

The Effect of Intellectual Intelligence (IQ), Emotional Intelligence (EQ), and Spiritual Intelligence (SQ) on The Performance of Regional Leaders Division II BPJS Health Commitment With Variable In Mediation

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Abstract

This study aims to Determine and analyze the influence between Intellectual Intelligence (IQ), Emotional Intelligence (EQ), and Spiritual Intelligence (SQ) on the Performance of BPJS Health Division II Regional Leaders With Variable Commitment As Mediation. The population of this study were all leaders in BPJS Health Division II with the level of manager and assistant manager who totaled 121 people. The sample in this study were 121 people Obtained by the method of sampling census. The instrument used for the data collection is by ordinal scale model questionnaire. To test the hypothesis used descriptive analysis and PLS analysis. The results of the data analysis show that (1) Intellectual Intelligence (IQ) has a negative and significant effect on performance, (2) Commitment is not a mediation variable between intellectual intelligence (IQ) to leadership performance, (3) Emotional Intelligence (EQ) has positive and significant (4) Commitment is the perfect mediation variable between emotional intelligence (EQ) on the performance of leadership, (5) Spiritual intelligence (SQ) has no significant negative effect on performance, (6) Commitment is the perfect mediation variable between spiritual intelligence (SQ) on leadership performance, and (7) Commitment has a negative and significant effect on performance.

Keywords: Intellectual Intelligence (IQ), Emotional Intelligence (EQ), Spiritual Intelligence (SQ), Commitment, and Performance

Introduction

The company or organization is a container for the achievement of common goals. Any company or organization is an instrument for the fulfillment of the functions of management and collaboration tool for grouping. Management functions, namely Planning, Organizing, Actuating, Controlling. Efforts to fulfill the management functions require the leadership role. Leadership is required to work effectively, so that the company or organization can work well in achieving its goals.

Organization or company is required to perform proper management so as to produce qualified human resources and achievement in order to become a competitive advantage for the organization or company. Competitive advantage is certainly expected not only on the level of job level, but also at every level expected level strategic positions which have the responsibility and is vital in determining the planning, control and decision making.

In order to achieve the goals of the organization, certainly needs to be a good performance. Performance is an overview of the level of achievement of an activity or wisdom in realizing means, mission and vision of the organization as stated in the formulation of strategic schemes (strategic planning) an organization. Performance is very important to be assessed or measured with the aim of motivating employees to achieve organizational goals and adhere to standards of

behavior are predetermined in order to produce the desired actions and outcomes (Sudaryanto, 2011). If the employee has a good performance and even higher, then the work given to them will be quickly completed and the results will be in accordance with the expectations of the company or organization.

The performance of the work area BPJS totaling 13 Regional Division will determine success BPJS services nationwide. The success is inseparable from the role of leadership in charge of all employees in carrying out their respective duties in the administration of social security each health activities in each work area BPJS. Work area successfully carrying out their duties will reflect a good performance. One work area BPJS is in the Regional Division II, which has a work area in the four provinces in Sumatra, namely Riau, Riau Islands, West Sumatra and Jambi (BPJS Health, 2016).

Factor Allegedly commitment can affect the performance leader in BPJS Health Regional Division II. Logically, led by a high work commitment is seen as more able to perform more optimal than that is not committed. Each employee is required to perform tasks earnestly to contribute, mengompakkan themselves based on similarity of thought, goals and ideals of professionalism with the vision, mission and activities of the organization.

Referring to the opinion of experts, the commitment is a key factor for someone to produce optimal performance (Sedarmayanti, 2011). Commitment will make the workers give their best to the organization where he works. The commitment will lead to a strong determination of all elements of personnel, from the highest leadership level to the level of leaders and subordinates. Lowest to survive, disciplined, dedicated high and spend his best in carrying out his duties, thus improving performance.

Furthermore, the leadership is also seen must have high intelligence in order to be motivated to contribute to improving performance. Leaders with high intelligence would be considered to be able to work more effectively. Intelligence in the conventional sense is concerned about whether the person. According to expert opinion, the leadership should have higher intelligence than their subordinates (Davis, 2008). So intelligence is also expected to be an important factor affecting the performance of the leadership BPJS Regional Division II. Leaders with the intelligence of Intellectual considered to work better and easier to achieve effectiveness. But in its development, not a few people with high intelligence, success in studies, but have been less successful in careers and jobs (Abidin, 2010). Turns intellectual lesser role in achieving good performance.

