



THE EFFECT OF EMOTIONAL INTELLIGENCE AND SPIRITUAL INTELLIGENCE ON WORK SATISFACTION WITH EMPLOYEE PERFORMANCE AS INTERVENING VARIABLES

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Abstract

This study aims to analyze the effect of emotional intelligence, spiritual intelligence on job satisfaction through employee performance as an intervening variable. The sample in this study amounted to 92 employees. The sampling technique uses probability sampling with the type proportionate random sampling, which is a technique of taking samples of members of the population that is carried out proportionally. This research variable is derived from emotional intelligence, spiritual intelligence, employee performance, and job satisfaction. Analysis of the data used is descriptive percentage analysis, multiple linear regression analysis, coefficient of determination using SPSS 16, and path analysis. The results showed that partially emotional intelligence and spiritual intelligence had a positive and significant effect on employee performance, and had a positive and significant effect on job satisfaction. Employee performance has a positive and significant effect on job satisfaction. Employee performance is able to mediate the relationship of emotional intelligence and spiritual intelligence to job satisfaction. This research is expected to be included that is for companies to conduct training to improve emotional intelligence and spiritual intelligence, given the importance of these two variables in influencing the level of performance and employee job satisfaction.

INTRODUCTION

Mangkunegara (2001) says employees are an important resource for the company because they have the sense, talent, energy, desire, knowledge, feelings, and creativity that are needed by the company to achieve the company's vision and mission. Human resources are an important asset in an organization that can mobilize other resources (Irawan & Sudarma, 2016). Human resources have an important role both individually and in groups, and human resources are one of the main drivers of the smooth running of business activities, even the company's retreat is determined by the existence of human resources (Ghoniayah, 2011). To support the implementa-

tion of organizational goals, quality human resources are needed, namely human resources capable of demonstrating work behavior that leads to the achievement of the goals and objectives of the company (Sanjaya, 2012).

Qualified human resources are not only determined by how high their intellectual intelligence is but also by the emotional intelligence and spiritual intelligence they have. Affective event theory by Robbins and Judge (Wibowo, 2013) shows that workers react emotionally to something that happens to them at work. Like work variation, the level of autonomy and job demands will create work events that trigger positive or negative emotional reactions. Where the personality and mood of the worker affect to respond with

greater or less intensity. People who score low on emotional stability are more likely to react strongly negatively to events. Finally, emotions affect a number of variables of performance and satisfaction. An employee who can control his emotions well will also produce good performance (Fitriastuti, 2013). To achieve good organizational performance, employees with good performance are also needed (Murniasih & Sudarma, 2016). The success of a company in achieving its goals does not only depend on existing facilities and infrastructure but also depends on the performance of its employees (Susanti & Palupiningdyah, 2016).

The success of an organization is determined by the quality and performance of employees who exist in the organization to achieve organizational goals that have been set (Septyaningsih & Palupingdyah, 2017). An organization usually looks for someone who has a performance based on the ability, motivation, and individual support received (Ranihusna, 2010). Meanwhile, organizational performance can be seen from the level of the organization in achieving goals based on pre-determined goals (Martono, 2013).

Workers with high job satisfaction will experience positive feelings when they think about their assignments or take part in main task activities. Whereas workers with low job satisfaction will experience negative feelings when they think about their duties or take part in their work activities. Job satisfaction that is felt by everyone is not the same; every individual will have a different level of satisfaction in accordance with the value system that applies to him (Widyastuti & Palupingdyah, 2015).

According to Mangkunegara (2005) there are 2 factors that influence satisfaction, namely the factors that exist in the employee and the work factor. Factors that exist in the employee, for example, such as intelligence, special skills, age, gender, physical condition, education, work experience, years of service, personality, emotions, ways of thinking, perception and work attitude.

Carmeli (2003) research states that emotional intelligence is positively and significantly related to job satisfaction. So emotionally intelligent individuals tend to display higher overall satisfaction at work. In line with the results of the study, Sapta et al. (2013) stated that spiritual intelligence and emotional intelligence affect organizational commitment and direct job satisfaction.

However, the findings of research conducted by Mandip et al. (2012) showed that there was no significant relationship between the emotional intelligence of faculty members and their job satisfaction. This is supported by the results

of research conducted by Hidayati and Setiawan (2013) which shows that there is no influence between emotional intelligence on employee job satisfaction.

