

# Analysis The Effect of Emotional Intelligence on Performance Through Leadership Style and Organizational Culture as A Moderator

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## Abstract

*Performance are the result of a complex process, which are come from the employee (internal factors), company situation (external factors) and the company strategic efforts. Performance were able to assessed of corporate achievement objectives. The purpose is to analyzed the effect of emotional intelligence on performance through leadership style and organizational culture as moderator. Using a descriptive correlational method, this research have been conducted in the company of Pertambangan and Energi (Geothermal) in Kamojang. 205 employees selected as respondents by using proportionate random sampling. Questionnaire was used as a tool in data collection method. Data analysis techniques is Multiple Regression Analysis. The result show that there is a positive correlation between emotional intelligence, leadership style, organizational culture and performance in the company.*

*Keyword : emotional intelligence, leadership style, organizational culture, performance.*

## Abstrak

*Kinerja merupakan hasil dari suatu proses yang kompleks, yang berasal dari karyawan (faktor internal), situasi perusahaan (faktor eksternal) dan upaya strategis perusahaan. Kinerja mampu menilai tentang tujuan pencapaian perusahaan. Tujuan penelitian adalah untuk menganalisis pengaruh kecerdasan emosional terhadap kinerja melalui gaya kepemimpinan dan budaya organisasi sebagai moderator. Menggunakan metode deskriptif korelasional, penelitian dilakukan di perusahaan Pertambangan dan Energi (Panas Bumi) di Kamojang. 205 karyawan terpilih sebagai responden dengan menggunakan proporsional random sampling. Kuesioner digunakan sebagai alat dalam metode pengumpulan data. Analisis Regresi Berganda digunakan sebagai teknik untuk menganalisa data.*

*Hasil penelitian menunjukkan bahwa ada korelasi positif antara kecerdasan emosi, gaya kepemimpinan, budaya organisasi dan kinerja di perusahaan.*

*Keyword : kecerdasan emosional, gaya kepemimpinan, budaya organisasi dan kinerja*

## 1. Introduction

Emotional intelligence regarding is not only an ability to regulate emotions, managing emotions or the ability to reduce anger (Goleman, 2000). In more advanced emotional intelligence reflects how well we understand and express ourselves, understand and related to others, and to feel emotionally involved (Serio and Epperly, 2006). Emotional intelligence also showed the ability to overcome the demands and pressures as well as the ability to solve problems (Bar-On, 2005). Ruderman *et al.*, (2001) found evidence that emotional intelligence plays a key role to success in life and at work. Cherniss (2000) outline the reasons why the work into logical reason to evaluate and improve the emotional competencies: (1) emotional intelligence competencies is essential for success in most of the work. (2) many adults enter the workforce without the necessary competencies for success or excel in their work. (3) employers have facilities built to increase motivation through emotional intelligence training and (4) adults spend most of their time in office.

The participation of employees is the most important in any assessment of the work, due to his participation in setting work standards are automatically invested wants and needs to accomplish goals successfully. Feedback from the performance should be a continuous process between superiors and subordinates to review progress in accordance with the achievement of goals and objectives. The difference between the success of high-performing companies with mediocre company lies in the ability and credibility of leaders to approach their subordinates to use soft-skills or so-called emotional intelligence (Grossman, 2000 ; Brillinger, 2006). According to Werner (2009) emotional intelligence is able to offer realistic solutions to identify and develop leadership skills that can encourage corporate excellence.

Emotional intelligence is the most significant determinant of the effectiveness of leaders in maintaining a relationship because they are able to change negative thought or emotions of others into neutral mindset and changing neutral mindset into a positive mindset (Kubicek, 2005 ; Service & Fekula, 2006 ; Peter, 2009). Increasing emotional intelligence assessed to maintain the balance needed in the business world today and tomorrow. The ability of a leader in articulating the purpose and objectives clearly indicates that the subordinate leaders can empower and recognize the potential of subordinates as the company power. The interaction created by leader among the people in the organization become dynamic because it is formed by the leadership behaviors based on the structure, routines, rules and norms of the organization.

Based on a review of previous studies, it can be compiled research problem theoretically. Xenikou & Simosi (2006) found that organizational culture is a filter in which leadership affects performance. Leadership and organizational culture factors can affect performance when leadership is viewed as a social process that leads to cultural orientation by engaging leaders, followers and social situations. Dyan (2010) and Prajartoro (2010) analyze the influence of the relationship between emotional intelligence and leadership styles on performance and employee satisfaction.

