

The Effect Of Emotional Intelligence And Cynicism On Employee Performance In The Health Office Sungai Penuh City

Hendra¹

¹ Manajement Program, STIE Sakti Alam Kerinci, Jambi, Indonesia

Corresponding aouthor: hendra.balsa26@gmail.com

Abstract

This study aims to determine the effect of emotional intelligence and cynicism on employee performance at the Health Office Sungai Penuh City in Sungai Penuh City both partially and simultaneously and the effect is large. The sample of this research is the Civil Servants at the Health Office Sungai Penuh City in Sungai Penuh City is 31 people. Testing of the research instrument was carried out on 31 Civil Servants at the Health Office Sungai Penuh City. Collecting data using the questionnaire method. The data analysis tools used are Descriptive Analysis, Multiple Linear Regression, and Coefficient of Determination and the hypothesis tests used are the t-test and F test. The results of this study show Emotional Intelligence has a significant effect on employee performance at the Kumun Debai sub-district office, this is evidenced by the $t \text{ count} > t \text{ table}$ ($2.505 > 2.11991$) and the magnitude of the effect is 28.6%. Cynicism has no significant effect on employee performance at the Kumun Debai sub-district office, this is evidenced by $t \text{ count} < t \text{ table}$ ($-1.046 < 2.11991$) and the magnitude of the effect is only 1.1%. Simultaneously there is a significant influence between Emotional Intelligence and Cynicism on Employee Performance at the Health Office Sungai Penuh City, This can be proven by $F \text{ count} > F \text{ table}$ ($F \text{ count} > F \text{ table}$ ($7,777 > 3,24$) and the magnitude of the effect is 59.3 %, while the remaining 40.7% is explained by other causal factors not examined in this study.

Keywords: Emotional Intelligence, Cynicism, Work Environment, Performance.

INTRODUCTION

Emotional intelligence, often referred to as EQ, is the ability to recognize, understand, and manage our own emotions as well as those of others. In the workplace, individuals with high emotional intelligence can navigate complex social situations, communicate effectively,

187

IJBQR, Volume 03 Issue 01, 2025



Copyright to the author of some rights reserved This work is licensed under a [Creative Commons Attribution-ShareAlike 4.0 International License](https://creativecommons.org/licenses/by-sa/4.0/).

and build strong relationships with colleagues (Taibolatov et al. 2025). However, in recent years, there has been a growing concern about the prevalence of cynicism in the workplace and its impact on organizational culture and employee well-being. Cynicism, characterized by a distrust of others' motives and a negative outlook on work and life, can undermine the positive effects of emotional intelligence and create a toxic work environment (Lopes, Soares, and Palma-Moreira 2025). This toxic work environment can lead to decreased morale, increased turnover rates, and a lack of trust among team members. Leaders need to address and combat cynicism in the workplace by promoting open communication, fostering a positive work culture, and providing support for employees to develop their emotional intelligence skills (Schindler 2024). By creating a more positive and supportive work environment, organizations can harness the benefits of emotional intelligence and improve overall employee well-being and productivity.

Additionally, addressing cynicism in the workplace can also improve team collaboration and effectiveness. When team members trust each other and feel supported by their leaders, they are more likely to work together cohesively towards common goals (Abts et al. 2024). This sense of unity can lead to increased innovation, problem-solving, and overall job satisfaction. By actively working to combat cynicism, leaders can create a more harmonious and productive work environment for their employees. Ultimately, fostering a positive and supportive workplace culture is essential for maintaining a motivated and engaged team. When employees feel valued and respected, they are more likely to go above and beyond in their roles. By promoting a culture of trust and mutual respect, leaders can cultivate a collaborative atmosphere where ideas are freely shared and innovation thrives. In turn, this can lead to higher levels of employee satisfaction, retention, and ultimately, business success. By prioritizing emotional intelligence and addressing cynicism, leaders can create a workplace where employees feel empowered and motivated to achieve their best. When leaders actively listen to their team members and show empathy toward their concerns, it can foster a sense of belonging and loyalty within the organization (Popescu, Baruh, and Sudhakar 2024). This, in turn, can lead to increased productivity and creativity as employees feel supported and valued in their roles. By recognizing and addressing any negative attitudes or behaviours within the team, leaders can create a positive work environment where everyone feels motivated to contribute their best work. Ultimately, investing in emotional intelligence and promoting a culture of respect can result in a more cohesive and successful team dynamic.

