

Increasing Emotional Intelligence on the Performance of Civil Servants at the Sekretariat Daerah Kabupaten Boyolali

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Abstract: The purpose of this study is to find out, test and analyze empirically the influence of Islamic leadership style, Emotional Intelligence on the work culture of civil servants at the Sekretariat Daerah Kabupaten Boyolali.

This study used civil servants at the Sekretariat Daerah Kabupaten Boyolali. The total existing employees is 112 which is divided into 9 sections, namely the governance section, the people's welfare section, the legal section, the development section, the procurement section for goods and services, the economy and natural resources section, the organization section, the administration section, the finance section and the leadership communication protocol section. The data collection used in this research is *purposive sampling*. This study uses a qualitative method with the level of explanation, associative, and correlational with a survey method approach. The results of this study indicate that Islamic Leadership Style (X1) has a significant effect on civil servants Performance, Work culture (Z) as a moderator variable has also proven to be successful in strengthening the influence of Islamic Leadership Style (X1) on civil servants Performance (Y), Emotional Intelligence (X1). X2) also has a significant effect on civil servants Performance (Y), while Work Culture (Z) as a moderating variable is also proven to strengthen the influence of Emotional Intelligence (X2) on ASN Performance (Y).

Implications: For the Sekretariat Daerah Kabupaten Boyolali, the results of this study are expected to be taken into consideration in efforts to improve employee performance through aspects of Islamic Leadership and Emotional Intelligence with work culture as a mediating variable.

Keywords: Islamic Leadership Style, civil servants Performance Improvement, Organizational Culture, Emotional Intelligence Improvement

Introduction

Human Resources

Human *resources* and natural *potential resources* are the main assets that determine the success of the development of a region. There is an opinion from the two resources that human resources are very important, because human resources will manage other resources. Human resources are thus a very valuable asset for an organization. Human resource management is a pillar that has the main function for government organizations, in supporting the pattern of determining strategies and policies in an integrated manner. Healthy and good human resource decisions need to be supported by the quality of the implementation of human resource management within the organization. As explained by Dessler (2016) if human resources are considered properly by respecting talents, developing abilities and using them appropriately, the organization will certainly become dynamic and develop rapidly. In this regard, human resource management policies, especially in efforts to improve performance, must be based on an understanding of the factors that affect performance and, which will then be used as the basis for making human resource development policies.

Increasing human resources for the development of organizational management is the main requirement in the era of globalization to be able to compete and be independent. In line with that, the context of government development in the future is to prepare professional State Civil Apparatus (ASN), able to compete and anticipate rapid world developments in various aspects of life so as to improve service quality and high performance.

H1: Work culture has a positive effect on the employees performance of the Sekretariat Daerah Kabupaten Boyolali

Islamic Leadership

Leadership style is one of the basic factors that can influence policy making in human resource development. Hughes and Richard L (2012) leadership is a process of influencing an organized group to achieve its goals. In an effort to influence the group is not an instant process but requires a long process, involving something that results from the interaction between leaders and followers and the situation in which they are.

The application of leadership with an Islamic basis is needed in an organization, so that organizational leaders can carry out the tasks they carry out well, always provide spiritual motivation to their subordinates so that the goal of success is not only based on material, but also pays attention to aspects of religiosity.

According to Moedjiono (2015) leadership in Islam is a leader who carries out human functions as caliphs on earth and must be based on the Qur'an and Hadith. In the Islamic perspective, leadership is a trust or trust that involves a psychological contract between the leader and his followers doing good deeds.

Leadership based on the Qur'an is a very basic thing, to manage relationships between humans and their natural environment. The type of leadership proposed by the Qur'an is not only related to the hereafter, but also related to worldly affairs, such as industrial trade, commerce, government, organizations to groups and even further, to oneself or self-management. The principles of the Qur'an that provide the basis for the concept of leadership include faith, piety, the principles of balance and justice and deliberation.

Islamic Leadership Theory shows that Islamic leadership qualities can positively influence followers' attitudes and lead to higher levels of satisfaction, motivation, performance, positive energy, and organizational loyalty (Aabed, 2005). Research by Sukwandi and Yonathan (2014) also states that leadership style has a negative and significant effect on employee performance. Although Islamic leadership is important in organizational improvement, the quality of Islamic leadership practiced by its leaders still has several shortcomings both in theory and practice of Muslim human resources (Ather&Sobhani, 2007). As revealed by Aboyassin and Abood (2013) which states that ineffective leadership has an impact on individual and company performance.