They found a significant relationship between emotional intelligence and transformational leadership style, leading to increased effectiveness and employee satisfaction and be able to develop more emotionally intelligent employees. Edwardin (2006) found that emotional intelligence and organizational culture have a positive and significant impact on employee performance. Organizational culture is expressed as a variable that have an dominant impact on employee performance. Muhdiyanto & Wicaksono (2010) analyzed the effect of relationship transformational leadership style on performance. They found a positive relationship of transformational leadership style on performance through moderation of emotional intelligence.

This study tries to combine variables that have been studied by Muhdiyanto & Wicaksono (2010) and Edwardin (2006) that leadership style, emotional intelligence, organizational culture and performance. This research conducted analyzing the effect of emotional intelligence on performance through leadership style and organizational culture as a moderation.

### 1.1. Research Question

Based on the analysis of the background of the problem, previous studies and the above research gap, the study was conducted to seek answers to the following questions:

1. How the effect of emotional intelligence on performance?
2. How the effect of emotional intelligence and leadership styles on performance?
3. How the effect of emotional intelligence and organizational culture on performance?
4. How the effect of emotional on performance through leadership style and organizational culture as a moderator?
5. Which variable that have most dominant effect on performance?

### 1.2. Research Objective

1. Analyzing the effect of emotional intelligence on performance.
2. Analyzing the effect of emotional intelligence and leadership styles on performance.
3. Analyzing the effect of emotional intelligence and organizational culture on performance.
4. Analyze dominant variables effect on performance.

## 2. Literature Review

### 2.1. Emotional Intelligence

Emotional intelligence is the ability to understand, assess and express emotions accurately; ability to integrate emotion to facilitate thought processes; ability to understand and regulate emotions to promote personal abilities emotionally and intellectually Salovey and Mayer (1997). In an article titled Leadership That Gets Results Goleman (2000) writes that emotional intelligence - the ability to manage ourselves and our relationships effectively. Weis et al., (2007) concluded that emotional intelligence is not something that can only be improved on an intellectual level or analysis.

Emotional intelligence can not be obtained from studying overnight, but requires a commitment to change your habits, patterns and behaviors. And the first thing you can do is learn to accept yourself. Emotional Intelligence is a social and emotional intelligence competencies that determine how well we understand and express ourselves, understand and relate to others.

Emotional intelligence is also closely related to the ability to cope with the demands and pressures as well as the ability to solve problems. The components are : Intrapersonal, Interpersonal, Adaptability, Stress Management, and General Mood.

### 2.2. Leadership Style

Zaini (2011) has to express opinions about the concept of leadership he calls leadership pavement (C5) that have characteristics such as: (1) character: have a flawless track record of integrity and honesty, trust - has a sense of mission and authentic - uphold moral values and fulfill the promise (2) commitment (3) collaboration (4) competency : building trust, visionary, took the right decision and understand the ins and outs of the business (5) consistency and continuous. Holt & Green (2009) and Povah & Sobczak (2010), leadership characteristic are: commitment and responsibility, charismatic, experience, integrity, have a desire, intelligent and insightful.

Leadership style is related to the needs of subordinates focused on change to improve performance, generating awareness and interest as an individual in a group (organization) to drive the attention of subordinates in the accomplishment and development of existence. The component of leadership style : Transformational and Transactional Leadership.

### 2.3. Organizational Culture

Schein in Schermerhorn, et al., (2005) organizational culture is a pattern of basic assumptions invented, discovered or developed by a given group as learning to cope with problems of external adaptation and internal integration of formal and performing well. Culture is taught to new members as the correct way to understand, think and feel the connection with those issues.

Denison (1995) stated that organizational culture is the values, beliefs and principles that are the foundation for systems and management practices and behaviors that enhance and strengthen the guiding principle. He suggested that the success of the organization due to a combination of values and beliefs; rules and practices and the relationship between the two. Macey et al., (2009) organizational culture is the way people interpret the values of the organization, trust, promote, approve and stand up for the organization. Organizational Culture reflects the internal and external factors on the effectiveness of organizations through a flexible culture with respect to the strategies and circumstances. Components of organizational culture : Involvement, Consistency, Adaptability, and Mission.

