

## The Mediating Factor of Work Discipline: Emotional Intelligence and Employee Performance

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### ABSTRAK

*Penelitian ini bertujuan untuk menganalisis pengaruh antara kecerdasan emosional dan kecerdasan spiritual terhadap kinerja pegawai dengan disiplin kerja sebagai variable intervening di Sekretariat daerah kabupaten Gresik. Penelitian ini dilakukan dengan menggunakan pendekatan deskriptif kuantitatif. Populasi yang digunakan dalam penelitian ini yakni sebanyak 129 Pegawai. Data dalam penelitian ini diperoleh dengan menggunakan teknik pengumpulan kuisioner. Analisis data dilakukan melalui metode statistik dengan permodelan Structural Equation Modelling (SEM) Partial Least Square (PLS). Hasil penelitian yang diperoleh menunjukkan bahwa kecerdasan emosional tidak berpengaruh secara signifikan terhadap kinerja namun berpengaruh terhadap disiplin kerja dan kinerja dengan disiplin kerja sebagai variabel intervening. Kecerdasan spiritual berpengaruh secara signifikan terhadap kinerja, disiplin kerja serta kinerja pegawai dengan disiplin sebagai intervening. Serta disiplin kerja berpengaruh terhadap kinerja pegawai. Saran yang diberikan oleh penulis yakni sekretariat daerah kabupaten gresik dapat meningkatkan kecerdasan emosional melalui pelatihan, penguatan Kecerdasan Spiritual dalam program pengembangan SDM Serta evaluasi dan monitoring secara terus menerus.*

**Kata kunci: Kecerdasan Emosional, Kecerdasan Spiritual, Kinerja, Disiplin Kerja**

### ABSTRACT

*This study aims to analyse the influence of emotional intelligence and spiritual intelligence on employee performance with work discipline as an intervening variable at the Sekretariat Daerah Kabupaten Gresik. This study was conducted using a quantitative descriptive approach. The population used in this study was 129 employees. The data in this study were obtained using a questionnaire collection technique. Data analysis was carried out using statistical methods with structural equation modelling (SEM) and partial least squares (PLS) modelling. The results of the study showed that emotional intelligence did not have a significant effect on performance but had an effect on work discipline and performance with work discipline as an intervening variable. Spiritual intelligence had a significant effect on performance, work discipline, and employee performance, with discipline as an intervening variable. And work discipline has an effect on employee performance. The suggestion given by the author is that the Sekretariat Daerah Kabupaten Gresik can improve emotional intelligence through training, strengthening spiritual intelligence in HR development programs, and continuous evaluation and monitoring.*

**Keywords: emotional intelligence, spiritual intelligence, performance, work discipline.**

## **INTRODUCTION**

A phenomenon that occurs in many organizations, including government institutions, is the challenge of maintaining a balance between Emotional Intelligence and Spiritual Intelligence. Employees who experience an imbalance between Emotional Intelligence and Spiritual Intelligence will tend to experience work stress because they often misunderstand colleagues because they cannot control their emotions so that they interfere with their performance. In addition, employees who do not have spiritual intelligence tend to experience obstacles that have an impact on employee performance. On the other hand, employees who ignore Work Discipline tend to behave arbitrarily by not completing work on time, resulting in employees feeling unbound and free.

Research conducted by Putra and Latrini (2016), every organization requires individuals to have good and optimal Emotional Intelligence because employee performance determines the results achieved in the company and determines success in an organization as a whole. The good or bad of Emotional Intelligence is influenced by the surrounding environment or can be influenced by oneself, the ability that a person has to show how a person can effectively deal with emotions both within themselves and from others.

In addition to Emotional Intelligence and Spiritual Intelligence, performance is also an important factor. Factors that affect individual performance are discipline, work attitudes and activities, health, income, social security, education and training, work, motivation, work environment, technology and production facilities, job opportunities, and the need for achievement. Performance factors within a person affect individuals in carrying out tasks given by the company. Emotional intelligence is the ability to know and understand the feelings of others, understand each other to improve emotions optimally, the level of brilliance of a person in using their feelings to respond to feelings from themselves or respond to conditions originating from their environment (Siti Masitoh, 2018).