H2: Islamic leadership style has a positive effect on the work culture of employees performance of the Sekretariat Daerah Kabupaten Boyolali

Emotional Intelligence

Emotional intelligence also greatly influences the success of leaders, according to Pastor (2014). A leader must be able to interact and support each other with other individuals to avoid inequality in organizational performance. Once someone is involved in social interaction, emotional awareness and emotion regulation become important factors that affect the quality of the interaction.

The concept of emotional intelligence according to Goleman, Boyatzis and McKee (2002) means having self-awareness to manage emotions that involve motivation to achieve goals. Someone who has intellectual intelligence does not mean that he is also emotionally intelligent. The emotional intelligence of an employee is a determining factor for the success of performance, in addition to controlling emotions, employees are also required to understand other people. However, research by Francis (2010) explains that emotional intelligence is more related to personality and mood (mood), while the best way to improve the performance of workers is with analytical skills and cognitive abilities in this case is intellectual intelligence.

Working Culture

Work culture usually starts from a leader who has a certain vision and mission in his organization, which is then disseminated to his subordinates. Then the leader sets an example that his subordinates will follow. That continues, until it eventually becomes a habit called culture. This culture will apply to both leaders and subordinates.

According to Shodikin (2018), work culture is a system of values, perceptions, behaviors, and beliefs held by each individual or group of employees regarding the meaning of work and its reflection in activities to achieve a goal. Work culture is very influential in improving the quality of changes in the company's sustainability, especially in increasing productivity.

Each organization has a different organizational culture, but has the same goal of increasing productivity. The identity of each organization is contained in the vision and mission that distinguishes one organization from another, in which there is a work culture. Therefore, work culture is actually a derivative of organizational culture.

Many have researched work culture, one of which was revealed by Shodikin (2018) that the performance of education staff at the Walisongo State Islamic University Semarang is most strongly influenced by work culture, this is reflected in a work culture that always pays attention to time, al-mujahadah (hard work). and always optimal), al-ihsan (doing the best or even better) and has the nature of al-itqon (self-steadiness). The results of the relevant research were carried out by Hakim (2015), and Alia, et al. (2015), shows that work culture affects employee performance. However, the results of research conducted by Artina et al. (2014), stated in the results of his research that work culture has no significance, namely in the weak and medium categories. In general, this happens because the aspects of adaptability and consistency in work are not yet optimal.

H3: Someone who has high emotional intelligence will affect the increase of employees work culture

HR Performance

The definition of performance is defined by Ghiselli and Brown (2004) as a person's success in carrying out a job. Performance is the result achieved by a person according to the rules that apply to the job in question. Performance refers to an employee's achievement as measured by standards or criteria set by an organization.

Alharty and Nurazmallail (2020) also stated that employee performance is a benchmark for the results obtained by employees for the work they do, it can be tangible, seen, counted in number, but in many cases the results of thought and energy cannot be counted and seen, such as ideas. the idea of solving a problem, a new innovation of a product or service, can also be an invention of more efficient work procedures. Every organization will always try to improve employee performance with the hope that the organizational goals will be achieved.

The Sekretariat Daerah Kabupaten Boyolali is currently led by Drs. H. Masruri. He is also the chairman of Nahdlatul Ulama Boyolali Regency. His leadership style as Sekretaris Daerah is also added with a touch of Islamic values. This can be seen when he became a commander in the morning meeting, he inserted Islamic advice to be applied in work. In addition, he also initiated the implementation of the congregational midday prayer, which was followed by tausiah. In making decisions that he did look very careful and in accordance with Islamic teachings.

For three years he served as Sekretaris Daerah and applied a touch of Islamic elements, it could be seen the difference in the number of employees who were on time in attending congregational prayers. However, awareness in carrying out their obligations as employees when the morning meeting is still a little lacking. As happened on Monday, August 16, 2021, he collected half of the employees who did not attend the morning assembly and gave directions and warnings. Some employees think that what makes them realize to improve performance is not the Islamic leadership proclaimed by the Sekretaris Daerah, but the emotional intelligence that exists within each individual and the standard rules that are already binding. And assume that the leader is only an intermediary and not the main determining factor.

The Sekretariat Daerah Kabupaten Boyolaliconsists of 9 sections, each of which has a different intensity of closeness with the Regional Secretary. For example, the People's Welfare Section, the main tasks and functions in that section are more focused on social activities, building mosques, distributing aid, and so on. For employees who work in this section, they think that having leaders with high religious values can help improve their performance.

