

The Effect of Emotional Intelligence, Intellectual and Discipline on Employee Performance with Work Stress as a Moderating Variable at Prima Indonesia University

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ABSTRACT

This study aims to determine the effect of emotional intelligence, intellectual intelligence, discipline, and how work stress moderates its effect on employee performance at Prima Indonesia University. Performance as the dependent variable. This research was conducted at the University of Prima Indonesia with a population of 60 employees in the non-health sector. This research method uses a quantitative method with an associative approach that uses an analytical model of Structural Equation Modeling (SEM) with a Partial Least Square (PLS) approach. Data were collected by using a questionnaire that had been tested for validity and reliability. The results showed that partially Emotional Intelligence, Intellectual Intelligence, Discipline had a positive effect on performance. Then work stress significantly moderates the influence of Economic Intelligence and Intellectual Intelligence on Performance, but does not significantly moderate work discipline on Performance. UNPRI employees either directly or indirectly

Keywords: Emotional Intelligence, Intellectual Intelligence, Discipline, Work Stress, Employee Performance

INTRODUCTION

Prima Indonesia University (UNPRI) is one of the private universities under the coordination of the Ministry of Education and Culture of the Republic of Indonesia

(Kemendikbud RI) and LLDIKTI Region I North Sumatra which has 8 faculties and 40 study programs it manages. In this academic year, at least UNPRI has more than 10,000 active students. The number of Tendiks in the Prima Indonesia University are spread across several fields, including Rectorate Administration staff, Faculties, Libraries, and Security. The role of Tendik in a university has a very large influence on the course of the educational process.

Based on the preliminary results of research at Prima Indonesia University obtained based on data from the General Administration Bureau, it was found that Prima Indonesia University has 60 Tendik with different backgrounds of individual characteristics, education, and work experience as shown in Table 1.1.

Table 1.1 Total Employee Data at Prima Indonesia University

Department	Amount
Chancellor	27
Faculty	24
Library	5
Security	4
Total	60

Source: Data of Tendik Prima Indonesia University 2022

Performance appraisal is very useful for determining policies in promotions or determining rewards. Performance appraisals lead to a formal and structured system used to measure, assess and influence job-related traits. According to

Mangkunegara (2017, p. 10), performance evaluation must go through an assessment that is carried out systematically to find out the results of employee work and organizational performance.

Performance is a function of motivation and the ability to complete a task or job. A person should have a certain degree of willingness and level of ability. A person's willingness and skills are not effective enough to do something without a clear understanding of what to do and how to do it. Employee performance is a very important thing in the company's efforts to achieve its goals.

Companies and organizations will always face problems regarding performance, therefore management needs to know the factors that affect the performance of these employees will make the company management can take the necessary policies, so as to improve employee performance to match company expectations. The success of an organization or company in improving company performance is strongly influenced by human resources or commonly called employees. Every organization or company will always try to increase its work productivity by mobilizing existing resources, with the hope that the goals of the company or organization will be achieved. In order for organizations to appear effective, interdependent individuals and groups must create mutually supportive working relationships for the achievement of organizational goals.

According to Mangkunegara (2009: 67), there are several intelligences in humans, including emotional intelligence, creative intelligence, and intellectual intelligence. These factors affect the performance in carrying out the tasks assigned to him, so that the performance of employees can be known whether the better or vice versa. Employees who have good performance have the ability to respond to all conditions faced in the place where they work and can provide the best for the agency and are able to make the agency maintain its existence. However, the good and bad performance of

employees is not only seen from perfect work abilities, but also the ability to master and manage themselves and the conditions of a supportive work environment. Daniel Goleman calls this ability with Emotional Intelligence or emotional intelligence. Through research Daniel Goleman said that emotional intelligence accounts for 80% of the determinants of a person's success, while the other 20% is determined by IQ (Intelligence Quotient).

In terms of discipline, it is still found that there are employees who do not carry out their main duties and functions properly, such as those who have no information on being present at work (neglect), arriving late, leaving earlier than the specified hours, telling stories and sitting around, do not use full ID, play games on mobile phones. Discipline violations that still occur indicate that employee discipline still needs to be improved. If all employees have high work discipline, this will have an impact on high employee performance as well. Work discipline affects employee performance, namely by increasing work efficiency as much as possible by preventing wasting time and energy. Disciplinary activities are carried out to encourage employees to follow various standards and rules, so that irregularities can be prevented or called preventive discipline (Marpaung, 2011).

Based on the differences in the results of previous studies and the logical explanation above, the authors are interested in conducting research with the title: "The Effect of Emotional Intelligence, Intellectual Intelligence and Discipline on Employee Performance with Job Stress as Moderating Variables at Prima Indonesia University".

