

Digital Repository Universitas Jember

# European Journal of Business and Management

ISSN 2222-1905 (Paper)

ISSN 2222-2839 (Online)

Vol.10 No.9

2018



International Institute for Science, Technology & Education  
Accelerating Global Knowledge Creation and Sharing

1,935

2,126

75



## Emotional Intelligence, Spiritual Intelligence and Employee Performance: The Mediating Role of Work Motivation

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### Abstract

The purpose of this research is to analyze the influence of emotional and spiritual intelligence on the employee performance of sharia banking in Jember with motivation as mediating. The populations of this study are all employees of Mandiri Sharia Banking and Sinarmas Sharia Banking in Jember. The research method is path analysis. The sampling technique used is census technique where the whole population as the research sample which is 103 employees. The result showed that emotional intelligence, spiritual intelligence, and work motivation have a significant and positive impact on the employee performance. Emotional intelligence and spiritual intelligence also have a significant positive impact on the motivation of employees. Detailed data analysis, discussion and conclusion with limitations and future research directions are also discussed.

**Keywords:** Human Resources, Emotional Intelligence, Spiritual Intelligence, Motivation, Performance

### 1. INTRODUCTION

The development of sharia banks in the current era more rapidly. Indonesia is a country with a majority of its population is muslim, so sharia banking has a good prospect to support economic growth in Indonesia. Competition between sharia banks is now increasingly tight. Therefore, sharia banks are required to have qualified human resources to support the success of the company. One benchmark of a company's success in managing its human resources is the performance of their employees. If the performance of employees is good, then the company's goals can be achieved well.

Performance is the result of work achieved by a person based on job requirements. Performance can be interpreted of individual reflection in achieving organizational goals (Bangun, 2012: 231). Not only the external factors that affect a person's performance but also the internal factors affect them. Performance employees can affect by some internal factors, for example are emotional intelligence, spiritual intelligence, and work motivation. Performance of the employee is considered as what an employee does and what they do not. Employee performance involves quality and quantity of output, presence at work, accommodative and helpful nature and timeliness of output (Shahzadi et al, 2014).

Emotional intelligence has 80% of a person's success factor, while the other 20% is determined by IQ (Goleman, 2000: 46). It indicates that there are psychological factors that affect a person in dealing with an organization. Some psychological factors are how a person regulates his emotions, and how one takes a decision with good emotions. Individual with high EI has the ability to deal with people and situations with a positive attitude towards all aspects of life and has the ability to command respect by building relationships (Koohbanani et al, 2013).

Some researchers also found that emotional intelligence influenced the work motivation of employees. For example, Nabi et al (2017) have a result that one of the factors that affect motivation is a psychological factor. This means that emotional intelligence can also be one of the factors for increasing work motivation, because it involves a person psychologically. Emotional intelligence helps in prioritizing thinking, behavior, and lifestyle which aids in performance (Malik and Shahid, 2016).

Besides intellectual intelligence and emotional intelligence, there is also spiritual intelligence that helps a person in their daily activities. All three intelligences are just as important for a person even though the role is given differently. The intelligence field all those things that we believe in them and the role of beliefs, ideas and values in our activities (Kimiayati and Daryae, 2016). Spiritual intelligence is able to place a person's behavior and life in the context of a wider and rich meaning than others, spiritual intelligence is the foundation necessary to enable other intelligences effectively Zohar and Marshal (2005: 57).



In this era of globalization, the higher the level of human stress, if someone has a high spiritual intelligence, then they can find their own happiness and better to interpret their life. Spiritual intelligence also makes every human being more concerned with other and the natural surroundings. The higher the spiritual intelligence possessed, the human will not lose the values of life, sympathy, and also empathy in him. Spirituality as reported by many researchers is relatedness or connectedness to self, other's and higher power. It is often said that what one does on earth should be *meaningful and beneficial for the individual, the institution, and the community* (Kulshera and Singhal, 2017).

Motivation is a condition that encourages others to be able to perform the task in accordance with its function within the organization (Bangun, 2012: 312). It can be said that motivation is a tool for a person to be able to achieve a goal or to carry out their duties. There are three main parts of motivation, first segment is focused on the energy or drive behind a person's action. People can be guided by their personal interests to do good job so that a very good impression made on others. The second part is about individual choices and direction of their behavior. The last part is the consistency of behavior for achieving their personal organizational goals. If a person has a high motivation, then the person will perform the task within the organization optimally (Jan et al, 2012).

Employees respond more positively and are more motivated to work on fun things. Employees also motivated to work because of the increasing demands of life needs. The extrinsic and intrinsic factors of motivation have a great influence in growing employees motivation, because someone is not always motivated to perform its tasks only because of the extrinsic factors such as salary, but also the intrinsic factors. (Nabi et al, 2017).

