



THE INFLUENCE OF ORGANIZATIONAL CULTURE AND SPIRITUAL INTELLIGENCE ON EMPLOYEE PERFORMANCE THROUGH EMOTIONAL INTELLIGENCE (Studies in PT. PLN (Persero) Distribution of Bali)

Reni Sancoko

Faculty of Economics and Business, University of Brawijaya
Malang, Indonesia
reni.sancoko@gmail.com

Margono Setiawan

Faculty of Economics and Business, University of Brawijaya
Malang, Indonesia

Eka Afnan Troena

Faculty of Economics and Business, University of Brawijaya
Malang, Indonesia

ABSTRACT

This research aims to analyze the relationship between organizational culture, spiritual intelligence, emotional intelligence and performance of employees at the Office of PT PLN (Persero) Distribution of Bali of Bali. The population of the research was the employees are permanent employees with at least 1 year working period a number of 189 people. The sampling technique was used in was simple random sampling with a respondent's number of 128 people and using SPSS 2.1 as a tool of analysis. Research findings show that organizational culture and spiritual intelligence influential significantly to emotional intelligence. In addition to that, the organizational culture and spiritual intelligence a significant effect on performance of employees. As well as emotional intelligence has a significant influence on performance of employees. The study also confirms that emotional intelligence mediated in part of organizational culture on performance of employees. As well as emotional intelligence mediated partly of spiritual intelligence on performance of employees.

Keywords: Organizational Culture, Spiritual Intelligence, Emotional Intelligence, Employee Performance

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INTRODUCTION

The potential of human resources is the main resource in an organization whose usefulness can process, analyze and move a company's goals effectively and efficiently. The role of humans in the company is an important factor because employees are the drivers and determinants of the organization of the company.

The successful implementation of a company's goals cannot be separated from the good management of human resources. Human resources that perform well will facilitate the organization in achieving its goals, vision and mission. Indeed, this is an important factor in the sustainability of an organization that is related to performance. Mangkunegara (2011), aspects related to performance include the following; loyalty, work, honesty, discipline, creativity, cooperation, leadership, personality, initiative, skills and responsibilities.

There is a theory that reveals that there are variables that affect performance. Gibson (2008: 301) explained the factors that influence employee behavior and performance,

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such as; a) individual variables, consisting of: Abilities and skills: mental and physical. Background: family, social level, payroll, demographic: age, origin, sex. b) organizational variables, consisting of: resources, leadership, rewards, structure, job design. c) psychological variables, consisting of: perception, attitude, personality, learning, individual characteristics and motivation.

Previous variables explain how individual, organizational and psychological factors have an influence on employee performance. This is the reason for the selection of variable focus for research, namely organizational culture, spiritual intelligence and emotional intelligence, in which the three variables will have an important role to determine how much the role of each variable in influencing the high level of employee performance so that they can realize together company or organization goals.

The finding of empirical studies on previous studies explain and show inconsistent finding or the existence of a research gap regarding the influence of organizational culture and spiritual intelligence on employee performance through emotional intelligence. In the Sucitayasa study, et al. (2014), Asmadi, et al. (2015), Wicaksana (2013) proved that organizational culture, spiritual intelligence and emotional intelligence have a significant effect on performance. The finding of the study from Anggraini (2010), prove that simultaneously emotional intelligence and spiritual intelligence have a positive effect on employee performance and spiritual intelligence has more influence on employee performance than emotional intelligence, while the finding of Filiks research (2015), prove that organizational culture has a significant effect but Emotional intelligence has no significant effect on performance.

Research by Koohbanani, et al. (2013), proves that in general there is no meaningful relationship between Spiritual Intelligence and Life Satisfaction, but there is a meaningful relationship between Emotional Intelligence and Life Satisfaction. Regression analysis finding show that "Moral Virtue" in Spiritual Intelligence and "Appraisal & Expression of Emotion" and "Regulation of Emotion" in Emotional Intelligence are significant predictors of Life Satisfaction. Also Spiritual Intelligence along with Emotional Intelligence has a meaningful relationship with Life Satisfaction.

Based on the phenomena that have been explained previously, it can be seen that there are many factors that can affect employee performance. Not only comes from external companies, but internal companies also have an important role. Feelings of happiness when doing something work will arise when the internal and external needs of employees are fulfilled. This will later affect the high level of employee performance.

