



## Employee Success through the Level of Emotional Intelligence and Spiritual Intelligence

Retno Selviyani✉, Nury Ariani Wulansari

Management Department, Faculty of Economics, Universitas Negeri Semarang, Semarang, Indonesia

### Info Article

*History Article:*

Received July 2019

Approved August 2019

Published September 2019

### Keywords:

**Emotional Intelligence,  
Spiritual Intelligence,  
Work motivation, Em-  
ployee Performance**

### Abstract

The purpose of this study is to analyse the influence of emotional intelligence and spiritual intelligence on employee performance through work motivation as a mediating variable. The sample in this study amounted to 195 employees. The sampling technique uses probability sampling with the type of proportionate random sampling. The method of collecting data using a questionnaire measured by a likert scale. The analytical method used is descriptive statistical test and version SmartPLS 3.0 software. The result showed that emotional intelligence has a positive and significant effect on work motivation, and has an effect on employee performance. However, spiritual intelligence does not have an influence on work motivation or employee performance. Work motivation has an influence on employee performance. Work motivation can also mediate the influence of emotional intelligence on employee performance. However, it cannot mediate the influence of spiritual intelligence on employee performance. This research is expected to be an entry for companies to be able to hold training to improve emotional intelligence and intellectual intelligence which is believed to improve employee performance in general banking.

## INTRODUCTION

Quality human resources are expected to win the globalization competition given that the competition is very tight now. So, it can be said that human resources are the main factor in determining the success or success of the company. Therefore, HR becomes an important aspect and even becomes an asset that needs to be properly maintained and developed in determining organizational performance (Kristina, Vai & Jaras, 2017; Latifah & Wulansari, 2017). As for what is meant by performance is the work process of someone who depends on his expertise, both in the form of goods (physical) or service (non-physical) which has the characteristics of quantity and quality within a certain period based on organizational goals (Hamid, 2018).

Whether an organization is successful depends on its employees (Sturman, 2009). The-

refore, efforts are needed to improve employee performance so that organizational success can be guaranteed. In addition to external factors such as management attitudes, work tools and coworkers, internal factors of employees such as emotional intelligence, spiritual intelligence, and work motivation also influence the level of employee performance (Sudarsih, Febianti & Setyaniti, 2018). So employee performance can impact competitive advantage that help organization to win the globalization competition (Yuniawan, Ahyar; Wiratno, 2017).

Employees with all the burdens, responsibilities and conflicts experienced at work will be able to subvert them, so they are no longer able to be productive. However, with the ability to manage emotions well, it is hoped that conflict can be controlled and directed at positive things so that it can have positive effects on employees and the organization. In addition, emotional intelligence

© 2019 Universitas Negeri Semarang

✉ Correspondence Address:

L2 Building, 1st Floor, Faculty of Economics, Universitas Negeri Semarang  
Jalan Taman Siswa, Sekaran, Gunungpati, Semarang, 50229  
E-mail: retnoselviyani23@gmail.com

has also been confirmed to have an important role in the workplace especially on employee performance (Wong, Wong & Lawa, 2007; Ahmed, Sabir, Rehman, Khosa & Khan, 2016; Rexhepi & Berisha, 2017). However, there are studies that state that emotional intelligence has no effect on employee performance (Sosik & Megerian, 1999; Petrides, Frederickson & Furnham, 2004; Austin, 2005). This shows that there are still inconsistent research results.

In addition to emotional intelligence, spiritual intelligence also influences employee performance (Sudarsih et al., 2018). Spiritual intelligence is intelligence that is used to face and solve problems, intelligence puts behavior and life in the context of a broader and richer meaning and intelligence assesses whether an action or way of life is more valuable than others (Hamid, 2018). Employees who are characterized by high spirituality management recognize that all activities are carried out towards positive so that there are no problems that cause harm and effort in finding meaning and purpose in life where it can lead employees towards better.

Some studies also prove that spiritual intelligence has a positive and significant influence on employee performance (Khandan, Koohpaei, 2017; Mandala & Dihan, 2018). That is, the higher the spiritual intelligence, the higher the employee's performance will be. However, several studies also found that spiritual intelligence has no influence on employee performance (Ayranci, 2011; Haryono, 2018; Hamid, 2018).

Many researchers and practitioners are still looking for the cause of the inconsistency of emotional intelligence research results on employee performance that is one side of emotional intelligence has a positive and significant effect on employee performance (Wong et al., 2007; Ahmed et al., 2016; Rexhepi & Berisha, 2017) but on one hand there is research that states that emotional intelligence has no effect on employee performance (Sosik & Megerian, 1999; Petrides et al., 2004; Austin, 2005). Likewise, with spiritual intelligence which is stated to have a positive and significant influence on performance (Khandan et al., 2017; Mandala & Dihan, 2018). However, there are also those who claim that spiritual intelligence has no influence on employee performance (Ayranci, 2011; Haryono, 2018; Hamid, 2018). Thus, some researchers conducted research which resulted that there were other variables that acted as mediators for the effect of emotional intelligence and spiritual intelligence on employee performance, one of which was

work motivation (Othman, Abdullah & Ahmad 2009; Sudarsih et al., 2018; .