Emotional intelligence can be defined as the ability to recognize, understand, and manage one's own emotions as well as the emotions of others (Berrios-Martos and Palomera 2025). When it comes to employee performance, emotional intelligence has been found to

play a crucial role in fostering positive relationships, effective communication, and overall job satisfaction. In contrast, high levels of cynicism can lead to decreased motivation, productivity, and ultimately, poor performance in the workplace. To create a positive work environment and improve overall performance, employers need to encourage the development of emotional intelligence among their employees (Supriadi and Sefnedi 2017). By fostering empathy, self-awareness, and strong interpersonal skills, employees can build better relationships with their colleagues and contribute to a more cohesive and productive team (Agina et al. 2023). On the other hand, addressing and minimizing cynicism in the workplace is also crucial for maintaining high levels of motivation and engagement. This can be achieved through promoting transparency, open communication, and a culture of trust within the organization. Ultimately, by prioritizing emotional intelligence and reducing cynicism, employers can support their employees in achieving their full potential and driving success for the company as a whole.

Emotional intelligence plays a crucial role in shaping the dynamics of workplace relationships and fostering a positive work culture. By recognizing and understanding their own emotions and those of others, leaders can effectively navigate conflicts, build trust, and inspire their teams to perform at their best (Doan et al. 2025). However, in a work environment characterized by cynicism and mistrust, the benefits of emotional intelligence may be undermined. Employees who feel disconnected or undervalued are less likely to engage with their work and may become disengaged or even actively resistant. Thus, the relationship between emotional intelligence, cynicism, and employee performance is a complex and multifaceted one that requires careful attention and consideration. Leaders who possess high emotional intelligence can recognize and address any underlying issues of cynicism and mistrust within their team. By fostering open communication and actively listening to their employees' concerns, leaders can work towards creating a more positive and supportive work environment (Winston and Hartsfield 2004). In doing so, they can help boost employee morale, increase job satisfaction, and ultimately improve overall performance within the organization. It is essential for leaders to continuously prioritize emotional intelligence to effectively manage and overcome challenges related to cynicism and mistrust in the workplace.

The purpose of the study is to determine the influence of emotional intelligence and cynicism on Employee Performance in the Health Office Sungai Penuh City Sungai Penuh City both partially and simultaneously and the magnitude of the influence.

LITERATURE ANALYSIS AND METHODOLOGY

Emotional Intelligence

Emotional intelligence refers to the ability to recognize, understand, and manage one's own emotions, as well as the emotions of others. It involves skills such as empathy, self-awareness, and effective communication (Cabello et al. 2025). Individuals with high emotional intelligence can navigate social situations with ease, build strong relationships, and make sound decisions based on their emotions. Individuals with high emotional intelligence tend to have better mental health, higher job satisfaction, and greater success in their careers. Additionally, people with high emotional intelligence are often seen as more approachable, trustworthy, and reliable by their colleagues and supervisors (Mujidin, Rustam, and Aji 2025). In contrast, individuals with low emotional intelligence may struggle with regulating their emotions, understanding the emotions of others, and effectively managing interpersonal relationships (Berrios-Martos and Palomera 2025). This can lead to misunderstandings, conflicts, and decreased productivity in the workplace. Therefore, individuals need to develop and enhance their emotional intelligence skills to thrive personally and professionally.

