



DIES NATALIS
UNIVERSITAS HAYAM WURUK
PERBANAS - SURABAYA

magister
manajemen

Proceeding Book



UHW
UNIVERSITAS HAYAM WURUK



ICOBBI

**MARKETING INTERNATIONAL SEMINARS
AND THE 4th INTERNATIONAL CONFERENCE
ON BUSINESS AND BANKING INNOVATIONS**

Surabaya, 29th January 2022

Pascasarjana.Perbanas.ac.id mmuhw.perbanas

0822-4784-5434 info.mm@perbanas.ac.id

Published by :

Program Studi Magister Manajemen
Universitas Hayam Wuruk Perbanas
Jl. Wonorejo Utara No. 16 Rungkut Surabaya
Telp. 031-5947151 | Ext. 2402
Fax. 031-87862621
Website. www.pascasarjana.perbanas.ac.id

The 4th ICOBBI

*The Strategy of Digital in Business
for Gaining Competitive Advantages after Pandemic*



DIES NATALIS
UNIVERSITAS HAYAM WURUK
PERBANAS - SURABAYA

magister
manajemen



Keynote Speakers :



UNIVERSITI SAINS MALAYSIA



SPU

SRIPATUM
UNIVERSITY
@Chonburi



Co-Host :



Sponsored by :





**Proceeding Book of
The 4th International Conference on Business and Banking Innovations
(ICOBBI) 2022
“The Strategy of Digitalization in Business for Gaining Competitive
Advantages after Pandemic”**

Steering Committee

Dr. Drs. Emanuel Kristijadi, M.M.

Dr. Lutfi., S.E., M.Fin

Dr. Basuki Rachmat, S.E., M.M.

Organizing Committee

Manager

: Prof. Dr. Dra. Tatik Suryani, Psi., M.M.

Vice Manager

: Dr. Ronny, S.Kom., M.Kom., M.H.

Secretary and Treasury

: Dewi Aliffanti, S.E.

Tanza Dona Pratiwi, S.E.

Publication and Proceeding

: Aditya Ramadhani, S.IIP., M.A

Technology Supporting

: Sumantri., S.Kom

Risky Andriawan, S.T.

Anton Ghozali., S.Kom

Supporting

: Muhammad Ilham



Reviewers :

1. Chonlatis Darawong, Ph.D (Sripatum University, Thailand)
2. Assoc. Prof. Dr. Elissha Nasruddin (University of Science, Malaysia)
3. Dr. Sanju Kumar Singh (Tribhuvan University, Kathmandu, Nepal)
4. Prof. Dr. Dra. Tatik Suryani, Psi., M.M (Universitas Hayam Wuruk Perbanas, Indonesia)
5. Dr. Soni Harsono, M.Si (Universitas Hayam Wuruk Perbanas, Indonesia)
6. Prof. Abdul Mongid, Ph.D. (Universitas Hayam Wuruk Perbanas, Indonesia)
7. Dr. Lutfi, M.Fin. (Universitas Hayam Wuruk Perbanas, Indonesia)
8. Burhanudin, Ph.D. (Universitas Hayam Wuruk Perbanas, Indonesia)
9. Mohammad Shihab, Ph.D. (Universitas 17 Agustus 1945 Surabaya, Indonesia)
10. Dr. Yudi Sutarso, M.Si (Universitas Hayam Wuruk Perbanas, Indonesia)
11. Dr. Muazaroh, SE., MT (Universitas Hayam Wuruk Perbanas, Indonesia)
12. Abu Amar Fauzi, S.S., MM (Universitas Hayam Wuruk Perbanas, Indonesia)
13. Dr. Werner Ria Nurhadi, S.E, M.M (Universitas Surabaya, Indonesia)
14. Muhammad Sholahuddin, S.E, M.Si, Ph.D, (Universitas Muhammadiyah Surakarta, Indonesia)
15. Dr. Siti Mujanah, M.M (Universitas 17 Agustus 1945 Surabaya, Indonesia)
16. Dr. Miswanto, M.Si (STIE YKPN Jogjakarta, Indonesia)

Editor and Layout :

1. Dr. Ronny, S.Kom., M.Kom., M.H.
2. Dewi Aliffanti, S.E.
3. Tanza Dona Pratiwi, S.E.

Published 29th January 2022

Magister Manajemen Universitas Hayam Wuruk Perbanas, Surabaya, Indonesia

Jalan Wonorejo Utara No. 16, Rungkut Surabaya, East Java 60296

Telpon 082247845434

Website : <http://pascasarjana.perbanas.ac.id/>

Indexed by google scholar

ISBN :

The originality of the paper is the author's responsibility



FOREWORD

Alhamdulillah, praise be to Allah Subhanahu Wa Ta'ala for granting us the opportunity to organize and publish the proceedings of the 4th International Conference on Business and Banking Innovations (ICOBBI) with the topic "The Strategy of Digitalization in Business for Gaining Competitive Advantages after Pandemic". This proceeding contains several researches articles from many fields in Business & Marketing, Banking & Sharia Banking, Accounting & Financial Management, Human Resources Management, Operations Management, Investasi, Insurance & Capital Market, Strategic Management, Technology Management, and Information System.

The 4th International Conference on Business and Banking Innovations was held on 29th January 2022 by virtual (online) zoom meeting and organized by the Master Management Study Program of Universitas Hayam Wuruk Perbanas in Collaboration with five Higher Education Institutions in Indonesia and three Universities from Asia countries. Keynote speakers in this conference were: Chonlatis Darawong, P.hD (Sripatum University, Thailand), Associate Prof. Dr. Ellisha Nasrudin (University of Science, Malaysia), Dr. Sanju Kumar Singh (Postdoctoral Fellowship in Universitas Airlangga, Tribhuvan University Nepal) and Prof. Dr. Abdul Mongid, MA., P.hD (Universitas Hayam Wuruk Perbanas, Indonesia).

