

**Effect of Intellectual Intelligence, Emotional Intelligence,  
And Work Discipline on Employee Performance  
(A Study on Employee PT. AmanahAnugerah Adi Mulia Banjarmasin)**

---

**Ray Melvin Resubun,**

(Master of Management, Faculty of Economics and Business Faculty of Economics  
and Business, Lambung Mangkurat University)

e-mail:[ray.melvin.r@gmail.com](mailto:ray.melvin.r@gmail.com)

**Ahmad Alim Bahri**

(Faculty of Economics and Business, Lambung Mangkurat University)

**Dahniar**

(Faculty of Economics and Business, Lambung Mangkurat University)

**ABSTRACT**

*This research aims to analyze the effect of intellectual intelligence (X1), emotional intelligence (X2), and work discipline (X3) as independent variables on employee performance (Y) as the dependent variable on employees of PT. AmanahMuliaAnugerah Adi Banjarmasin.*

*This research method uses a questionnaire with a population of 35 employees of PT. Banjarmasin Adi MuliaAnugerah mandate which was taken as a research sample. Variable measurement technique using Likert scale with weighting scale from 1 to 5. The analysis technique used in testing the hypothesis in this study using multiple regression analysis.*

*The result of research concludes that there was no significant influence on the variables of intellectual intelligence and emotional intelligence on employee performance, there was a significant influence between the variables of work discipline on employee performance.*

**Keyword:** *intellectual intelligence, emotional intelligence, work discipline, performance*

**ABSTRAK**

*Penelitian ini bertujuan untuk menganalisis pengaruh kecerdasan intelektual (X1), kecerdasan emosional (X2), dan disiplin kerja (X3) sebagai variabel bebas terhadap kinerja pegawai (Y) sebagai variabel terikat pada pegawai PT. Amanah Mulia Anugerah Adi Banjarmasin.*

*Metode penelitian ini menggunakan kuesioner dengan populasi 35 karyawan PT. Amanah Adi Mulia Anugerah Banjarmasin yang diambil sebagai sampel penelitian. Teknik pengukuran variabel menggunakan skala likert dengan skala pembobotan 1 sampai dengan 5. Teknik analisis yang digunakan dalam pengujian hipotesis dalam penelitian ini menggunakan analisis regresi berganda.*

*Hasil penelitian menyimpulkan bahwa tidak terdapat pengaruh yang signifikan antara variabel kecerdasan intelektual dan kecerdasan emosional terhadap kinerja pegawai, terdapat pengaruh yang signifikan antara variabel disiplin kerja terhadap kinerja pegawai.*

**Kata kunci:** *kecerdasan intelektual, kecerdasan emosional, disiplin kerja, kinerja*

## PRELIMINARY

The era of globalization requires the company to make decisions and the right strategy so that it can compete in the modern industrial environment and increasingly competitive. The decision-making concerning all functional areas. One of the things that must be considered by the company to manage the functions of management is, how to manage human resources in order to improve efficiency and effectiveness. Performance problem is a common problem and will always be faced by the management company, so management needs to determine the factors that affect the performance of employees.

Factors that may affect the employee's performance will help the management of the company took the right policies, so as to improve the performance of its employees to comply with corporate goals. Performance is generated by the process of the functions or indicators of a job or a profession in a given time (Marpaung & Rumondang, 2013), In recent years there are several factors that affect the performance of the employee, the emotional feelings in the workplace, in particular emotional intelligence, intelligence and discipline.

Intelligence particular intellectual ability is an apparatus of a form of mental abilities that are important in carrying out the task or job (Wirahimaja, 2003), This is understandable because the work is not only action to do the job but also intelligence to solve a problem.

Intellectual influence on emotional intelligence and emotional intelligence can affect human performance (Widodo, 2012), These capabilities by Daniel Goleman Emotional Intelligence or the so-called emotional intelligence. Goleman in his research revealed that 80% of the determinants of a person's success is based on emotional intelligence, while 20% is determined by IQ (Intelligence Quotient) (Goleman, 2007), Apart from the factor of intellectual intelligence and emotional intelligence performance is also influenced by the work discipline. Discipline is very important for the growth of

the organization, mainly used to motivate employees to discipline themselves in performing work individually and in groups.