Researchers chose Sharia Mandiri Bank and Sharia Sinarmas Bank in Jember because both of them are still classified as newly emerging sharia banks in Jember. Therefore both of the banks are required to always improve their performance in order to compete with long-standing sharia banks and conventional banks in Jember. Employees are expected to serve their customers well to attract more customers. In addition, work that requires completion in excess of employees' working hours on both sharia banks can result in increased stress levels on employees and loss of work motivation. Therefore the importance of knowing what factors can increase the motivation of its employees is very important. It is useful for action to improve the performance of employees.

This study is focusing on the relationship between emotional intelligence, spiritual intelligence, work motivation, and employee performance. The research questions are as under:

1. Does emotional intelligence affects on work motivation of sharia banking employees in Jember?
2. Does spiritual intelligence affects on work motivation of sharia banking employees in Jember?
3. Does emotional intelligence affects on employees performance of sharia banking in Jember?
4. Does spiritual intelligence affects on employees performance of sharia banking in Jember?
5. Does work motivation affects on employees performance of sharia banking in Jember?

## 2. LITERATURE REVIEW AND THEORITICAL FRAMEWORK

### 2.1. Emotional Intelligence

Emotional intelligence is the ability to explore the feelings of others, to motivate their self, and to manage emotions well on their self and in relationships with others (Goleman, 2002: 7). Emotional intelligence is the innate academic ability, grades, and predictions of higher education graduation does not predict how well a person's performance has worked or how much success he has achieved in life (Goleman, 2002: 8).

Emotional intelligence consists of five parts: three components of emotional competence (self-awareness, self-control and motivation) and two components of social competence (empathy and social skills) (Goleman, 2002: 63). The five components of emotional intelligence are as follows:

1. Self-awareness: Self-awareness is a person's ability to know their inner feelings and is used to make decisions for their self, to have realistic benchmarks and self-abilities and strong self-confidence. Elements of self-awareness, namely emotional awareness, self-assessment, and self-confidence.
2. Self-Regulation: Self-regulation is the ability to handle emotion to have a positive impact on the implementation of tasks, sensitive to conscience, able to delay the pleasure before the achievement of a goal, and able to recover quickly from emotional stress. Elements of self-regulation, namely self-control, credibility, prudence, adaptability, and innovation.
3. Motivation: Motivation is the ability to use the desire to at any time can be arousing and energy to achieve a better state, and able to take the initiative and act effectively. The elements of motivation, namely encouragement of achievement, commitment, initiative, and optimism.
4. Empathy: empathy is the ability to feel what others feel, understanding the perspectives of others and



generate trust relationships, and able to align themselves with various types of individuals. The elements of empathy, namely understand others, develop others, orient service, utilize diversity, and political consciousness.

5. **Social Skill:** the ability to handle emotions well when dealing with others, deliberating, resolving disputes, and teamwork. The elements of social skill, namely influence, communication, conflict management, leadership, relationship building, collaboration, cooperation, and team ability.

## 2.2. Spiritual Intelligence

Spiritual intelligence is the way we use the meaning, value, purpose, and motivation in the process of thinking and decision making (Zohar and Marshall, 2005: 25). Spiritual intelligence is the intelligence to deal with the problem of meaning or value, the intelligence to put our behavior and life in the context of broader meaning, the intelligence to judge someone actions or way of life more meaningful than others (Zohar and Marshall, 2005: 31). Zohar and Marshall suggested aspects of spiritual intelligence that is:

1. **Self-Awareness:** The realization that the organization in which individuals belong has an internal value, gives meaning and authenticity to their performance.
2. **Spontaneity:** People are being very spontaneous, means very responsive to the surrounding circumstances, willingness and responsibility
3. **Guided by a vision of value:** people have an idealistic attitude, not selfish, and dedicated.
4. **Holistic:** An ability or insight to overcome problems from each side and see that the problem has many ways to overcome.
5. **Concern:** Caring is a quality of deep empathy, not only knowing the feelings of others, but also being able to feel what they feel.
6. **Appreciate diversity:** Respect to the other people's opinions on the basis of differences, people are not underestimate those differences.
7. **Independence towards the environment:** Independence towards the environment means being focused, patient, self-critical, dedicated, and committed.
8. **Humble:** The humble person does not attach importance to selfishness and they realize the success achieved requires the help of others.
9. **Sensitive:** The totality attitude that shown to the company by the employee, the active partner of having a vision and realizing that vision.