Other forms of intelligence that affect one's performance and work satisfaction are spiritual intelligence. Spiritual intelligence is the intelligence to deal with the problem of meaning or value, namely intelligence to place our behavior and life in the context of broader and richer meanings, intelligence to judge that one's actions or way of life are more meaningful than others (Zohar et al., 2005).

The research conducted by Hidayati and Setiawan (2013) results of his analysis shows that the influence of spiritual intelligence on job satisfaction is positive, where spiritual intelligence affects employee job satisfaction. If the higher spiritual intelligence will result in higher job satisfaction. Likewise, vice versa, if the lower spiritual intelligence will lead to lower employee satisfaction.

The results of the study are similar to those presented by Supriyanto & Troena (2012) the results of testing research data show that spiritual intelligence has a positive and significant influence on job satisfaction. Both of these research results are slightly different from the results of research conducted by Rastgar et al. (2012) were from the results of their research stated that there was a significant relationship found between spiritual intelligence and job satisfaction. But in the context of Iranian employees, despite high levels of spiritual intelligence, most job satisfaction indices have not been fulfilled. So the high level of spiritual intelligence has not produced a high level of job satisfaction.

Yahyazadeh-Jeloudar & Lotfi-Goodarzi (2012) the results of their research also show that there is a significant relationship between teacher's spiritual intelligence and their job satisfaction. A significant relationship was found between teacher's spiritual intelligence and five factors of job satisfaction: (the nature of the work itself, attitudes toward supervisors, relationships with colleagues, opportunities for promotion, working conditions in the current environment), but no significant relationship with one factor (salary and benefits) job satisfaction.

This research was conducted on employees of the Semarang District Regional Secretariat Office. Where the vision of SETDA Semarang Regency is the realization of an independent, orderly, and prosperous Semarang District. Mandiri to develop their own abilities and strengths. Orderly is by realizing the behavior of government offici-

als and the public who always adhere to the rules and norms that apply in the life of society and state.

And improve the welfare of both employees and the community with the fulfillment of basic rights in the fields of health, education, and economics. Based on the background of the problems described above, the objective to be achieved in this study is to examine the effect of emotional intelligence and spiritual intelligence on job satisfaction with employee performance as an intervening variable (mediation).

Hypothesis Development

In the context of work, according to Anggraini (2010) emotional intelligence is the ability to know what we and others feel, including the right way to deal with problems. Reality shows that we are often unable to handle emotional problems in the workplace satisfactorily. Not only are you unable to understand your own feelings, but also the feelings of others who interact with us. As a result, there are often misunderstandings and interpersonal conflicts. Whereas when employees can understand what other employees feel and want or their supervisors will certainly create a good relationship between the two. With a good relationship will provide a comfortable working atmosphere because the boss and coworkers are fun. Where it is one of the factors that influence one's satisfaction in work.

Emotional intelligence will also affect employee performance. Chermis and Boyatzis (2013) states that employees who have a high emotional intelligence score will produce a better performance that can be seen from how the quality and quantity that employees provide to the company. Research conducted by Lips-Wiersma (2002) also provides evidence of the influence of spiritual intelligence in the world of work. He researched how the influence of spirituality in career development behavior. The results of research conducted show that spiritual intelligence influences one's goals in achieving his career in the world of work.

Someone who carries the meaning of spirituality in his work will feel his life and work more meaningful. This encourages and motivates him to further improve his performance. A person who is spiritually intelligent means he has a high level of awareness and in working fully with dedication and responsibility. Besides that, the quality of life that is inspired by a pure vision and mission results in a feeling of satisfaction in every work that has become its commitment.

H1: There is a direct influence of emotional intel-

ligence on employee performance.

H2: There is a direct influence of spiritual intelligence on employee performance.

H3: There is a direct influence of emotional intelligence on job satisfaction.

H4: There is a direct influence of spiritual intelligence on job satisfaction.

H5: There is a direct effect on employee performance on job satisfaction.

H6: There is an influence of emotional intelligence on job satisfaction with employee performance as an intervening variable.

H7: There is an influence of spiritual intelligence on job satisfaction with employee performance as an intervening variable.