I would like to give high appreciation to the Rector of Universitas Hayam Wuruk Perbanas for his support at this event. Acknowledgments and thank you to all the steering and organizing committees of the ICOBBI for the extra ordinary effort during the conference until this proceeding published. Thank you very much to all presenter and delegates from various Universities. Beside it, I would like to express our gratitude to the three universities, namely Universitas 17 Agustus Surabaya, STIE YKPN Yogyakarta, Universitas Negeri Gorontalo, Universitas Surabaya and Universitas Muhammadiyah Surakarta which has been the co-host of this event.

Hopefully, the proceeding will become a reference for academics and practitioners, especially the business and banking industry to get benefit from the various results of the research field of Business and Banking associated with Information Technology. Proceedings also can be accessed online on the website <http://eprints.perbanas.ac.id/>

Chair of the Master Management Study Program
Universitas Hayam Wuruk Perbanas

Prof. Dr. Tatik Suryani, M.M.



Tabel of Content

Cover.....	i
Co-Host and Sponsorship.....	ii
Committee	iii
Reviewers.....	iv
Foreword.....	v
Table of Content.....	vi

Accounting and Financial Management

The Influence of The Level of Financial Literacy, Materialism and Impulsive Buying to Management Financial Behavior Students Master of Management in Surabaya 1-7
Dominika Rosvita Amadea Tarung; Muazaroh

The Effect of Perception of Confidentiality and Security, Perception of User Satisfaction, and Perception of Easy on The Implementation of E-Filing on Taxpayer Compliance in Submitting Annual SPT (Case Study at KPP Pratama Kebumen) 8-17
Wicak Ari Wibowo; Tri Ciptaningsih

The Effect of Attitude, Subjective Norms, Perceived Behavioral Control, And Tax Knowledge On Studentâ€™s Interest Who Join The Tax Volunteer Program For A Career In Taxation (Empirical Study In 2021)..... 18-26
Dheanira Ayu Hapsari; Tri Ciptaningsih

Differences un the Strenght of Financial Ratios and Financial Distress of Transportation Companies in Indonesia During the COVID-19 Pandemic Era..... 27
Ivana Oktarina Sopacua; Manggar Wulan Kusuma

The Causes of Audit Report Lag..... 28-34
Rusmawan W. Anggoro; Anita Kristiana

Fluctuation Of Rupiah Exchange Value, Interest Rate And Changes In Share Price..... 35-44
Hais Dama; Meriyana Franssisca Dunga

Fraud Financial Statement Detection: Fraud Hexagon Model Analysis in the Financial Sector Listed on the Indonesia Stock Exchange 45-55
Shinta Permata Sari; Diana Witosari

Attaining financial well-being: The essential effects of financial experience, status, and behavior..... 56-66
Mochammad Zakariya Rosyid; Rr. Iramani



Determinant Analysis Affecting The Level of Disclosure of Operations Segments (Empirical Study on Companies Consumer Cyclical Listed on the Indonesia Stock Exchange in 2017-2019)67-75
Tetiana Fitrianingsih; Lintang Kurniawati

The Effect of Asset Management, Leverage, and Free Cash Flow on Firm Value With Dividend Policy as Moderating Variable (Study on Consumer Goods Industry Sector Companies Listed on The Indonesia Stock Exchange (IDX) 2018-2020).....76-84
Awalia Endang Setyorini; Triyono

Analysis of Factors Affecting Audit Report Lag Mining Companies Listed On the Indonesia Stock Exchange 2018-2020.....85-89
Yuli Tri Cahyono; Cindy Elisa Putri;

The Effect of Dividend Policy and Capital Structure on Company Value with Profitability as Mediation Variable in The Food and Beverage Companies Listed on The IDX in 2015 – 2020.....90-95
Atikah Resiana Fildzah; Wiwik Lestari

Factors Affecting Firm Value : Theoretical Study on Public Textile and Garment Manufacturing Company in Indonesia96- 104
Cholis Hidayati; Lintang Puspitasari Wijanarko

Principles and Agents: The Phenomenon of Agency Theory in The Business Sector and The Public Sector105-109
Maulidah Narastri;

Company value of Indonesia State-Owned Enterprises during the Pandemic-Covid 19.... 110
Hwihanus;

Financial Knowledge, Financial Experience and Income as Determinant of Financial Well-Being in Bali, Indonesia..... 111
Mochamad Hanif Nuruddin; Rr.Iramani

Behavior of Financial Management as a Mediation of The Influence of Financial Knowledge and Intention Behavior To Well-Being Family Finance112-118
Dewi Candra Purwati; Rr. Iramani



The Effect of Fundamental and Macroeconomic Factors to Stock Return 119-123
Aprilia Setiadi Lukas; Werner R. Murhadi; Arif Herlambang

Balanced Scorecard Contribution to Business Strategy In PT XYZ National Shipping
Company 124-129
Yudith Agusta; Lutfi

Analysis of The Effect of Current Ratio (CR), Return On Assets (ROA), Debt to Equity Ratio
(DER) and Net Profit Margin (NPM) on Stock Price (Empirical Study on LQ45 Companies Listed
on the Indonesia Stock Exchange for the 2017-2020 Period) 130-136
Ice Diana; Erma Setiawati

The Relationship of Sustainability Reporting Disclosure and Firm Performance, Risk, Value: Study
on Banking Sub Sector Companies Listed Into Indonesia Stock Exchange (IDX) 137-146
Alfiana Mufti Ainuna; Rina Trisnawati

Banking and Shari'a Banking

Stress Test of Financing Quality at Indonesian Islamic Rural Bank Using Montecarlo
Simulation 147-154
Uvy Dian Rizky; Abdul Mongid

Macroeconomic Stress test of Credit Risk in Indonesian Banking using Monte Carlo
Simulation 155-162
Nanda Diyah Syarifah; Abdul Mongid