## 2.3. Motivation

Robbins and Counter defines work motivation is a willingness to make a high effort to achieve organizational goals conditioned by the ability of efforts to meet specific individual needs (Suwatno and Priansa, 2011: 171). Motivation comes from the word motive which means encouragement. Thus the motivation is a condition that encourages someone become a person who perform an activity (Bangun, 2012: 312). Work motivation is a joint process or stimulus on employees so they work willingly and without coercion (Saydam, 2002: 326). According to McClelland one's productivity is largely determined by the "mental virus". The mental virus in question consists of three impulses of need, namely:

1. **Need for Achievement :** The need to achieve success as measured by the standard of opportunity within a person. This need is closely related to the work and directs the behavior on the achievement.
2. **Need for Affiliation:** the need for warmth and support in relation to others. This necessity directs the behavior to establish close relationships with others.
3. **Need for Power:** the need to dominate and influence the situation and others to become dominant and controller. This need causes the person concerned to care less about the feelings of others.

## 2.4. Performance

Performance is the work achieved by a person based on job requirements (Bangun, 2012: 231). Performance is the work achieved by a person in performing the tasks assigned to the person (Hasibuan, 2002: 93.) Performance is about what employees do and do not do. This understanding links between work with behavior (Mathis and Jackson, 2006: 378). Employee performance is the result of work in quality and quantity achieved by an employee in performing their duties according to the responsibility given to someone (Mangkunegara, 2001: 26). Mathis and Jackson suggest a person's performance indicators include:

1. **Quantity:** Represents the amount generated and expressed in terms such as number of units and number of completed activity cycles. The quantity measured from the employee's perception of the number of activities



- assigned and the results.
2. **Quality:** The obedience in procedure, discipline, and dedication. The degree of the desired activity results near perfect in terms of adjusting some ideal ways of performing the activity, as well as meeting the expected objectives of an activity. The quality of work is measured from employees perception of the quality of work produced, the perfection of the tasks to the skills and the abilities of employees.
  3. **Reliability:** The ability to perform the required work with *minimum supervision*.
  4. **Presence :** The employee confidence that they will come to work every day in a timely manner
  5. **Ability to cooperate:** the ability of employees to work with others in completing a task and has been established to achieve utility and maximum results.

## 2.5. Theoretical Framework

Theoretical framework serves to facilitate the researchers to know the relationship of each variable, so researchers know the flow of the research and can describe the issues that will occur carefully. The variables in this research are emotional intelligence and spiritual intelligence as independent variable, work motivation as intervening variable, and employee performance as dependent variable. Theoretical framework is illustrated in Figure 1.

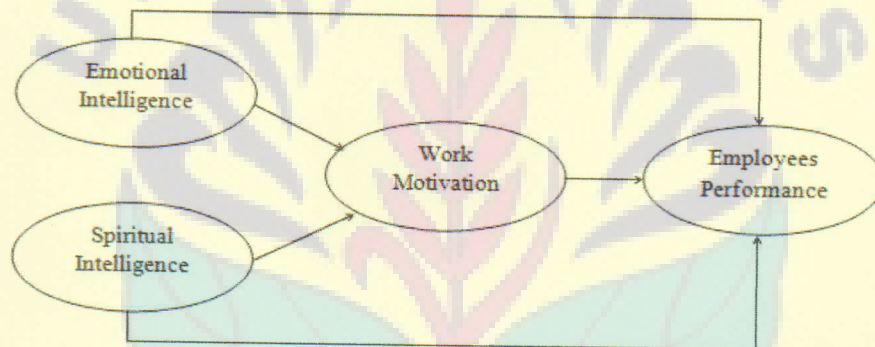


Figure 1. The Conceptual Framework relationship between emotional intelligence, spiritual intelligence, work motivation, and employee performance

Research conducted by Anasrulloh (2013) to prove the existence of positive and significant influence on work motivation. Goleman (2000: 39) states that the ability to monitor and control their own feelings and others and use these feelings to guide thoughts and actions to be more motivated in work. Research conducted by Aghdam and Mahjoub (2013) also showed a positive influence between emotional intelligence on work motivation.

*H1: There is an influence between emotional intelligence on employees work motivation of sharia banking*

Research conducted by Yasnira and Pratitorini (2014) shows the influence between spiritual intelligence on employee performance. Vandy (in Djasuli and Hidayah, 2015) defines spiritual intelligence as an intelligence that reflects both physical and spiritual elements. Spiritual intelligence is also about how useful a person is to his surroundings. Research conducted by Anasrulloh (2013) also shows the influence of spiritual intelligence on work motivation.