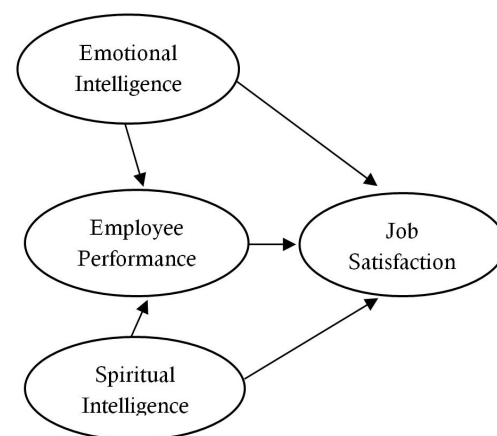


Figure 1. Research Model

METHOD

The population in this study were employees at the Semarang Regency Regional Secretariat Office, totaling 119 employees. Sampling in this study uses probability sampling using a proportionate random sampling technique. By using this method, a sample of 92 respondents was obtained.

The independent variables in this study are emotional intelligence and spiritual intelligence. The mediation variable in this study is employee performance, while the dependent variable in this research is job satisfaction. Data collection methods using observation, interviews, and questionnaires were measured using a 1-5 scale Likert scale. All data collected is processed using SPSS version 16.0.

Instrument testing uses validity and reliability. Validity test is used to compare the correlation value (r-count) with the Product Moment number (r-table). The number of respondents in the test of validity and reliability is 30 respondents and obtained Product Moment r-value of

0.361 seen from the Product Moment table obtained from the 95% confidence level or 5% significance level. An indicator is said to be valid if the result of *r*-count is positive and the value of *r*-count is more than *r*-table (0.361), which means that the item or question or indicator can be declared "valid."

Based on the results of these calculations indicate that all questionnaire questions totaling 40 questions (with each variable having 10 questions) are declared valid because *r*-count > *r*-table is for *N* = 30 with a significance level of 5% is 0.361. The reliable test was measured using the alpha coefficient (Cronbach Alpha) and the results of calculations using the SPSS for Windows statistical program, with α above 0.7.

Table 1. Validity Test

| No. | Variabel | Cronbach Alpha | Minimum CA Required | Info. |
|-----|------------------------|----------------|---------------------|----------|
| 1. | Emotional Intelligence | .946 | 0.70 | Reliabel |
| 2. | Spiritual Intelligence | .909 | 0.70 | Reliabel |
| 3. | Employee Performance | .887 | 0.70 | Reliabel |
| 4. | Job Satisfaction | .842 | 0.70 | Reliabel |

Based on Table 1, the experiments that have been carried out, it can be seen that the Cronbach Alpha results of each variable are more than the minimum Cronbach Alpha standard required of 0.70, so the variables of emotional intelligence, spiritual intelligence, employee performance, and job satisfaction are reliable or are good as data collection tools.

The Results of the Descriptive Analysis of Respondents

Description Age of respondents in this study most of the age of respondents in this study were employees between the ages of 31-40 years of the percentage of 33.70%. The description of

respondents' education in this study was dominated by employees with a final education level of S1, with a percentage of 40.23%. The description of the respondent's working period in this study shows that most of the employment period between 25-32 years is 42 employees with a percentage of 45.65%. this shows that employees have worked long enough at the organization.

Normality Test

Based on the statistical test, the normality in the table shows that the value of the Kolmogorov-Smirnov value is 0.965, and the significance was seen from Asymp.Sig. (2-tailed) of 0.310, the resulting significance value is greater than 0.05, so it can be concluded that the data is normally distributed.

Table 2. Normality Test

| One-Sample Kolmogorov-Smirnov Test | | |
|------------------------------------|--------------------------|-------------------------|
| | | Unstandardized Residual |
| N | | 92 |
| Normal Parameters ^{a,b} | Mean | .0000000 |
| | Std. Deviation | 1.73759648 |
| | Most Extreme Differences | |
| | Absolute | .101 |
| | Positive | .074 |
| | Negative | -.101 |
| Kolmogorov-Smirnov Z | | .965 |
| Asymp. Sig. (2-tailed) | | .310 |

a. Test distribution is Normal.

b. Calculated from data.