The Effect of Credit Risk and Efficiency on Capital Adequacy With Profitability as Intervening
Variables. 163-169
Mochamad Syafruddin Aji; Emanuel Kristijadi

Analysis Of The Effect Of Inflation, Capital Adequacy Ratio, Operation Cost Of Operating Income,
And Net Performing Financing On The Profitability Of Sharia Commercial Banks in
Indonesia 170
Rias Hasna Rosabila; Abdul Mongid

The Effect of Liquidity Ratio, Asset Quality Ratio, Sensitivity Ratio, Capital Ratio and Efficiency
Ratio Towards Return On Asset (ROA) on Foreign Exchange National Private Commercial
Banks..... 171-174
Oppi Putri Bunga; Muazaroh



Planned Behavior Theory Testing (Case Study Of Financial Management In A Muslim Family In Sidoarjo)..... 175-180
Wiwik Lestari; Desy Sanggita Fitriany; Merita Dwi Nandasari

Does Competition Make Regional Development Banks More Efficient? 181
Zunairoh; Werner Ria Murhadi; Bertha Silvia Sutejo

Determinants of Indonesian Banking Profitability 182-189
Sholikha Oktavi Khalifaturofi'ah; Achmad Saiful Ulum

The Influence of the Britama Savings Marketing Strategy on Customer Satisfaction at PT. Bank Rakyat Indonesia (Persero), Tbk. Batua Raya Makassar Unit..... 190-200
Dhita Pratiwi Ar; Rini L.; Abdul Gafar Samalam; Halida Sasmita; Hafipah

Business and Marketing

Social Media Marketing Activities, Brand Love and Brand Trust In Willingness to Participate Online (Co-Creation) with Satisfaction as Mediation Variable 201-204
Amilia Jasmin Nabila ; Tatik Suryani

The Influence of Social Media Marketing and Personal Selling on Purchase intention during the pandemic Covid-19: The Case of Discovery Property Agency 205-231
Renaldo Giovanni ; Theresia Gunawan; Istiharini

Factors Influencing Mobile Banking Adoption In Covid 19 Pandemic Period: The Mediating Role Of Behavioral Interest..... 232-241
Noormalita Primandaru; Gita Nirmalasari Triyana;

How Coolness Affects The Brand Image On The Vans Fashion Footwear?..... 242-247
Nuning Kristiani; Andi Muntabilah Naida;

Implementation of Digital Marketing & Knowledge Transfer of Hollandpark Permaculture Products..... 248
Syamsul B Biki; Umin Kango; Vetty D Pulukadang

Knowledge Management: Social Media & Public Knowledge About the Hazard of Mercury 249-254
Dyah Ayu Nuraini; Mohamad Agus Salim Monoarfa; Andi Juanna



Relationship Between Talent Management And Employees Performance: Case In Gorontalo	255-261
Rizan Machmud; Raflin Hinel; Tineke Wolok; Umin Kango	
The Effect Of Security, Responsiveness, Convenience, And Reliability Of Services On BRI Customer Satisfaction In Using Mobile Banking	262-270
Bramantiyo Adhi; Ronny	
Impact Of Wfh In Surabaya City The Effect Of Workload, Employee Burnout On Work Life Quality And Employee Performance	271
Nanis Susanti;	
Analysis Of Marketing Strategy, Product Quality And Service Quality To Repurchase Intention	272-278
Sumiati;	
The Effect of Customer Satisfaction and Trust on Performance Expectancy and Word of Mouth (WOM) at Shopee Applications Users.....	279-287
Annisa Eka Septiana; Tatik Suryani	
Does Brand Matter in Driving Purchase Intention of the Banking Services?.....	288-295
Muhammad Alvin Juanda; Burhanudin	
The Effect of Perceived Quality and Value on Brand Trust of Express Delivery Services during Pandemic Covid 19 in Indonesia	296
Fika Fahmi Firdaus; Yudi Sutarso	
The Determinants of Brand Equity in Banking	297-306
I Made Gde Pasek Bagiartana; Burhanudin	
Entrepreneurial Intention for Students at Universities in Sleman, Yogyakarta Special Region, Indonesia	307-316
Bambang Kharisma; Irhas Effendi; Dyah Sugandini	
The Effects of Commitment, Perceived Quality, and Satisfaction on Brand Equity: The Medating Role of Brand Trust and Brand Loyalty.....	317-326
Miftakhul Jannah; Burhanudin	
Behaviour Intention of Digital Banking Adoption UTAUT2 and Covid-19 Pandemic as Factors.....	327-335
Popy Novita Pasaribu; Auzi Naufal Rabbani	



Factors Influencing Online Purchase Intention Through E-Commerce in The Millennial Generation 336-345
Delta Sagita Riandana; Delta Sagita Riandana

Analyze of Customer Loyalty on Customer Oriented and Marketing Communication PT. Bank Syariah Indonesia Tbk. 346-348
Verawaty;

The Effect Of Experiential Marketing On E-Wom (Electronic Word Of Mouth) And Customer Value As Intervening Variables In Tourism Destinations Rawa Bento Kerinci Regency Jambi Province. 349
Deci Fachrosi; Johannes; Sylvia Kartika Wulan B

Human Resources

The Effect Of Leadership Style, Work Environment, Compensation On Job Satisfaction At Pt Pln (Persero) Sikka Regency 350-356
Krisanty Natalia Mariani Parera, Emanuel Kristijadi, Tjahjani Prawitowati

The Mediating Role of User Satisfaction in the Influence of Organizational Learning Culture and Online Learning Engagement To Net Benefit Outcome In Indonesia During Covid 19 Pandemic Period 357-362
Heni Kusumawati;

Emotional Intelligence And Apparatus Performance 363-371
Muchtar Ahmad; Djoko Lesmana Radji; Hais Dama