Leadership performance is not only determined by the ability of the brain and the power of thought alone, even more determined by emotional intelligence (*EQ*). It was answered through a review Goleman entitled *Emotional Intelligence: Why It Can Matter Than IQ* (1995). *EQ* is the ability to monitor and control their own feelings and others and use those feelings to guide thought and action. Goleman (2003) revealed that the components of intellectual intelligence (*IQ*) accounted for only a maximum of 20% only for success while the other 80% is determined by the mental attitude / personality. Goleman also found that the greatest ability that affects a person's success in the work is empathy, self-discipline, and an initiative known as emotional intelligence (Emotional Intelligence). Emotional intelligence (Emotional Intelligence) necessary for

success in work and produced a performance that stands out particularly for the leadership in the organization should have a level of knowledge, ability, and the necessary skills so that they can provide effective direction to subordinates to achieve organizational goals. So also in BPJS Health Regional Division II.

intelligence apart *IQ and EQ* which is also supposed to be possessed by a leader is spiritual intelligence (Spiritual Quotient). Spiritual intelligence (Spiritual Quotient) is an intelligence that reflects the physical and spiritual elements. Zohar and Marshall (2007) explains that the spiritual intelligence also plays a big role on a person's success in the work. Leaders who have spiritual intelligence is seen to be carrying out his duties honestly for the work not only measures to carry out the work but also integrate IQ and EQ.

The research problems are: 1) Is the intellectual intelligence (IQ) directly affects the performance BPJS Leaders Regional Division II? 2) Is the intellectual intelligence (IQ) effect on Leadership Performance BPJS Regional Division II through mediation Commitment? 3) Is Emotional Intelligence (EQ) directly affects the performance BPJS Leaders Regional Division II? 4) Is Emotional Intelligence (EQ) effect on Leadership Performance BPJS Regional Division II through mediation Commitment? 5) Is Spiritual Intelligence (SQ) directly affects the performance BPJS Leaders Regional Division II? 6) Is Spiritual Intelligence (SQ) effect on Leadership Performance BPJS Regional Division II through mediation Commitment? 7) Are Committed directly affect the performance BPJS Health Regional Division Leader

The objectives to be achieved in this study adalah: 1) To determine pdirect pengaruh intellectual intelligence (IQ) of the Leadership Performance BPJS Regional Division II. 2) To determine pengaruh indirect intellectual intelligence (IQ) of the Leadership Performance BPJS Regional Division II through commitment. 3) To determine pdirect pengaruh Emotional Intelligence (EQ) to the Leadership Performance BPJS Regional Division II. Regional II. 4) To determine pengaruh indirect Emotional Intelligence (EQ) to the Leadership Performance BPJS Regional Division II through commitment. 5) To determine pdirect pengaruh Spiritual Intelligence (SQ) to the Leadership Performance BPJS Regional Division II. 6) To determine pengaruh indirect Spiritual Intelligence (SQ) to the Leadership Performance BPJS Regional Division II through commitment. 7) To determine pdirect pengaruh BPJS Leadership Commitment to Performance Health Division

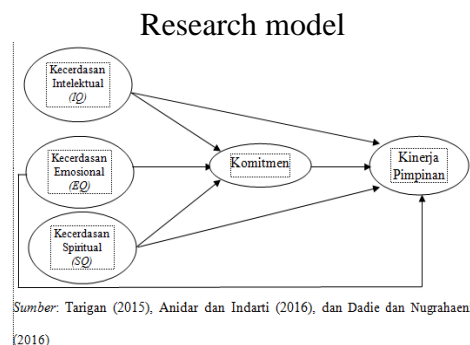
Theoretical framework

Based on research conducted by Tarin (2015) concluded the intelligence has no effect on performance. The intelligence is the IQ, EQ and SQ. Tarin research results (2015) proved that in achieving good performance will require optimal intelligence in carrying out work activities. The study supports research conducted by Soebyakto (2012) and Rahmasari (2012). The intelligence is not only independent but also there are synergies between IQ, EQ and SQ. Therefore, when the intelligence to function properly then the performance will be optimal.

And research conducted by Raza (2014) and Akram (2017) found that organizational commitment may mediate the relationship between emotional

intelligence and performance. The higher the commitment you have, then it can improve emotional intelligence relationship to performance.

