more sensitive to the feelings of other people’s emotions such as reading their thoughts, so as to make friends and customers obey all the agents’ wishes, including making customers to buy insurance products on offer.

2) The Influence of Reward on Emotional Intelligence: Furthermore, in Table 3 above obtained the number t_{count} the variable reward of 6,063, with a significance level of 0.000, because the level of significance level much more < 0.05 ($0.000 < 0.05$) it can be concluded that rewards affect the emotional intelligence. Thus the second hypothesis is proven and acceptable.

The implications of this empirical fact indicate that the rewards of the perceived high insurance company affect the emotional intelligence of insurance agents. This is in line with Gardner & Stough’s (2002) study, that there is a positive effect between contingent rewards and emotional intelligence. The high reward rate has been a positive stimulus for improving emotional intelligence, which with the fulfillment of reward aspects will provide awareness for agents to constantly upgrade skills, including improving emotional intelligence to be more intelligent from the emotional side so that it can affect the work object.

To answer the third hypothesis that the organization’s Climate and Rewards affect the emotional Intelligence simultaneously can be seen from Table 4 below.

Table 4
Anova
ANOVA^a

<i>Model</i>		<i>Sum of Squares</i>	<i>df</i>	<i>Mean Square</i>	<i>F</i>	<i>Sig.</i>
1	Regression	1221.354	2	610.677	100.684	.000 ^b
	Residual	1194.866	197	6.065		
	Total	2416.220	199			

a. Dependent Variable: Y_Emotional_Intelligence

b. Predictors: (Constant), X2_Rewards, X1_Organizational_Climate

Source: Output SPSS under 22.00

From Table 4 above (anova table) obtained F_{count} of 100.684, and a significant value of 0.000 is smaller than 0.05 ($0.000 < 0.05$). Then the null hypothesis (H_0) is rejected and alternative Hypothesis (H_1) is accepted, meaning there is significant influence of organizational climate and reward to emotional cohesion simultaneously (simultaneously). Thus the third hypothesis is proved and acceptable.

This indicates that a conducive organizational climate coupled with adequate returns or in accordance with insurance agent expectations will further increase the emotional intelligence level of agents, especially

the ability to monitor feelings and emotions themselves so as to reduce all customer rejection by unyielding action and able to motivate Self, to always think positive in order to achieve success.

The results of this study are in line with previous research: 1) That Work Motivation and Organizational Climate have positive and significant impact on Job Satisfaction, either partially or significantly (Ali Hapzi, Martinis, & Ansori, 2016); And 2) Emotional Intelligence and Work Motivation have positive and significant impact on Leaders innovation, a study on Principal of SMP N in Jambi Province (Mukhtar; Risnita; Animar; and Ali, Hapzi, 2016).

5. CONSLUSSION AND SUGESTION

Conclusion

Based on the results and discussion then the conclusions of this study are:

- 1) Organizational climate with the dimensions of job autonomy (perceptions on the determination of methods and work priorities), interaction (relationships between members of the organization in the form of togetherness and providing assistance), pressure (demand for completion of work with timely and good results), and recognition (contribution of members of the organization Acknowledged and supported) affects Partial emotional intelligence with dimensions Recognizing and managing self-emotion (Related to the individual's ability to understand the depth of his emotions and can express his emotions naturally), Self-motivation (Controlling impulse or volatile desires, Or challenges that strive and try to do things with pleasure), and Understand and control the emotions of others (Ability to understand feelings and control other people's emotions). This means the better the organization climate, it will further enhance the emotional intelligence agents.
- 2) Rewards with extrinsic dimensions (Needs that come from outside the individual that includes benefits, bonuses / commissions and health insurance) and Intrinsic (Individual needs include appreciation and self-actualization) affect Partial emotional intelligence with dimensions Recognize and manage emotions self (It relates to the individual's ability to understand the depth of his emotions and can express his emotions naturally), Self-motivation (Controlling impulsive impulses or desires, optimistic in facing difficulty or challenges and trying to do things with pleasure), and Understanding and controlling The emotions of others (the ability to understand feelings and control other people's emotions). This means the better the rewards are given, it will further enhance the emotional intelligence of agents.
- 3) Organizational climate and rewards affect the emotional intelligence of life insurance agents either partially or simultaneously. Conducive insurance climate and adequate rewards both partially and simultaneously, making the agents have the ability to monitor feelings and emotions themselves, and constantly upgrade skills / skills to be more intelligent from the emotions.

Sugestion

Based on data analysis, statistical calculation process, empirical research model test and discussion of the results of the study conducted, submitted some suggestions as follows:

- 1) Creation of a conducive organizational climate in order to be able to improve emotional intelligence can be done by Establishing the values of togetherness in working, sharing and helping, and support for innovation and creativity in marketing the product. And there is support from direct leaders in guiding and directing agents in acting and behaving effectively in hooking prospective customers.
- 2) Creation of rewards in accordance with the expectations of agents to be able to improve emotional intelligence and job satisfaction insurance agent, which is done by giving awards in the form of recognition / charter or bonus, and a clear career path.
- 3) Increasing the emotional intelligence of agents in order to have high organizational commitment by providing training motivation periodically through cooperation with related institutions, so that the ability to motivate the agents themselves in facing challenges and rejection of the customer is well preserved.
- 4) The need for a more in-depth review of the conducive and conducive aspects of the organization's climate conducive to emotional intelligence in order to identify the relevant values / norms, both conducive and non-conducive, which is more dominant in influencing emotional intelligence.

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