Based on the explanation described earlier, researchers are interested in conducting research with the title, Organizational Culture and Spiritual Intelligence Against Employee Performance through Emotional Intelligence (Studies in PT. PLN (Persero) Distribution of Bali).

LITERATURE REVIEW

Organizational Culture

Kilmann, et. al. (1988), organizational culture is "philosophy, ideology, values, beliefs, assumptions and norms shared together. Culture is a power that does not appear behind something tangible and can be observed in various organizations, as social energy that directs people to action ". Edgar H. Schein (1992: 16) states that culture consists of three levels, namely; Artefacts, Espoused values and Underlying

assumptions. Schein (2007), looked at organizational culture from three variables of organizational culture dimensions, namely External Adaptation Tasks, Internal Integration Tasks and Basic Underlying Assumptions.

Based on the finding of theoretical studies on the definition of organizational culture, it can be concluded that organizational culture is a dynamic force in an organization that is rotating, interesting and interactive and shaped by employee movements and behavior, and attitude. Organizational culture is a pattern of basic sharing assumptions that are formed or developed by certain groups as learning to overcome external adaptation problems and internal integration that are carried out well and officially, therefore it can be taught to new members as the right way to understand, think and feel related to the problems that are being and will be faced.

Intelligence

Cohen and Swerdlik (2010), according to him intelligence is a term that is difficult to define, and can mean many things for different people. Since being born, every human being has been endowed with four types of intelligence, namely; Physical Intelligence (Physical Quotient), Intellectual Intelligence (Intelligence Quotient), Emotional Intelligence (Spiritual Intelligence), and Spiritual Intelligence (Spiritual Intelligence). Following three expert opinions, it can be concluded that intelligence is the ability of someone related to how to deal with something, adapt to something new, and in matters relating to the environment and others.

Spiritual Intelligence

Vaughan (2003), says that spiritual intelligence transcends conventional psychological development. Apart from self-awareness, it implies an awareness of our relationship with the transcendent, with each other, to the earth and all beings. From the finding of theoretical studies on the definition of spiritual intelligence, it can be concluded that spiritual intelligence is the ability of intelligence to deal with and solve problems of meaning or value, which can place behavior when dealing with fellow human beings, assessing that one's actions or way of life are more meaningful than others. Wigglesworth (2011), Spiritual Intelligence is "the ability to behave with caring and wisdom while maintaining peace in (calm) and outside without regard to circumstances". The statement "without regard to circumstances" shows that humans can maintain a center of peace and loving behavior even under great pressure. This is amazing from the advantages possessed by humans rather than other creatures.

Emotional Intelligence

Goleman (2006), emotion refers to a different mind and feeling from other thoughts and feelings, and where the biological and psychological state becomes a series of actions. Emotions are basically the impulses of someone to act based on the thoughts and feelings that they feel. Developed the dimensions that exist in emotional intelligence based on the performance of employees in the company by looking at four individual potentials in mastering Self-Awareness, Social Awareness, Self-Management, Relationship Management in themselves.

Employee Performance

Mathis and Jackson (2006: 65), performance is basically what employees do or don't do. Performance management is the overall activity undertaken to improve the performance of a company or organization, including the performance of each individual and work group in the company. Definition according to Rivai (2011: 14), Performance is the result or level of success of a person as a whole during a certain period in carrying out tasks compared to various possibilities such as work standards, targets or targets or criteria that have been determined in advance and mutually agreed. Miner (2005), some of the variables used for evaluating employee performance are indicated by the total score as follows; Quality of Work, Quantity of Work, Timeliness of Work and Cooperation.

Following the finding of theoretical studies on the definition of employee performance, it can be concluded that employee performance is the output or finding of work produced both in terms of quality and quantity of work and can be accounted for in accordance with the role within the organization or company accompanied by abilities, skills and skills in completing his work.

HYPOTHESIS

According to Barney in Lado and Wilson (1994), shared values make employees feel comfortable working, have commitment and loyalty and make employees strive harder, improve employee performance and job satisfaction and maintain competitive advantage. Organizational culture can help employee performance, because it creates an extraordinary level of motivation for employees to give their best ability to take advantage of the opportunities provided by their organization.