The Internalization of Patient Safety Culture in The Quality of Performance of Nurses in Different Generations of Nurses at The XYZ Hospital, Surabaya 372-377
Sisilia Andri Soelistyani; Ika Yunia Fauzia

The Role of Work Ability and Servant Leadership on Employee Performance in a TIKI Delivery Service Companies in Surabaya..... 378- 384
Siti Mujanah;

The Effect of Organizational Commitment, Organizational Culture,Self-Efficacy on Employee Performance with Job Satisfaction as Mediator Literature Review and Proposed Model .. 385-393
Vega Hardikasari; Burhanuddin; Emma Julianti;

Determinants Of Millenials Employee Engagement In Indonesia: Systematic Literature Review 394-400
Febby Ayu Ramadhani; Tatik Suryani



The Effect Of Employee Engagement, Motivation, And Organizational Culture On Employee Performance During The Covid-19 Pandemic..... 394-400
Ni Sheila Fairuz Ratnasar; Tatik Suryani

Investment, Insurance and Capital Markerts, Information System, and Technology Management

The Effect Of Student Environment, Lecturer Environment, And Technology Dimensions On Software User Trust With Student Satisfaction As Intervening Variable (A case study of students taking ERP courses online). 405
Prima Rosita Arini Setyaningsih; Lita Kusumasari

Technology Acceptance and Adoption of Mobile Application: A Systematic Review. .. 406-415
Boonchai Wongpornchai; Chonlatis Darawong

Efficiency Level of Malaysian Family Takaful Using Stochastic Frontier Approach.416
Labibah Salsabila; Zubaidah Nasution

The Role of Locus of Control in Examination of Private Sector Employee Retirement plan Model in Surabaya..... 417-425
Ismawati; Rr. Iramani

Analysis of The Indonesia Capital Market Reaction to The Announcement Implementation of Emergency Community Activity Restriction (PPKM) (Event Study on Companies. 426-433
Said Setiandika Pambudi; Suyatmin Waskito Adi

The Effects of Interpersonal Communication and Self-Efficacy on Job Satisfaction of LSP P1 Assessor of Higher Education Institutions in Surabaya, East Java Province, Indonesia. .
Ida Aju Brahmasari; Irmasanthi Danadharta; Ida Aju Brahma Ratih



The 4th
ICOBBI

MARKETING INTERNATIONAL SEMINARS
AND THE 4th INTERNATIONAL CONFERENCE
ON BUSINESS AND BANKING INNOVATIONS

Surabaya,
29th January
2022

**PROCEEDING BOOK OF
THE 4TH INTERNATIONAL CONFERENCE ON BUSINESS AND
BANKING INNOVATIONS(ICOBBI) 2022
“The Strategy of Digitalization in Business for Gaining Competitive Advantages after
Pandemic”**

**29th January 2022
At Zoom Meeting**

Published by:

Magister Manajemen Universitas Hayam Wuruk Perbanas, Surabaya, Indonesia
Jalan Wonorejo Utara No. 16, Rungkut Surabaya, East Java 60296
Telpon 082247845434 Website : <http://pascasarjana.perbanas.ac.id/>



EMOTIONAL INTELLIGENCE AND APPARATUS PERFORMANCE

Muchtar Ahmad^{1,*}, Djoko Lesmana Radji², Hais Dama

^{1,2,2}Department of Management, Economic Faculty, Universitas Negeri Gorontalo

*Corresponding author. Email: muchtar.ahmad@ung.ac.id

ABSTRACT

Intelligence as a form of intellectual ability of the apparatus in the form of mental ability in carrying out tasks or work in accordance with their duties and competencies. The hypothesis shows that emotional intelligence has a direct positive effect on the performance of the apparatus. Emotional intelligence is proven to significantly affect the performance of the apparatus, the higher the emotional intelligence of the apparatus it will have the same value as the performance of the apparatus in the agency where he is assigned. The strong emotional intelligence of the apparatus will implement its competence and capabilities to improve performance to the maximum, the apparatus' self-awareness becomes a new color in increasing real work motivation, both individually and institutionally. Apparatus can improve self-management to be able to achieve the target of capable and accountable work quality that has been entrusted to him, with self-awareness, social awareness of the apparatus in forming work teams to carry out their respective duties and responsibilities, so as to create value for social relations, ethics, attitude to achieve a more professional performance.

Keywords: *Emotional Intelligence, Performance and Apparatus*

1. INTRODUCTION

In carrying out their work, employees work together in a work unit, not separately. The organizing function of the prison government has placed human resources in a predetermined government organizational structure, so that they have different powers and responsibilities, as well as hierarchical levels. This hierarchical level distinguishes that those at the top level act as leaders, and those at the bottom level act as subordinates. Therefore, in order for a government organization to achieve its goals, the leadership element contained in a leader is needed, because with the power and influence it has, it will make employees disciplined in their work, so that the goals of the government organization are achieved.

So that the tasks given are sometimes not as expected and the completion time of the task exceeds the set time limit. Lack of performance appraisal or regular evaluation of the work results of employees in each work unit. The tendency of some unit or office leaders to come and go from work without carrying out routine control over the work of subordinates, so that some subordinates only work less innovatively and less creatively. This makes some habits into a culture that lacks work discipline, for example during working hours there are employees who are late for work, go home early, are inefficient in utilizing working hours and there are still employees who do not attend without news.

Emotional intelligence is very important for all government officials, where leaders must understand, accept input on 363

changes and dynamics of organizations and individual groups of apparatus in the government environment, so that this gives great hope for other employees to be able to improve their performance.

As an autonomous region, the implementation starts from the aspects of planning, organizing, implementing and evaluating the administration of government in realizing the welfare of the people and the overall improvement and growth of the region. However, in reality, it has not yet obtained optimal results. This is well realized by looking at the daily phenomenon of the performance of the Boalemo Regency government's public service itself still needs to be improved.