Work motivation is the desire to take action in the form of a willingness to make high efforts in order to achieve organizational goals, which are conditioned by the ability of those efforts to meet individual needs (Robbins & Judge, 2012). Employees who have high work motivation are expected to improve employee performance. This is supported by previous research (Gungor, 2011; Supriadi dan Sefnedi, 2017) which means that the higher the employee's work motivation, the higher the employee's performance. Therefore, organizations strive to always improve employee performance.

In previous studies conducted research in the education, health, and information and technology technologies (Sosik dan Megerian, 1999; Petrides et al., 2004; and Khandan et al., 2017; and Islamic banking (Sudarsih et al., 2018). Whereas, in this study the authors wanted to find out more specifically with different objects, namely conventional banking employees, especially SOE Branch Offices as banks that must meet customer needs and be bound by all government regulations.

In addition, this study also wants to examine a new paradigm regarding the success of a person who is determined based on emotional intelligence and spiritual intelligence and develops the context of spiritual intelligence that is not limited to religion, but rather in the context of spirituality in general which is owned by individuals, especially BUMN banking employees. Therefore, this research is expected to be an additional reflection of knowledge, especially human resources.

### Hypothesis Development

Employees who have the ability to manage good emotional intelligence will be able to increase their satisfaction in their work results, so they can be seen to improve employee performance (Mandala & Dihan, 2018). That is because when all sorts of things that are considered a burden and conflict can be controlled well by employees so that employees will be able to direct emotions towards positives such as enthusiasm at work. Thus, emotional intelligence becomes one of the important aspects that is useful in solving problems in an organization to increase encouragement and high morale for employees (Sowmya & Panchanatham, 2015). Therefore, high emotional intelligence of employees will be able to increase employee motivation (Supriadi & Sefnedi, 2017).

The results of Supriadi & Sefnedi (2017) are also supported by other studies (Magnano & Craparo, 2016; Sontakke, 2016; Sudarsih et al., 2018; Kumar & Maheshwari, 2019) which states that emotional intelligence has a positive influence on work motivation. This means that high emotional intelligence can increase employee motivation.

H1: Emotional intelligence has a positive on work motivation

A person's success is influenced by emotional intelligence that is equal to 80%, while the remaining 20% is influenced by other intelligence such as spiritual intelligence. Employees who have the ability to manage emotional well as being able to direct conflict and all workloads on positive things such as the achievement of goals (Carmichael, 2005). This can occur when employees are able to direct the conflict that is being experienced towards positive things such as self-development and re-emergence from adversity, especially in the workplace. Employees will be able to solve all kinds of problems and heavy tasks with good emotional management skills. Thus, employees with good emotional management abilities will be able to direct them towards the achievement of goals such as good and maximum employee performance.

Many studies reveal that employees with high emotional intelligence will produce high performance (Wong et al., 2007; Ali, 2013; Triana, 2013; Mahmood et al., 2015; Ahmed et al., 2016; Rexhepi & Berisha, 2017; Widayanti & Palupiningdyah, 2019; Masitoh & Sudarma, 2019). In addition, other research states that when an employee has poor emotional management abilities, is closed, and is not good at communicating with others, the employee's performance cannot develop (Cherniss, 2000).

H2: Emotional intelligence has positive on employee performance

Employees who have the ability to manage spiritual intelligence by using these abilities to face and solve all problems, and interpret life to be more valuable will make employees more able to direct their minds and souls to positive things such as always happy in dealing with all problems to create enthusiasm or the urge to do work optimally (Hamid, 2018). Therefore, spiritual intelligence is believed to be able to increase employee motivation.

Some researchers prove that spiritual intelligence has a positive influence on work motivation (Sadeghifar et al., 2014; Koohbanani, Dastjer-

di, Vahidi, & Far, 2015; Supriadi & Sefnedi, 2017; Hamid, 2018; Sudarsih et al., 2018). That is, when employees have high spiritual intelligence, the work motivation of employees will be higher. This is due to employees who have high spiritual intelligence will better interpret every event that happens to be able to awaken the souls of employees to do all positive actions such as motivation at work (Mandala & Dihan, 2018)

H3: Spiritual intelligence has a positive effect on work motivation

Spiritual intelligence in employees is characterized by the ability of employees to direct their minds, hearts and souls on positive things. Thus, there is no thought that problems and suffering cause harm but rather something to be thankful for and will bring employees to better self-development. In addition, employees are also able to interpret the purpose of life and work and the desire to establish good relations with other humans (Robbins & Coulter, 2010). Therefore, now in the world of work the organization begins to encourage employees to attend training that is able to increase employee spiritual intelligence.