### 2.4. Performance

The performance is a condition of an achievement level of organization / agency that is closely related to the vision of the organization and the impact of the operating policies of the company. Dessler (2011) the employee's performance is the actual performance of employees as compared to the expected performance of the employees. Performance is an evaluation of the behavior, work performance and development potential of the estimated values of the successful implementation of the employee's duties when compared to the standard to be achieved by the employee. Several dimensions that can be used to measure performance : Quality, Quantity, Timeless, Cost Effectiveness, Need for Supervision, and Interpersonal impact.

## 2.5. Previous Research

### 2.5.1. Relationship between Emotional Intelligence and Leadership Style

The ability to manage emotions proved to be an important indicator of success in the workplace and emotional intelligence has a significant effect on the performance of the leader (Ruderman, 2001; Bohrer, 2007). The level of emotional intelligence is significantly related to the success of transformational leadership style (Butler, 2005; Rajagopalan, 2009; Harm & Crede, 2010). Duckett & MacFarlane (2003) found a strong relationship between the theory of emotional intelligence and transformational leadership, However the difference between the ideal and the actual value of emotional intelligence lies precisely in transactional leadership concerning the issue of task and relationship management.

### 2.5.2. Relationship between Emotional Intelligence and Organizational Culture

The difference between the success of a company with high performance power company assessed plain lies in the difference between the ability of a leader in the approach to the use of emotional intelligence. In this case, the emotional component has a relationship with cultural adaptability (Gabel et al., 2005; Grossman, 2000).

### 2.5.3. Relationship between Emotional Intelligence and Performance

Emotional intelligence is positively correlated with performance (Trihandini, 2005; Law et al., 2008). Higher emotional intelligence, the higher the employee performance (Hidayati et al., 2008). The variable that has the most impact is empathy, social responsibility, and interpersonal relations (Gabel et al., 2005; Kosim, 2007; Prasetya, 2010; Waryati, 2011).

Laksmiriani & Farida (2006) stated that emotional intelligence has a positive influence on comfort supervisors in assessing performance. Noor & Sulistyawati (2011), they suggests that emotional intelligence have a significant and positive impact on performance, especially in self-regard and self-awareness.

### 2.5.4. Relationship between Leadership Style and Organizational Culture

In creating a work environment leader gives a flexibility and freedom to employees to take bold decisions in every job. With the flexibility given expected to boost morale and confidence in order to reach employees' job satisfaction and organizational commitment to achieving that benefit both parties. (Nikandrou et al., 2003; Lok & Crawford, 2004; Masood et al., 2006; Mullins, 2007; Sudarmadi, 2007; Purbanchal, 2010). In transformational leadership, supervisors considered to have a greater influence on culture through employee perceptions on the level of mission, adaptability, involvement and consistency (Manning, 2003; Testa, 2004; Xu & Jiang, 2009).

### 2.5.5. Relationship between Leadership Style and Performance

Significant relationship occurred between leadership style and performance gained through training motivation (Griffin, 1979; Meindl & Ehrlich, 1987; Thomas, 1988; Neck & Manz, 1992; Glorianto, 2005; Sunarno, 2005; Nurdin et al., 2011). Motivation is given leader to encourage subordinates to think logically and rationally so as to inspire subordinates to high performance (Weiner & Mahoney, 1981, Day & Lord, 1988; Kausen, 1992; Andira & Subroto, 2007).

Transformational leadership style and transactional leadership had the same impact on organizational performance. Because of the ability of a leader who can inspire subordinates may affect work attitudes, job satisfaction and work situations that significantly affect the performance of subordinates (Downey et al., 1975; Podsakoff et al., 1982; Chi et al., 2007; Reza, 2010; Kuada, 2010).

### 2.5.6. Relationship between Organizational Culture and Performance

Significant relationship between organizational culture can be seen as performing organizational culture shape modification process culture within the organization where the contribution of culture to the performance modifications are a consequence of the growing interaction (Saffold III, 1988). Yilmaz & Ergun (2008) the company's ability to develop new products is affected by the adaptability and consistency, employee satisfaction is determined by the majority of involvement traits of organizational culture.

### 2.5.7. Relationship between Emotional Intelligence and Leadership Style on Performance

Significant relationship between emotional intelligence and leadership styles on performance are found in transformational leadership. Leadership with the ability to inspire, motivate and develop others generate awareness of the goals of the organization so that the effectiveness and increase employee satisfaction (Stys & Brown, 2004; Dyan S, 2010; Prajartoro, 2010). Muhdiyanto & Wicaksono (2010) leadership style has a positive effect on performance through moderation of emotional intelligence.