The work discipline of employees at the Sekretariat Daerah Kabupaten Gresik and efficiency office also pays close attention to the cleanliness of the room, the neatness of the desks

and the friendliness of employees including in the work environment that will affect the employee performance process, a supportive and conducive work environment will make employees feel comfortable and happy and enthusiastic in completing their tasks. This statement is supported by Sumakud, et al. (2021), Rauf, et al. (2019) stated that Emotional Intelligence has a major influence on employee performance, many positive influences for improving the results obtained Masrurah (2021) stated that self-efficacy has a major influence on employee performance. Meanwhile, Muhammad (2021), stated that what influences employee performance is the work environment. A person who is emotionally stable can tolerate discomfort and does not complain about minor management errors in the workplace.

Researchers and management practitioners show that skills such as Emotional Intelligence are essential for developing important qualities that lead a person to organizational success. Emotional Intelligence is a new field of intelligence that is closely related to diverse work environments. Other studies have shown that individuals with cognitive intelligence have a positive impact on task performance (Borman & Motowidlo, 2017). Studies by Jachja (2021) and Nurhab et al. (2022) provide empirical evidence that Emotional Intelligence has a positive and significant effect on work motivation and performance. This means that the higher the Emotional Intelligence, the better a person's performance. The government, especially the Sekretariat Daerah Kabupaten Gresik, is a government agency that serves Sekretariat Daerah Kabupaten Gresik and efficiency, especially those related to government, therefore Emotional Intelligence and Spiritual Intelligence must be maintained in order to provide maximum results for local residents. Because if these 2 factors are not maintained, it will cause work stress (Kimiayai, 2016).

Some people ignore the importance of Emotional Intelligence and Spiritual Intelligence which causes employees to often complain due to having pressure at work. Good performance from an employee is proof of the integrity that he has based on the responsibility and discipline that he has, in addition to the Emotional Intelligence factor that can affect employee performance, other things that can affect are self-efficacy and the influence of the work environment. The success or failure of a company is influenced by

a person's attitude, thoughts and character. Emotional Intelligence has a high influence on a person's leadership attitude in leading a company, because Emotional Intelligence can control everything in a leader and his employees. These various types of intelligence must be possessed by everyone in order to produce good performance, this is what is possessed by government employees, especially the Sekretariat Daerah Kabupaten Gresik and efficiency, in terms of serving the community, the Sekretariat Daerah Kabupaten Gresik and efficiency has high responsibility and discipline to maintain relations with the community, especially in the service sector. Processing Emotional Intelligence and Spiritual Intelligence is a must to avoid feelings of pressure within oneself.

The Effect of Emotional Intelligence on the Performance of Gresik Regional Secretariat Employees.

Research on the influence of Emotional Intelligence on Employee Performance has been conducted by several previous researchers, including Akhmanda Zhenny Purnomo, 2022; Nahra della fahrin, et.al, 2022; Dion Syahrani, 2018; Waiz Al Kurnia, 2020; Eka Nisatul Mukaroh, et.al, 2021, Nyimas Ratna Kinnary, et.al, 2023). The results of their research prove that Emotional Intelligence has an effect on Employee Performance. Thus, a hypothesis can be made as follows:

H1: Emotional Intelligence has a Partial Effect on Employee Performance

The Influence of Spiritual Intelligence on the Performance of Gresik Regional Secretariat Employees.

Research on the influence of Spiritual Intelligence on Employee Performance has been conducted by several previous researchers, including by Baharuddin, 2018; Chen, et al. 2012; Javanmard, 2012; Malik et al. 2011; Petchsawan, et.al, 2017, Abdul Malik, 2021; Cahyo Tri Wibowo, 2017). The results of their research prove that Spiritual Intelligence has an effect on Employee Performance. Thus, a hypothesis can be made as follows:

H2: Spiritual Intelligence Partially Affects Employee Performance

The Influence of Emotional Intelligence on the Work Discipline of the Gresik Regional Secretariat

Research on the influence of Emotional Intelligence on Work Discipline has been conducted by several previous researchers, including by (Nadya Kusumawardani, 2019). The

results of their research prove that Emotional Intelligence has an effect on Work Discipline. Thus, a hypothesis can be made as follows:

H3: Emotional Intelligence has a partial effect on Work Discipline.

The Influence of Spiritual Intelligence on the Work Discipline of the Gresik Regional Secretariat.