Employees who are able to interpret their life and work goals will be able to respect every action they take to be able to make a positive and maximum contribution to the organization. Therefore, it can also be said that spiritual intelligence has a positive effect on employee performance. That is, the higher employee's spiritual intelligence will improve the employee's performance. This is supported by several previous studies (Khandan et al., 2017; Hamid, 2018; Mandala & Dihan, 2018).

H4: Spiritual intelligence has positive on employee performance

Work motivation in employees is characterized by a strong urge that arises from within the employee to take action towards the achievement of goal (Steers, 1997). ). Therefore, work motivation plays an important role in the contribution of employees carrying out and completing all tasks given by the organization. The factors that influence a worker's motivation are intrinsic and extrinsic factors (Nabi, Islam, Dip & Hossain, 2017).

Every organization is now trying to do their best to motivate their employees. That is because the organization has begun to understand the importance of work motivation to improve employee performance. That is, when employees have high work motivation, the employee's performance will increase. In addition, this was also supported by previous research (Zehir et al.,

2012; Noermijati & Primasari, 2015; Supriadi & Sefnedi, 2017; Hamid, 2018).

H5: Work motivation has a positive effect on employee performance

One of the problems that arise in organizations is the low level of employee motivation. Whereas this motivation is needed to stimulate so that employee work results or output remain within the standard and even continue to increase so that organizational goals will be achieved. However, with the presence of emotional intelligence that is marked by the ability of employees to manage employee emotions, understanding themselves to be able to calm down when being angry and use positive emotions in solving problems will bring employees to rise from adversity because emotions are always directed at positive things.

The above thing states that emotional intelligence is considered to have a positive influence on work motivation (Sudarsih et al., 2018). This means that the higher the emotional intelligence the more work motivation of employees. While work motivation in organizations is considered to have a variety of positive impacts on employee behavior and work outcomes.

Employees who have high motivation and morale in the organization will do their best for the organization. High positive employee contributions will certainly have an effect on employee work performance in the form of performance. So, it can be said that work motivation has an influence on performance. Therefore, the strategy to improve employee performance is to increase emotional intelligence so that it can increase employee motivation where work motivation will be able to improve employee performance. This is supported by several previous studies which stated that emotional intelligence can influence employee performance through work motivation (Noermijati & Primasari, 2015; Magnano & Craparo, 2016; Sudarsih et al., 2018).

H6: Emotional intelligence has a positive and significant effect on employee performance with work motivation as a mediating variable

Employees who have high spiritual intelligence are adhered to by the ability of employees to direct their minds, hearts and souls on positive things to create a feeling of happiness that is able to create enthusiasm or encouragement to do better things in life or work (Hamid, 2018). Therefore, spiritual intelligence is considered to have an influence on work motivation. That is, the higher the spiritual intelligence of an employee will further increase employee motivation.

High employee motivation in employees is characterized by the presence of encouragement and high morale will always be trying to do all his actions well and optimally in an organization. This is certainly beneficial to both parties because employees who have high morale will be considered to have more contribution to the organization while the organization when it gets more contributions from employees then the performance of the organization will increase. So, it can be said that work motivation has a positive influence on employee performance.

Employees who have high spiritual intelligence will increase work motivation (Supriadi & Sefnedi, 2017; Hamid, 2018; Sudarsih et al., 2018), high work motivation will be able to improve employee performance (Gungor, 2011; Zehir et al., 2012; Noermijati & Primasari, 2015), and high spiritual intelligence will be able to improve employee performance (Mahmood et al., 2015; Khandan et al., 2017; Abas & Othman, 2018), so that high work motivation can be a mediating variable between the influence of spiritual intelligence on employee performance (Hamid, 2018; Sudarsih et al., 2018).

H7: Spiritual intelligence has a positive and significant effect on employee performance with work motivation as a mediating variable.

The research framework proposed in this study is as follows:

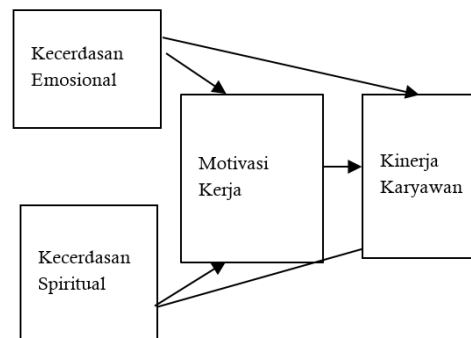


Figure 1. Research Mode

## METHOD

In this study, the authors used 195 employees from 5 state-owned bank branches in Tegal City. Sampling in this study using probability sampling using proportionate random sampling techniques. The researcher distributed 225 questionnaires and returned 195 questionnaires. This type of research is quantitative research. Sources of data in the study were obtained with primary data directly obtained



from the first source, namely through a questionnaire with a Likert scale of 1-5. The instrument test uses a validity test and a reliability test. Test the convergent validity with a load factor  $\geq 0.70$  and discriminant by comparing loading; cross loading factors. Reliability test with composite reliability coefficient  $\geq 0.70$  and Cronbach's alpha coefficient  $\geq 0.70$ . Hypothesis testing uses original samples and t-statistics through SmartPLS 3.0.