Emotional intelligence is not just about being able to control one's emotions, but also about being able to understand and connect with the emotions of others. It involves being self-aware, able to regulate one's own emotions, and being able to empathize with the feelings of those around (Ho et al. 2025). When individuals possess high levels of emotional intelligence, they are better equipped to handle difficult situations, communicate effectively, and build strong relationships with their colleagues (Singh, Kumar, and Singh 2025). This ultimately leads to a more positive and harmonious work environment where everyone feels valued and supported. By being able to navigate and manage emotions effectively, individuals with high emotional intelligence can diffuse conflicts, build trust, and foster a sense of camaraderie among team members (Murugan and Prabadevi 2025). This not only boosts morale and productivity within the workplace but also creates a more inclusive and collaborative atmosphere where everyone feels heard and respected. Ultimately, organizations that prioritize emotional intelligence in their employees are more likely to see long-term success and growth due to the strong foundation of understanding and support that has been established.

Cynicism

Cynicism is a mindset characterized by distrust, scepticism, and negativity towards others and the world at large (Zhu 2024). Individuals who exhibit cynicism often believe that people are inherently selfish and dishonest, leading them to question the motives and

intentions of those around them. This pessimistic outlook can hinder collaboration and communication within teams, as cynical team members may be reluctant to trust their colleagues or work towards common goals (Cabello et al. 2025). Additionally, cynicism can create a toxic work environment, where negativity and suspicion prevail, eroding morale and hindering productivity (Abts et al. 2024). To combat cynicism and foster a more positive work culture, leaders need to address and challenge cynical attitudes, promote open communication and transparency, and encourage a sense of trust and camaraderie among team members. By actively addressing and challenging cynical attitudes within the team, leaders can create a more trusting and collaborative environment where team members feel valued and respected (Korf 2023). Promoting open communication and transparency can help dispel mistrust and build stronger relationships among team members. Encouraging a sense of trust and camaraderie can foster a positive work culture where employees feel motivated to work towards common goals and support each other in achieving success. Overall, by addressing cynicism and promoting a more positive work environment, leaders can enhance team performance and overall organizational success.

One way to address and reduce cynicism in the workplace is by fostering a culture of open communication and transparency (Ahmed and Masood 2024). When employees feel that their concerns and feedback are heard and valued, they are less likely to harbor negative attitudes toward their work environment. Leaders can also address cynicism by actively listening to their team members and addressing any issues or grievances in a timely and respectful manner (Islam et al. 2023). Additionally, providing opportunities for professional development and growth can help employees feel more engaged and motivated in their roles, reducing the likelihood of cynicism taking hold. By creating a supportive and positive work environment, leaders can help cultivate a sense of trust and collaboration among team members, ultimately leading to a more productive and harmonious workplace. This can be achieved through regular team meetings, open communication channels, and recognizing and rewarding employees for their hard work and achievements. Encouraging a culture of transparency and inclusivity can also help in fostering a positive work environment where team members feel valued and respected. By actively promoting a culture of positivity and support, leaders can create a workplace where cynicism has no place to thrive, ultimately benefiting both the employees and the organization as a whole (Al-Shibami et al. 2019; Alhashedi et al. 2021).

Employee performance

Employee performance refers to how well an individual fulfills their job responsibilities and contributes to the organization's goals (Lee 2020). It is measured based

on factors such as productivity, work quality, efficiency, and adherence to company policies. High-performing employees not only complete their tasks effectively but also demonstrate problem-solving abilities, adaptability, and teamwork. Their contributions directly impact business growth, customer satisfaction, and overall company success (Nasser and Jais 2022).

Improving employee performance requires a combination of clear goal-setting, regular feedback, and a positive work culture. Organizations should provide employees with well-defined expectations and the necessary resources to perform their tasks efficiently (Hang et al. 2022). Regular performance evaluations and constructive feedback sessions help employees understand their strengths and areas for improvement. Recognizing and rewarding good performance boosts morale and encourages employees to maintain high standards of work.