Furthermore, Dadie and Nugrahaeni (2016) found a link between organizational commitment, ability, motivation, and performance of employees. Results are organizational commitment significantly influence employee performance. These results are in line with the results found by Supiyanto (2015) and Anidar and Indarti (2015). The higher the commitment owned by employees will increase the performance generated by these employees.



Research hypothesis

The framework is based on the above mentioned, the research hypothesis is as follows:

Ha1: Intellectual intelligence (IQ) direct effect the Performance Leadership BPJS Regional Division II.

Ha2: Intellectual intelligence (IQ) indirect effect the Performance Leadership BPJS Regional Division II through commitment.

Ha3: Emotional Intelligence (EQ) direct effect the Performance Leadership BPJS Regional Division II.

Ha4: Emotional Intelligence (EQ) indirect effect the Performance Leadership BPJS Regional Division II through commitment.

Ha5: Spiritual Intelligence (SQ) direct effect the Performance Leadership BPJS Regional Division II.

Ha6: Spiritual Intelligence (SQ) indirect effect the Performance Leadership BPJS Regional Division II through commitment.

Ha7: Commitment direct effect the Performance Leadership BPJS Regional Division II.

Research Methods

The population in this study were 121 leaders in scope BPJS Regional Division II. The overall population of this study serve as a sample with census method.

Data used in this research is data primary. Primary data obtained from the questionnaires collected from the study sample.

For variable performance leadership obtained from secondary data obtained through leadership performance report BPJS Regional Division II 2016

Methods of data analysis in the pThis enelitian using SEM analysis PLS with WarpPLS analysis tool version 5.0.

Results And Discussion

Overview of Respondents

The population used in this study was the leader BPJS Regional Division II level manager and assistant manager in 2016. The population numbered 121 people leadership and the overall population of the research samples using census method.

The data used are primary and secondary data. Primary data is data obtained directly from other research samples. Secondary data is data obtained indirectly or through an intermediary medium. Secondary data types have been selected for save time and costs, and the data obtained is valid. Data were obtained from the archives of the organization / institution, literature, previous studies, literature, and journals related to the problems studied.

The methods used to collect primary data in this study is a survey method using a questionnaire that is using a list of statements relating to the matter being investigated.

The data collection is done by hand-deliver questionnaires to the company that became the object of research with respondents to the questionnaire indicate that the target of the study. If possible researchers conducted interviews with the company so convincing companies about the seriousness of this research. In addition, with this research method can reduce the likelihood of a questionnaire answered by the respondent is not appropriate.

Secondary data collection methods used in this study is the documentary method. Documentary method is a method of collecting and analyzing written documents, images, and electronic. The reason why this documentary method selected for the data collected in the form of secondary data in the form of an annual performance report BPJS manager who serve as research subjects and includes a brief history, organizational structure and activities of the Agency.

Data analysis

Evaluation Measurement Model (Outer Model)

convergent Validity (Convergent validity)

The correlation between the score with a score reflective indicator latent variables, there are two criteria to assess whether the outer eligible models to construct reflective convergent validity, namely (1) loading should be above 0.70 and (2) a significant p value (<0.05) in (Hair et al ., 2013). Terms loading should be above 0.70 for the latent variables should be at least be able to explain the variation of each indicator by 50% (results of 0.70^2 is closer to 50%). But in some cases such as the newly developed questionnaire conditions are often not met. Therefore, loading between 0.40-0.70 should still be considered to be retained (Hair et al., 2013).

Discriminant validity (discriminant validity)

Reflective indicator measurement based on cross loading with latent variables. When the value of cross loading each indicator in the relevant variables compared to the largest cross loading on the other latent variables then be valid. Another method is to compare the value of the square root of average variance extracted (AVE) any correlation between the latent variables to other latent variables in the model, if AVE latent variables is greater than the correlation with all other latent variables then said to have a good discriminant validity. Recommended measurement value is greater than 0:50 and considered valid.

Composite Reliability (Reliability of Composite)

Group indicator that measures a variable having a good composite reliability Composite reliability if it has a value > 0.7, although not an absolute standard.

collinearity VIF

Data is said to be having problems collinearity vertical if VIF < 3.3.

Evaluation of Structural Model (Inner Model)

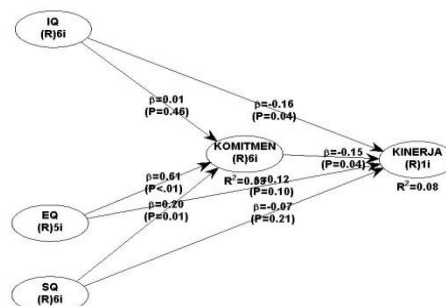
Based on Table 4:15 in mind that the model fit and quality indices for all the eligibility criteria. Thus the model can be used as an analytical research.