*H2: There is an influence between spiritual intelligence on employees work motivation of sharia banking*

The research of Iskandar, Alben and Sowiyah (2014), Anasrulloh (2013), Aghdam and Mahjoub (2013), Akhtar (2017), Cahyani, Rumapea and Liando (2017), Djasuli and Hidayah (2015) Paisal and Anggraini 2010; Ratnasari (2015) proves that there is a positive and significant influence between emotional intelligence variables on teacher performance. In research conducted by Goleman (2000: 46) showed that emotional intelligence accounted for 80% determinants of one's success, while 20%. This is because employee performance is not only seen from the perfect work ability but also the ability to master and manage themselves and the ability to build relationships with others.

*H3: There is an influence between emotional intelligence on employee performance of sharia banking*



Research conducted by Djasuli and Hidayah (2015), Anasrulloh (2013), Maryani (2017), Paisal and Anggraini (2010) and Ratnasari (2015) showed a positive and significant influence between spiritual acumen and employee performance. It is also written by Mudali (2002) that being intelligent is not only expressed by having a high IQ, but also very intelligent one must have spiritual intelligence (SQ). Zohar and Marshal (2005: 57) argue that spiritual intelligence is capable of placing one's behavior and life in the context of a wider and rich meaning than another, *spiritual intelligence is the foundation necessary for the proper functioning of other intelligences effectively*. According to Tischler, Biberman, and Mckage (in Maryani, 2017) people with high spiritual intelligence will be healthier, happier, and more productive.

*H4: There is an influence between spiritual intelligence on employee performance of sharia banking*

Research conducted by Nabi et al (2017), Subakti (2013), Iskandar D., Alben A., and Sowiyah (2014), and Anasrulloh (2013) showed a positive and significant influence between work motivation on employee performance. Nabi et al (2017) says that *extrinsic and intrinsic factors of motivation have a great influence in growing one's motivation, because one is not always motivated to perform their tasks only because of extrinsic factors such as salary, but also the intrinsic factor of an employee's psychological*. It can be said that motivation is the basis of a person to achieve something.

*H5: There is an influence between work motivation on employee performance of sharia banking*

### 3. RESEARCH METHODOLOGY

This research is explanatory as it aims to establish the relationship between independent and dependent variable. This research is quantitative with the object of Sharia Mandiri Bank and Sharia Sinarmas Bank. On the object will be analyzed Emotional Intelligence, Spiritual Intelligence, Work Motivation, and Employee Performance in both banks.

#### 3.1. Population and Sample

The population and sample used in this research are all employees who work in Sharia Mandiri Bank and Sharia Sinarmas Bank in Jember. The number of samples used is 103 employees consisting of the existing population. The sample consists of 33 employees from Sharia Sinarmas Bank and 70 employees of Sharia Mandiri Bank. The study used all of the population is called total sampling. The method used in sampling in this research is census technique. Census sample is a technique of determining the sample when all members of the population sampled (Sugiyono, 2008: 122).

#### 3.2. Data Accessibility

Data collection methods used in this study are as follows:

1. Interview: collecting data by meeting respondents and requesting information needed for research needs. The data obtained through the personnel section is the general description of Sharia Mandiri Bank and Sharia Sinarmas Bank in Jember.
2. Questionnaire: data collection conducted by distributing leaflets containing questions about phenomena will be researched to employees. The questions include emotional intelligence, spiritual intelligence, work motivation, and employee performance of Sharia Mandiri Bank and Sharia Sinarmas Bank.

#### 3.3. Data Analysis

Path analysis is used to analyze the data for this research by using the statistical software SPSS. Descriptive analysis enables the data in a summarized and significant form. Path analysis is used to analyze quantitative data to evaluate the model parameters. Path analysis is part of the regression analysis used to analyze the relationship between variables, where the independent variables influence the dependent variable either directly or indirectly through one or more intermediaries (Sarwono, 2006:147).

### 4. DATA ANALYSIS AND FUNDING

In this research, the questionnaire was distributed to 70 employees of Sharia Mandiri Bank and 33 employees of Sharia Sinarmas Bank with total 103 respondents. The questionnaires returned to the researchers are 102 units because there was 1 employee of Sharia Sinarmas Bank who was on furlough.

#### 4.1. Demographic Analysis

Table 1. Age Profile

Age (Years)	Frequency	Percentage (%)
25-35	91	89,2
36-45	11	10,8

Source: Own Research



Based on Table 1 it can be seen that 89.2% of respondents are aged between 25 to 35 years. This illustrates that most employees of Sharia Mandiri Bank and Sharia Sinarmas Bank are employees of productive age, ie the age where someone has a relatively high productivity. The older the age of employees the higher the commitment to the company (Robbins, 2003: 110). At the age of 25-35 years determines whether the employee will grow in the organization or not. Employees of productive age can have more influence on emotional intelligence, spiritual intelligence, motivation, and employee performance.