A strong focus on employee well-being also contributes to better performance (Lee and Shaharud-Din 2022). Encouraging work-life balance, fostering a supportive work environment, and promoting collaboration lead to higher job satisfaction and reduced burnout. When employees are motivated and feel valued, they are more likely to stay committed to the organization, ultimately improving retention rates and long-term success.

METHODOLOGY

Data Type

This research is related to the Influence of Emotional Intelligence and Cynism on Employee Performance in the Health Office Sungai Penuh City in order to get accurate research, The discussion in this study includes data types and sources, populations and samples, data collection methods and data collection techniques. This research was conducted on the Population Health Office Sungai Penuh City and samples.

Population and Sample

According to Sugiyono (2006), the definition of Population is a generalized area consisting of objects/subjects that have certain quantities and characteristics that are determined by the researcher to be studied and then draw conclusions (Sari 2022). The population in this study is all employees at the Health Office Sungai Penuh City in Sungai Penuh City 31 people with the status of Civil Servants (PNS). Definition of Sample according to Sugiyono (2006) is part of the existing population. The sample in this study the author observed all the population numbers to be used as a sample (Sari 2023). Related to the above understanding, because the number of research objects of the Health Office Sungai Penuh City is 31 people. The sample determination technique used is Saturated Sampling, which is

a sample determination technique when all members of the population are used as samples according to Sugiyono.

Analysis Data

Quantitative analysis is carried out using statistics for data that requires measurement. Quantitative analysis aims to determine the influence of independent variables on dependent variables. In this study, statistical analysis uses Multiple Regression Analysis. Multiple linear regression can be formulated as follows:

$$Y = \alpha + \beta_1 X_1 + \beta_2 X_2 + e$$

Information:

Y = Dependent variable, i.e. Employee performance

α = Constant

β_1 = Emotional Intelligence regression coefficient

β_2 = Cynicism regression coefficient

X1 = Variables of Emotional Intelligence

X2 = Cynicism Variable

RESEARCH AND RESULTS

Multiple Linear Regression Analysis

To find out the equation of multiple linear regression analysis on the Influence of Emotional Intelligence and cynicism on Employee Performance at the Health Office Sungai Penuh City, it can be seen in the table below:

Table 1. Multiple Linear Regression

Model		Unstandardize d Coefficients	Standardized Coefficients	t	Sig.	Correlations		
		B	Beta			Zero- order	Partial	Part
1	(Constant)	15.580		1.429	.172			
	Emotional Intelligence	.346	.444	2.505	.023	.644	.531	.400
	cynicism	-.221	-.172	-1.046	.311	-.063	-.253	-.167

From table 1 above, the regression equation can be described as follows:

$$Y = 15,580 + 0,346 X_1 - 0,221 X_2 + 0,515 X_3$$

A value of $a = 15.580$ means that if the variables of Emotional Intelligence and Cynism are considered 0 (zero) or ignored, then the Employee Performance at the Health Office Sungai Penuh City is 15.580. A value of $b_1 = + 0.346$ means that a positive sign means that the influence of Emotional Intelligence is positive, the more Emotional Intelligence increases, then there is a tendency to increase the Performance of Employees in the Health Office Sungai Penuh City. The value of $b_2 = - 0.221$ means that a negative sign means that the influence of Cynicism is negative, the more cynicism increases, then there is a tendency for a decrease in Employee Performance at the Health Office Sungai Penuh City.

