

CHAPTER I

INTRODUCTION

1.1 Background

The base of leadership should have to influence the subordinate with expanding the view of the employee for the importance of the task (Zaitouni, Ouakouak, & Arya, 2020), so they could understand that personal need should rule out in order to achieved the organization goals. Leaders direct the behavior and refers to the relation formed between a leader of their followers (Keskes et al., 2018). Therefore, top managers, that essentially the leaders, are in the main position in the organization and among the critical functions of management of any organization considering that strong leadership can assist organizations in increasing their competitiveness (Alrowwad et al., 2020). In the modern day, leaders not only refer to employers that only give tasks to their employee, but also the one who connect their sub-ordinaries to to gain mutual benefits from each other.

Emotional leadership, also known as emotional intelligence in leadership, is a critical aspect of effective leadership that involves understanding and managing one's own emotions and the emotions of others. This concept is rooted in the broader field of emotional intelligence, which was popularized by psychologist Daniel Goleman. The reasoning for exploring emotional leadership stems from its potential to revolutionize traditional leadership paradigms. As organizations recognize the significance of employee well-being, satisfaction, and commitment, the emotional dimension of leadership emerges as a critical factor in fostering a positive workplace culture. Understanding how emotional leadership impacts team

dynamics and organizational performance is imperative for businesses striving to remain competitive in dynamic and rapidly evolving environments. Within those understanding, this research will look deep within the leader's connection to their subordinates. Will it actually affect the organization's day-to-day activities to achieve the goal that has already been set.

This study is based on journal by Zaitouni, M. G., Ouakouak, M. L., & Arya, B. released in 2020. The purpose of this journal is to determine whether emotional leadership style could be adapted by leaders in an organization and maintain or even increase the motivation of the employee in the organization itself, like the study beforehand that already discussed about this topic. This study taken with the base of Human Resource Management (HRM) that, hopefully, will take effect on job performance of employee and even employers within the organization. The chapter started with research background and continues with the issue that stated in the problem statement. The issue that stated will be developed in advance in this chapter and also followed with research question that will be guidelines in the writing, and intended to uncover the impact of the emotional leadership itself. The goal of this study hopefully could help the leaders of any organization to implement the emotional leadership in order to improve the motivation of the employee in the future. Limitation of the writing of this study also stated in the chapter below. The organizations of research will be presented alongside these concluding remarks at the end of the chapter.

1.2 Problem Statement

Emotional intelligence is an important trait for a leader in order to lead their subordinate within the organization. To understand the emotional condition of the employee better, leader should have emotional leadership which they have to have ability to adjust emotional state and behavior according to the circumstances (Ha et al., 2020) and apply emotional leadership for building a relation, motivate the employee to stay focus on the goals of the organization (Kong et al., 2020).

In an organization, employee motivation can determine the completion of the work, performance needed, fulfill the responsibility for the work, and not abandoning aspects needed to perform in those work. If an employee is unmotivated, resulting in less effort shown in completing the job, always avoid from work, generate low quality output even quit from the organization (Nduka, 2016). When organization achieved success in motivating their employees, can produce the desired developments in an organization (Ochola, 2018). So, emotional motivation can be needed in the organization to influence the job performance of the employees themselves (Lencho, 2020).

1.3 Research Questions

1. Does emotional leader support associate with job performance?
2. Does emotional leadership positively associate with employee motivation?
3. Does employee motivation positively associate with job performance?
4. Does employee motivation mediate emotional leadership job performance relationship?

1.4 Research Purpose

The study is aimed to investigate the effect of emotional leadership on employee motivation and their job performance in the organization. As this is the main part of an organization that eventually be the decision maker of strategic development of the organization. The study also to feel what the employee feels about the emotional management of their leader. Therefore, it is crucial for the leaders to know about the impact of their emotional leadership to the affected employee in their organization, so the employee could gain the maximum job performance they expected from their employee. The survey methodology and the results collected from the study will have information needed to the leaders from their employee accordingly. Through this research, it is hoped that the authors can make a real contribution to the organization.

1.5 Benefits of Research

On the basis of the preceding statement, the following is believed to be useful together the industry or future authors in the form of theoretical and practical contributions.

1.5.1 Theoretical Benefits

This research is expected to provide theoretical contributions in the form of considerations, reference contributions, and complementary measures to researchers who will conduct similar research, namely the effect of emotional leadership on employee performance at hospitality industry. Researcher hope that the results of this research can be used as knowledge development for similar

research on how to increase worker's motivation through emotional leadership to increase the job performance of the employee.

1.5.2 Practical Benefits

This research is expected to provide practical contributions in the form of evaluations related to hospitality industry managers to increase connection between the leader to their sub-ordinates. Nevertheless, the future general managers and/or operation managers are expected to be prepared to implement this proposed solution for comparable future cases.

1.6 The Scope of Research

In order to avoid bias in the results of the study, the authors established a specific scope of research. This research will cover the hospitality industry, specifically Hotel Dafam Wonosobo and Halo Sustainable Resort in Karimunjawa that are under the ownership of PT. Kunci Jaya. The author decided to choose this company as the object of the research because PT. Kunci Jaya utilizes emotional leadership within their top-level management to measure the job performance of its sub-ordinate. The subject of the research is the employee that works in PT. Kunci Jaya. With the scope of research, the author hopes for reliable research results so that they can be useful for implementation in the organization.

1.7 Organization of the Research

This research consists of five chapters. Which are:

- **Chapter One** details the background of the research, the problem statement, research question, research purpose, and benefits of research. To obtain accurate and precise research results, the scope of research

and limitations are added as sub-chapters.

- **Chapter Two** addresses the literature review. In this chapter, a theory supporting the paper is discussed. The author also describes the supporting variables as supporting details to make an in-line perception with the readers. Furthermore, hypothesis development and theoretical framework are also proposed in the second chapter.
- **Chapter Three** describes the methodology used in this study. It outlines the research subject and object, data collection and measurement methods, and data analysis method.
- **Chapter Four** presents the result of the research through structural equation modelling analysis in connection with the proposed hypotheses development. This will be used as a mean of the research investigation.
- **Chapter Five** contains research conclusions, managerial implications for related studies and industries, limitations and suggestions for future studies.