Table 2. Gender Profile

Gender	Frequency	Percentage (%)
Male	67	65,7
Female	35	34,3

Source: Own Research

Based on table 2 it can be seen that 65.7% of respondents are male and 34.3% are female in Sharia Mandiri Bank and Sharia Sinarmas Bank. It can be seen that male employees are more dominant than female employees. This is because female employees are mostly positioned as front liners or tellers and most male employees are positioned as operational and marketing personnel. There is no consistent difference between men and women in problem-solving skills, motivation, friendliness or learning ability (Robbins, 2003: 112). According to the data above, male employees are considered to have more emotional intelligence and good spiritual intelligence that affects the motivation on performance of employees.

Table 3. Tenure

Tenure	Frequency	Percentage (%)
<7 years	60	58,8
>7 years	42	41,2

Source: Own Research

Based on table 3. it can be seen that more employees who have worked in Sharia Mandiri Bank and Sharia Sinarmas Bank less than 7 years. Where employees with under 7 years working period of 58.8% and employees with more than 7 years working period of 41.2% of the total number of employees 102 people. The employment period in the company is considered to affect the quality of work of the employees because with a longer workforce will have better experience and skills (Robbins, 2003: 113). The employees with a working period under 7 years more have a higher morale where they do not feel bored with the existing work environment. Employees with a working period of less than 7 years is considered to have emotional intelligence, spiritual intelligence, motivation, and better performance.

Table 4. Education Level

Educational level	Frequency	Percentage (%)
Diploma	6	5,9
Bachelor's Degree	87	85,3
Magister	9	8,8

Source: Own Research

Based on Table 4 can be seen that the higher frequency educated employee is bachelor's degree. Where the employees with the last education diploma are 6 people, bachelor's degree are 87 people and magister are 9 people. This is because bachelor's degree are still considered fresh graduate with quality knowledge and still have high spirits. Employees with bachelor's degree are considered to have emotional intelligence, spiritual intelligence, motivation and better performance.

#### 4.2. Path Analysis

Path analysis is used to analyze the relationship between variables with the aim to determine the direct and indirect influence on each model path tested. The results of direct path analysis are as follows:

Table 5. Path Analysis Result

Independent Variable	Dependent Variable	Beta (β)	Sig	Explanation
Emotional Intelligence	Motivation	0,777	0,000	Significant
Spiritual Intelligence	Motivation	0,197	0,001	Significant
Emotional Intelligence	Performance	0,189	0,001	Significant
Spiritual Intelligence	Performance	0,492	0,000	Significant
Motivation	Performance	0,365	0,000	Significant

Source: Own Research



Table 5 shows that emotional intelligence (X1) influences work motion (0.757) or 77.7% with a significance of 0,000, while the effect of emotional intelligence (X1) on employee performance (Y) is 0.199 or 18.9% with significance 0.001. The variable of spiritual intelligence (X2) has an effect on work motivation (Z) of 0.1997 or 19.7% with significance 0.001, while the influence of spiritual intelligence (X2) on employee performance (Y) is 0.492 or 49.2% with significance 0.000. Job motivation variable (Z) effect on employee performance (Y) equal to 0,365 or 36,5% with signification 0,000.

## 5. DISCUSSION

### 5.1. The Influence of Emotional Intelligence on Work Motivation

Based on the results of the first hypothesis that emotional intelligence affects the motivation of work, obtained 0.000 significance value which means that emotional intelligence significantly affect the employees motivation of sharia banking in Jember. Employee motivation of sharia banking in Jember influenced by emotional intelligence equal to 77,7%. This supports the statement of Goleman (2000: 46) that emotional intelligence has 80% of a person's success factor, while the other 20% is determined by IQ (Intelligence Quotient).

For emotional intelligence variables respondents most answer the highest point on the second indicator is 66.7% about emotional control. For the motivation variable, most respondents answered the highest point in the second indicator that is 60,8% about employee requirement to create comfortable and pleasant atmosphere with co-workers or customers. This means that the level of emotional control possessed by Islamic banking employees is very influential on improving employee motivation to create a comfortable and pleasant atmosphere. Employees of Sharia Mandiri Bank and Sharia Sinarmas Bank will always meet the work and customer with different characteristics and personality that not necessarily according to theirself.