Based on previous research on the influence of organizational culture on employee performance, namely, Research conducted by Filiks (2015), the results of the study indicate that organizational culture has a significant effect on employee performance. Subsequent research by Sucitayasa, Nuridja and Suwena (2014), the results of the study indicate that organizational culture consisting of completion of tasks, interpersonal relationships, and individual behavior positively influences performance. And, the results of other studies put forward by Melina (2013), namely organizational culture has a significant effect on employee performance. Based on the explanation above, hypotheses can be arranged as follows:

H₁. Organizational culture has a significant effect on employee performance.

According to Ivancevich, Konopaske and Matteson (2007: 59) spirituality is a path, is a personal and personal thing, has many elements as well as; religion, and leads to one's self-search. Spirituality means that people (employees) have a personal life that develops and is developed by doing work that is relevant, meaningful and challenging. This is supported by the results of research from Aggraini (2010) simultaneously emotional intelligence and spiritual intelligence affect the performance of employees. Further research Asmadi, Syairudin and Widodo (2015) prove that partially spiritual intelligence contributes positively and significantly to employee performance. Based on the above, hypotheses can be arranged as follows:

H₂. Spiritual intelligence has a significant effect on employee performance.

According to Schein (2007), organizational culture is "a set of basic assumptions that are created, discovered, or developed and adopted together as learning to address problems of adaptation to the external environment and internal integration". This

concept is supported by research from Vakola et. al. (2003) show that emotional intelligence contributes to shaping employee attitudes toward change. In this study, it was hypothesized in detail that individuals with low emotional control would react negatively to the proposed change, whereas individuals with the ability to use emotions naturally saw change as an exciting challenge. In the research of Handayanto (2014), with the results of research that organizational culture is able to improve personal values. The hypothesis can be arranged as follows:

H₃. Organizational culture has a significant effect on emotional intelligence.

According to Spiritual intelligence is necessary for humans to balance their emotions. As reported by Goleman (1998) which explains that there are three basic focus for the first time to control our body so far, namely IQ, EI and SI. Emotional intelligence is the focus only when we realize that we need to improve ourselves - usually based on feedback in the relationship of work harmony. While spiritual intelligence usually becomes the focus later when we begin to look for deeper meanings about what life goals they are looking for as long as they live. Koohbanani, Dastjerdi, Vahidi, and Far (2013), in their study explained that the spiritual intelligence together with emotional intelligence has a meaningful relationship with life satisfaction. The hypothesis can be arranged as follows::

H₄. Spiritual intelligence has a significant effect on emotional intelligence.

According to Goleman (2006), states that the role of IQ (intellectual intelligence) in the world of work only occupies the second position after EQ (emotional intelligence) in determining one's success in achieving achievements in their work. the concept was supported in Wicaksana's (2013) study of emotional intelligence influencing employee performance. However Filiks (2015), found that emotional intelligence has no significant effect on employee performance, the hypothesis can be arranged as follows:

H₅. Emotional intelligence has a significant effect on employee performance.

Based on the results of a study of Filiks (2015), Sucitayasa, Nuridja and Suwena (2014), and Melina (2013), it was found that there was a significant influence between organizational culture on employee performance and the results of research conducted by Handayanto (2014) that there were significant between organizational culture for emotional intelligence. The hypothesis can be arranged as follows:

H₆. Organizational culture has a significant effect on employee performance through emotional intelligence.

Based on the results of research from Asmadi, Syairudin and Widodo (2015), and Anggraini (2010) then found a significant effect of spiritual intelligence on work motivation, and research conducted by Koohbanani, Dastjerdi, Vahidi and Far (2013) showed that spiritual intelligence has a positive influence on emotional intelligence. The hypothesis can be arranged as follows:

H₇. Spiritual intelligence has a significant effect on employee performance through emotional intelligence.

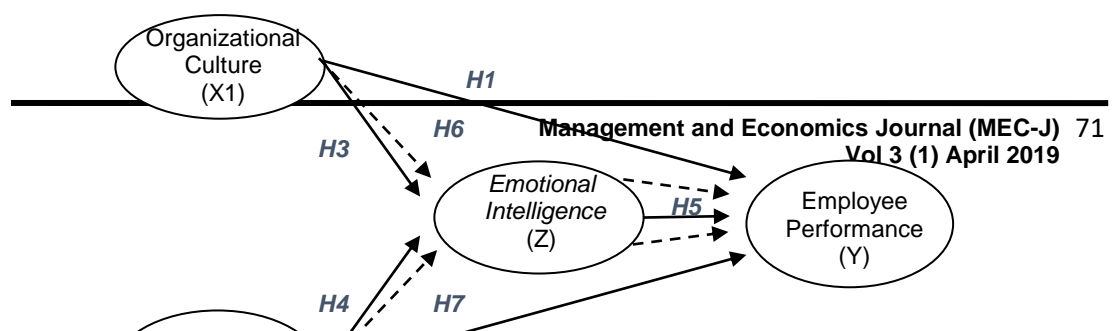


Figure 1. Research Conceptual Model
Source: Author (Primary Data Processed, 2018)