Research on the influence of Spiritual Intelligence on Work Discipline has been conducted by several previous researchers, including by (Man Yany, 2022; Ari Wibowo, 2021). The results of their research prove that Spiritual Intelligence has an effect on Work Discipline. Thus, a hypothesis can be made as follows:

H4: Spiritual Intelligence has a partial effect on Work Discipline.

The Effect of Work Discipline on the Performance of Gresik Regional Secretariat Employees.

Research on the influence of Work Discipline on Employee Performance has been conducted by several previous researchers, including (Rizka Rachma Devi. 2021; Muhammad Zaenal Aridin, 2022; Riut Iptian, 2020, Sarnubi et.al., 2021, Yoel Brando Sitopu et.al., 2021, Princess Hana Salsafila, et.al, 2023). The results of their research prove that Work Discipline has an effect on Employee Performance. hypothesis can be made as follows:

H5: Work Discipline Has a Partial Effect on Employee Performance.

The Effect of Emotional Intelligence through Work Discipline as an Intervening Variable on Employee Performance.

Research on the influence of Emotional Intelligence through Work Discipline as an Intervening Variable on Employee Performance. has been carried out by several previous researchers, including by (Suratman, 2022). The results of their research prove that Emotional Intelligence affects employee performance through work discipline. Thus, a hypothesis can be made as follows:

H6: Emotional Intelligence through Work Discipline as an Intervening Variable has a partial effect on Employee Performance.

The Influence of Spiritual Intelligence through Work Discipline as an Intervening Variable on Employee Performance.

Research on the influence of Spiritual Intelligence on Work Discipline has been conducted by several previous researchers, including by (Patricia. 2023). The results of their

research prove that Spiritual Intelligence affects employee performance through work discipline. Thus, a hypothesis can be made as follows:  
H7: Spiritual Intelligence through Work Discipline as an Intervening Variable has a Partial Effect on Employee Performance

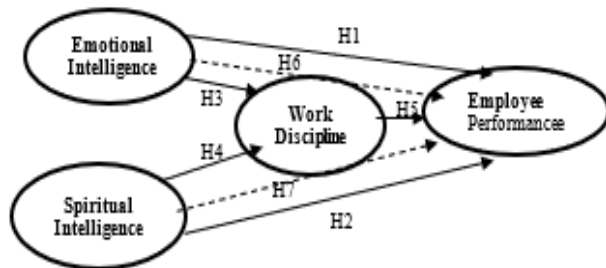


Figure 1 Conceptual Framework

## METHODS

This type of research is a quantitative descriptive research. Quantitative research methods can be interpreted as "research methods based on the philosophy of positivism, used to research on certain populations or samples, data collection using research instruments, quantitative/statistical data analysis with the aim of testing predetermined hypotheses" (Sugiyono, 2019).

Quantitative descriptive research approach is a type of research approach used to collect and analyze data using numbers or quantitative data. This approach is used to explain or describe the phenomenon that is being studied in a systematic and detailed manner. In this study, Partial Least Square (PLS) which is often called soft modeling is also used to test the relationship between independent and dependent variables.

According to Sugiyono (2019), research variables refer to the values possessed by people, objects, or activities that experience certain variations that are set to be studied and analyzed to reach conclusions. In other words, variables are aspects or characteristics that are observed or measured in a study with a specific goal. In the context of this study, the variables that will be used for the analysis are as follows:  
d and databok.

The data collection technique in this research uses questionnaires. The variables in this study were measured using a Likert scale, namely to express the respondents' feelings by choosing five alternative answers, namely: 1= Strongly Disagree; 2= Disagree; 3=Disagree; 4= Agree; 5= Strongly Agree. This research data was analyzed

using statistical methods with Partial Least Square (PLS) Structural Equation Modeling (SEM). Researchers do not use classical assumptions because in the analysis method using regression, there are assumptions that must be checked by researchers to ensure that the regression equation formed is BLUE (Best Linear Unbiased Estimate). Therefore, by using the regression method, researchers will have difficulty getting a BLUE regression equation. PLS uses the bootstrapping or random doubling method. Therefore the assumption of normality will not be a problem for PLS. Apart from being related to data normality, by carrying out bootstrapping, PLS does not require a minimum number of samples.