PT. Adi MuliaAnugerah mandate which is the object of this study is one of four companies that are under the auspices of the mandate of the Group. PT. AmanahMuliaAnugerah Adi companies that are included in the mining and sale of coal. The problems that occurred in PT. AmanahMuliaAnugerah Adi namely timeliness in the preparation of financial statements that are often late and poor work commitment which can degrade the performance of employees. The second problem which has some influence on the performance of employees at PT. Adi MuliaAnugerah mandate that work commitments associated with responsibility and honesty.

Based on this phenomenon, the formulation of the problem in this research is to determine whether the intelligence quotient (IQ), emotional intelligence (EQ), and work discipline influence on employee performance. This study aimed to analyze the influence of intelligence quotient (IQ), emotional intelligence (EQ), and work discipline of the employee's performance.

## **LITERATURE REVIEW**

### **Intellectual intelligence**

Intellectual is intellectual ability, analysis, logic, and the ratio in humans. This intelligence is the intelligence to receive, store, and process information into facts (Widodo, 2012), Sternberg (2000) propose indicators of intelligence. All three indicators are:

- a. Solution to problem. The first factor is included behaviors such as logical reasoning and good, to identify relationships between ideas, and look at all aspects of the problem.
- b. Verbal Ability. This second factor includes behaviors such as articulation speak clearly, has a verbal fluency, and speak well.
- c. The ability of social field. The third factor included behaviors such as accept what is, admit mistakes, and to show great interest in the world.

### **Emotional intelligence**

According to Goleman (2015) emotional intelligence is the ability and perseverance, and the ability to motivate yourself. Emotional intelligence is based on feelings, character and moral instincts. Indicators that affect emotional intelligence can be measured from several aspects, the five basic skills in emotional intelligence, ie(Goleman, Emotional Intelligence, 2015) :

- a. Self-consciousness (self-awareness), is a person's ability to understand their inner feelings and their impact as well as applied in making decisions for yourself, have a benchmark that is realistic, self-efficacy and have strong confidence and associate it with the source of the cause.
- b. Self-control (self-management) which is the ability to overcome inner emotions, expressing and controlling emotions, sensitivity to the feelings of self-used in relationships and daily activities.
- c. Motivation (self-motivation) is the ability to use any time desire to foster a spirit and energy in order to achieve a better state and able to take initiative and act effectively, is capable of facing failure and frustration.
- d. Empathy (empathy), is the ability to feel perceived by others, able to understand the views of others, and to foster a relationship of trust and be able to adapt to various human characteristics.
- e. Social skills (social skills) is the ability to handle emotions well when interacting with others and to cultivate and maintain relationships with others, influence, lead, deliberation, resolve disputes and work together in teams.

### **Work discipline**

Discipline is an activity management to implement organizational standards (Handoko, 2008), Employees who have poor ethics or ignore company rules mean that employees have a poor work discipline(Hamali, 2016), Work discipline has several indicators is as follows(Sinambela, 2018) :

- a. Presence. This is the main indicator to measure the level of discipline, and discipline employees who have poor working accustomed to late in the work.

- b. Adherence to the work regulations. Employees who comply with labor regulations will not neglect the work procedures and always follow the guidelines imposed by the company.
- c. Adherence to standards of work. This indicator can be seen through the magnitude of the responsibility of employees to the task entrusted to him.
- d. High level of vigilance. Employees have a high vigilance to always be careful, a sense of responsibility and always meticulous in work, and always use something effectively and efficiently.
- e. Working ethically. Some employees may behave rude to customers or engage in bad practice. This is one form of indiscipline so that the work ethic as a form of employee discipline.

### **Employee performance**

Performance is the output obtained from a good organization that is profit-oriented organizations and non-profit oriented generated over a period of time (Fahmi, 2015), According to (Robbins, 2006) performance was measured by the following indicators:

- a. Quality. Quality work is measured by employee views on the quality of the work performed and whether or not the task perfectly to the skills and abilities of employees.
- b. Quantity is the amount produced, expressed in terms such as the number of units, the number of cycles completed activity.
- c. Timeliness, is the level of work completed at the beginning of time that can be seen from the point of coordination with the output and optimize the time available for other activities.
- d. Effectiveness, the level of usage of organizational resources such as power, money, technology, raw materials is maximized by increasing the outcome of each unit in the use of every resource.
- e. Independence is the ability of an employee who will be able to perform the function of a given job with full responsibility.
- f. Work commitment, is an attitude held by employees who are committed to working with the agency and responsibility to the company.