Multicollinearity Test

Based on the Table 3, the results of the calculation of tolerance values indicate that there are no independent variables that have a tolerance value of less than 0.10 which means that there is no correlation between independent variables

Table 3. Multicollinearity Test

| Coefficients ^a | | | | | | |
|---------------------------|------------------------|-------------|---------|------|-------------------------|-------|
| Model | | Correlation | | | Collinearity Statistics | |
| | | Zero-order | Partial | Part | Tolerance | VIF |
| 1 | Emotional Intelligence | .807 | .377 | .191 | .342 | 2.925 |
| | Spiritual Intelligence | .828 | .353 | .176 | .281 | 3.560 |
| | Employee Performance | .791 | .378 | .191 | .390 | 2.562 |

a. Dependent Variable: Job Satisfaction

Table 4. Glejser Test

| Model | Coefficients ^a | | | t | Sig. |
|------------------------|-----------------------------|------------|---------------------------|--------|------|
| | Unstandardized Coefficients | | Standardized Coefficients | | |
| | B | Std. Error | Beta | | |
| 1 (Constant) | 4.079 | 1.202 | | 3.393 | .001 |
| Emotional Intelligence | -.206 | .031 | -.150 | -.857 | .394 |
| Spiritual Intelligence | .006 | .036 | .034 | .176 | .861 |
| Employee Performance | -.054 | .049 | -.182 | -1.108 | .271 |

a. Dependent Variable: ABRes_2

Table 5. Hypotesis Testing

| Model | Coefficients ^a | | | t | Sig. |
|------------------------|-----------------------------|------------|---------------------------|--------|------|
| | Unstandardized Coefficients | | Standardized Coefficients | | |
| | B | Std. Error | Beta | | |
| 1 (Constant) | 19.507 | 1.611 | | 12.111 | .000 |
| Emotional Intelligence | .153 | .065 | .257 | 2.337 | .022 |
| Spiritual Intelligence | .352 | .069 | .560 | 5.097 | .000 |

a. Dependent Variable: Employee Performance

whose values are more than 90%. The results of the calculation of the variance value Inflation Factor (VIF) also shows that no one independent variable has a value of more than 10. Then the results of testing the regression model show no symptoms of multicollinearity. This means that all the independent variables are suitable to be used as predictors.

Glejser Test

Based on the Table 4, it can be seen that the significance value of each independent variable is above 0.05, so it can be concluded that the regression model does not occur heteroscedasticity. Thus, the assumptions of normality, multicollinearity, heteroscedasticity in regression models can be fulfilled from this model.

Hypothesis Test

The results of testing the hypothesis in this study indicate whether the independent variables affect the dependent variable.

Analysis Regression 1

Hypothesis 1

Based on Table 5, it was obtained that the tcount for emotional intelligence variables was 2.337 with a significant probability of 0.022 < 0.05, so H1 which states that emotional intelligence has a positive and significant effect on employee performance.

Hypothesis 2

Based on the test results obtained tcount for spiritual intelligence variables of 5.097 with a significant probability of 0.000 < 0.05 then H2, which states spiritual intelligence has a positive and significant effect on employee performance is accepted.

Analysis Regression 2

Hypothesis 3

Based on Table 6, obtained tcount for emotional intelligence variables of 3,823 with a significant probability of 0.000 < 0.05 then H3, which

Table 6. Hypotesis Testing

| Model | Coefficients ^a | | | t | Sig. |
|------------------------|-----------------------------|------------|---------------------------|-------|------|
| | Unstandardized Coefficients | | Standardized Coefficients | | |
| | B | Std. Error | Beta | | |
| 1 (Constant) | 15.339 | 1.871 | | 8.199 | .000 |
| Emotional Intelligence | .184 | .048 | .326 | 3.823 | .000 |
| Spiritual Intelligence | .198 | .056 | .333 | 3.537 | .001 |
| Employee Performance | .290 | .076 | .306 | 3.835 | .000 |

a. Dependent Variable: Job Satisfaction

stated emotional intelligence had a positive and significant effect on job satisfaction received.

Hypothesis 4

Based on the results of the test, it was obtained that the tcount for spiritual intelligence variables was 3,537 with a significant probability of $0.001 < 0.05$, so H3 which stated spiritual intelligence had a positive and significant effect on job satisfaction.

Hypothesis 5

Based on the results of the test, it was obtained that the tcount for employee performance variables amounted to 3,835 with a significant probability of $0.000 < 0.05$, so H3 which stated the employee's performance had a positive and significant effect on job satisfaction received.