### 2.5.8. Relationship between Leadership Style and Organizational Culture on Performance

The relationship of leadership style and organizational culture through organizational strategy, innovation, job satisfaction and work motivation influences are considered to have a strong influence on performance (Thoyib, 2005; Suaedi, 2005; Chi et al., 2007; Sudarmadi, 2007; Mariam, 2009; Atmanto, 2011). Other evidence that leadership and organizational culture has a significant impact on performance is the research conducted Kusumawati (2008) and Katsuola (2008). In his research found that leadership style and task-oriented and participatory involvement of organizational culture on a scale of the one that can improve the satisfaction of supervisors in assessing performance.

### 2.5.9. Relationship between Emotional Intelligence and Organizational Culture on Performance

Edwardin (2006) emotional intelligence and organizational culture have a positive and significant impact on employee performance with organizational culture as a variable having the most impact on employee performance. Nasution (2011) adds the variable communication competence to examine the relationship between emotional intelligence, organizational culture and communication competence on performance.

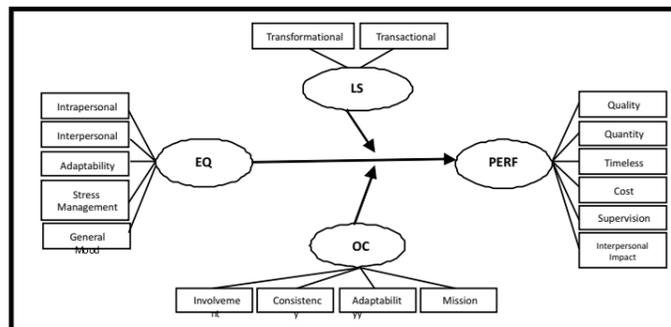
### 2.5.10. Hypotesis

- H1 : Emotional intelligence positive effect on performance.
- H2 : Emotional intelligence and leadership styles have a positive and significant impact on performance.
- H3 : Emotional intelligence and organizational culture have a positive and significant impact on performance.
- H4a : Emotional intelligence has positive and significant impact on the performance of the moderate transformational leadership style and organizational culture.
- H4b : Emotional intelligence has positive and significant impact on the performance of the moderating transactional leadership style and organizational culture.

### 3. Methodology

This research using a descriptive correlational to find a causal relationship between the variables of emotional intelligence on the performance through moderating variables of leadership style and organizational culture. And describe the relationship that exists between the variables of emotional intelligence, leadership style, organizational culture and performance in the public service sector.

Companies engaged in mining and energy (Geothermal Energy) Kamojang elected with a total population of 308 people. Determination of sample to represent the population in the study area based on proportionate random sampling as many as 205 people. The research instrument is using questionnaire that contains questions related to the variables and measurement using Likertscale. A questionnaire is tested on different samples its to test the validity and reliability of an instrument. To test the validity used Pearson Product Moment and for calculating reliability testing using Cronbach alpha formula. The results of the calculations stated that all questionnaire are valid and reliability. Data analysis technique used is multiple linear regression with SPSS 16



Picture of Research Framework

### 4. Analysis

#### 4.1. Analysis Overview

Before testing the hypothesis first of all is tested the validity - reliability and classic assumption test. Validity and reliability using the KMO and Bartlett's test.

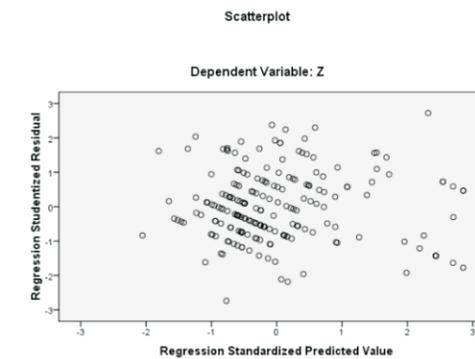
Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		.813
Bartlett's Test of Sphericity	Approx. Chi-Square	431.551
	df	10
	Sig.	.000

Based on KMO and Bartlett's test the analysis of all variable coefficients Z, X1, Y1, Y2, and Y3 has indicated valid. Variables X1, Y1, Y3 are reliable based on Cronbach Alpha test, while X1, Y2 has indicated not reliable.