### **Influence Intellectual Intelligence, Emotional Intelligence, and Work Discipline the Employee Performance**

Research conducted by (Wiramihardja, 2003) indicates that there is a significant positive correlation for all indicators on the performance of the intelligence and willingness variable, either figural intelligence, verbal intelligence, as well as numerical intelligence. Another study of (Princess, 2016) also shows that intellectual intelligence and significant positive effect on employee performance.

Emotional intelligence greatly affect the performance of employees as in research (Baksh et al, 2015) that the employee The University has never been involved in any conflict in the organization, this shows the integration among employees. Results were in line with research conducted by (Welikala&Dayarathna, 2015) that there was a significant positive impact on emotional intelligence on employee performance for employees in the banking industry have a direct bearing on emotional intelligence that has since employees have to deal directly with customers.

Research conducted by Yudistiro (2015) shows that there is significant influence on the performance of teachers' work discipline. Based on the results of the study (Ariana & Riana, 2013) stated that the company should pay more attention to the ability of employees, remuneration of employees, the penalties for violation of discipline, closer scrutiny in order to increase or improve the performance of employees. These things prove that the discipline of work is an important factor in improving employee performance.

## Conceptual Framework and Hypotheses

### Mind framework, Conceptual Framework

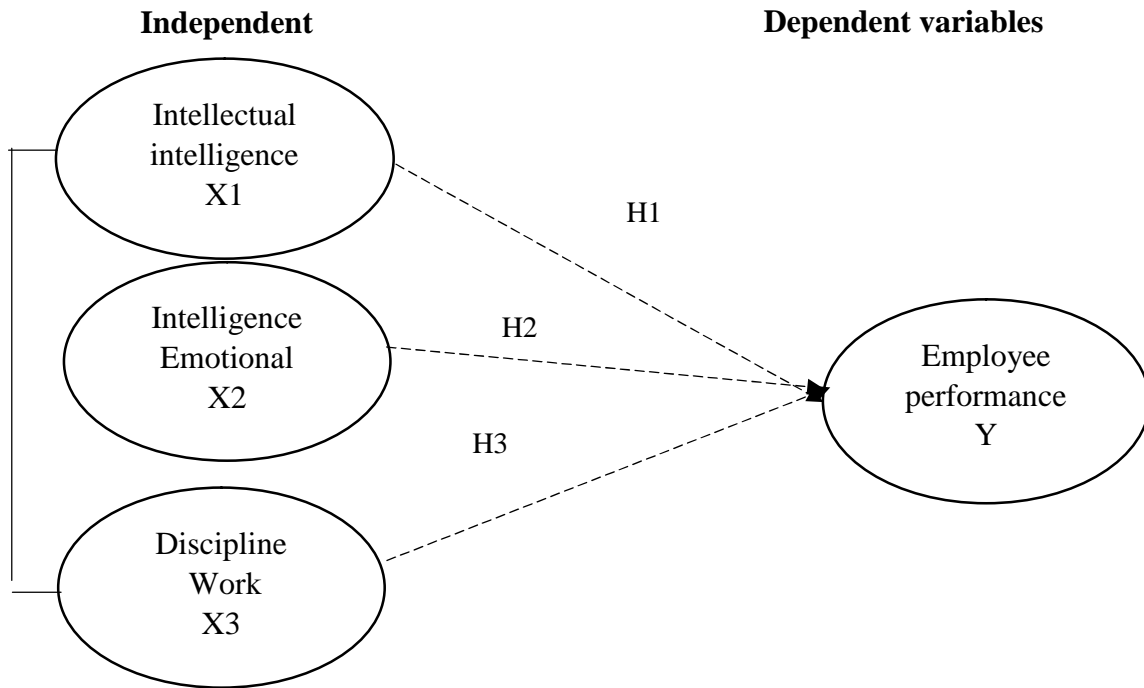


Figure 1 Framework Influence of Intellectual Intelligence, Emotional Intelligence, and Work Discipline the Employee Performance

#### Source Hypothesis:

H1 (Widodo, 2012), (Yenti, Machasin, and Proverbs, 2014), (Wirahimaja, 2003), (Mahmood et al, 2015), (Helmiatin, 2017), (Adjma, Djumarno, &Nasikin, 2014).

H2 (Goleman, 2015), (Salovey, Brackett & Mayer, 2003), (Agustian, 2001), (Mahmood et al, 2015), (Helmiatin, 2017), (Adjma, Djumarno, &Nasikin, 2014), (Yudistiro, 2015).