Path Analysis

Hypothesis 6

The direct effect of emotional intelligence on job satisfaction is 0.326. The indirect effect of emotional intelligence on job satisfaction through employee performance ($p1 \times p5$) = 0.257×0.306 = 0.079. The total direct effect of emotional intelligence on job satisfaction through employee performance ($p3 + (p1 \times p5)$) = $(0.326 + 0.079)$ = 0.405. The total effect of emotional intelligence on job satisfaction through employee performance of 0.405 is greater than the direct effect of emotional intelligence on job satisfaction of 0.326, then H6 which states emotional intelligence affects job satisfaction through employee performance is accepted.

Hypothesis 7

The direct effect of emotional intelligence on job satisfaction is 0.333. The indirect effect of spiritual intelligence on job satisfaction through employee performance ($p2 \times p5$) = (0.560×0.306) = 0.171. The total direct influence of spiritual intelligence on job satisfaction through employee performance ($p4 + (p2 \times p5)$) = $(0.333 + 0.171)$ = 0.504. The total effect of emotional intelligence on job satisfaction through employee performance of 0.504 is greater than the direct influence of spiritual intelligence on job satisfaction of 0.333, then H7 which states spiritual intelligence affects job satisfaction through employee performance is accepted.

RESULT AND DISCUSSION

Effect of Emotional intelligence on Employee Performance

H1 acceptance indicates that the high emotional intelligence possessed by employees

will improve employee performance and the low emotional intelligence that employees have will reduce employee performance. The results of this study are supported by research conducted by Bapna et al. (2011), which states that increasing emotional intelligence will improve employee performance and effectiveness.

Emotional intelligence is the ability that shows how a person recognizes feelings, behavior, and psychological self and others so that the person is able to effectively deal with emotions in himself or others. Where it can also create a state of readiness to manage emotions in him or in relationships with others. Employees who have the good emotional intelligence or high emotional stability are more likely to react positively to an event at hand.

Descriptive analysis results in the percentage of emotional intelligence variables measured by five indicators, namely self-awareness, self-knowledge, motivation, empathy, and social skills. Of the five indicators, stated that respondents have good emotional intelligence. This can be seen from the results of the descriptive analysis of emotional intelligence variables, which on average have high criteria of 70.15%. The indicator of emotional intelligence that has the highest percentage is the self-motivation of 73.91%. Self-motivation encourages someone to lead themselves towards the subject, helping to take the initiative and be able to survive and rise from failure and frustration.

The results of the descriptive analysis of emotional intelligence on average do have high criteria, but the empathy indicator has the lowest percentage of 67.5%. This gives an idea that the sense of empathy in the employee must be increased because basically humans are social beings and not everything can be done alone without the help of others especially in organizational life where the work is interrelated. Therefore understanding and understanding other people is something that every human being needs to live side by side. So, they can help and help each other. Empathy will also bring respect to others and other good ethics.

Good emotional intelligence can be seen from how employees know their quality. Be aware of what are their weaknesses and strengths, be able to make decisions appropriately and manage strategies in achieving goals, as well as being able to survive and recover from emotional stress (frustration) and failure. So that with a good level of emotional intelligence will make employees behave professionally in completing their work.

The Effect of Spiritual Intelligence on Employee Performance

H2 acceptance indicates that the high spiritual intelligence possessed by employees will improve the performance of employees and the low spiritual intelligence that employees have will affect the decline in employee performance. The results of this study are supported by research conducted by Amirkhani and Yosefi (2015) where from the results of his research stated that the component of spiritual intelligence has a direct impact on company performance, namely by increasing one factor, other factors increase and finally show that spiritual intelligence and its components have a positive impact significant to company performance.

Spiritual intelligence is the intelligence to assess every behavior and activities carried out in the context of a broader meaning and will be accounted for not only between fellow humans but also to God. A good level of spiritual intelligence will greatly affect employee performance because employees who have spiritual intelligence will take every action openly, honestly, and focus on contributions.

Descriptive analysis results in the percentage of spiritual intelligence variables measured by five indicators, namely absolute honesty, openness, self-knowledge, focus on contribution, and non-dogmatic spiritual. Of the five indicators stated that respondents have a good level of spiritual intelligence. Based on the results of the descriptive analysis, it can be concluded that spiritual intelligence in the SETDA District Office, Semarang, on average, has high criteria of 70.34%. Indicator of spiritual intelligence which has the highest percentage of self-knowledge of 74.13%. Thus employees realize what aspects of themselves they must maximize as an advantage to achieve the goals and success of a business.