Table 4:15. Model fit and Quality Indices

Model fit and quality indices	
Average path coefficient (APC)	=0.189, P=0.008
Average R-squared (ARS)	=0.306, P<0.001
Average adjusted R-squared (AARS)	=0.284, P<0.001
Average block VIF (AVIF)	=1.249, acceptable if <= 5, ideally <= 3.3
Average full collinearity VIF (AFVIF)	=1.478, acceptable if <= 5, ideally <= 3.3
Tenenhaus GoF (GoF)	=0.461, small >= 0.1, medium >= 0.25, large >= 0.36
Sympson's paradox ratio (SPR)	=1.000, acceptable if >= 0.7, ideally = 1
R-squared contribution ratio (RSCR)	=1.000, acceptable if >= 0.9, ideally = 1
Statistical suppression ratio (SSR)	=1.000, acceptable if >= 0.7
Nonlinear bivariate causality direction ratio (NLBCDR)	=0.786, acceptable if >= 0.7

Hypothesis testing

Figure 2 Results



Hypothesis 1

Based on test results sebagaimana shown in Figure 2 it can be seen that the estimated parameters for testing the effect of intellectual intelligence (IQ) on the

performance had the effect of -0.16 and the p value 0.039. Thus it can be interpreted that the intelligence quotient (IQ) significant negative effect on the performance of the leadership.

Hypothesis 2

Based on the test results as shown in Figure 2 it can be seen that the coefficient indirect influence intelligence quotient (IQ) of the performance through a commitment to have a P-value of 0.04 (IQ-Performance), 0.46 (IQ-Commitment), and 0.04 (Commitment-Performance). Based on the opinions Solimun, 2011; Hair et al., 2010, if the variable X to variable Mediator and Mediator variable to variable Y significantly, as well as the variable X to variable Y is not significant, then the requirement is met perfectly mediating variables (complete mediation). If the variable X to variable Mediator and Mediator variable to variable Y significantly, as well as the variable X to variable Y is also significant, it is said to be mediated in part (partial mediation). If the variable X to variable Mediator and Mediator variable to variable Y one or both are not significant, it is said to be not as a mediating variable. Thus it can be said that the commitment is not a mediating variable between the intelligence quotient (IQ) of the performance of the leadership.

Hypothesis 3

Based on the test results as shown in Figure 2 it can be seen that the parameter estimation for testing emotional intelligence (EQ) has an influence on the performance of 0.12 and a P-value of 0.096. Thus it can be interpreted that emotional intelligence (EQ) is not significant positive effect on the performance of the leadership.

Hypothesis 4

Based on test results seHow can be seen in Figure 2 can be note that the coefficient of the indirect effect of emotional intelligence (EQ) on the performance through a commitment to have a P-value of 0.10 (EQ-Performance), <0.01 (EQ-commitment), and 0.04 (Commitment-Performance). Based on the opinions Solimun, 2011; Hair et al., 2010, if the variable X to variable Mediator and Mediator variable to variable Y significantly, as well as the variable X to variable Y is not significant, then the requirement is met perfectly mediating variables (complete mediation). If the variable X to variable Mediator and Mediator variable to variable Y significantly, as well as the variable X to variable Y is also significant, it is said to be mediated in part (partial mediation). If the variable X to variable Mediator and Mediator variable to variable Y one or both are not significant, it is said to be not as a mediating variable. Thus it can be said that commitment is the perfect mediating variables between emotional intelligence (EQ) on the performance of the leadership.

Hypothesis 5

Based on the test results as shown in Figure 2 it can be seen that the parameter estimation for testing spiritual intelligence (SQ) on the performance had the effect of -0.07 and a P-value of 0.21. Thus it can be interpreted that the spiritual intelligence (SQ) significant negative effect on performance.