Sharia Mandiri Bank and Sharia Sinarmas Bank have conducted several trainings to improve employees' emotional intelligence. Among them are routine outbound activities conducted every 6 months for Sharia Mandiri Bank and once a year for Sharia Sinarmas Bank. Both of the Banks every day always do briefing before starting work led by manager or vice chairman. It is useful to increase employee motivation in work and to further improve the good relationship between employees. If banking employees are better to understand and know how to handle their emotions, employees will feel the need to create good relationships with employees and customers. With so motivation work owned by employees of sharia banking will increase. If the motivation of employee is increases, then the employees want to provide excellent service to customers.

Emotional intelligence as the ability to feelings of others, self-motivate and manage emotions well on oneself and in relation (Goleman, 2002: 7). This means that emotional intelligence can make a person to be a human being full of responsibility, productive and optimistic in the face and solve problems. In accordance with the vision of sharia banking in general, sharia banking employees are expected to have good emotional intelligence and spiritual intelligence. This is what is needed by employees who work in banking because employees will always meet customers or colleagues are different.

Nabi et al (2017) gives research results that several factors that affect one's motivation is a psychological factor. Emotional intelligence is one that is included in psychological factors that can affect one's work motivation. Psychological factors that affect one's ability in the organization include the ability to manage oneself, initiative, optimism, the ability to coordinate emotions in self, and do quiet thinking without getting carried away by emotions (Anasrulloh, 2013). Can be interpreted that emotional intelligence can affect one's motivation in work.

The results of this study also in accordance with research conducted by Anasrulloh (2013) to prove the existence of positive and significant influence on work motivation. The ability to monitor and control their own feelings and others and use these feelings to guide thoughts and actions to be more motivated in work (Goleman, 2000: 39). Research conducted by Aghdam and Mahjoub (2013) also showed a positive influence between emotional intelligence on work motivation.

### 5.2. The Influence of Spiritual Intelligence on Work Motivation

Based on the result of second hypothesis test that is spiritual intelligence influence to work motivation, obtained significance value 0,001 which mean spiritual intelligence significantly affect on work motivation of sharia banking employee in Jember. Motivation of sharia banking employees work in Jember influenced by spiritual intelligence of 19,7%. Being intelligent is not only expressed by having a high IQ, but to be a truly intelligent person must have spiritual intelligence (SQ) and emotional intelligence (Anasrulloh, 2013).

Although spiritual intelligence has a little contribution to the motivation of sharia banking employees, spiritual intelligence is still needed by banking employees. This is evidenced by the respondent's answer to spiritual intelligence variables that many answered the highest points on the 8th indicator as much as 43.1% about the



humility of employees towards colleagues and customers. For the motivation variable, most respondents answered the highest point on the second indicator that is 60,8% about employees who must be able to create comfortable and pleasant atmosphere with co-workers or customers of sharia banking. It can be concluded that if the employees of sharia banking are humility in the workplace, employees will feel that their need to create a comfortable and pleasant atmosphere with colleagues or customers will be fulfilled so that more motivated in work.

Sharia Mandiri Bank and Sharia Sinarmas Bank always do briefings in the morning that is useful for employee morale can be formed and closer relationship between employees and superiors. Bank Sinarmas also has a regular employee training called ESQ (Emotional Spiritual Quotient). In this training, employees will be divided into several groups and then a case will be given and everyone in the group will give their opinion on the case. This training will train the employee's spiritual intelligence so that employees can be humble and train to be able to appreciate the opinions of others.

Spiritual intelligence has function to deal and solve problems of meaning and value (Zohar and Marshall, 2005: 25). Bank employees will have high stress levels due to heavy work hours and high workload, but if an employee has good spiritual intelligence, banking employees can find their own happiness and more meaningful in their lives so that stress levels will decrease. Spiritual intelligence enables one to think creatively, insightfully, sincerely, hopefully, make or even change the rules, which makes the person work better (Anasrulloh, 2013). With spiritual intelligence one can show the opportunity to express all of its potential as a human being, if one can freely express all its potentials, an employee will be more eager in carrying out the tasks assigned by the company.

The results of this study also in accordance with research conducted by Yasnira and Pratitorini (2014) showed an influence between spiritual intelligence to motivation. Spiritual intelligence is also about how useful a person is to his environment. Research conducted by Anasrulloh (2013) also shows the influence of spiritual intelligence on work motivation.

### **5.3. The Influence of Emotional Intelligence on Employee Performance**

Based on the results of the third hypothesis test that is the effect of emotional intelligence on employee performance, obtained a significance value of 0.000, which means emotional intelligence significantly affects the performance of Islamic banking employees in Jember. Emotional Intelligence is one of the potential possessed by humans, which if successfully managed and optimized in such a way, will deliver every human being in a life full of true success and happiness (Djasuli and Hidayah, 2015).