Determinant Coefficients Simultaneously

To find out how much Emotional Intelligence and Cynicism Affect Employee Performance in the Health Office Sungai Penuh City simultaneously, can be explained in the table below:

Table 2. Determinant Coefficients Simultaneously

R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics	
				R Square Change	Sig. F Change
.770a	.593	.517	8.14585	.593	.002

Based on the analysis of Table 2, it was found that the magnitude of the influence of Emotional Intelligence and Cynism on Employee Performance in the Health Office Sungai Penuh City was 59.3%, this was obtained from the results of R Square. The result of R Square which can be called Coefficient Determination (KD) or can be determined by the determination coefficient formula as follows:

$$\begin{aligned} KD &= R^2 \times 100\% \\ &= (0,770)^2 \times 100\% \\ &= 59,3\% \end{aligned}$$

While the rest (100% - 59.3%), namely 40.7%, was explained by other causal factors that were not studied in this study.

Determinant Coefficients Partial

To find out how much Emotional Intelligence and Cynicism Affect Employee Performance in the Health Office Sungai Penuh City partially, it can be explained based on table 1 :

1) The Influence of Emotional Intelligence on Performance

$$\begin{aligned} \text{KD} &= \text{Beta Standardized Coefficients} \times \text{Zero Order} \times 100\% \\ &= 0,444 \times 0,644 \times 100\% \\ &= 28,6\% \end{aligned}$$

This means that the influence of Emotional Intelligence on Employee Performance at the Health Office Sungai Penuh City is partially 28.6%.

2) The Influence of Cynicism on Performance

$$\begin{aligned} \text{KD} &= \text{Beta Standardized Coefficients} \times \text{Zero Order} \times 100\% \\ &= -0,172 \times -0,063 \times 100\% \\ &= 1,1\% \end{aligned}$$

This means that the influence of Cynicism on Employee Performance in the Health Office Sungai Penuh City is partially 1.1%.

Hypothesis Testing**1) Test t**

To test the significance of the influence of emotional intelligence and cynicism on employee performance in the Health Office Sungai Penuh City, a partial t-test was used. Test t by comparing the t-value of the calculation > t table. With the level of significance for the two-way test with $\alpha = 5\%$ (0.05). Based on table 1, the results of the t test are:

1. Emotional Intelligence has a significant effect on Performance, this is evidenced by t calculation > t table (2.505 > 2.05183) and with a significance value = 0.023 < 0.050, then H_0 is rejected and H_a is accepted, meaning that there is a significant influence between Emotional Intelligence on Employee Performance in the Health Office Sungai Penuh City.
2. Cynicism does not have a significant effect on the Performance of Employees in the Health Office Sungai Penuh City, this is evidenced by the t calculation < t table (-1.046 < 2.05183) and with a significance value of 0.311 > 0.050, then H_0 is accepted and H_a is rejected, meaning that there is no significant influence between Cynicism on Employee Performance in the Health Office Sungai Penuh City.

2) Test F

To test the significance of the Influence of Emotional Intelligence and Cynicism on Employee Performance at the Health Office Sungai Penuh City simultaneously using the F > test.

Table 3. Test Summary Results F

Model	Sum of Squares	df	Mean Square	F	Sig.
Regression	1548.073	3	516.024	7.777	.002 ^b
Residual	1061.677	16	66.355		
Total	2609.750	19			

Based on table 4.14 of the ANOVA or F test, it turns out that F is 7.777: where F is calculated $> F$ table ($7.777 > 3.24$) and with a significance value $= 0.000 < 0.05$, then H_0 is rejected and H_a is accepted, meaning that there is a simultaneous influence between Emotional Intelligence and Cynicism on Employee Performance at the Health Office Sungai Penuh City.

DISCUSSION

1 The Effect of Emotional Intelligence on Performance

Emotional Intelligence has a significant effect on Employee Performance at the Kumun Debai Sub-district Office, the t calculation evidences this $> t$ table ($2.505 > 2.11991$) and with a significance value $= 0.023 < 0.050$, then H_0 is rejected and H_a is accepted, meaning that there is a significant influence between Emotional Intelligence on Performance. The influence of Emotional Intelligence on Employee Performance at the Health Office Sungai Penuh City is partially 28.6%. A value of $b_1 = + 0.346$ means that a positive sign means that the influence of Emotional Intelligence is positive, the better the Emotional Intelligence, the more there is a tendency to increase the Performance of Employees at Health Office Sungai Penuh City.