METHODS

This type of research is *expost facto*. In this study the technique of sampling probability sampling is used with this type of simple random sampling. Sugiyono (2014:118), "is said to be simple (simple) because the taking of a sample from a population of members is done at random without regard to existing strata in that population. This way do when members of the population are considered homogeneous". Population and research sample are all employees of PT. PLN (Persero) Distribution of Bali Bali, which has a permanent employee status of 189 employees who have been in service for at least 1 year, and has occupational classes ranging from top management, middle management, basic management, top supervisor, functional VI, functional V, functional IV, functional III to functional II. Sampling methods used with Slovin (2014) because it populations or population information detail is limited or unknown. Slovin formula usage this will get the number of samples is minimal which is we found 128 people. Were analysed using SPSS 2.1 Path Analysis method as an analytical tool.

RESULTS AND DISCUSSION

Finding

The finding of the hypothesis analysis of each path obtained of the variables of organizational culture, spiritual intelligence, and emotional intelligence on employee performance, can be arranged Path Analysis Finding path in Figure 2 as follows:

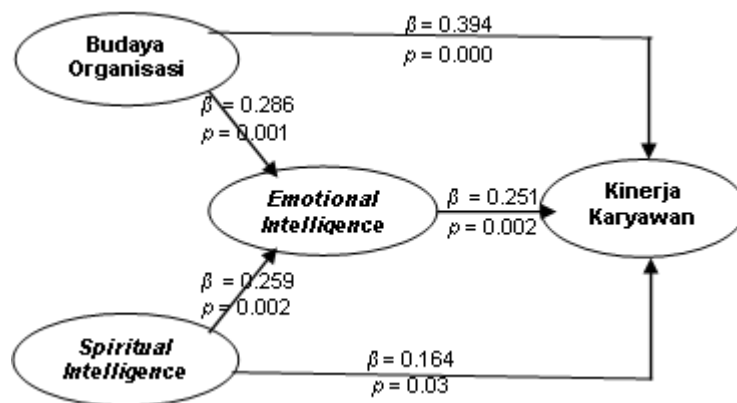


Figure 2
Path Analysis Finding

Source: Author (Primary Data Processed, 2018)

Direct Influence Testing

Direct hypothesis testing of influence is done to determine the direct effect of each variable. Based on the finding of the path analysis test in Figure 5.1, the significance value (p-value) can be explained in each path as in the following Table 5.12:

**Table 1.
Result of Direct Influence Test**

Relationships Between Variables		Path Coefficient (Beta)	The t-statistics	Sig. (p-value)	Description
Organizational Culture	Employee Performance	0.394	5.147	0.000	Significant
Spiritual Intelligence	Employee Performance	0.164	2.159	0.033	Significant
Organizational Culture	Emotional Intelligence	0.286	3.483	0.001	Significant
Spiritual Intelligence	Emotional Intelligence	0.259	3.146	0.002	Significant
Emotional Intelligence	Employee Performance	0.251	3.158	0.002	Significant

Source: Author (Primary Data Processed, 2018)

Based on the finding of the direct influence hypothesis test in Figure 2 and Table 1, it is shown that the finding of the analysis of the influence of Organizational Culture (X1) on Employee Performance (Y) is positive with a coefficient of 0.394 and a significance level of 0.000. Given p-values <0.05, it is stated to be significant. Thus, **hypothesis 1 is accepted.**

The finding of the analysis of the influence of Spiritual Intelligence (X2) on Employee Performance (Y) is positive with a coefficient of 0.164 and a significance level of 0.033. Given p-values <0.05, it is stated to be significant. Thus, **hypothesis 2 is accepted.**

The finding of the analysis of the influence of Organizational Culture (X1) on Emotional Intelligence (Z) is **positive** with a coefficient of 0.286 and a significance level of 0.001. Given p-values <0.05, it is stated to be significant. Thus, **hypothesis 3 is accepted.**