This can be seen by many respondents who answered many questions with the highest points for emotional intelligence variables on the 2nd indicator on how to control the emotions in the employees themselves. 66.7% of respondents answered that they can control their emotions well so they can stay professional in their work. As for the performance variables that the majority of respondents answered the highest point on the indicator to 1 that is as much as 52.9% about the ability of employees in completing tasks assigned by the company. It can be concluded that if the employee can control their emotions, then the employees can complete the task from the company well. With a high workload on sharia banking, banking employees are expected to control their emotions with such pressure, so that employees can remain professional in their work.

Sharia Mandiri Bank and Sharia Sinarmas Bank have training other than outbound applied to improve the emotional intelligence such as brainstorming training. This training simulates employees to deal with the usual banking problems. With this training, employees will be trained to control, understand, and how employees can work with colleagues in solving a problem. This training will have an impact on the increasing of emotional intelligence owned by sharia banking officer. With the increase of emotional intelligence, it will have an impact on the performance improvement of sharia banking employees. Because if employees are better able to understand, control, and work with colleagues better, then the completion of the task will be given more leverage. Employees will also better at maintaining the quality of work in the company. Employees will be more responsible assigned the tasks, or even employees will work more outside the tasks assigned by the company.

Emotional intelligence plays a role in monitoring and controlling own feelings and others for using those feelings to guide thoughts and actions (Ratnasari, 2015). Various methods that aim to improve employee performance will not be effective without deepening psychological factors internally, so the task of managing human resources increasingly complex and complex. One is how companies improve the emotional intelligence of their employees. Employees with good emotional intelligence will perform well because employees can adjust to their emotions and use their emotions effectively in the workplace (Akhtar, 2017). The more employees who are able to be open to their own emotions, able to recognize and acknowledge their own emotions, then the



person has the ability to read the feelings of others and be more professional at work. That's why banking not only demands smart people, but also has a good emotional intelligence.

The results of this study are also in line with research conducted by Alben, and Sowiyah (2014), Anasrulloh (2013), Aghdam and Mahjoub (2013), Akhtar (2017), Cahyani, Rumapea and Liando (2017), Djasuli and Hidayah (2015) Paisal and Anggraini (2010), and Ratnasari (2015) also showed an influence between the variables of emotional intelligence on performance. This is because employee performance is not only seen from the perfect work ability but also the ability to master and manage themselves and the ability to build relationships with others.

#### **5.4. The Influence of Emotional Intelligence on Employee Performance**

Based on the result of the fourth hypothesis that is spiritual intelligence influence to employee performance, obtained by significance value 0,000 which means that spiritual intelligence significantly affect performance of sharia banking employee in Jember. The performance of sharia banking employees in Jember is influenced by spiritual intelligence of 49.2%. Djasuli and Hidayah (2015) say that if every individual has high spiritual intelligence, good leaders or employees then the calm and achievement that will be easy to achieve, both at work and daily life. In accordance with the mission of sharia banking in general is to raise public awareness, spiritual intelligence required by sharia banking employees.

It is also shown through the respondent's answer to the spiritual intelligence variables that many answered the highest points on the 8th indicator as much as 43.1% regarding the humility of employees towards colleagues and customers. As for the performance variables that the majority answer the highest point on the indicator to 1 that is as much as 52.9% about the ability of employees in completing tasks assigned by the company. This means that if someone has a good spiritual intelligence so that other intelligence of emotional intelligence and intellectual intelligence can run effectively, so it can assist employees in completing tasks assigned by the company.

With the briefing and ESQ (Emotional Spiritual Quotient) at Sharia Mandiri Bank and Sharia Sinarmas Bank, employees will be more empathetic, respectful of others, and not selfish in their work. By establishing good relationships with employees and customers, it is expected that employees are not easily stressed with a high workload because employees can create their own happiness in the work environment. If that happens, the employee's performance will increase because the employee can already find his happiness in working and doing the tasks given by the company without the burden.

Spiritual intelligence is the ability to give meaning to every behavior and activity through the steps and thoughts that lead to the whole human and have an integral mindset (Maryani and Hidayatul, 2017). It is said that if man has a good spiritual intelligence then he will do something toward a noble direction. Each activity undertaken will emphasize the values of life for themselves and for each other. Zohar and Marshal (2005: 57) argue that spiritual intelligence is able to place one's behavior and life in the context of a wider and richer meaning than another, spiritual intelligence is the foundation necessary to enable other intelligences effectively. This means that spiritual intelligence is the intelligence that maximizes the intelligence of intellectual intelligence and other emotional intelligence to be used effectively. Employees with good spiritual intelligence can improve their performance and more easily solve problems within the company (Amirkhani and Yosefi, 2015).