MATERIALS & METHODS

Moderation Test Analysis

The formula used to prove the research hypothesis is as follows:

$$Y = \alpha_1 + \alpha_1 X + \alpha_2 Z + \varepsilon$$

$$Y = \alpha_1 + \alpha_1 X + \alpha_2 Z + \alpha_3 X * Z + \varepsilon$$

If equation (1) Z , 2 is significant and equation (2) $3 * X * Z$, 3 is not significant,

then variable Z is not a moderator variable, but it is a moderator predictor of independent, intervening, exogenous, antecedent, or predictor variables.

If equation (1) $2Z$, 2 is not significant and equation (2) $3 X*Z$, 3 is significant, then Z is a PURE MODERATOR (Z is a pure moderator variable)

If equation (1) $2Z$, 2 is significant and equation (2) $3 X*Z$, 3 is not significant, then variable Z is a HOMOLOGIZER MODERATOR.

If equation (1) $2Z$, 2 is significant and equation (2) $3 X*Z$, 3 is significant, then the variable Z is a QUASI MODERATOR (pseudo moderator).

RESULT

Table 1.2 Significance Test of Effect

Influence	Path Coefficient	P-Value	R-Square
KE -> KJ	0,668	<0.001	0,359
KI -> KJ	0,1	0,212	
DS -> KJ	0,119	0,17	
SK*KE -> KJ	0,331	0,003	
SK*KI -> KJ	-0,29	0,008	
SK*DS -> KJ	-0,042	0,373	

Source: Results of research data processing, 2022

Based on the results in Figure 1.2, it can be concluded that:

1. KE has a positive effect on KJ, with a path coefficient value of 0.668, and significant, with a P-Value value <0.001 , which means <0.05 .
2. KI has a positive effect on KJ, with a path coefficient value of 0.1, but not significant, with a P-Value = $0.212 > 0.05$
3. DS has a positive effect on KJ, with a path coefficient value of 0.119, but not significant, with a P-Value = $0.17 > 0.05$.
4. SK significantly moderates the effect of KE on KJ, with P-Value = $0.003 < 0.05$.
5. SK significantly moderates the effect of KI on KJ, with P-Value = $0.008 < 0.05$.
6. SK does not significantly moderate the effect of DS on KJ, with P-Value = $0.373 > 0.05$

It is known that the R-Square value is 0.359, which means KE, KI, DS and their interactions can affect KJ by 35.9%.

Model Fit Test Results (Goodness of Fit)

Model fit and quality indices

Average path coefficient (APC)=0.258, P=0.008
 Average R-squared (ARS)=0.359, P<0.001
 Average adjusted R-squared (AARS)=0.287, P<0.001
 Average block VIF (AVIF)=4.957, acceptable if ≤ 5 , ideally ≤ 3.3
 Average full collinearity VIF (AFVIF)=1.331, acceptable if ≤ 5 , ideally ≤ 3.3
 Tenenhaus GoF (GoF)=0.583, small ≥ 0.1 , medium ≥ 0.25 , large ≥ 0.36

Figure 1.1 Testing the Fit of the Model (Goodness of Fit)

Based on the results of the model fit test Figure 1.1:

1. Based on the APC indicator, it is known that the APC value is 0.258, with a P-Value value = $0.008 < 0.05$, which means that from the APC indicator, the model fit test is fulfilled.
2. Based on the ARS indicator, it is known that the ARS value is 0.359, with a P-Value value <0.001 , which means <0.05 , which means that from the ARS indicator, the model fit test is fit.
3. Based on the AARS indicator, it is known that the AARS value is 0.287, with a P-Value value < 0.001 , which means < 0.05 , which means that from the AARS indicator, the model fit test is fit.
4. Based on the AFVIF indicator, it is known that the AFVIF value is $1.331 \leq 5$, which means that the model fit test is fit.

5. Based on the GoF indicator, it is known that the GoF value is $0.583 \geq 0.36$, which means that the fit of the model belongs to the large (strong) group.

DISCUSSION

Emotional Intelligence has a Positive and Significant Effect on Performance

The results of the study prove that empirically, emotional intelligence has a positive and significant effect on performance. The significance level for the work discipline variable is $0.000 < 0.05$, so the results of the study indicate that the hypothesis of the effect of work discipline on job satisfaction is accepted. The results of this study indicate the higher emotional intelligence will be followed by an increase in employee performance. Thus, the high emotional intelligence of an employee as measured by Self-awareness, Self-regulation, Motivation, Empathy, Social Skills (Goleman, 1995; Karim, 2021) will affect the performance of UNPRI employees.

Intellectual Intelligence Has a Positive and Significant Effect on Performance

The results of the study prove that empirically, the intellectual intelligence of employees has a positive but not significant effect on performance. The significance level for the intellectual intelligence variable is $0.212 > 0.05$. The results of this study indicate that the higher the intellectual intelligence will be followed by an increase in employee performance, but not too influential. However, the high intellectual intelligence of employees as measured by the ability to solve problems, verbal intelligence, practical intelligence, did not (significantly) affect the performance of UNPRI employees.