There are several other things regarding the attitude of employees to accept changes to leadership carried out by employees when carrying out tasks that are indifferent, relaxed, not enthusiastic, resulting in providing services to the community that still tend to refuse to make changes. This has an impact on the internal competition of employees and tends to create small conflicts in the work environment against the leadership of the new regent to be less good. Which in the end shows discomfort in the creation of the employee's performance. Besides that, what also seems to be complained is about the emotional intelligence of employees who are not supportive, while the workload or responsibilities are getting heavier. Emotional intelligence that is not good, with low acceptance of change all adds to and buys employees' daily lives, this triggers resistance to change and low employee performance at work.

Seeing the reality of the performance of employees who are expected to be at the government and institutional levels to be able to provide better services, and this has not been fully implemented, this indicates that there is something that is quite entrenched and becomes a weak point in the management of an organization. Therefore, the management of the government bureaucracy must really pay attention to aspects of benefits and service improvement. This is in line with what Ahmad

(2021) stated (Conducive work culture will create better work performance), meaning that a conducive work culture will create better work performance.

Various problems faced by a number of apparatus in the government environment, among others, is the low performance of the apparatus. This is more due to several factors including acceptance of change, emotional intelligence and leadership of the regent, job satisfaction, decision making, discipline, work culture, competence, work motivation, educational qualifications and organizational climate.

Formulation of the problem

Referring to the above background, the problem of this research can be formulated as follows: Does emotional intelligence have a direct effect on the performance of the apparatus?

2. THEORETICAL STUDY

Apparatus Performance

In the context of management discipline, Harvey and Bowin (1996; 160) assert that performance is stated as follows: "the accomplishment of an employee's or manager's assigned duties and the outcomes produced on a specified job function or activity during a specified time period". Meanwhile, in terms of personality, a person's performance in an organization is related to personality, a person's performance in an organization is related to that person's personality. These personality types tend to affect their performance in doing a certain type of work. Thus, personality can be classified into 16 types and each type has a tendency to be more successful in certain fields of work than in other fields of work.

Gibson et al (1997; 123) state that there are three sets of variables that affect behavior and performance, namely: 1). Individual variables consisting of a. Ability and skills: mental and physical, b. Background : Family and social level and c. Demographics: Age, origin, gender. 2). Organizational variables consisting of: a. Resources, b. Leadership, c.

Rewards, d. structure, and e. Job design. 3). Psychological variables consisting of a. Perception, b. Attitude, c. Personality, d. Learning, and e. Motivation.

Meanwhile, according to Gomes (2003; 117) in evaluating employee performance based on specific behavioral descriptions, several dimensions or criteria that need attention are (1) Quantity of work; (2) Quality of work; (3) Job Knowledge; (4) Creativity; (5) Cooperation; (6) Dependability; (7) Initiatives; (8) Personal qualities. Each of these factors is explained as follows: (1) Quantity of work is the amount of work performed in a specified time period. (2) Quality is the quality of work achieved based on the requirements for suitability and readiness.

Quality according to Bernadin and Russel (1998; 37) is "the degree to which the process or result of carrying out an activity approaches perfection, in term of either conforming to some ideal way of performing the activity or fulfilling the activity's intended purpose". Quality is the degree to which the process or result of an activity is close to perfection, both in terms of carrying out activities that meet the ideal method or achieving the objectives of the activity. (3) Job Knowledge is the breadth of knowledge about the job and its skills.

Meanwhile As'ad stated that "knowledge of job" is employee knowledge about procedures and materials included in all phases of work. Thus, job knowledge is related to employees' understanding of procedures or working methods as well as technical information about work. (4) Creativeness is the authenticity of the ideas that arise and actions to resolve the problems that arise. (5) Cooperation is the willingness to cooperate with other fellow members of the organization. Cooperation concerns the willingness of employees to participate and cooperate with other employees vertically or horizontally inside and outside the work so that the work results will be better. (6) Dependability is awareness and can be trusted in terms of attendance and completing work. (7) Initiative is the spirit to carry out new tasks and to enlarge their responsibilities. (8) Personal

quality is about personality, leadership, hospitality and personal integrity.

Ahmad & Kango (2021; 6) argues that the performance of the apparatus is the performance carried out by an apparatus by utilizing available resources as an opportunity to improve performance which can be measured by achieving certain goals. So based on the results of the analysis of the theories and views stated above, it can be synthesized that performance is the performance or work of employees in improving work in accordance with their respective duties and functions for the goals that have been set together in the organization, and measured by an assessment by the immediate supervisor.

Emotional Intelligence

Emotional intelligence proposed by Weisinger (1998) that emotional intelligence as the use of emotions intelligently. This intelligence has four basic elements that can be developed dramatically. The four basic elements are: (1) the ability to see, assess and express emotions appropriately, (2) the ability to access or evoke feelings based on needs when those feelings can facilitate understanding of oneself or others, (3) the ability to understand emotions and the knowledge gained from them, and (4) the ability to regulate emotions in order to promote emotional and intellectual development. When employees use their emotional intelligence, they help shape an emotionally intelligent organization. Everyone is responsible for improving their emotional intelligence and using it in relationships with other employees. And in the end, everyone applies these skills within the organization as a whole. Emotional intelligence can be measured based on certain characteristics. This measurement can reveal the relationship between emotional intelligence and health, cooperation, innovation, productivity and others. Measurements are expressed in the form of a scale, where each scale identifies the inherent trait in a person that proves the strength developed in the attributes of emotional intelligence.