H3 (Handoko, 2008), (Hamali, 2016), (Moenir, 2004), (Ariana &Irana, 2013), (Yudistiro, 2015), (Thaiefi, Baharuddin, Priyono, & K., 2015).

#### Hypothesis

Based on the description above, the skeleton think the hypothesis in this study are:

H1: intellectual intelligence and significant positive effect on employee performance.

H2: Emotional intelligence and significant positive effect on employee performance.

H3: The discipline of work and significant positive effect on employee performance.

**RESEARCH METHODS**

This type of research is quantitative and explanatory nature conducted in PT. AmanahMuliaAnugerah Adi Banjarmasin. The population in this study were employees of PT. Adi AnugrahAmanahMulia many as 35 people and sample in this study were all employed about 35 people. Sampling using sampling techniques saturated. In this study variables were measured using a Likert scale. Technical analysis is used to test this hypothesis by using multiple regression analysis (multiple regression analysis).

In this study variabel-variables into observational defined as table 1 below:

**Table 1. Operational Definitions**

<b>variables</b>	<b>Indicator</b>	<b>Scale</b>	<b>Source</b>
<b>Intellectual intelligence (X1)</b>	- Solution to problem - verbal ability - The ability of social field	interval	Sternberg (2000)
<b>Emotional intelligence (X2)</b>	- self awareness - self management - Motivation - Empathy - Customer Relationship management	interval	Goleman (2015)
<b>Work discipline (X3)</b>	- Presence - Strict adherence to labor regulations - Strict adherence to labor standards - High level of vigilance - working ethically	interval	sinambela (2018)
<b>Employee performance (Y)</b>	- Quality - Quantity - Punctuality - effectiveness - autonomy - Commitment	interval	Robbins (2006)

*Source: Developed for theses 2018*



## RESULTS AND ANALYSIS

Companies that serve as the object of research is PT. Adi Mulia Anugerah mandate. The number of employees who serve as the respondent amounted to 35 people.

Characteristics of respondents indicated that the majority of respondents are in the age of 31 up to 41 years with a percentage of 51.4% (18) were male sex, amounting to 24 people with a percentage of 68.6% and female total of 11 people (31, 4%). Respondents to the latest education Bachelor of total 25 persons (71.4%) and the diploma of 10 people (28.6%) with a period of employment 6 to 10 years of the greatest in this study as many as 18 people (51.4%).

### Validity test

Test the validity of using Pearson correlation method is done by correlating the scores of items with item total score (Gunawan, 2018). After testing the validity of the data found that there are some items that the statement is not valid because the value of  $r$  arithmetic  $< r$  table (0,349). How to overcome this is if there is no valid point declaration that the statement should be discarded.

### Test Reliability

The technique used to measure the reliability of the questionnaire is *tingkar Cronbach's Alpha*. That after testing the alpha value or  $r$  count at the level of 0.8-1.0 = good reliability. It can be concluded that all the variables have met the criteria of reliability.

### Normality test

Normality Test methods one sample Kolmogorov-Smirnov test was used to determine whether the data residual normal distribution or not. Based on the test results it can be concluded that the value of significance (Asymp. Sig. (2-tailed)) of 0.200 or more than 0.05 so that the residual value can be said to be normally distributed.

**Linearity Test**

Linearity test aims to determine whether the two variables have a linear relationship or not significantly. The significance of variables intelligence (0.009), emotional intelligence (0,001), and discipline (0,000) is less than 0.05 means that it can be concluded that there is linearity between variable intellectual, emotional intelligence, and discipline with variable employee performance.

**Heteroskidadstity Test**

Heteroscedasticity test aims to test whether the regression model occurs or there is inequality of variance of residuals from one observation to another observation. The significance of variables intelligence (0.943), emotional intelligence (.860), and discipline (0.856) is greater than 0.05 means that it can be concluded that there was no trouble heteroskedastisitas.

**Multicolinearity Test**

Multicolinierity test was used to test whether the regression model found a correlation between the independent variables. Data obtained from the sample because there is no amount of statistical tolerance multikolinieritas variable intellectual, emotional intelligence, and discipline more than 0.10 and statistics VIF value of less than 10.

**Results of Multiple Linear Regression Analysis**

Multiple linear regression analysis is an analysis tool to prove the presence or absence of the influence of two independent variables (independent) or more with one dependent variable (dependent).