The results of this study are in line with the research conducted by Supriadi and Sefnedi (2017). The results of the study found that emotional intelligence had a positive and significant effect on job performance. This means that if employees or civil servants have high emotional intelligence such as high recognizing emotion, managing emotion, understand others' emotion, and able to build relationship, the employees will have high job performance such as efficiency and effective.

2 The Influence of Cynicism on Performance

Cynicism does not have a significant effect on Employee Performance at the Health Office Sungai Penuh City, this is evidenced by the t calculation of $< t$ table ($-1.046 < 2.11991$) and with a significance value of $0.311 > 0.050$, then H_0 is accepted and H_a is rejected, meaning that there is no significant influence between Cynicism on Employee Performance at

the Health Office Sungai Penuh City. The partial influence of Cynicism on Performance is only 1.1%. The value of $b_2 = -0.221$ means that a negative sign means that the influence of Sinism is negative, the more Cynicism from employees increases, the more there is a tendency for a decrease in Employee Performance at Health Office Sungai Penuh City.

The results of this study are in line with the research conducted by Supriadi and Sefnedi (2017). The results of the study found that organizational cynicism had negative and significant effect on job performance and it matched with several previous studies. The managerial implication from this finding was that minimizing organizational cynicism such as cognitive, affective and behaviour dimensions was very important for enhancing job performance to create efficiency and effectiveness.

CONCLUSION AND RECOMMENDATIONS

This study shows that emotional intelligence and cynicism have an influence on employee performance in the healthcare sector. Emotional intelligence plays an important role in improving employee performance. Employees who are able to recognize, manage, and express their emotions well tend to have more harmonious, more motivated, and more productive working relationships in their work. Cynicism has a negative impact on employee performance. Cynical attitudes towards organizations, such as distrust and pessimism towards management policies, can reduce morale and effectiveness in providing Health Office Sungai Penuh City Sungai Penuh Citys. The relationship between emotional intelligence and cynicism is also important. Employees with high emotional intelligence are better able to overcome cynical feelings and still maintain good performance.

Based on the results of this study, there are several practical implications that can be applied: 1) Healthcare organizations need to provide emotional intelligence training programs for employees to improve interpersonal skills and emotional management. 2) Organizational leaders can apply a more empathetic leadership approach to create a more positive work environment. In reducing Cynicism in the Workplace, it is necessary to improve transparent and fair communication between management and employees to reduce distrust of organizational policies. provide rewards and recognition for employee performance to increase their motivation and loyalty. In improving Employee Performance, it is necessary to create a work culture that supports the emotional well-being of employees so that they remain motivated and productive. Implement policies that support work-life balance to reduce work stress and burnout that can lead to cynicism. This research emphasizes that healthcare organizations need to pay attention to the emotional aspects of employees to improve the quality of their services and productivity.