Discipline has a positive and insignificant effect on performance

The results of the study prove that empirically, the discipline possessed by employees has a positive but not significant effect on performance. The significance

level for the intellectual intelligence variable is $0.17 > 0.05$. The results of this study indicate that the higher the employee discipline will be followed by an increase in employee performance, but not too influential. The high level of employee discipline measured by attitudes, norms and responsibilities does not (significantly) affect the performance of UNPRI employees.

Job Stress Significantly Moderates the Relationship of Emotional Intelligence to Performance

Hypothesis four (H4) in this study states that job stress moderates the relationship between Emotional Intelligence and UNPRI employee performance. Based on the results of hypothesis testing related to the role of work stress in moderating the effect of Emotional Intelligence on UNPRI's employee performance with the results of the P-Value = $0.003 < 0.05$. This shows the ability of the work stress variable to be a moderating variable, so the statement that job stress will strengthen the influence of emotional intelligence on UNPRI employee performance can be proven. So that the fourth hypothesis (h4) in this study can be accepted.

The results in this study indicate that work stress can be a determinant to weaken or strengthen the influence between Emotional Intelligence and UNPRI employee performance. Excessive work stress can cause emotional stability disorders such as anxiety, depression and anxiety which can affect work behavior, this can also be felt by UNPRI employees and can affect their performance. This study shows that work stress can moderate the relationship between emotional intelligence and the performance of UNPRI employees. Job stress affects the relationship between emotional intelligence and performance. Low Emotional Intelligence coupled with work stress experienced by employees, increasingly threatens employee performance.

Job Stress Significantly Moderates the Effect of Intellectual Intelligence on Performance

Hypothesis four (H5) in this study states that job stress moderates the relationship between Intellectual Intelligence and UNPRI employee performance. Based on the results of hypothesis testing related to the role of work stress in moderating the effect of Emotional Intelligence on UNPRI employee performance with a P-Value = $0.008 < 0.05$. This shows the ability of the work stress variable to be a moderating variable, so the statement that work stress will strengthen the influence of intellectual intelligence on the performance of UNPRI employees can be proven. So that the fifth hypothesis (H5) in this study can be accepted. The results in this study indicate that work stress can be a determinant to weaken or strengthen the influence between Intellectual Intelligence and UNPRI employee performance. Excessive work stress can result in impaired cognitive abilities of employees.

Job Stress Not Significantly Moderates the Effect of Discipline on Performance

Hypothesis four (H6) in this study states that job stress moderates the relationship between discipline and UNPRI employee performance. Based on the results of hypothesis testing related to the role of work stress in moderating the influence of Discipline on UNPRI employee performance, it is not significant, with a P-Value = $0.373 > 0.05$. This shows the inability of the work stress variable to be a moderating variable, so that the statement that work stress will strengthen or weaken the influence of discipline on the performance of UNPRI employees cannot be proven. So that the fifth hypothesis (H6) in this study was rejected. The results in this study indicate that work stress is not able to be a determinant to weaken or strengthen the influence between Discipline and UNPRI employee performance. This study shows that work stress cannot moderate the relationship between discipline and the

performance of UNPRI employees. High work stress cannot affect the level of employee discipline so that it will not be related to employee performance.

Based on the results of testing the sixth hypothesis, work stress is included in the type of quasi-moderation. This is because job stress is an independent variable that also interacts with other independent variables. This shows all the moderating functions of work stress, so it is also called quasi moderation. It was concluded that work stress, either alone or interacting with Intellectual Intelligence, had a significant effect on the performance of UNPRI employees. So, the existence of the work stress variable between Intellectual Intelligence and Performance does not function as an explanatory variable. This variable only has the potential, theoretically rationally or research results, as moderating. Based on the results of testing the fourth hypothesis, job stress is not included in the type of moderation, this is because job stress is related to the dependent variable (Employee Performance) and/or the independent variable (Discipline), but the moderator variable does not interact with the independent variable. So the existence of the work stress variable is not functioning as a moderator variable. This variable only has the potential, theoretically rationally or research results, as moderating.

CONCLUSION

Based on the results of research and discussion through proving the hypothesis on the issues raised regarding the influence of emotional intelligence, intellectual intelligence, and discipline on employee performance moderated by work stress, are as follows: Emotional Intelligence has a positive and significant effect on performance. Intellectual Intelligence has no significant positive effect on performance. Discipline has a positive but not significant effect on performance. Job stress significantly moderates the effect of Emotional Intelligence on Performance. Job stress significantly moderates the influence

of Intellectual Intelligence on Performance. Job Stress does not significantly moderate the effect of Discipline on Performance.

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