**Table 2. Summary of Results of Multiple Linear Regression Analysis**

<b>variables</b>	<b>Regression Coefficients</b>	<b>R Partial</b>	<b>t</b>	<b>Sig.</b>	<b>Information</b>
constants	8.371				
Intellectual Intelligence (X1)	0,023	0,026	.144	0.886	Not significant
Emotional Intelligence	0.152	.207	1,177	.248	Not significant

variables	Regression Coefficients	R Partial	t	Sig.	Information
(X2)					
Work Discipline (X3)	.536	0,482	3.061	0,005	Significant
t table = 1.697 R = 0.683 Adjusted R Square = 0.415			F count = 9.035 Sig. F = 0.000 F table = 1.84 SEE = 3.35050		

Source: *Processed Data, 2018*

### Results Analysis

Partial testing using t-test and proving the hypothesis can be seen by comparing the value of t arithmetic with t table value obtained from the regression coefficient table with a confidence level of 95% with a 5% significance level (0.05). Testing criteria ie if  $t > t$  table and significance  $< 0.05$ , it can be concluded that there is influence between independent variables and the dependent variable significantly. However, if  $t < t$  table and the significance of  $> 0.05$ , it can be concluded that there is no influence between independent variables and the dependent variable (Gunawan, 2018),

T table 0.05 in  $df = (n - k - 1) = 30$  is 1.697. Acquisition of the variable t value of 0.144 intelligence, emotional intelligence variable of 1.177, and work discipline variables at 3.061.

### Effect of Variable Intellectual Intelligence (X1) the Employee Performance (Y)

Based on the results of hypothesis testing 1 note that  $t = 0.144$  while  $t$  table = 1.697 ( $t$  table  $> t$ ) while the significance value obtained for 0.886 ( $sig > 0.05$ ). Thus, it can be concluded that there is no significant effect between intellectual intelligence variables with employee performance. It is caused by two factors, namely, the first employees of PT. AmanahMuliaAnugerah Adi has no rights in decision making for decision-making can only be done by any manager and employee portion only does the work assigned or directed by the manager. Second, because of the incompatibility of occupations with skills of each employee so that it is causing intellectual intelligence (IQ) has no effect on the performance of employees.

These results are consistent with the results of research conducted by Anjarini (2017) which states that the intelligence did not significantly affect performance. Intelligence quotient (IQ) is not the only indicator of a person's success. IQ provides little indication about the level of intelligence of a person and not a portrait of a person's overall intelligence. Therefore, someone who has high IQ, not necessarily the absolute will successfully solve the problems in the world of work is complex, but there needs to be another smart side of the employee (Yenti, Machasin, and Proverbs, 2014),

### **Effect of Emotional Intelligence variables (X2) the Employee Performance (Y)**

Based on the results of testing the hypothesis 2 that  $t = 1.177$  while  $t_{table} = 1.697$  ( $t_{table} > t$ ) while the significance value obtained for 0.248 ( $sig > 0.05$ ). Thus, it can be concluded that there is no significant influence between the variables emotional intelligence and employee performance. That is, high or low value of emotional intelligence has no effect on a person's performance.

The results are consistent with research conducted by Hidayati, Setiawan and Solimun (2013) and Citra and Endratno (2017) concluded that there is no influence of emotional intelligence on performance. At PT. Adi Mulia Anugerah mandate, the employees have not been able to understand his emotions when carrying out the tasks entrusted and the ability to control emotions in difficult situations has not been done. One thing that needs to be underlined that the potential of individuals in the aspects of "non-intellectual" with regard to the attitude, motivation, sociability, and other emotional aspects are factors that are very important in the achievement of one's success. Emotions should be treated well when dealing with others and create and maintain relationships with others, could affect, lead, deliberation,

### **Variables Influence Work Discipline (X3) on employee performance (Y)**

Based on the results of hypothesis testing three known that  $t = 3.061$  while  $t_{table} = 1.697$  ( $t_{table} < t$ ) while the significant value gained 0,005 ( $sig < 0.05$ ). Thus, it can be concluded that there is significant influence between the variables of work discipline with the employee's performance. That is, the higher the level of discipline in work, the better the performance generated by employees. Conversely, the lack of discipline of employees will decrease significantly its performance.