The results of this study are also in line with research conducted by Research conducted by Ratnasari (2015), Djasuli and Hidayah (2015), Amirkhani and Sheikh (2015), Anasrulloh (2013), Maryani (2017), Maliq and Tariq (2016) Paisal and Anggraini (2010) show a positive influence between spiritual intelligence and employee performance. Therefore being smart is not only expressed by having a high IQ, but also very intelligent one must have spiritual intelligence (SQ).

#### **5.5. The Influence of Work Motivation on Employee Performance**

Based on the result of the fifth hypothesis test that is work motivation has an effect on employee performance, its got 0,000 significance value which mean that work motivation has a significant effect to sharia banking employee performance in Jember. The performance of sharia banking employees in Jember is influenced by spiritual intelligence of 36.5%. Work motivation is a strong driving factor in determining small achievement measures (Subakti, 2013). Bank managers need to know how to improve their employees' motivation because banking employees tend to experience high levels of stress.

The influence of motivation on performance is also proved by respondent's answer to the motivation variable that most respondents answer the highest point on second indicator that is equal to 60,8% about employees need to create comfortable and pleasant atmosphere with co-worker or customer. , while for performance variable, majority answer the highest point on indicator to 1 that is as much as 52,9% about ability of employees in



completing task given by company. Can be concluded if some of the motivation indicator can be optimized, then the performance of banking employees will increase.

The other training that provided by sharia banking for employees is like a seminar. The seminar will be filled by experienced and successful people in the banking world. He will give an idea of working in sharia banking and future prospects. It aims to improve employee motivation so employee performance will increase. If employees feel working in sharia banking has the opportunity to achieve success and easy to get rapport with colleagues or customers, then when doing the tasks provided by employee companies will be more excited. Employees will be more motivated in working on sharia banking.

Motivation is a condition that encourages others to be able to perform tasks according to function within the organization (Bangun, 2012: 312). It can be said that motivation is a tool for a person to be able to achieve a goal or carry out their duties. So in this case the company must find a way to encourage its employees to have a willingness to work and how it can be done is to motivate employees. If the company can manage its employees well, then the company can be said successful. Employee motivation is one of the factors that affect employee performance. The results of the study of Nabi et al. (2017) that extrinsic and intrinsic motivation factors have a great influence in growing one's motivation, because one is not always motivated to perform its tasks only because of extrinsic factors such as salary, but also the intrinsic factor that is the psychological self of an employee.

The results of this study are also in line with research conducted by Nabi et al (2017), Subakti (2013), Omollo and Oloko (2015), Iskandar D., Alben A., and Sowiyah (2014), Anasrulloh (2013) work motivation on employee performance. It can be said that motivation is the basis of someone to achieve something.

## **5.6. Conclusion and recommendation**

This research concludes that Emotional intelligence has a significant influence with the direction of positive coefficient on work motivation. The results of this study indicate that emotional intelligence in employees affect the increase or decrease in motivation of sharia banking work in Jember. The coefficient of spiritual intelligence variables have significantly influence with the direction of positive coefficient on work motivation. The results of this study indicate that the spiritual intelligence in employees affect the increase or decrease in motivation of sharia banking work in Jember.

This research also concludes emotional intelligence significantly affects the direction of positive coefficient on employee performance. The results of this study indicate that emotional intelligence in employees affect the increase or decrease in performance of sharia banking employees in Jember. The coefficient of spiritual intelligence variables have significantly influence with the direction of positive coefficient on employee performance. The results of this study indicate that the spiritual intelligence in employees affect the increase or decrease in performance of sharia banking employees in Jember. The coefficient of work motivation variable have significantly influence with the direction of positive coefficient on employee performance. The results of this study indicate that the motivation of work on employees affect the increase or decrease in performance of sharia banking employees.

## **Recommendation**

Based on the results of the discussion and conclusions in this study, some recommendations that can be given are as follows:

### **1. For Sharia Mandiri Bank and Sharia Sinarmas Bank**

Both of the banks can improve and pay attention to the emotional intelligence and spiritual intelligence of their employees so that their work motivation can be improved. Especially in emotional intelligence that it has a very big influence on the motivation of Islamic banking employees in Jember. Both of the banks are more developing and multiplying efforts and activities to improve the emotional intelligence and spiritual intelligence of employees so that employee performance can be increased continuously. Especially in spiritual intelligence that it has the greatest influence on the performance of Islamic banking employees in Jember.

### **2. For academics and next researchers**

The result and research still have limitations because the object of this research only use two sharia banking in Jember and this research does not include control variables, so it is expected for further researcher to add variable and research object for more accurate result.



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