REFERENCES

- Abts, Koen, Jef Van Den Abbeele, Cecil Meeusen, and Bart Meuleman. 2024. "The Intergroup Dynamics of Political Cynicism: How Perceived Discrimination, Outsiderness, and Social Capital Relate to Political Cynicism among Moroccan and Turkish Belgians." *Frontiers in Sociology* 9(August). doi: 10.3389/fsoc.2024.1437835.
- Agina, Mohamed, Hazem Khairy, Mohamed Abdel Fatah, Youssef Manaa, Rabab Abdallah, Nadir Aliane, Jihad Afaneh, and Bassam Al-Romeedy. 2023. "Distributive Injustice and Work Disengagement in the Tourism and Hospitality Industry: Mediating Roles of the Workplace Negative Gossip and Organizational Cynicism." *Sustainability* 15(20):15011. doi: 10.3390/su152015011.
- Ahmed, Saifuddin, and Muhammad Masood. 2024. "Breaking Barriers With Memes: How Memes Bridge Political Cynicism to Online Political Participation." *Social Media and Society* 10(2). doi: 10.1177/20563051241261277.
- Al-Shibami, Ahmed Hamoud, Nayef Alateibi, Mohammed Nusari, Ali Ameen, Gamal S. A. Khalifa, and Amiya Bhaumik. 2019. "Impact of Organizational Culture on Transformational Leadership and Organizational Performance." *International Journal of Recent Technology and Engineering* 8(2 Special Issue 10):653–64. doi: 10.35940/ijrte.B1116.0982S1019.
- Alhashedi, Aref Abdulkarem Ali, Barjoyai Bardai, Maged M. Mahyou. Al-Dubai, and Mohammed Abdulrazzaq Alaghbari. 2021. "Organizational Citizenship Behavior Role in Mediating the Effect of Transformational Leadership on Organizational Performance in Gold Industry of Saudi Arabia." *Business: Theory and Practice* 22(1):39–54. doi: 10.3846/btp.2021.12774.
- Berrios-Martos, María Pilar, and Raquel Palomera. 2025. "Development of a Video-Test of Emotional Intelligence for Teachers (ViTIED)." *Journal of Intelligence* 13(1):1–17. doi: 10.3390/jintelligence13010003.
- Cabello, Rosario, Izabela Zych, Vicente J. Llorent, and Pablo Fernández-Berrocal. 2025. "The Polish Version of the Trait Meta-Mood Scale-24 in Adolescents: A Measure of Perceived Emotional Intelligence." *Psicologia Educativa* 31(1):55–61. doi: 10.5093/psed2025a7.
- Doan, Thanh Nga, Thu Trang Ta, Thi Khanh Hoa Le, and Viet Anh Tran. 2025. "The Impact of Auditor'S Emotional Intelligence and Leadership Style on Audit Quality: A Study of Audit Team Governance." *Journal of Governance and Regulation* 14(1):49–63. doi: 10.22495/jgrv14i1art5.
- Hang, Yong, Muddassar Sarfraz, Rimsha Khalid, Ilknur Ozturk, and Jasim Tariq. 2022. "Does Corporate Social Responsibility and Green Product Innovation Boost Organizational



- Performance? A Moderated Mediation Model of Competitive Advantage and Green Trust." *Economic Research-Ekonomika Istrazivanja* 35(1):5379–99. doi: 10.1080/1331677X.2022.2026243.
- Ho, Tuan Tat, Hai Phan Thanh, Thai Ha Nguyen, and Thuong Mai Thi. 2025. "Mapping Emotional Intelligence and Job Performance: A Bibliometric and Thematic Analysis." *Problems and Perspectives in Management* 23(1):1–22. doi: 10.21511/ppm.23(1).2025.01.
- Islam, K. M. Anwaru., Md Fakhrudoza Bari, Sami Al-Kharusi, Abul Bashar Bhuiyan, and Md Faisal-E-Alam. 2023. "Impact of Transformational Leadership, Human Capital, and Job Satisfaction on Organizational Performance in the Manufacturing Industry." *Problems and Perspectives in Management* 21(3):382–92. doi: 10.21511/ppm.21(3).2023.31.
- Korf, Benedikt. 2023. "After Critique: Cynicism, Scepticism and the Politics of Laughter." *Theory, Culture and Society*. doi: 10.1177/02632764231211899.
- Lee, Khai Loon, and Afiq Muqri Bin Shaharud-Din. 2022. "Procurement 4.0 and Organizational Performance in the Malaysian Construction Industry." *International Journal of Service Science, Management, Engineering, and Technology* 13(1):694–715. doi: 10.4018/IJSSMET.314591.
- Lee, Stacy H. 2020. "Achieving Corporate Sustainability Performance: The Influence of Corporate Ethical Value, and Leader-Member Exchange on Employee Behaviors and Organizational Performance." *Fashion and Textiles* 7(1). doi: 10.1186/s40691-020-00213-w.
- Lopes, Teresa, Annelise Soares, and Ana Palma-Moreira. 2025. "Toxic Leadership and Turnover Intentions: Emotional Intelligence as a Moderator of This Relationship." *Administrative Sciences* 15(1). doi: 10.3390/admsci15010026.
- Mujidin, Husnul Khotimah Rustam, and Ilham Setyo Aji. 2025. "Effect of Emotional Intelligence and Religiosity to Prosocial Behavior in College Students." *Journal of Ecohumanism* 4(1):66–75. doi: 10.62754/joe.v4i1.4088.
- Murugan, Marirajan, and M. N. Prabadevi. 2025. "Artificial Intelligence, Quantum Computing, Autonomous Operation, Emotional Intelligence: Key Drivers of Industry 6.0 and Sustainable Development Goals (Sdg-8,9,12,17) for Business Sustainability in the Oil and Gas Industry." *Journal of Lifestyle and SDG'S Review* 5(2):1–24. doi: 10.47172/2965-730X.SDGsReview.v5.n02.pe04549.
- Nasser, Ali Al, and Juraifa Jais. 2022. "The Effect of Organizational Culture on Organizational Performance of Saudi Higher Education: The Mediating Role of Human Resource Development." *WSEAS Transactions on Environment and Development* 18:777–88.