Meanwhile, Cooper and Sawaf (2002) suggest that one very important aspect of the human personality to be able to do things well is emotion, emotion is a source of inner energy, good or bad emotions have been there since birth. do with that energy and emotion. Emotional intelligence is the ability to sense, understand effectively, apply the power and sharpness of emotions as a source of energy, information, and influence. This statement is in accordance with the opinion of Cooper and Sawaf (2002) defining emotional intelligence as: "the ability to sense, understand and effectively apply the power of emotions as a source of human energy, information, connection and influence". In the interpersonal sphere, emotional intelligence is developed through: (1) communication skills, namely: (a) being able to express oneself clearly and firmly to others what they think, feel, and want, (b) able to listen to what is being said. other people actually say, and critically share their own feelings and ideas about other people's ideas and actions, (c) able to communicate in groups. (2) interpersonal skills, namely: (a) the ability to analyze relationships in order to be productive, (b) the ability to exchange information effectively, and (3) the ability to be a mentor, namely helping others to manage their emotions so that they can communicate effectively , can solve their own problems and conflicts, so that they are optimally motivated.

Emotional intelligence is a technical competency that involves individual employees which has implications through one's maturity outwardly in controlling feelings both for oneself and for others as part of the intuition of the mind that can change an employee's mind to be more innovative in the organization. enables a person to be aware of, understand, and be in control of their own emotions, to recognize and understand the emotions of others, and to use this knowledge to drive their success and the success of others. Emotional intelligence in this study can be synthesized as self-maturity in processing and controlling oneself and others according to their duties and functions in the organization, with indicators; self-awareness, self-

management, social awareness, social relations.

Hypotheses

Referring to the problems above, the research hypothesis can be formulated as follows, so the research problem can be formulated, namely: Emotional intelligence has a positive effect on the performance of civil servants.

3. RESEARCH METHODS

Research Approach

The research approach used is a quantitative approach. The quantitative approach is concerned with testing hypotheses and quantified data through the use of objective measurement techniques and statistical analysis (Birowo: 2004:1).

Research methods

This research method uses survey research. The survey method is research conducted to obtain facts about the symptoms of the problems that arise. Furthermore, the analytical technique used is path analysis, which will examine the direct and indirect effects of each variable. In this study, there are endogenous and exogenous variables. Endogenous variables are often called dependent variables (bound) or variables that are influenced or become the result, while exogenous or independent variables (free) are often referred to as variables that influence changes or causes of variables (Sugiyono: 4-5). This study will examine or analyze the relationship between research variables and measure the effect of one variable on other variables. The variables studied consisted of emotional intelligence (X), on the performance of the apparatus (Y).

Population and Sample

The population in this study were all civil servants in Boalemo Regency, as many as 1,149 people. the number of samples taken is n

= 101 Civil Servants. Thus, 101 civil servants in Boalemo Regency are respondents who are considered to have representativeness values. Sampling was carried out using a sampling technique using the echelon group cluster with the "Random Sampling" technique.

Data collection technique

The data collection analysis technique in this study was carried out by a questionnaire technique which consisted of a number of questions that had previously been tested and had been declared valid and reliable. The distribution of the questionnaire was carried out directly by the researcher to the respondents who had been designated as samples. In this study there are 2 types of data needed, namely (1) secondary data and (2) primary data. In terms of filling out the questionnaire, the instrument to measure employee performance was assessed by the direct supervisor, the instrument to measure acceptance of change, the instrument to measure emotional intelligence, and the instrument to measure the regent's leadership were filled in by the employee. The data analysis procedure used is path analysis using a survey method with a quantitative approach.

4. RESEARCH RESULTS

The description of the research data explains the general picture of the data including the average value (mean), standard deviation (standard deviation), mode (Mo), median (Me) and frequency distribution and data description through histogram using Excel. Based on the many variables and referring to the research problem, the data can be the performance of civil servants in Boalemo Regency, (Y), Emotional Intelligence (X). Data grouping, frequency distribution, statistical average of standard deviation, median, mode, standard deviation, variance, range, minimum, maximum.

1) Employee Performance Data

Based on the results of the analysis, the lowest score was 98, the highest score was

159, the median was 130, the standard deviation was 13, and the variance was 162. To obtain the number of classes, the Sturges formula was used with the lowest score 98 and the highest 159, a range of 159-98 was obtained. = 61. The number of classes is calculated by the Sturges formula, namely $BK = 1 + 1.33 \log (101) = 7.66$ (rounded up by 8). Based on the data displayed, it can be seen that the highest absolute frequency is in the interval class 130 - 137 as many as 27 respondents or by 24.73%, while the smallest absolute frequency is in the interval class 98 - 105 as many as 3 respondents or equal to 2.97% and 154 - 161 as many as 3 respondents or 2.97%. So based on the normal distribution, it can be said that the performance scores of civil servants in the government of Boalemo Regency tend to be high.

2) Emotional Intelligence Data

Based on the results of the analysis, the lowest score was 98, the highest score was 137, the median was 120, the standard deviation was 9, and the variance was 87. To obtain the number of classes, the Sturges formula was used with the lowest score of 98 and the highest 137, a range of 137-98 was obtained. = 38. The number of classes is calculated by the Sturges formula, namely $BK = 1 + 1.33 \log (101) = 7.66$ (rounded up by 8). The data shown shows that the highest absolute frequency is in the interval class 118 - 122 with 24 respondents or 23, 76%, while the smallest absolute frequency is in the interval class 98 - 102 with 3 respondents or 2.97%. So based on the normal distribution, it can be said that the acceptance score for changes in civil servants in the Boalemo Regency Government tends to be high.