The variables used in this study are emotional intelligence variables as independent variables using 16 statement items with an indicator dari wong dan Law (2002), spiritual intelligence as an independent variable measured by using 4 statement items (Tirri & Nokelainen, 2008), employee performance as a dependent variable is measured using 6 statement items with indicators from (2005), and work motivation as a mediating variable by using 13 statement items with indicators from William (2010).

## RESULT AND DISCUSSIONS

### Validity test

Convergent validity test is measured using the loading factor value. If the loading factor values; 0.70 then, the question item is declared valid. Based on the results of the study, it is known that 16 items of questions from emotional intelligence variables, 4 items of questions from spiritual intelligence variables, 13 items of questions from work motivation variables, and 6 items of questions from employee performance variables have fulfilled the loading limit values; 0.70, so All items are declared valid.

Discriminant validity test is measured by cross loading value and comparison between AVE and AVE roots. The calculation of the cross loading value is declared valid if the question item of the relevant latent variable is greater than the other latent variable question item. Based on the results of the study showed the cross loading value of all item questions for each variable declared valid. Whereas the AVE value can be declared discriminant valid if the AVE root value is greater than the AVE value.

**Table 1.** AVE values and Square Roots AVE.

Variable	AVE	Roots AVE
Emotional Intelligence	0,522	0,722
Spiritual Intelligence	0,582	0,762
Work Motivation	0,565	0,752
Employee Motivation	0,529	0,727

Based on table 1 shows that the AVE square root value is greater than the AVE value, it means the construct of this study is declared valid discriminant.

### Reliability test

Reliability Test is used to measure the stability and consistency of an instrument in measuring a variable. Reliability test is measured by looking at the Cronbach Alpha value and composite reliability. If the value of Cronbach's alpha and composite reliability is more than 0.70. Then the question item to measure a variable is said to be reliable.

**Table 2.** Cronbach's Alpha dan Composite Reliability

Variable	Cronbach's Alpha	Composite Reliability
Emotional Intelligence	0.95	0.94
Spiritual Intelligence	0.85	0.77
Work Motivation	0.94	0.93
Employee Performance	0.89	0.85

Based on table 2 shows that all constructs have composite reliability values and Cronbach's alpha is more than 0.70, so it can be said that all constructs are reliable.

### Determination Coefficient Test (R2)

The coefficient of determination test aims to measure how far the ability of the independent variables simultaneously affect the dependent variable. The following results from the coefficient of determination test (R2).

**Table 3.** R<sup>2</sup> Values

Variable	R-square
Work Motivation	0.94
Employee Performance	0.88

Based on table 3 shows that 94.0% of the variation in work motivation can be explained by emotional intelligence and spiritual intelligence, while the remaining 6.0% explained by other variables outside the analysis model. The coefficient of determination of employee performance produces a value of 88.0%, where the value indicates that 80.0% of the variation in employee performance values can be explained by work motivation, emotional intelligence and spiritual

intelligence while the remaining 12.0% is explained by other variables outside the model research analysis.

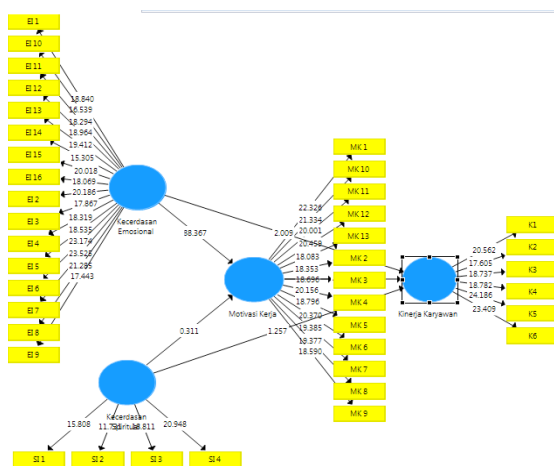
### The direct of hypothesis testing

Direct hypothesis testing to determine whether the independent variable significantly influences the dependent variable. The results of SmartPLS output for direct hypothesis testing can be seen in Table 4.