Table 1. Analysis Validity and Reliability

Variabel	Validity		Reliability	
	Correlation	Analysis	Correlation	Analysis
Z	0,820	Valid	0,617	Not Reliable
X1	0,839	Valid	0,703	Reliable
Y1	0,800	Valid	0,728	Reliable
Y2	0,822	Valid	0,461	Not Reliable
Y3	0,794	Valid	0,764	Reliable

Classical Test Assumptions through several steps : heteroscedasticity test, autocorrelation test and multicollinearity. Based on heteroscedasticity tests, indicate that data dont form a pattern, therefore concluded that contains no heteroscedasticity.

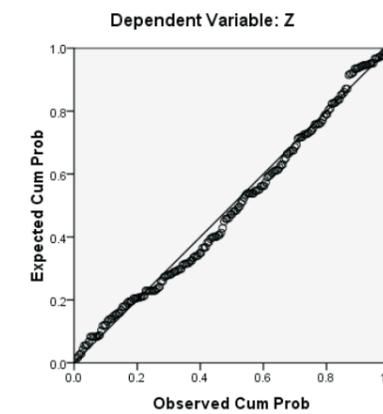


Autocorrelation test showed Durbin-Watson value of 1.916 generated, using 5% degree of confidence that we can conclude there is no positive autocorrelation in the regression model.

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	.589 <sup>a</sup>	.347	.344	2.37786	
2	.627 <sup>b</sup>	.394	.388	2.29746	
3	.630 <sup>c</sup>	.396	.387	2.29792	1.916

Based on the P-plot test on the graph below shows the distribution of the data follow a normal distribution, where there are no data that deviate in the extreme.

Normal P-P Plot of Regression Standardized Residual



Multicollinearity tests indicate that the model equations multicollinearity studies have not detected because the VIF test value is below 5.

Table 2. Multicollinearity tests

Variable	VIF	Information
EQ to Perf	1,000	No Multicollinearity
EQ to Perf with moderation LS transformational and OC	1,914	No Multicollinearity
EQ to Perf with moderation LS transactional and OC	1,639	No Multicollinearity

The results of test validity - reliability and classic assumption test concluded that the distribution of the population of the study variables are normal.

#### 4.2. Emotional Intelligence effect on Performance

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.589 <sup>a</sup>	.347	.344	2.37786

a. Predictors: (Constant), X1

Coefficient correlation value of emotional intelligence on performance 0.344 with a value of SEE 2.37, meaning that 34.4% of the variation in Z = performance can be explained by the variation of X1 = emotional intelligence. While the remaining 65.6% is explained by other causes and the appropriate regression model to predict the dependent variable.

ANOVA<sup>a</sup>

Model	Sum of Squares	df	Mean Square	F	Sig.
1 Regression	610.211	1	610.211	107.921	.000 <sup>a</sup>
Residual	1147.808	203	5.654		
Total	1758.020	204			

a. Predictors: (Constant), X1

b. Dependent Variable: Z

From the Anova test or F-test, obtained  $F_{counts}$  107.921 with a significance level of 0.000. Since the probability (0.000) is much smaller than 0.05, then the regression model can be used to predict performance.

Coefficients<sup>a</sup>

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error			
1 (Constant)	12.794	1.157		11.058	.000
X1	.151	.015	.589	10.389	.000

a. Dependent Variable: Z

Regression equation  $Z = 12.794 + 0.151X1$ . Variables X1 has significant numbers 0.000 with significance level 0.05. So emotional intelligence does affect performance. Based on these findings the H1 is accepted and H0 is rejected.

#### 4.3. Emotional Intelligence and Leadership Style effect on Performance

##### Transformational

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.609 <sup>a</sup>	.370	.364	2.34068

a. Predictors: (Constant), Y1, X1

Coefficient correlation between emotional intelligence and transformational leadership together for 0.609. While the influence of these two variables together on the performance of the magnitude of the coefficient of determination is known for 0.364 with a value of SEE 2.34, meaning that 36.4% of the variation in Z = performance can be explained by the variation of X1 = emotional intelligence and Y1 = transformational leadership. While the remaining 64.6% is explained by other causes and the appropriate regression model to predict the dependent variable.

ANOVA<sup>a</sup>

Model	Sum of Squares	df	Mean Square	F	Sig.
1 Regression	651.310	2	325.655	59.440	.000 <sup>a</sup>
Residual	1106.709	202	5.479		
Total	1758.020	204			

a. Predictors: (Constant), Y1, X1

b. Dependent Variable: Z

From the Anova test or F-test, obtained  $F_{counts}$  is 53.868 with a significance level of 0.000. Since the probability (0.000) is much smaller than 0.05, then the regression model can be used to predict performance.