doi: 10.37394/232015.2022.18.73.

- Popescu, Mihaela, Lemi Baruh, and Samuel Sudhakar. 2024. "Role-Based Privacy Cynicism and Local Privacy Activism: How Data Stewards Navigate Privacy in Higher Education." *Big Data and Society* 11(2). doi: 10.1177/20539517241240664.
- Sari, A. E. 2023. "Digital Tourism Analysis Based On Technology Acceptance Model (TAM) To Improve Tourist Destinations In Kerinci Regency." *International Journal of Economics, Businesss and Innovation Reserach* 02(05):35–46. doi: 10.99075/ijebir/issue/view/23.v1i01.497.
- Sari, Ayu. 2022. "Competitive Advantage Tourism Based on E-Tourism To Improve Tourist Destinations." *International Journal of Social Science* 2(4):1831–38. doi: 10.53625/ijss.v2i4.3945.
- Schindler, Sebastian. 2024. "Post-Truth Politics and Neoliberal Competition: The Social Sources of Dogmatic Cynicism." *International Theory* 16(1):102–21. doi: 10.1017/s1752971923000040.
- Singh, Sarab Tej, Satish Kumar, and Vishal Singh. 2025. "Parenting Style and Emotional Intelligence as the Predictors of Academic Buoyancy among the Senior Secondary Students." *Journal of Education and Learning* 19(1):103–11. doi: 10.11591/edulearn.v19i1.21283.
- Supriadi, Supriadi, and Sefnedi Sefnedi. 2017. "The Effect of Emotional Intelligence and Organizational Cynicism on Job Performance: The Role of Motivation as Mediator." *IOSR Journal of Business and Management* 19(03):101–7. doi: 10.9790/487x-190302101107.
- Taibolatov, Kuandyk M., Matthew Gordon Ray Courtney, Aikorkem Zhapparova, and Daniel Hernández-Torrano. 2025. "The Dimensionality of Emotional Intelligence: Evidence for a Four-Factor Model for Post-Soviet and Central Asian Adolescents." *Anales de Psicología* 41(1):105–17. doi: 10.6018/analesps.585391.
- Winston, B. E., and M. Hartsfield. 2004. "Similarities between Emotional Intelligence and Servant Leadership." ... of the Servant Leadership Research ...
- Zhu, Yuner. 2024. "Privacy Cynicism and Diminishing Utility of State Surveillance: A Natural Experiment of Mandatory Location Disclosure on China's Weibo." *Big Data and Society* 11(2). doi: 10.1177/20539517241242450.