**Table 4.** Results of direct hypothesis testing

Relationship between Variables		Original Sample	T-statistic	P-value	Remarks
EI	MK	0,97	84.64	0,00	Accepted
EI	KK	0,29	2.04	0,04	Accepted
SI	MK	0,01	0.31	0,75	Accepted
SI	KK	0,03	1.27	0,21	Accepted
MK	KK	0,64	4.52	0,00	Accepted

Source: Primary data processed (2019)



**Figure 2.** test results

### Impact of Emotional Intelligence on Work Motivation

Based on Table 1, the results showed that the variable emotional intelligence (EI) on work motivation (MK) with the original sample = 0.97 and p-value = 0.00. Given the p-value < 0.05, it is said to be significant, so H1 is accepted. The path coefficient is positive (0.97) indicating that the higher the emotional intelligence the more work motivation of employees will also increase. The results of this study are supported by previous research which states that emotional intelligence has a positive influence on work motivation (Magnano & Craparo, 2016; Sontakke, 2016; Sudarsih et al., 2018; Kumar & Maheshwari, 2019).

Employees with high emotional intelligence are characterized by the ability in good emotional management such as able to calm anger quickly and be able to be sensitive to the feelings of others it will make employees able to increase the motivation in employees and rise from adversity when employees have problems and suffering. In addition, employees who have work motivation will also become more responsible, productive, and productive individuals who are optimistic in facing the world of work.

### Impact of Emotional Intelligence on Employee Performance

Based on Table 1, the results showed that the variable emotional intelligence (EI) on employee performance (KK) with the original sample = 0.29 and p-value = 0.04, so it can be said H2 is accepted. This shows that emotional intelligence has a positive and significant influence on the performance of state-owned banking company branch office employees in Tegal City. Meaning, the higher the emotional intelligence of employees such as the ability to control, understand, and solve a problem at work. Thus, employees will be more focused and contribute maximally to the job.

Employees of state-owned bank branches in the City of Tegal have high emotional intelligence, which is characterized by the ability in good emotional management such as being able to understand, control, and work together with employees so that employees are able to provide maximum results both in completing tasks or providing quality services. Therefore, banking does not only require employees to have high intelligence, but also to have good emotional intelligence. This study is in line with previous research which states that emotional intelligence has a positive and significant effect on employee performance (Wong et al., 2007; Ali, 2013; Triana, 2013; Mahmood et al., 2015; Ahmed et al., 2016; Rexhepi & Berisha, 2017; Widayanti & Palupiningdyah, 2019; Masitoh & Sudarma, 2019; Widodo, 2010).

### **Impact Spiritual Intelligence on Work Motivation**

Based on Table 1, the results showed that the variable spiritual intelligence (SI) on work motivation (MK) with the original sample = 0.01 and t-statistics = 0.31, it can be said that H3 is partially accepted. These results indicate that spiritual intelligence has a positive but not significant effect. So, it can also be said that empirically this research is in line with previous research which states that spiritual intelligence has a positive influence on work motivation (Hamid, 2018; Sudarsih et al., 2018; Supriadi & Sefnedi, 2017; Koohbanani, Dastjerdi, Vahidi, & Far, 2015; Sadehghifar et al., 2014). However, in this study with the object of research of BUMN banking employees in the Tegal Branch Office, spiritual intelligence is not strong enough to be a predictor of work motivation.

The above is due to the allegation that the spiritual stewardship of BUMN office Branch banking employees in Tegal City is not directed at actions whose results have a direct impact such as work motivation, but employees are more directed at actions that have indirect effects on employees such as employee commitment, job satisfaction, and OCB (Organizational Citizenship Behavior).

This is supported by previous research which proves that spiritual intelligence is more influential on variables that have an indirect impact compared to variables that have a direct impact on employees such as work motivation, which is positive and significant spiritual intelligence on job satisfaction, spiritual intelligence has a positive and significant effect on organizational commitment, and spiritual intelligence has a positive and significant effect on OCB (Organizational Citizenship Behavior) (Rashvand, 2013; Awais et al., 2015; Muhdar et al., 2015; Koradžija, 2016; Ravikumar, 2016; Babalan et al., 2018).

### **Impact Spiritual Intelligence on Employee Performance**

Based on Table 1, the results showed that the variable spiritual intelligence (SI) on work motivation (MK) with an original sample = 0.03 and t-statistic = 1.27, it can be said that H4 is partially accepted. These results indicate that spiritual intelligence has a positive but not significant effect on employee performance. So, it can also be said that empirically this research is in line with previous research which states that spiritual intelligence has a positive influence on

work motivation (Khandan et al., 2017; Hamid, 2018; Mandala & Dihan, 2018). However, in this study with the object of SOE banking branch Tegal branch employees research, spiritual intelligence is not strong enough to be a predictor of employee performance.

The above can occur in this study due to several things. First, the authors suspect that there are factors outside of spiritual intelligence that affect employee performance. The factor in question is the level of one's intelligence. Emotional intelligence and intellectual intelligence are thought to be more needed by employees of general banking compared to spiritual intelligence that is more needed by employees. The above can occur in this study due to several things. First, the authors suspect that there are factors outside of spiritual intelligence that affect employee performance. The factor in question is the level of one's intelligence. Emotional intelligence and intellectual intelligence are thought to be more needed by general banking employees compared to spiritual intelligence which is more needed by sharia-based banking employees in accordance with the spirituality values that are embraced and prioritized in sharia banking.