Testing Requirements Analysis

The analysis test includes tests for normality, linearity and regression significance which are described in detail as follows:

Normality test

One type of analysis that can be used to test the normality of the data is the Liliefors test. By using the Liliefors test, the data is declared normal if $L_{count} < L_{table}$ and the data is declared abnormal if $L_{count} > L_{table}$. The test criteria are accept H_0 if $L_0 > L_{table}$ and reject H_0 if $L_0 > L_{table}$ at the selected level of significance. In this study, $\alpha = 0.05$ was chosen, so for $n = 101$, the L_{table} value = 0.100. The following is a description of the results of the calculation of the data normality test for the variables of performance, acceptance of change, emotional intelligence, and the leadership of the regent, as follows:

Normality Test of Performance Regression Error (Y) on Emotional Intelligence (X)

The results of calculations based on the regression error of Y over X obtained the maximum value of the Liliefors test, namely $L_{count} = 0.079$. Because the value of $L_{count} = 0.079 < L_{table} = 0.088$, it can be concluded that the regression error of Y over X is normally distributed. In this case the data comes from a normally distributed population. This shows that the data normality requirements for simple linear regression Y over X2 are met in this study.

a. Y Regression Significance and Linearity Test on X2

- 1) The results of the regression equation obtained that F_{count} of 63.58 is greater than F_{table} of 3.94 ($\alpha = 0.05$) and 6.90 ($\alpha = 0.01$), thus H_0 is rejected and H_1 is accepted which means the above Y regression equation model X2 proved significant.
- 2) Linearity test obtained F_{count} value of 1.14 which is smaller than F_{table} 1.62 ($\alpha = 0.05$). Thus, it can be stated that the Y regression model on X2 is proven to be linear.

Table 1; Analysis of Variance of Y Regression Linearity Test on X

Sumb. Var.	dk	JK	RJK	Fhitung
Total	101	1711931	1711931	
Koefisien (a)	1	1695738.31	1695738.31	
Reg (bia)	1	6332.67	6332.67	63.58**
Sisa	99	9860.019	99.60	
Tuna Cocok	32	3478.76	108.71	1.14*
Galat	67	6381.25	95.24	

Note ** Very Significant; * ns = insignificant (linear)

Source: Primary data

Hypothesis testing

Positive Direct Effects of Emotional Intelligence (X) on Performance (Y)

To empirically test that emotional intelligence (X2) has a direct positive effect on performance (Y), the hypotheses tested are as follows:

$$H_0 : \beta_{y2} \leq 0$$

$$H_1 : \beta_{y2} > 0$$

Based on the calculation of the path coefficient obtained $y_2 = 0.356$ with $t_{count} 3.689 > t_{table} 1.96$ because $t_{count} > t_{table}$ ($\alpha = 0.05$), then H_0 is rejected, which means that emotional intelligence (X) has a direct positive effect on employee performance (Y).

DISCUSSION OF RESEARCH RESULTS

1. Emotional intelligence has a direct positive effect on employee performance.

Emotional intelligence is an employee's attitude related to self-maturity in processing and controlling oneself and others. Emotional intelligence as a person's maturity outwardly in controlling feelings both for oneself and for others as part of the intuition of the mind that can change the mind of an employee to be more innovative in the organization, emotional intelligence involves a combination of competencies that allow a person to realize, understand, and be in control of their own emotions, to recognize and understand the emotions of others, and to use this knowledge to drive their success and the success of others.

Intelligence tends to be translated as the intellectual ability of the apparatus in the form of mental abilities that are important in carrying out tasks or work. The hypothesis proposed is that emotional intelligence has a direct positive effect on employee performance. Emotional intelligence is proven to significantly affect employee performance, so the higher the emotional intelligence of employees, the higher the performance of employees in the government of Boalemo Regency.

The high emotional intelligence of employees will be able to achieve maximum performance, self-awareness employees will be more motivated to work in earnest, each employee can improve self-management in order to achieve the work targets that have been given to him, in addition to increasing employee social awareness in build a work team in carrying out their duties and responsibilities, so as to improve social relations in government organizations to work more conducive and peacefully.

An employee who has a high level of emotional intelligence will continue to work well even though he works under pressure from his superiors and leaders. An employee with high emotional intelligence works with discipline, calm and feels calm and does not do other things that are not related to his duties.

Intelligence tends to be translated as the intellectual ability of the apparatus in the form of mental abilities that are important in carrying out tasks or work. This can be understood because in work not only actions to carry out work but also intelligence in solving problems, Tubbs and Schultz. Intellectual intelligence alone is not sufficient, because intellectual intelligence is only a tool. This is contrary to Suhariadi's research, that intelligence has an effect in forming efficient productivity in a person. Howard in Sean McPheat proposes two additional types of intelligence: Intrapersonal Intelligence and Interpersonal Intelligence.

The hypothesis proposed is that emotional intelligence has a direct positive effect on employee performance. Emotional intelligence is proven to significantly affect employee performance, so the higher the emotional intelligence of employees, the higher the performance of employees in the government of Boalemo Regency.

The hypothesis proposed is that emotional intelligence has a direct positive effect on employee performance. Emotional intelligence is proven to significantly affect employee performance, so the higher the emotional intelligence of employees, the higher the performance of employees in the government of Boalemo Regency. An employee who has high emotional intelligence will continue to work well even without being supervised by superiors, this is because it is based on self-awareness and the employee's desire to prepare work more thoroughly with the right level of punctuality. In the end, employees who have a high level of emotional intelligence will have good performance because they make the best use of working time to find solutions for completing work in accordance with the targets set by the leadership.

The results of this study are relevant to Maria Vakola, Ioannis Tsaousis, and Ioannis Nikolaou's 2003 research on 'The role of emotional intelligence and personality variables on attitudes toward organizational change' which shows that there is a relationship between personality traits and employee attitudes towards change. In addition, the contribution of emotional intelligence to attitudes in dealing with change is significant, indicating that there is added value from using emotional intelligence in dealing with organizational change.

The high emotional intelligence of employees will be able to achieve maximum performance, self-awareness employees will be more motivated to work in earnest, each employee can improve self-management in order to achieve the work targets that have been given to him, in

addition to increasing employee social awareness in building team work in carrying out their duties and responsibilities, so as to improve social relations in government organizations to work more conducive and peacefully.