Coefficients<sup>a</sup>

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error			
1 (Constant)	13.074	1.301		10.051	.000
X1	.154	.016	.600	9.757	.000
Y2	-.023	.049	-.029	-.475	.635

a. Dependent Variable: Z

Regression equation  $Z = 13.074 + 0.154X1 - 0.023Y2$ . Variables X1 and Y2 are jointly have significant numbers 0.000 with significance level 0.05. So emotional intelligence and transactional leadership together does affect performance. Based on these findings the H1 is accepted and H0 is rejected.

#### 4.4. Emotional Intelligence and Organizational Culture effect on Performance

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.641 <sup>a</sup>	.411	.405	2.26357

a. Predictors: (Constant), Y3, X1

Coefficient correlation between emotional intelligence and organizational culture together for 0.641. While the influence of these two variables together on the performance of the magnitude of the coefficient of determination is known for 0.405 with a value of SEE 2.26, meaning that 40.5% of the variation in Z = performance can be explained by the variation of X1 = emotional intelligence and Y3 = organizational culture. While the remaining 59.5% is explained by other causes and the appropriate regression model to predict the dependent variable.

From the Anova test or F-test, obtained  $F_{count}$  is 70.555 with a significance level of 0.000. Since the probability (0.000) is much smaller than 0.05, then the regression model can be used to predict performance.

ANOVA<sup>a</sup>

Model	Sum of Squares	df	Mean Square	F	Sig.
1 Regression	723.019	2	361.510	70.555	.000 <sup>a</sup>
Residual	1035.000	202	5.124		
Total	1758.020	204			

a. Predictors: (Constant), Y3, X1

b. Dependent Variable: Z

Coefficients<sup>a</sup>

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
1 (Constant)	11.414	1.140		10.014	.000
X1	.095	.018	.370	5.191	.000
Y3	.084	.018	.335	4.692	.000

a. Dependent Variable: Z

Regression equation  $Z = 11.414 + 0.095X1 + 0.084Y3$ . Variables X1 and Y3 together have significant numbers 0.000 with significance level 0.05. So emotional intelligence and organizational culture together does affect performance. Based on these findings the H1 is accepted and H0 is rejected.

#### 4.5. Emotional Intelligence effect on Performance with Leadership Style and Organizational Culture as Moderator.

##### Transformational

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.611 <sup>a</sup>	.373	.364	2.34128

a. Predictors: (Constant), M1, X1, Y1

Coefficient correlation between emotional intelligence to transformational leadership moderation together for 0.611. While the influence of these two variables together on the performance of the magnitude of the coefficient of determination is known for 0.364 with a value of SEE 2.34, meaning that 36.4% of the variation in Z = performance can be explained by the variation of X1 = emotional intelligence, Y1 = transformational leadership and M1 = moderation transformational leadership. While the remaining 64.6% is explained by other causes and the appropriate regression model to predict the dependent variable

ANOVA<sup>a</sup>

Model	Sum of Squares	df	Mean Square	F	Sig.
1 Regression	656.218	3	218.739	39.904	.000 <sup>a</sup>
Residual	1101.801	201	5.482		
Total	1758.020	204			

a. Predictors: (Constant), M1, X1, Y1

b. Dependent Variable: Z

From the Anova test or F-test, obtained  $F_{count}$  is 39.904 with a significance level of 0.000. Since the probability (0.000) is much smaller than 0.05, then the regression model can be used to predict performance.

Coefficients<sup>a</sup>

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
1 (Constant)	7.734	5.119		1.511	.132
X1	.183	.065	.713	2.794	.006
Y1	.230	.156	.505	1.475	.142
M1	-.002	.002	-.493	-.946	.345

a. Dependent Variable: Z

Regression equation  $Z = 7.734 + 0.183X1 + 0.230Y1 - 0.002M1$ . Variables X1 and Y1 jointly have significant numbers 0.000 with significance level 0.05. M1 provides parameter coefficient of -0.002 with a significance level of 0.345 (> 0.05). Moderat1 variable that is the interaction between X1 and Y1 was not significant so it can be inferred that the M1 is not a moderating variable. So the transformational leadership can be moderated between emotional intelligence on performance. Based on these findings then H0 is accepted and H1 rejected.