Hypothesis 6

Based on the test results as shown in Figure 2 can be noted that the coefficient of the indirect influence of spiritual intelligence (SQ) on the performance through a commitment to have a P-value of 0.21 (SQ-Performance), 0.01 (SQ-Commitment), and 0.04 (Commitment-Performance). Based on the opinions Solimun, 2011; Hair et al., 2010, if the variable X to variable Mediator and Mediator variable to variable Y significantly, as well as the variable X to variable Y is not significant, then the requirement is met perfectly mediating variables (complete mediation). If the variable X to variable Mediator and Mediator variable to variable Y significantly, as well as the variable X to variable Y is also significant, it is said to be mediated in part (partial mediation). If the variable X to variable Mediator and Mediator variable to variable Y one or both are not significant, it is said to be not as a mediating variable. Thus it can be said that commitment is the perfect mediating variable between spiritual intelligence (SQ) on the performance of the leadership.

Hypothesis 7

Based on test results as can be seen in Figure 2 it can be seen that the estimated parameters for testing the effect of commitment to performance has the effect of -0.15 and 0.04 p value. Thus it can be interpreted that the commitment of significant negative effect on performance.

Conclusions

Based on the analysis performed in this study concluded that:

1. The higher intelligence quotient (IQ), which is owned by the leader BPJS Regional Division II, then the performance will decrease. This provides an explanation that the intelligence quotient (IQ), which is owned by the leadership did not give a positive response to the leader's performance. There are other factors beyond intellectual intelligence (IQ), which could be a factor that can improve the performance of the leadership of the Regional Division II BPJS such as the work environment and work life balance.
2. Commitment can not mediate the effect of intellectual intelligence (IQ) on the performance of the leadership. Intelligence quotient (IQ) negatively affect the performance of the leadership BPJS Regional Division II, with the added commitment mediating variables, not change the effect would be positive direction. Thus, the commitment variable is not a factor that mediates the effect of intellectual intelligence (IQ) on the performance of the leadership. There are other factors beyond the commitments that were

able to mediate the effect of intellectual intelligence (IQ) on the performance of leaders such as motivation and job satisfaction.

3. The higher the emotional intelligence (EQ), which is owned by the leader BPJS Regional Division II, it will be the performance leader also increased. Emotional intelligence (EQ), which is owned by the leadership to respond favorably to the performance of the CEO.
4. Commitment is able to mediate the effects of emotional intelligence (EQ) on the performance of the leadership. In this study, a commitment variables mediating variables influence of emotional intelligence (EQ) on the performance of the leadership. Emotional intelligence (EQ), which is owned by the leader BPJS Regional Division II coupled with the leadership's commitment to its work, it can support performance improvement generated by the leadership.
5. The higher the spiritual intelligence (SQ) held leadership BPJS Regional Division II, then the performance will decrease This provides an explanation that spiritual intelligence (SQ) which is owned by the leadership did not give a positive response to the leader's performance. There are other factors beyond spiritual intelligence (SQ) which could be a factor that can improve the performance of the leadership of the Regional Division II BPJS such as the work environment and work life balance.
6. Commitment is able to mediate the influence of spiritual intelligence (SQ) on the performance of the leadership. In this study, a commitment variables mediating variables influence of spiritual intelligence (SQ) on the performance of the leadership. Spiritual intelligence (SQ) which is owned by the leader BPJS Regional Division II coupled with the leadership's commitment to its work, it can support performance improvement generated by the leadership.
7. The higher the commitment shown by the leadership BPJS Regional Division II, then the performance will decrease. This provides an explanation that the commitments are owned by the leadership did not give a positive response to the leader's performance. There are other factors beyond the commitments which could be a factor that can improve the performance of the leadership of the Regional Division II BPJS such as the work environment and work life balance.

Suggestions

Based on the analysis and discussion as well as some limitations on the conclusions of this study, as for suggestions that can be provided through the results of this study in order to obtain better results, namely:

1. BPJS management and leadership are expected to understand each other in creating, maintaining, and developing intelligence possessed by the leaders (IQ, EQ and SQ). Leaders are entitled to freedom memanfaatkan its intelligence to be able to give a brilliant performance for BPJS Health Regional Division II.
2. The management of BPJS give rewards in the form of compensation or incentives according to the workload and responsibilities entrusted to the

leadership, so as to trigger the commitment within the leadership of the job.

3. Future studies could use another variable as an intervening variable relationship IQ, EQ and SQ on the performance of the leaders, for example: motivation, job satisfaction, and others.
4. Future studies could also use other variables as independent variables outside of IQ, EQ and SQ which can affect the performance of the management, for example: work environment, work life balance and others.
5. Future studies could use the population BPJS leadership on the other Regional Division. So the scope of the study became more widespread and is not just one regional division only.

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