Hartono (2008) in Abdillah and Jogiyanto (2009) explained that the measure of significance to test hypothesis support can be seen by comparing the T-table and T-statistic values. If the T-Statistic is higher than the T-table value, it means that the hypothesis is supported or accepted. In this study with a 95 percent confidence level (alpha 95 percent), the T-table value for the one-tailed hypothesis is > 1.68023. The PLS (Partial Least Square) analysis used in this study was carried out using the Smart PLS program version 2.0.m3 which is operated through computer media.

## RESULTS

In this research, data was analyzed using the Partial Least Square (PLS) method. There are several stages in analyzing using PLS which are carried out in stages and sequentially:

### a. Designing a Measurement Model (Outer Model)

The design of the measurement model in PLS is based on the theory and results of empirical research that the researcher has explained previously. The emotional intelligence variable has 4 indicators, namely X1.1 to X1.4. The spiritual intelligence variable has 5 indicators, namely X2.1 to X2.5. The Employee Performance variable has 3 indicators, namely Y1.1 to Y1.3. The Work Discipline variable has 4 indicators, namely Z1.1 to Z1.4. All models are reflexive and are made in the form of path diagrams on:

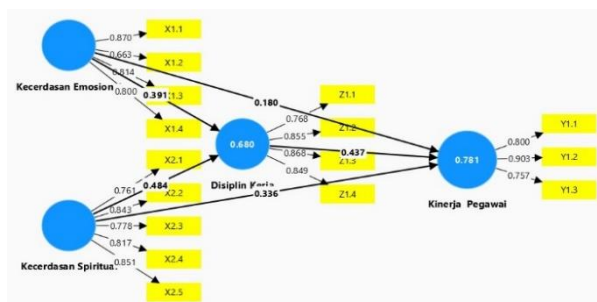
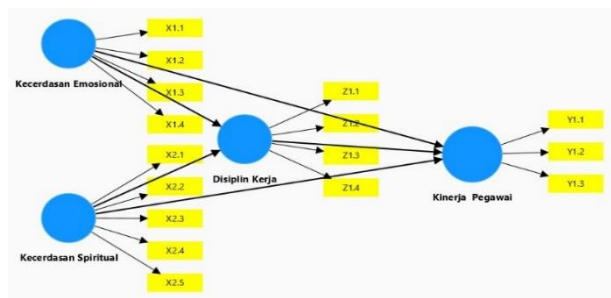


Figure 2. Outer Model

	Emotional Intelligence	Spiritual Intelligence	Work Discipline	Employee Performance
<b>X1.1</b>	0,87	0,652	0,736	0,695
<b>X1.2</b>	0,663	0,498	0,539	0,527
<b>X1.3</b>	0,814	0,677	0,537	0,625
<b>X1.4</b>	0,8	0,618	0,585	0,59
<b>X2.1</b>	0,774	0,761	0,66	0,676
<b>X2.2</b>	0,811	0,843	0,725	0,686
<b>X2.3</b>	0,489	0,778	0,545	0,582
<b>X2.4</b>	0,533	0,817	0,583	0,685
<b>X2.5</b>	0,504	0,851	0,657	0,682
<b>Y1.1</b>	0,689	0,702	0,596	0,8
<b>Y1.2</b>	0,669	0,739	0,784	0,903
<b>Y1.3</b>	0,552	0,572	0,683	0,757
<b>Z1.1</b>	0,548	0,565	0,768	0,547
<b>Z1.2</b>	0,609	0,68	0,855	0,676
<b>Z1.3</b>	0,664	0,626	0,868	0,686
<b>Z1.4</b>	0,718	0,737	0,849	0,851

Figure 3. PLS Model Estimation Results

## b. Evaluating the Measurement Model (Outer Model)

The measurement model (outer model) is used to test the construct validity and reliability of the instrument.

### 1. Validity test

The indicator is considered valid if it has an AVE value above 0.5 or shows that all outer loadings of the variable dimensions have a loading value  $> 0.5$  so that it can be concluded that the measurement meets the criteria for convergent validity (Chin, 1995).