An employee who has high emotional intelligence will continue to work well even without being supervised by superiors, this is because it is based on self-awareness and the employee's desire to prepare work more thoroughly with the right level of punctuality. In the end, employees who have a high level of emotional intelligence will have good performance because they make the best use of working time to find solutions for completing work in accordance with the targets set by the leadership.

CONCLUSION

Based on empirical findings and discussion of research results, it can be concluded that all exogenous variables have a positive effect on endogenous variables. In detail, it can be conveyed as follows, that emotional intelligence has a direct positive effect on employee performance, meaning that an increase in an employee's emotional intelligence can improve employee performance.

The implication of this research is that emotional intelligence has a direct positive effect on employee performance. The implication of this finding emphasizes that the emotional intelligence of employees in the local government of Boalemo Regency, Gorontalo Province has a major role in improving employee performance. Emotional intelligence of employees is usually measured by self-awareness of employees in being responsible for their duties and functions in each work unit as part of employee self-awareness in optimizing their duties so that targets are achieved. Awareness in building teamwork and self-management of each individual employee will increase the performance of the employee. However, it also still needs leadership consistency in enforcing

regulations in maintaining the mental stability of employees in working continuously.

REFERENCES

- Ahmad, Muchtar & Umin Kango, Apparatus Performance, (Publisher of the State University of Gorontalo Press. Gorontalo. 2021).
- A'sad, Moh. Industrial psychology. (Yogyakarta, Institute of Management Academy of Corporate Management, 2004).
- Bernardin, H. John and Russell, Joyce E. A. "Human Resource Management An Experiential Approach". McGraw-Hill. Inc. 1993).
- Carell, Michael R, Daniel F. Jennings and Christina Heavrin J. D. "Fundamentals of Organizational Behavior". (Prentice hall. Inc. 1995).
- C, Chermiss, "Emotional Intelligence: What it is and Why it Matters," [online], 2009, available from the World Wide Web: <<http://a2psychology.com>>.
- Colquit, Jason A., Jeffery A. LePine & Michael J. Wesson. Organizational Behavior: improving Performance and commitment in the workplace. (New York: McGraw Hill, 2009)
- DeCenzo, David A and Robbins, Stephen P. "Fundamentals of human Resource Management". (Eighth Edition. 2005).
- Feldman, Robert S, "Understanding Psychology" (new York: McGraw-Hill, Inc., 1989)
- Greenberg, Jerald. "Managing Behavior in organizations". (New Jersey: Fourth edition. Pearson Prentice Hall. 2005).
- Gomez-Mejia, Luis R., David B. Balkin and Robert L. Cardy. Managing Human Resources. (Pearson Prentice Hall. New Jersey. 2004).
- Goleman, G.. Working With Emotional Intelligence. (New York: Bantam. 1998).
- Hussey, D.E. How to Manage Organization Change. (London: Kogan Page Limited. 2000).

- Indrawijaya, Adam I., Organizational Behavior, (Bandung: Sinar Baru Algensindo, 2002).
- Ivancevich, John M. Human Resource Management. (New York: Eighth Edition. McGraw-Hill. 2001).
- Ivancevich, John M., Robert Konopaske and Michael Matteson. Organizations Behavior and Management, 8nd edition. (Singapore: McGraw-Hill, 2008)
- Kusnedi. 2005. "Analysis of Concept Pathways and Applications with SPSS & LISREL 8 Programs". Publisher Department of Economics Education. UPI.
- Laurie J. Mullins. Management and organizational Behavior. (New York, Prentice hall, 2005)
- Luthans, Fred. Organizational Behavior. (Yogyakarta: Edition ten. Translation. ANDI Publisher, 2006).
- Maltis, L. Robert & John H. Jackson, Human Resource Management. (Jakarta: Indonesia's second edition of the book. Salemba Empat. 2002).
- Masri Singaribuan and Sofyan Effendi. Survey research method". (Jakarta: Revised Edition. LP3ES. 1995).
- Mangunjaya, Wustari, Human Resource Quality Development from the PIO Perspective, (Depok: Department of Industrial and Organizational Psychology, Faculty of Psychology UI, 2001).
- Martin, Anthony Dio., Emotional Quality Management Reflection, Revision and Revitalization of Life through the Power of Emotions, (Jakarta: Publisher Arga, 2003).
- Maurer, R. "Using resistance to build support for change", The Journal for Quality and Participation, 19 (3), pp. 56-66. (1996)
- McShane, Steve L. And Mary ann Von Glinov. Organization Behavior (essential). Fourth Edition. (New York: McGraw-Hill/Irwin, 2008)
- Meyer, Henry R. Management with emotional intelligence, Munir translation. (Jakarta: Nuance. 2007).
- Nikolaou, Ioannis & Ioannis Tsaousis, Emotional intelligence in the Workplace; exploring its effects on Occupational Stress and Organizational Commitment, (The International Journal of Organizational V.10 No.4, 2002)
- Pasmore. William A. Creating Strategic Change. New York: John Wiley & Sons. inc.
- Patton, P. Emotional Intelligence at work. (Jakarta: Pustaka Delapratasa, 1998).
- Riduwan and Engkos Achmad kuncoro. "How to use and interpret Path Analysis". (ALFABETA Publishers. Bandung. 2007).
- Suharsimi, Arikunto. Research procedure: A practical approach". (Jakarta: Rineka Cipta Publisher. 1998).
- Vakola, Maria., Tsaousis, Ioannis., Nikoaoou, Ioannis., The Role of Emotional Intelligence and Personality Variables on Attitudes Toward Organizational Change, Journal of Managerial Psychology Vol.19 No.2, 2004, pp 88-110. (2003)
- Weisinger, Hendrie, Emotional Intelligence at work. (Jakarta: PT. Bhuana Ilmu popular. 1998).
- Ahmad, Muchtar 2021 The impact of work culture on the apparatus work Performance <http://jurnal.untag-sby.ac.id/index.php/dia/article/view/%235141/pdf>