The results support previous research results of Yudistiro (2015), Junaidi (2016), and Yenti (2014) shows that labor discipline positive and significant effect on performance. Every organization in general wants his servants who work to comply with the order to comply with the rules or the rules that have been set. With the enactment of rules written or unwritten, it is expected that the employees can implement discipline in the works so that its performance was increased(Yenti, Machasin, and Proverbs, 2014),

## **CONCLUSIONS AND RECOMMENDATIONS**

### **Conclusion**

1. Results of research at PT. Adi MuliaAnugerah mandate to analyze the effect of intellectual intelligence (IQ), that increases or whether IQ does not affect the performance of employees. It is caused by two factors, namely, the first employees of PT. AmanahMuliaAnugerah Adi has no rights in decision making and employee only does the work assigned / directed by the manager. Second, because of the incompatibility of occupations with skills of each employee.
2. Results of research at PT. Adi MuliaAnugerah mandate to analyze the influence of emotional intelligence (EQ), that increases or absence of EQ does not affect the performance of employees. This is because employees are not able to understand the emotions when carrying out the tasks entrusted and the ability to control emotions in difficult situations has not been done.
3. Results of research at PT. Adi MuliaAnugerah mandate to analyze the influence of labor discipline, that the increasing discipline in the work will affect the performance of employees, thus the employee with discipline will produce a good performance and optimal.

### **Suggestion**

Some advice that can be given to the relevant parties through this study are as follows:

1. The need for the management company to continue to improve the performance of employees by continuing employee education to a higher level so that aspects such as problem solving, verbal skills, and abilities in the field of social intelligence, the better.

2. To improve the performance of employees, the company is expected to provide training for example in the form of training ESQ (Emotional Spiritual Quotient) regularly to employees. ESQ training is a human resources training institute in Indonesia that aims to build character through the merger of three potential that is intellectual, emotional intelligence and spiritual intelligence. ESQ training is done by a wide range of seminars and training.
3. When recruiting new employees should receive employee management in accordance with the field work required to make employees more focused on doing their job according to knowledge, not only based on experience alone.
4. The need for the management company to continuously improve the level of employee discipline, for example, by adding an appropriate time employees working hours the employee is absent from work delays.

## REFERENCES

- Ariana, I., & Riana, I. (2013). Influence Leadership, Compensation, and Labor Discipline the Employee Performance at the Hotel Cendana Resort & Spa Ubud, Gianyar. *E-Journal of Management, University of Udayana*, 1-10.
- Fahmi, I. (2015). *Theory and Application Performance Management*. Bandung: Alfabeta.
- Goleman, D. (2002). *Emotional Intelligence*. Jakarta: PT. Gramedia Pustaka Utama.
- (2007). *Emotional Intelligence*. Jakarta: PT. Gramedia Pustaka Utama.
- (2015). *Emotional Intelligence*. Jakarta: PT. Gramedia Pustaka Utama.
- Hamali, LM (2016). *Understanding of Human Resource Management. Strategy Managing Employees*. Yogyakarta: CAPS.
- Handoko, H. (2008). *Personnel Management and Human Resources. Molds sixteenth*. Yogyakarta: BPFE.
- Marpaung, R., & Rumondang, C. (2013). Effect of Intellectual Intelligence, Emotional Intelligence and Spiritual Intelligence on Employee Performance PT. Angkasa Pura II Branch SSK II Pekanbaru. *Pekbis Journal*, 179-189.

- Daughter, YS (2016). Effect of Intellectual Intelligence, Emotional Intelligence, and Work Environment on Employee Performance PT. PLN Persero Klaten area. *Journal of Management & Organization Studies*, 88-97.
- Robbins, S. (2006). *Organizational behavior*. Jakarta: PT. Index.
- Sinambela, LP (2018). *Human Resource Management. Build a Solid Work Team to Improve Performance*. Jakarta: Earth Literacy.
- Sternberg, RJ (2000). *Intelligence*. United Kingdom: The Press Syndicate of the University of Cambridge.
- Wibowo. (2016). *Behavior in Organization*. Jakarta: Rajawali Pers.
- Widodo, S. (2012). *New Ways to Empower Yourself Faster Happiness, Success and Prosperity*. Jakarta: PT. Gramedia Pustaka Utama.
- Wirahimaja. (2003). *Human Resource Management*. Jakarta: Erland.
- Yenti, N., Machasin, and Proverbs, C. (2014). Effect of Emotional Intelligence, Intellectual Intelligence and Discipline to Performance PMC Hospital Nurses in Pekanbaru. *Jom FEKON*, 1-21.
- Yudistiro, IA (2015). Effect of Emotional Intelligence, Work Environment, and the Discipline of the Teacher Performance with Organizational Commitment as moderation. *Journal of Human Resource Management*, 38-50.