Table 1 Validity Test Results

Measurement Model	Results			Evaluasi Model
Outer Model				
Item	Average variance extracted (AVE)	Critical value	Evaluasi Model	Item
Work Discipline	0,699	>0,5	Valid	Work Discipline
Emotional Intelligence	0,625	0,782	Valid	Emotional Intelligence
Spiritual Intelligence	0,658	0,676	Valid	Spiritual Intelligence
Employee Performance	0,676	0,688	Valid	Employee Performance

Based on the table above, it can be seen that all indicators are above the threshold of 0.5, so that the research instrument can be said to be discriminantly valid.

### 2 Reliability Test

To be able to say that a statement item is reliable, the Cronbach's alpha value must be  $>0.7$  and the composite reliability value must be  $>0.7$  (Rifai 2015) So it can be said that the variable construct has high reliability by using the output produced by the PLS application software.

Table 2 Results of reliability testing with Cronbach's alpha

Item	Cronbach's alpha	Critical value	Conclusion
Work Discipline	0,857	$>0,7$	Reliabel
Emotional	0,796		Reliabel

Intelligence			
Spiritual Intelligence	0,869		Reliabel
Employee Performance	0,757		Reliabel

Table 3 Reliability test results with Composite reliability

Item	Composite reliability	Critical value	Conclusion
Work Discipline	0,87	>0,7	Reliabel
Emotional Intelligence	0,813		Reliabel
Spiritual Intelligence	0,873		Reliabel
Employee Performance	0,771		Reliabel

Based on the test results in tables 7 and 8, the Cronbach's alpha value of the Work Discipline variable is 0.857, the Emotional Intelligence variable is 0.796, the Spiritual Intelligence variable is 0.869, and the Employee Performance variable is 0.757. Meanwhile, the composite reliability value of the Work Discipline variable is 0.87, the Emotional Intelligence variable is 0.813, the Spiritual Intelligence variable is 0.873 and the Employee Performance variable is 0.771. All of the variables above are said to be reliable because the Cronbach's alpha and composite reliability are more than 0.7, so the questionnaire can produce stable or constant measurement results.

#### d. Evaluating the Structural Model (Inner Model)

##### Evaluating the R-Square Value

Table 4 R-square and Adjusted R-Square

	R-square	R-square adjusted
Work Discipline	0,68	0,673
Employee Performance	0,781	0,774

Based on table 9 above, it shows the R<sup>2</sup> (R-Square) value for the Work Discipline variable of 0.68 or 68% and Employee Performance of 0.781 or 78%. This value shows that the variables of Emotional Intelligence and Spiritual Intelligence

have an effect on the variables of Work Discipline and Employee Performance. And the rest is obtained from other variables outside the variables in this study.

#### a. Evaluating the relationship of variables

Tabel 5 Path Coefisien

Item	Work Discipline	Employee Performance
Work Discipline		0,437
Emotional Intelligence	0,391	0,18
Spiritual Intelligence	0,484	0,336

The table above shows that the Path Coefficient value of Work Discipline on Employee Performance is 0.437, which indicates that the direction of the relationship between Work Discipline on Employee Performance is positive. The value of Emotional Intelligence on Employee Performance is 0.180, which indicates that the direction of the relationship between Emotional Intelligence on Employee Performance is positive. The value of Spiritual Intelligence on Employee Performance is 0.336, which indicates that the direction of the relationship between Spiritual Intelligence on Employee Performance leads to a positive relationship. The value of Emotional Intelligence on Work Discipline is 0.391, which indicates that the direction of the relationship between Emotional Intelligence on Work Discipline is towards a positive relationship.

The value of Spiritual Intelligence on Work Discipline is 0.484, which indicates that the direction of the relationship between Spiritual Intelligence on Work Discipline is towards a positive relationship.

#### b. Hypothesis Testing

Hypothesis testing is carried out by means of a significance test, namely by looking at the P-Value and t-Statistic values. According to Ghazali and Latan (2020) used in this study is the t-statistic > 1.96 with a significance level of p-Value < 0.05 (5%). A construct is considered significant if it has a P-Value below 0.05 and has a t-Statistic value > t-Table (1.96). For more details, the data is presented in:

Table 6 *Path Coefficients* (Mean, STDEV, P-Values)