The gap between the theory of the relationship between Islamic leadership style and emotional intelligence with performance with research findings (gap theory) and the gap between research findings (research gap) has created curiosity to examine more deeply the relationship between the two variables, namely the influence between Islamic leadership and intelligence. emotional on performance by adding aspects of work culture as an intervening variable in the hope of further sharpening and clarifying the correlation between variables.

Based on the explanation above, it is interested to examine the effect of Islamic leadership and emotional intelligence on employee performance with work culture as moderator variable.

Research Methods

This study uses qualitative methods with explanatory, associative, and correlational levels with a survey method approach as explained by Sugiyono (2006) that qualitative data is data in the form of words, sentences, schemes and pictures. Research according to the level of explanation is research that intends to explain the position of the variables studied and the relationship between one variable and another.

Research Results and Discussion

Research Descriptive Results

Based on the questionnaires that have been filled in by the respondents, the respondent's identity data is obtained. The presentation of data on identity provides an overview of the self-state of the respondent. The general description of the respondents can be seen through the demographics of the respondents. Demographics of respondents in this study include education level, age, gender. These demographic factors are considered to have an effect on employee performance which is the topic of this research. The number of samples in the study were 112 employees at the Sekretariat Daerah Kabupaten Boyolali.

Descriptive Analysis

Description of the distribution of research is a process of describing the sample in the study as many as 112 people. The following is descriptive statistical information on the distribution of respondents.

Table 1: Descriptive Statistics Test

	Minimum	Maximum	Mean	Std. Deviation	N
Islamic Leadership	16.62	26.47	23.71		112
Emotional Intelligence	18.38	28.45	25.40		112
Working Culture	13.6192	20.3059	17.5694	1.66449	112
HR Performance	15.67	24.59	21.39	2.192	112

From this Table 1, it can be seen that the performance variable has a minimum, maximum, and mean value of 15.67, 24.59, and 21.39. The Islamic leadership variable has a Minimum, Maximum and Mean value of 16.62, 26.47, 23.71, respectively. Furthermore, the emotional intelligence variable has a Minimum, Maximum and Mean value of 18.38, 28.45, 25.40, respectively. The work culture variable has a Minimum, Maximum and Mean value. with a value of 13.61, 20.30, 17.56. the total of the four variables obtained from the study, the Mean is greater than the standard deviation value, with this it can be stated that the Mean value can be used as a representation of all data.

Hypothesis Testing

Hypothesis I Effect of X1 to Y

Model I

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.979 ^a	.958	.958	.633

a. Predictors: (Constant), x1

Adjusted number R square shows the coefficient of determination or the role of variance (independent variable in relation to the dependent variable). The adjusted R square number is 0.958, which means that the influence of the X1 variable on the y variable is 95.8% while 4.2% is influenced by other factors.

Table 2 : Significance of F Value Regression Model I

ANOVA^b

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	1018.807	1	1018.807	2540.493	.000 ^a
	Residual	44.113	110	.401		
	Total	1062.920	111			

a. Predictors: (Constant), x1

b. Dependent Variable: y

Table 3 :Significance of T Value Regression Model I

Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	2.101	.388		5.422	.000
	x1	1.134	.022	.979	50.403	.000

a. Dependent Variable: y

As shown in the table above, the calculated f value is 2540,493 with a significance level of 0.000 less than 0.05. This shows that the X1 variable has an effect on the Y variable.

The results of the t-test analysis show that the t-count is 50,403 greater/smaller than the t-table ($t\text{-table} = (a/2:nk-1) = t(0.025):110 = 1.981765$ with a significance level of 0.000 (influential) and a regression coefficient of 1.134. This means that the variable x1 has a significant effect on the variable y.

Hypothesis II Does Z Strengthen the Effect of X1 to Y

The test results between the variable x 1 as the independent variable and the variable y as the dependent variable with variable z as the moderator variable are presented in the following table.
 Model II

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.986 ^a	.973	.972	.517

a. Predictors: (Constant), x1, xz

Adjust number R square shows the coefficient of determination or the role of variance (independent variable in relation to the dependent variable). Based on the table above, there is an increase in the adjusted r square value from the regression model I to the regression model II by 1.4%. The adjusted r square I value is 0.958 while the adjusted r square II value is 0.972. The adjusted R square value is 0.972 indicating that 97.2% of the Y variable is influenced by variable x1 and moderated by variable Z.