#### 4.6. Transactional

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.598 <sup>a</sup>	.357	.348	2.37083

a. Predictors: (Constant), M2, X1, Y2

Coefficient correlation between emotional intelligence and transactional leadership together for 0.598. While the influence of these two variables together on the performance of unknown magnitude determination coefficient 0.348 and SEE value is 2.37, meaning that 34.8% of the variation in Z = performance can be explained by the variation of X1 = emotional intelligence, Y2 = transactional leadership and M2 = moderation transactional leadership. While the remaining 65.2% is explained by other causes and the appropriate regression model to predict the dependent variable.

ANOVA<sup>a</sup>

Model	Sum of Squares	df	Mean Square	F	Sig.
1 Regression	628.232	3	209.411	37.256	.000 <sup>a</sup>
Residual	1129.788	201	5.621		
Total	1758.020	204			

a. Predictors: (Constant), M2, X1, Y2

b. Dependent Variable: Z

From the Anova test or F-test, obtained  $F_{count}$  is 37.256 with a significance level of 0.000. Since the probability (0.000) is much smaller than 0.05, then the regression model can be used to predict performance.

Coefficients<sup>a</sup>

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
1 (Constant)	2.928	6.020		.486	.627
X1	.276	.073	1.080	3.796	.000
Y2	.434	.270	.545	1.611	.109
M2	-.005	.003	-.883	-1.726	.086

a. Dependent Variable: Z

Regression equation  $Z = 2.928 + 0.276X1 + 0.2434Y2 - 0.005M2$ . Variables X1 and Y2 are jointly have significant numbers 0.000 with significance level 0.05. M2 provides parameter coefficient value of -0.005 with a significance level of 0.086 (> 0.05). Moderat2 variable that is the interaction between X1 and Y2 was not significant suggesting that M2 is not a moderating variable. Thus transactional leadership can be moderated between emotional intelligence on performance. Based on these findings then H0 is accepted and H1 rejected.

#### 4.7. Organizational Culture

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.654 <sup>a</sup>	.428	.420	2.23612

a. Predictors: (Constant), M3, X1, Y3

Coefficient correlation between emotional intelligence and organizational culture together for 0.654. While the influence of these two variables together on the performance of the magnitude of the coefficient of determination is known for 0.420 with a value of SEE 2.23, meaning that 42% of the variation of Z = performance can be explained by the variation of X1 = emotional intelligence, Y3 = organizational culture and M3 = moderation organizational culture. While the remaining 58% is explained by other causes and the appropriate regression model to predict the dependent variable.

**ANOVA<sup>a</sup>**

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	752.971	3	250.990	50.196	.000 <sup>b</sup>
	Residual	1005.048	201	5.000		
	Total	1758.020	204			

a. Predictors: (Constant), M3, X1, Y3  
b. Dependent Variable: Z

From the Anova test or F-test, obtained  $F_{count}$  is 50.196 with a significance level of 0.000. Since the probability (0.000) is much smaller than 0.05, then the regression model can be used to predict performance.

**Coefficients<sup>a</sup>**

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error			
1	(Constant)	-4.014	6.404		-.627	.531
	X1	.280	.078	1.095	3.598	.000
	Y3	.293	.087	1.174	3.354	.001
	M3	-.002	.001	-1.429	-2.447	.015

a. Dependent Variable: Z

Regression equation  $Z = -4014 + 0.280X1 + 0.293Y3 - 0.002M3$ . Variables X1 and Y3 together have significant numbers 0.000 with significance level 0.05. M3 provides parameter coefficient value of -0.002 with a significance level of 0.015 ( $> 0.05$ ). Moderat3 variable that is the interaction between X1 and Y3 was not significant so it can be concluded that the M3 is not a moderating variable. organizational culture can be moderate between emotional intelligence on performance. Based on these findings then H0 is accepted and H1 rejected.

#### 4. Discussion

##### 4.1. Emotional Intelligence effect on Performance

The coefficient determination emotional intelligence on performance variables for the remaining 34.4% the rest of 65.5% influenced by other factors not examined in this study. Furthermore, the regression equation  $Z = 12.794 + 0.151X1$ . The better a person's emotional intelligence the higher the performance. The results show that emotional intelligence has a positive on performance. In line with the findings of the research Trihandini, 2005; Law et al., which suggests that emotional intelligence is positively correlated with performance. And research Hidayati et al., 2008 where higher emotional intelligence, the higher the employee performance.

##### 4.2. Emotional Intelligence and Leadership Style effect on Performance

The coefficient determination variables emotional intelligence and leadership style (transformational) the performance of the remaining 36.4% the rest of 64.6% influenced by other factors not examined in this study. Furthermore, the regression equation  $Z = 12.455 + 0.123X1 + 0.085Y1$ .