Hypothesis	T statistics ( O/STDEV )	P -Values
Emotional Intelligence - Employee Performance	1,353	0,176
Spiritual Intelligence - Employee Performance	2,681	0,007
Emotional Intelligence - Work Discipline	3,54	0
Spiritual Intelligence - Work Discipline	3,856	0
Work Discipline - Employee Performance	5,05	0
Emotional Intelligence - Work Discipline - Employee Performance	2,878	0,004
Spiritual Intelligence - Work Discipline - Employee Performance	3,258	0,001

## a. Hypothesis I

The relationship between Emotional Intelligence and Employee Performance is not significant with a P-Value of 0.176 ( $> 0.05$ ) and a t-Statistic of 1.353 smaller than the t-Table value ( $> 1.96$ ). Thus, hypothesis I (H1) in this study which states that "Emotional Intelligence influences Employee Performance at the Regional Sekretariat Daerah Kabupaten Gresik is rejected".

## b. Hypothesis II

The relationship between Spiritual Intelligence and Employee Performance is significant with a P-Value of 0.007 ( $< 0.05$ ) and a t-Statistic of 2.681 greater than the t-Table value ( $> 1.96$ ). Thus, hypothesis II (H2) in this study which states that "Spiritual Intelligence influences Employee Performance at the Regional Sekretariat Daerah Kabupaten Gresik is accepted".

## c. Hypothesis III

The relationship between Emotional Intelligence and Work Discipline is significant

with a P-Value of 0 ( $< 0.05$ ) and a t-Statistic of 3.54 greater than the t-Table value ( $> 1.96$ ). Thus, hypothesis III (H3) in this study which states that "Emotional Intelligence influences Work Discipline at the Sekretariat Daerah Kabupaten Gresik is accepted".

## d. Hypothesis IV

The relationship between Spiritual Intelligence and Work Discipline is significant with a P-Value of 0 ( $< 0.05$ ) and a t-Statistic of 3.856 greater than the t-Table value ( $> 1.96$ ). Thus, hypothesis IV (H4) in this study which states that "Spiritual Intelligence influences Work Discipline at the Regional Sekretariat Daerah Kabupaten Gresik is accepted".

## e. Hypothesis V

The relationship between Work Discipline and Employee Performance is significant with a P-Value of 0 ( $> 0.05$ ) and a t-Statistic of 5.05 ( $> 1.96$ ). Thus, hypothesis V (H5) in this study which states that "Work Discipline has an effect on Employee Performance at the Sekretariat Daerah Kabupaten Gresik and efficiency is accepted".

## f. Hypothesis VI

The relationship between Emotional Intelligence and Employee Performance through Work Discipline is significant with a P-Value of 0.004 ( $< 0.05$ ) and a t-Statistic of 2.878 greater than the t-Table value ( $> 1.96$ ). Thus, hypothesis VI (H6) in this study which states that "Emotional Intelligence through Work Discipline as an Intervening Variable has an effect on Employee Performance at the Regional Sekretariat Daerah Kabupaten Gresik is accepted".

## g. Hypothesis VII

The relationship between Spiritual Intelligence and Employee Performance through Work Discipline is significant with a P-Value of 0.001 ( $< 0.05$ ) and a t-Statistic of 3.258 greater than the t-Table value ( $> 1.96$ ). Thus, hypothesis VII (H7) in this study which states that "Spiritual Intelligence through Work Discipline as an Intervening Variable has an effect on Employee Performance at the Regional Sekretariat Daerah Kabupaten Gresik is accepted".

## DISCUSSION

This research uses two independent variables and one dependent variable and one variable intervening. With the title "The Mediating Factor Of Work Dicipline : Emotional Intelligence And

Employee Performance". The results based on the problem formulation are as follows:

1. Based on the results of the hypothesis that has been presented, it is known that with a t-Statistic value of less than t-Table ( $1.353 < 1.96$ ) and a P-Value of 0.176 more than 0.05. The results of this analysis explain that Hypothesis 1 which states that "The Influence of Emotional Intelligence on Employee Performance at the Sekretariat Daerah Kabupaten Gresik ", is proven to be rejected. Which means that the results show that emotional intelligence does not affect employee performance, so the hypothesis that emotional intelligence has a positive effect on employee performance is rejected. Thus, employees at the Sekretariat Daerah Kabupaten Gresik and efficiency office need to control their emotions at work in order to achieve work targets.
2. Based on the results of the hypothesis that has been presented, it is known that with a t-Statistic value greater than t-Table ( $2.681 > 1.96$ ) and a P-Value of 0.007 less than 0.05. The results of this analysis explain that Hypothesis 2 which states that "The Influence of Spiritual Intelligence on Employee Performance at the Sekretariat Daerah Kabupaten Gresik and efficiency ", is proven to be accepted. This means that the majority of respondents have intuitive authority, namely honesty, fairness, equal treatment of their co-workers, which makes it a factor that drives spiritual intelligence. This means that the better the spiritual intelligence of employees in a company, the better the performance of the employees.
3. On the results of the hypothesis that has been presented, it is known that with a t-Statistic value greater than t-Table ( $3.54 > 1.96$ ) and a P-Value of 0 less than 0.05. The results of this analysis explain that Hypothesis 3 which states that "The Effect of Emotional Intelligence on Work Discipline at the Sekretariat Daerah Kabupaten Gresik ", is proven to be accepted. The work discipline of the employees of the Sekretariat Daerah Kabupaten Gresik can be shown through how someone can fulfill the work objectives assigned according to the abilities of the employee concerned so that the employee is serious about doing the job. This means that if employees have good emotional

intelligence, it will also have an effect on good work discipline.

4. Based on the results of the hypothesis that has been presented, it is known that the t-Statistic value is greater than the t-Table ( $3.856 > 1.96$ ) and the P-Value is 0 less than 0.05. The results of this analysis explain that Hypothesis 4 which states that "The Influence of Spiritual Intelligence on Work Discipline at the Sekretariat Daerah Kabupaten Gresik " is accepted. It can be interpreted that if spiritual intelligence is good, then work discipline is also good. After the researcher sought further information, this could happen due to several factors, namely first, innervalue (spiritual values from within) which come from within (conscience) such as transparency (openness), responsibilities (responsibility), accountability (trust), fairness (justice), social awareness (social concern).
5. Based on the results of the hypothesis that has been presented, it is known that the t-Statistic value is greater than the t-Table value ( $5.05 > 1.96$ ) and the P-Value is 0 less than 0.05. The results of this analysis explain that Hypothesis 5 which states that "The Effect of Work Discipline on Employee Performance at the Sekretariat Daerah Kabupaten Gresik", is proven to be accepted. It can be interpreted that if employees are disciplined in working, it can improve employee performance.
6. Based on the results of the hypothesis that have been presented, it is known that the t-Statistic value is greater than the t-Table value ( $2.874 > 1.96$ ) and the P-Value is 0.004 ( $p < 0.05$ ). The results of this analysis explain that Hypothesis 6 which states that "The Influence of Emotional Intelligence with Work Discipline as an Intervening Variable on Employee Performance at the Sekretariat Daerah Kabupaten Gresik", is proven to be accepted.
7. Based on the results of the hypothesis that has been presented, it is known that the t-Statistic value is greater than the t-Table value ( $3.258 > 1.96$ ) and the P-Value is 0.001 ( $p < 0.05$ ). The results of this analysis explain that Hypothesis 7 which states that "The Influence of Spiritual Intelligence with work discipline as an intervening variable on employee performance at the Sekretariat Daerah Kabupaten Gresik", is proven to be accepted. This means that if employees have



high work discipline and have spiritual intelligence, it will certainly also improve employee performance. Work discipline must be applied in the company and must be implemented by every employee, with work discipline, it is hoped that performance will increase.

## **CONCLUSION**

After conducting research, based on collecting and analyzing the data obtained from respondents using PLS analysis, the conclusions in this research are as follows:

1. Emotional intelligence does not influence employee performance at Sekretariat Daerah Kabupaten Gresik.
2. Spiritual intelligence influence employee performance at Sekretariat Daerah Kabupaten Gresik.
3. Emotional intelligence influence work discipline at Sekretariat Daerah Kabupaten Gresik.
4. Spiritual intelligence influence work discipline at Sekretariat Daerah Kabupaten Gresik.
5. Work discipline influence employee performance at Sekretariat Daerah Kabupaten Gresik.
6. Emotional intelligence influences employee performance with work discipline as an intervening variable at Sekretariat Daerah Kabupaten Gresik.
7. Spiritual intelligence influences employee performance with work discipline as an intervening variable at Sekretariat Daerah Kabupaten Gresik.

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