The results of the descriptive analysis, an indicator of spiritual intelligence that has a low percentage of 66.19% is the focus on contributions. This provides an illustration that employees feel that they are not enough to prioritize giving rather than receiving. Not infrequently someone will claim their rights first even though their obligations have not been fully fulfilled. For this reason, employees must be more aware of building self-awareness to focus more on their contribution so that organizational goals can be achieved.

The Effect of Emotional Intelligence on Job Satisfaction

Acceptance of H3 indicates that the high and low level of emotional intelligence will affect the high and low level of employee job satisfac-

tion. The higher or better the level of emotional intelligence possessed by employees will increase the level of employee job satisfaction and vice versa, if the level of emotional intelligence possessed by employees is low, then employees tend to feel dissatisfied. The results of this study are supported by research conducted by Sapta et al. (2013), whose research results show that spiritual intelligence and emotional intelligence affect organizational commitment and job satisfaction directly.

Based on the results of the descriptive analysis, the percentage of variable indicators of emotional intelligence on job satisfaction has an average included in the category is quite high. These results indicate that employees at the SETDA Kab. Semarang has a good level of emotional intelligence when viewed as a whole, but when viewed from each indicator the component or dimension of emotional intelligence in the form of empathy has a lower value compared to the other four indicators. Apart from how employees have high self-esteem, even good social skills will be even better if employees also have a high sense of empathy for others.

Because basically, emotional intelligence is not only how we manage emotions in ourselves but also how to use and manage emotions that are being felt by others. How we can manage and utilize the emotions of others is certainly that we have empathy for others, namely by feeling what is being felt by others so that we can decide what steps we should take or how to deal with that person. Empathy and good social skills will create a comfortable work atmosphere both with fellow employees and with superiors.

Self-awareness and self-knowledge will make employees more aware of what their weaknesses are so that they will be more responsive to taking anticipation and completion steps. And also will be more aware of what is the strength so that it can maximize the strengths and strengths and place them in the right position. Thus, employees will be better at doing their jobs. As well as a good self-motivation, which is one of the other indicators of emotional intelligence will improve employee performance. Because motivation will move and guide itself towards the goal, making the initiative taking and acting effectively. By achieving work that is right on target and effective will certainly produce a good salary and greater promotion opportunities.

The Effect of Spiritual Intelligence on Job Satisfaction

Acceptance of H4 shows that the high and low level of spiritual intelligence possessed by employees will influence the level of satisfaction

that employees feel. The results of this study are supported by research conducted by Sapta et al. (2013), whose research results show that spiritual intelligence and emotional intelligence affect organizational commitment and job satisfaction directly. If an employee has good spiritual intelligence, the employee will carry out each of his work in accordance with the values of good deeds whatever the deed.

Having spiritual intelligence also makes employees more responsible in carrying out their obligations, because the employee will think that fulfilling his duties in work is not just to get the right or reward in the form of salary and also promotion opportunities but also worship. So that the responsibility is not only to the boss but also to God. With that foundation also someone will always be grateful and satisfied in receiving every result obtained. By being honest, being open to each other will create a good relationship with fellow employees.

Current Effect of Employee Work on Job Satisfaction

Acceptance of H5 indicates that the high performance generated by employees will increase employee job satisfaction. While the low level of employee performance will reduce the level of employee job satisfaction. The results of this study are supported by research conducted by Djati and Darmawan (2005) which states that employee performance has a significant effect on customer satisfaction. According to Wirawan (2009) is the output produced by functions or indicators of a job or profession within a certain time. Where the performance is influenced by several factors, namely internal employee factors, internal organizational environmental factors, and external environmental factors of the organization. Employee performance variables in this study were measured using five indicators, namely productivity, service quality, responsiveness, responsibility, and accountability. Of the five indicators, it shows that employees at the SETDA District Office. Semarang has good performance because based on the results of the descriptive analysis shows high criteria that is equal to 72.12%. Employee performance indicators that have the largest percentage of accountability is 75.43%, this means that employees in carrying out public activities and policies are subject to officials chosen by the people by organizing shipping according to the size of the values or norms in the organization and values external values in society.