The results of this study indicate that the level of spiritual intelligence affects employee performance but is not significantly supported by previous research Phillipus et. al., (2016) where in the study explained that spiritual intelligence has a positive but not significant effect on employee performance caused by employees not having the initiative to ask questions, unable to deal with pain, unable to learn from past mistakes, lack flexibility, and fear of causing unnecessary harm and not having a comprehensive perception that one thing can cause another. In addition, the results of this study were also supported by Ayranci (2011); dan Haryono (2018) which states that spiritual intelligence has no effect on employee performance.

### **Impact Work Motivation on Employee Performance**

Based on Table 1, the results showed that the variable work motivation (MK) on employee performance (KK) with the original sample = 0.64 and t-statistics = 4.52, it can be said that H5 is accepted. This shows that work motivation has a positive and significant effect on employee performance. The meaning is, the higher the work motivation of employees such as encouragement and high morale in completing tasks and providing quality services to customers.

Each organization always tries its best to motivate its employees, including employees of the BUMN branch bank in Tegal City who motivate their employees by giving an overview of future prospects in the workplace. Thus, employees will have the drive to provide the best for the organization to achieve the desired position. High enthusiasm for work will direct employees to improve performance. Therefore, the higher the work motivation, the higher the employee's performance will be. The results of this study are in line with previous research (Ranihusna, 2010; Gungor, 2011; Zehir et al., 2012; Noermijati & Primasari, 2015; Supriadi & Sefnedi, 2017; Hamid, 2018) which states that work motivation has a positive and significant effect on employee performance.

#### **The Impact of Emotional Intelligence on Employee Performance through Work Motivation as a Mediation Variable**

Based on Table 4, the results showed that the variable emotional intelligence (EI) on employee performance (KK) through work motivation as a mediating variable with the original sample = 0.61 and t-statistics = 4.53, it can be said that H6 is accepted. This shows that work motivation has a positive and significant effect on employee performance through the work mo-

**Table 2.** Results of indirect hypothesis testing

Relationship between Variables		Original Sample	T-statistic	P-value	Remarks
EI	KK	0,61	4.53	0,00	Accepted
SI	KK	0,29	0.30	0,04	Accepted

Source: Primary data processed (2019)

tivation of BUMN branch offices in the City of Tegal. The meaning is, the higher the emotional intelligence of employees which is characterized by good emotional management, understanding one's own emotions, and being able to calm anger quickly, the higher the employee's morale at work where that spirit can improve the quality and quantity of employee performance.

The above is in line with several previous studies which stated that work motivation is a positive and beneficial thing for employees to create work morale at work that is able to influence employee performance. In addition, work motivation also has a role as a mediator (Zehir et al., 2012; Magnano & Craparo, 2016; Sontakke, 2016; Ahmed et al., 2016; Rexhepi & Berisha, 2017; Sudarsih et al., 2018; Hamid, 2018) .

The Impact of Spiritual Intelligence on

Employee Performance through Work Motivation as a Mediation Variable

Based on Table 1, the results showed that the variable spiritual intelligence (SI) on employee performance (KK) through work motivation as a mediating variable with the original sample = 0.29 and t-statistics = 0.30, it can be said that H7 is partially accepted. This shows that work motivation is able to mediate the influence of spiritual intelligence on employee performance but only in part. So, it can also be said that empirically this research is in line with previous research which states that work motivation can mediate the influence of spiritual intelligence on employee performance (Hamid, 2018; Sudarsih et al., 2018). However, in researchers However, in this study with the object of SOE banking employees in the Tegal Branch Office, work motivation is not strong enough to be a predictor of spiritual intelligence on employee performance.

The above is caused by several things. First, the authors suspect that in this case the employees of state-owned bank branches in the City of Tegal need emotional intelligence and intellectual intelligence while spiritual intelligence is more needed in employees in Islamic banking where the value of spirituality is preferred in their work. Second, the authors also suspect that employees who have high spiritual intelligence are more directed at ac-

tions that have an indirect impact on employees such as job satisfaction, organizational commitment, and OCB (Organizational Citizenship Behavior) compared to variables that have a direct impact such as work motivation and performance the employee.

This is supported by previous research which states that spiritual intelligence has a positive and significant effect on job satisfaction, spiritual intelligence has a positive and significant effect on organizational commitment, and spiritual intelligence has a positive and significant effect on OCB (Organizational Citizenship Behavior) (Rashvand, 2013; Awais et al., 2015; Muhdar et al., 2015; Korazija, 2016; Ravikumar, 2016; Babalan et al., 2018). Third, the reason for work motivation only mediates the effect of spiritual intelligence on employee performance partially



because it is in accordance with previous research Phillippus et. al., (2016); Ayranci (2011); dan Haryono (2018) which states that spiritual intelligence has an effect but is not significant on employee performance and spiritual intelligence has an effect but not significantly on work motivation.