Table 4: Significance of F Value Regression Model II
ANOVA^b

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	1033.786	2	516.893	1933.889	.000 ^a
	Residual	29.134	109	.267		
	Total	1062.920	111			

a. Predictors: (Constant), x1, xz

b. Dependent Variable: y

Table 5: Significance of T Value Regression Model II
Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	7.453	.782		9.534	.000
	X1z	.025	.003	.675	7.486	.000
	x1	.364	.104	.315	3.492	.001

a. Dependent Variable: y

The results of the Regression II analysis as contained in the table above show that the X1*Z variable (interaction between X1 and Z variables) has a t count of 7.486 which is greater than ($t\text{ table} = (a/2:nk-1) = t(0.025) :110 = 1.981765$ with a significance of 0.00 (moderated). This means that variable z is a moderator in the relationship between variable X1 and variable Y.

Hypothesis III the Effect of X2 to Y

Model I

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.974 ^a	.949	.948	.705

a. Predictors: (Constant), x2

Adjusted number R square shows the coefficient of determination or the role of variance (independent variable in relation to the dependent variable). The adjusted R square number is 0.948, which means that the influence of the X2 variable on the y variable is 94.8% while 5.2% is influenced by other factors.

ANOVA^b

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	1008.305	1	1008.305	2030.837	.000 ^a
	Residual	54.615	110	.496		
	Total	1062.920	111			

a. Predictors: (Constant), x2

b. Dependent Variable: y

Coefficients

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	1.652	.443		3.727	.000
	x2	.940	.021	.974	45.065	.000

a. Dependent Variable: y

As can be seen in the table above, the calculated f value is 2030,837 with a significance level of 0.000 less than 0.05. this shows that the X1 variable has an effect on the Y . variable. The results of the t-test analysis show that the t-count is 45,065 greater than t-table ($t\text{-table} = (a/2):nk-1 = t(0.025):110 = 1.981765$ with a significance level of 0.000 (influential) and the coefficient regression of 0.940. This means that the variable x1 has a significant effect on the variable y.

Hypothesis IV Does Z Strengthen the Effect of X2 to Y

The test results between the x2 variable as the independent variable and the y variable as the dependent variable with the z variable as the moderator variable are presented in the following table.

Model II

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.986 ^a	.972	.971	.525

a. Predictors: (Constant), x2z, x2

Adjusted number R square shows the coefficient of determination or the role of variance (independent variable in relation to the dependent variable). Based on the table above, there is an increase in the adjusted r square value from the regression model I to the regression model II by 1.4%. The adjusted r square I value is 0.948 while the adjusted r square II value is 0.971. The Adjusted R square value is 0.971 indicating that 97.1% of the Y variable is influenced by the x2 variable, moderated by the Z variable.

ANOVA^b

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	1032.874	2	516.437	1873.508	.000 ^a
	Residual	30.046	109	.276		
	Total	1062.920	111			

a. Predictors: (Constant), x2z, x2

b. Dependent Variable: y

COEFFICIENTS

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	8.653	.812		10.659	.000
	x2	.142	.086	.147	1.656	.101
	x2z	.026	.003	.840	9.441	.000

ANOVA^b

Model	Sum of Squares	Df	Mean Square	F	Sig.
1 Regression	1032.874	2	516.437	1873.508	.000 ^a
Residual	30.046	109	.276		
Total	1062.920	111			

a. Predictors: (Constant), x2z, x2

a. Dependent Variable: y

The results of the Regression II analysis as contained in the table above show that the X2*Z variable (interaction between X2 and Z variables) has a t count of 9.441 greater than (t table = (a/2:nk-1) = t (0.025) : 110) = 1.981765 with a significance of 0.00 (moderated). This means that variable z is a moderator in the relationship between variable X2 and variable Y.

Conclusion

Based on the results of the analysis and discussion that has been carried out, it can be concluded that Islamic Leadership Style (X1) has a significant effect on Employees Performance, Work culture (Z) as a moderator variable has also proven to be successful in strengthening the influence of Islamic Leadership Style (X1) on significantly towards ASN Performance (Y), Emotional Intelligence (X2) also has a significant effect on Employees Performance (Y), while Work Culture (Z) as a moderator variable is also proven to strengthen the influence of Emotional Intelligence (X2) on Employees Performance (Y).

In the future, complementary studies should be conducted that will take into account the impact of modern methods of leadership on individual and organizational performance with the introduction of new elements of assessment for judging performance, excellence, success, and creativity. In this case, future studies may try to describe other types of leadership with different environmental and time settings.

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