The Influence of Emotional Intelligence on Job Satisfaction with Employee Performance as Variable Intervening

Hypothesis six (H6) in this study which states that emotional intelligence affects job satisfaction through employee performance is supported, because the results showed that the total effect of the relationship of emotional intelligence on job satisfaction through employee performance is greater than the direct influence between emotional intelligence on job satisfaction ($0.405 > 0.326$) so that employee performance can mediate the relationship between emotional intelligence and employee job satisfaction in the SETDA District Office. Semarang. Employee performance mediates the relationship of emotional intelligence to job satisfaction when employees have high performance. Employees are said to have high performance if they can meet indicators of productivity, service quality, responsiveness, responsibility, and accountability. The high performance of employees indicates that employees have a good level of emotional intelligence because of the ability to manage themselves and others then good social skills plus strong motivation, it will be easier to achieve company goals or objectives.

Job satisfaction can be felt by employees if employees can improve their performance. Because good performance will make employees feel proud of what they do. Not only that, with good performance, of course, the company or organization will give more appreciation to employees, in the form of material such as salary increases or allowances and promotion opportunities. This will certainly give satisfaction to the employee for the results of his work.

Effect of Spiritual Intelligence on Job Satisfaction with Employee Performance as an Intervening Variable

Hypothesis seven (H7) in this study states that spiritual intelligence influences job satisfaction through employee performance is supported, because the results show that the total effect of spiritual intelligence on job satisfaction through employee performance is greater than the total direct influence between spiritual intelligence and job satisfaction ($0.504 > 0.333$), so that employee performance mediates the relationship between spiritual intelligence and employee job satisfaction in the SETDA District Office. Semarang.

Employees who have good spiritualistic desires will tend to be calm and patient in carrying out their work; they are not easy to complain about the workload faced. Employees will

also work earnestly and not violate the values that exist within the company or the values of goodness. Employees will prioritize their duties and obligations so that work is quickly resolved and employees have good performance. Where this will make employees have good work performance. With good work performance, of course, employees will feel satisfied and proud even more so if this is given appreciation by the company.

CONCLUSION AND RECOMMENDATION

Emotional intelligence has a positive and significant effect on employee performance of the SETDA District Office. Semarang. Emotional intelligence will make employees able to manage emotions in themselves and others so that they are more likely to react positively to an event at hand. Thus it helps employees to make decisions and fixed solutions. spiritual has a positive and significant effect on employee performance. Employee performance will increase because employees with a high level of spiritual intelligence will be more responsible in carrying out their duties and obligations.

Emotional intelligence has a positive and significant effect on job satisfaction. A sense of empathy and good social skills will create a harmonious and comfortable relationship between co-workers and between employees and their superiors. While self-awareness and self-knowledge will make employees comfortable with their work, able to survive, and not easily frustrated. Spiritual intelligence has a positive and significant effect on employee job satisfaction. Employees who have good spiritual intelligence will be honest, open and flexible

Employee performance has a positive and significant effect on job satisfaction. Job satisfaction will be increasingly felt by employees if their performance is getting better. Because with increased work results, employees will feel proud of what they achieve. Good performance will certainly increase opinion and promotion opportunities.

Emotional intelligence and spiritual intelligence affect job satisfaction through employee performance. Employees who have good emotional intelligence and spiritual intelligence will have high self-awareness, be able to manage themselves in all conditions, have strong motivation and are connected to the environment and divine and have a positive working relationship. Self-awareness and knowledge will help employees to see gaps and decision making appropriately. All of these factors will improve employee performance,

which in turn will foster employee self-esteem, which then leads to job satisfaction.

Considering the importance of emotional intelligence and spiritual intelligence, it is hoped that organizations will conduct training to improve emotional intelligence and spiritual intelligence of employees because employees are very important resources for the company. Emotional and spiritual intelligence training programs aim to enable employees to work according to the company's vision, mission, and values and to maximize the potential of employees to improve company performance and employee job satisfaction.

In an effort to increase job satisfaction in terms of the indicator of the supervisor, the leader is expected to be able to build good communication, namely two-way communication, so in addition to providing guidance to employees in carrying out their duties the leader is also expected to receive input given by his subordinates. Then the organization can hold an event such as a race that requires teamwork to establish cohesiveness and good relations with colleagues and to temporarily divert the perceived workload, so there is no boredom in doing the work itself.

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