## CONCLUSIONS AND RECOMMENDATIONS

The conclusion of this research is emotional intelligence has positive and significant influence on work motivation, emotional intelligence also has positive and significant effect on employee performance. However, spiritual intelligence has no significant positive effect on work motivation, spiritual intelligence also has a positive but not significant effect on employee performance, while work motivation has an effect on employee performance. The results also showed that work motivation can mediate the influence of emotional intelligence on employee performance. However, work motivation can mediate the influence of spiritual intelligence on employee performance but partially. So, it can be concluded that in this study spiritual intelligence has not been able to play a role in work motivation and work motivation and employee performance even after mediation.

Implementation for state-owned banking employees in the Branch Office in Tegal City is expected to be able to maintain a high level of emotional intelligence. Thus, efforts can be made by joining the orientation program for BUMN branch offices in the City of Tegal banking which are relatively new. Thus, employees can understand and increase their awareness of work drive and enthusiasm and provide quality services for customers. In addition, banking employees are also expected to be able to participate in training or programs such as outbound or the like, which are conducted normally every 6 months with the hope that employees will continue to maintain high emotional intelligence. Furthermore, employees are also expected to maintain high work motivation in various ways such as motivating themselves.

This research shows that in the case of general banking, spiritual intelligence has no effect on work motivation and employee performance. So, in the next research it is hoped that it can expand other intelligence variables such as intellectual intelligence and emotional intelligence which are supposedly more needed in the case of general banking. In addition, research can also be generalized by replacing the object of research with

sharia banking employees who are suspected to be precisely related to spiritual intelligence. Future research is expected to include dimensions or other factors on work motivation, for example the reward or remuneration system received by employees which is considered to affect work motivation externally (Martono & Wulansari, 2018).

## REFERENCES

- Abas, M. K., & Othman, A. K. (2018). The Moderating Role Of Spiritual Intelligence On There-lationship Between Job Stress And Job Performance Of, (February).
- Ahmed, Z., Sabir, S., Rehman, Z., Khosa, M., & Khan, A. (2016). The Impact of Emotional Intelligence on Employee 's Performance in Public and Private Higher Educational Institutions of Pakistan, *18*(11), 63–71.
- Emotional Intelligence with Life Satisfaction Among Birjand Gifted Female High School Students. *Procedia - Social and Behavioral Sciences*, *84*(July 2013), 314–320.
- KoraŽija, M. (2016). The Relationship between Spiritual Intelligence and Work Satisfaction among Leaders and Employees, *62*(2).
- Kristina, Č., Vai, K., Šapalait, I., & Jaraš, A. (2017). The Impact of Human Resource Management on the Competitiveness of Transport Companies, *187*, 110–116.
- Kumar, V. V., & Maheshwari, N. (2019). Effect of emotional intelligence on the achievement motivation , psychological adjustment and scholastic performance of secondary school students Effect of Emotional Intelligence on the Achievement Motivation , *Psychological Adjustment and Scholastic Perf*, (May 2016).
- Latifah, & Wulansari, N. A. (2017). Pengaruh Kecerdasan Emosional Pada Perilaku Lalai Dengan Menggunakan Persepsi Politik Organisasional Sebagai Variabel Pemediasi., *6*(3).
- Magnano, P., & Craparo, G. (2016). Resilience and Emotional Intelligence : which role in achievement motivation, (January).
- Mandala, E. A., & Dihan, F. N. (2018). Spiritual Pada Kepuasan Kerja Yang Berdampak Terhadap Kinerja Karyawan Pt . Madu Baru, *26*(1), 13–28.
- Martono, S., & Wulansari, N. A. (2018). Remuneration Reward Management System As A driven Factor Of Employee Performance. *International Journal of Bussiness and Society*, *19*, 535–545.
- Masitoh, S., & Sudarma, K. (2019). Intelligence On Work Satisfaction With Employee, *8*(1).
- Muhdar, H. M., & Rahma. (2015). The Influence Of Spiritual Intelligence , Leadership , And Organizational Culture On Organizational Citizenship Behavior : A Study To Islamic Bank In Makassar City, *15*(1), 135–156.
- Nabi, N., Islam, M., Dip, T. M. D., & Hossain, A. Al. (2017). The Impact Of Motivation On Em-