The better a person's emotional intelligence and transformational leadership influences the higher supervisor performance. The coefficient of determination variables emotional intelligence and leadership style (transactional) to the performance of 34.1% and the rest is influenced by other factors not examined in this study. Furthermore, the regression equation  $Z = 13.074 + 0.154X1 - 0.023Y2$ . The better a person's emotional intelligence and the smaller the effect of transactional leadership tops the higher performance.

Emotional intelligence and leadership style (transformational) positively influence the performance. In line with the findings of the research Stys & Brown, 2004; Dyan S, 2010; Prajartoro, 2010, the significant relationship between emotional intelligence and leadership styles on performance are found in transformational leadership. Leadership with the ability to inspire, motivate and develop others generate awareness of the goals of the organization so that the increase of effectiveness and employee satisfaction.

##### 4.3. Emotional Intelligence and Organizational Culture effect on Performance

The coefficient determination variables emotional intelligence and organizational culture on performance of 40.5% and the rest is influenced by other factors not examined in this study. Furthermore, the regression equation  $Z = 11.414 + 0.095X1 + 0.084Y3$ . The better a person's emotional intelligence and organizational culture, the higher the performance.

The results show that emotional intelligence and organizational culture positively influence the performance. In line with the findings of the research Edwardin (2006) emotional intelligence and organizational culture have a positive and significant impact on employee performance with organizational culture as a variable having the most impact on employee performance.

##### 4.4. Emotional Intelligence effect on Performance with Leadership Style and Organizational Culture as Moderator.

The coefficient of determination emotional intelligence variables with moderate leadership style (transformational) for performance of 36.4% and the rest is influenced by other factors not examined in this study. Furthermore, the regression equation  $Z = 7.734 + 0.183X1 + 0.230Y1 - 0.002M1$ . The better a person's emotional intelligence is not affected by transformational leadership moderation superiors to increased performance. The coefficient of determination variables emotional intelligence and leadership style (transactional) to the performance of 34.8% and the rest is influenced by other factors not examined in this study. Furthermore, the regression equation  $Z = 2.928 + 0.276X1 + 0.2434Y2 - 0.005M2$ . The better a person's emotional intelligence is not affected by the moderation of transactional leadership superiors to increased performance.

The coefficient of determination variables emotional intelligence and leadership style (transactional) to the performance by 42% and the rest is influenced by other factors not examined in this study. Furthermore, the regression equation  $Z = -4.014 + 0.280X1 + 0.293Y3 - 0.002M3$ . The better or worse emotional intelligence of a person does not acquire moderating influence of organizational culture on performance. The results show that emotional intelligence has no positive effect and significant impact on performance either through moderation leadership style (transformational and transactional) and the organizational culture of moderation.

#### 5. Conclusion

Based on the analysis and discussion, it can be deduced as follows: (1) Emotional intelligence is a positive influence performance significantly by 65.5%. (2) Emotional intelligence and leadership style (transformational) positive effect on performance performance significantly by 36.4% compared to the influence of emotional intelligence and transactional significantly by 34.1% of the performance is not positive. (3) Emotional intelligence and organizational culture in a positive and significant effect on the performance of 40.5%. (4) Emotional intelligence does not have a positive and significant effect on

performance through moderation leadership style (transformational and transactional) and organizational culture (5) Organizational culture is the most dominant variable affecting the performance by 42%.

## 6. Implication

Improved performance should be supported also by an increase in emotional intelligence, leadership style (transformational) and organizational culture. The role of leadership plays an important role in creating a condition that can make employees able to increase the capacity of its role to better the condition of organizational culture is maintained well.

Real form of education can be a performance improvement, training and outbound for all employees. To maintain and motivate employees can be offered rewards for high performing employees and to honor those who have retired in the form of allowances and entrepreneurship training so that those who have retired are able to make new jobs for the neighborhood.

## 7. Limitation and Suggestion

This study has several limitations : 1) The study was conducted with data collection techniques using a specially designed questionnaire for the study. Items in the questionnaire may not fully reflect what is contained in each variable. 2) The answer given may not all reflect the reality that still needs to be questioned and searched out more. 3) Respondents have different knowledge intensity, both at the level of understanding and in practice.

Suggestions for further research, before designing the questionnaire was well done cross check by conducting interviews with relevant parties so that there is clarity about the content and implementation of research material to respondents. And adding a variable of employee engagement.

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