- ployee Performances: A Case Study Of Karmasangsthan Bank Limited, Bangladesh, 5(4), 57–78.
- Noermijati, & Primasari, D. (2015). The effect of job stress and job motivation on employees ' performance through job satisfaction ( A study at PT . Jasa Marga ( Persero ) Tbk . Surabaya - Gempol branch ), 18(1), 231–240.
- Othman, A. K., Abdullah, H. S., & Ahmad, J. (2009). The influence of work motivation on emotional intelligence and team effectiveness relationship.
- Petrides, K. V, Frederickson, N., & Furnham, A. (2004). The role of trait emotional intelligence in academic performance and deviant behavior at school, 36, 277–293.
- Ranihusna, D. (2010). Efek Rantai Motivasi Pada Kinerja Karyawan. *Jurnal Dinamika Manajemen*, 1(2), 90–103.
- Rashvand, O. (2013). A Study of the Relationship among Spiritual intelligence , Organizational Citizenship Behavior and Turnover Intentions, 1(2), 25–34.
- Ravikumar, T. (2016). Impact of Spiritual Intelligence on Organizational Commitment and Job Impact of Spiritual Intelligence on Organizational Commitment and Job Satisfaction of Employees in Banking Sector, (March 2014).
- Rexhepi, G., & Berisha, B. (2017). The effects of emotional intelligence in employees Performance, (July).
- Robbins, S. P., & Coulter, M. (2010). *Manajemen Edisi Kesepuluh*. Jakarta: Erlangga.
- Robbins, S. P., & Judge, T. A. (2012). Organizational Behavior.
- Sadeghifar, J., Bahadori, M., Baldacchino, D., Raadabadi, M., & Jafari, M. (2014). Relationship between Career Motivation and Perceived Spiritual Leadership in Health Professional Educators : A Correlational Study in Iran, 6(2), 145–154.
- Smigla, J. E., & Pastoria, G. (2000). Emotional Intelligence: Some Have it, Others Can Learn. *The CPA Journal*.
- Sontakke, J. P. (2016). Achievement Motivation and Emotional Intelligence : A Correlational Study, 3(2), 32–35.
- Sosik, J. J., & Megerian, L. E. (1999). Understanding Leader Emotional Intelligence and Performance: The Role of Self-Other Agreement on Transformational Leadership Perceptions.
- Sowmya, K., & Panchanatham, N. (2015). Relationship between Organizational Politics , Emotional Intelligence and Career Success, (1979), 126–134.
- Steers, R. M. (1997). Antecedents and Out- comes of Organizational Commitment, 22(1), 46–56.
- Sturman, M. C., Boudreau, J. W., & Ramstad, P. M. (2009). *Beyond HR: The New Science of Human Capital*. Boston: Harvard Business School Press. 258 pages, 48(3), 469–472. <https://doi.org/10.1002/hrm>
- Sudarsih, Febianti, E. N. P., & Setyanti, S. W. L. H. (2018). Emotional Intelligence , Spiritual Intelligence and Employee Performance : The Mediating Role of Work Motivation, 10(9), 127–138.
- Supriadi, & Sefnedi. (2017a). Pengaruh Kecerdasan Emosional dan Sinisme Organisasi Terhadap Kinerja Kerja : Peran Motivasi Pengaruh Kecerdasan Emosional dan Sinisme Organisasi Terhadap Kinerja Kerja : Peran Motivasi sebagai.
- Supriadi, & Sefnedi. (2017b). The Effect of Emotional Intelligence and Organizational Cynicism on Job Performance : The Role of Motivation as Mediator The Effect of Emotional Intelligence and Organizational Cynicism on Job Performance : The Role of Motivation as Mediator Supriadi and, (January).
- Tirri, K., & Nokelainen, P. (2008). Identification of multiple intelligences with the Multiple Intelligence Profiling Questionnaire III, 50(2), 206–221.
- Triana, F. (2013). Pengaruh Kecerdasan Emosional, Komitmen Organisasional dan Organizational Citizenship Behavior Terhadap Kinerja Karyawan, 4(2), 103–114.
- Widayanti, W., & Palupiningdyah. (2019). The Effect Of Quality Of Work Life And Emotional Intelligence On Performance As Variable Organizational Commitment, 8(1).
- William, A. N. (2010). Employee motivation and Performance. *Ultimate Companion Limited Douala-Cameroon*, (December).
- Wong, C., Wong, P., & Law, K. S. (2007). Evidence of the practical utility of Wong ' s emotional intelligence scale in Hong Kong and mainland China, 43–60.
- Widodo. (2010). Efek oederasi Kerja Cerdas Pada Pengaruh Kompetensi, Reward, Motivasi terhadap Kinerja, 1(2), 125–136.
- Yuniawan, Ahyar; Wiratno, V. (2017). Developing an Alternative Model For The Relationship Among Social Capital, Adaptive-Integrative Leadership, Competitive Advantange and Organizational Effectiveness. *International Journal of Civil Engineering and Technology*, 8(11), 52–60.
- Zehir, C., Muceldili, B., Zehir, S., & Ertosun, O. G. (2012). The Mediating Role of Firm Innovativeness on Management Leadership and Performance Relationship, 41, 29–36.