The finding of the analysis of the influence of Spiritual Intelligence (X2) on Emotional Intelligence (Z) is positive with a coefficient of 0.259. With a p-value of 0.002 considering p-values <0.05, it is stated significant. Thus, **hypothesis 4 is accepted.**

The finding of the analysis of the effect of Emotional Intelligence (Z) on Employee Performance (Y) is positive with a coefficient of 0.251. With a p-value of 0.002 considering p-values <0.05, it is stated significant. Thus, **hypothesis 5 is accepted.**

**Table 2.
Result of Indirect Influence Test**

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Relationships Between Variables			The Influence Of Indirect	The Influence Of Total
Exogenous	Exogenous	Exogenous		
Organizational Culture	Emotional Intelligence	Employee Performance	0.286 x 0.251 = 0.072	0.394 + 0.072 = 0.466
Spiritual Intelligence			0.259 x 0.251 = 0.065	0.164 + 0.065 = 0.229

Source: Author (Primary Data Processed, 2018)

Table 2 shows a summary of the finding of the test of indirect effects from the role of mediating emotional intelligence (Z). The finding of the analysis of the influence of Organizational Culture (X₁) on Employee Performance (Y) through Emotional Intelligence (Z) is positive with a coefficient of 0.072 and a significance level of 0.466. which means the path coefficient of the total effect is greater than the direct influence path coefficient (0.466 > 0.394), expressed as significant. Thus, **hypothesis 6 is accepted.**

Spiritual Intelligence (X₂) analysis finding on Employee Performance (Y) through Emotional Intelligence (Z) is positive with a coefficient of 0.065 and a significance level of 0.229. which means the path coefficient of the total effect is greater than the direct path influence coefficient (0.229 > 0.164), expressed as significant. Thus, **hypothesis 7 is accepted.**

DISCUSSION

The Influence of Organizational Culture on Employee Performance

The finding showed that organizational culture had a significant influence on employee performance at PT PLN (Persero) Distribution of Bali of Bali. This can mean that the organizational culture that is applied and adhered to in the company is able to improve employee performance well. it can be concluded that the relationship between the two variables is significant. Therefore it can be concluded that a fairly strong relationship between the two variables, if the organizational culture variable is high, the employee performance variable will be high too. That is, changes in the variable value of organizational culture through the three indicators used in PT PLN (Persero) Distribution of Bali of Bali, namely external adaption tasks, internal integration tasks, and basic underlying assumptions will be followed or impact on employee performance which is seen from the quality of work, quantity of work, timeliness of work, and cooperation carried out by employees of PT PLN (Persero) Distribution of Bali of Bali.

The finding of this study support the finding of empirical research from Filiks (2015) and Melina (2013) which show that organizational culture has a significant effect on employee performance. Furthermore, Sucitayasa et al. (2014) also shows the same finding, namely organizational culture that is composed of task completion, interpersonal relationships, and individual behavior positively influences employee performance.

These finding indicate that shared values make employees feel comfortable working, have commitment and loyalty and make employees try harder, improve employee performance and job satisfaction and maintain competitive advantage (Barney in Lado and Wilson, 1994). So it can be concluded that the organizational culture adopted by PT PLN (Persero) Distribution of Bali of Bali has been able to improve employee performance because the organizational culture is able to create an extraordinary level of motivation for employees to provide their best abilities and take advantage of the opportunities provided by their companies.

The Influence of Spiritual Intelligence on Employee Performance

The finding showed that spiritual intelligence has a significant influence on employee performance at PT PLN (Persero) Distribution of Bali of Bali. This means that the ability of employees seen from spiritual intelligence can improve the performance of these employees well. it can be concluded that the relationship between the two variables is significant. Therefore it can be concluded that a fairly strong relationship between the two variables, if the spiritual intelligence variable is high, the employee performance variable will be high. That is, changes in the value of the variable spiritual intelligence through the four indicators used in PT PLN (Persero) Distribution of Bali of Bali namely hinger self / ego self awareness, universal awareness, higher self mastery, and social mastery / spiritual presence will be followed or impact on employee performance seen from the quality of work, quantity of work, timeliness of work, and cooperation carried out by employees of PT PLN (Persero) Distribution of Bali of Bali.

The finding of this study support the finding of empirical research from Anggraini (2015) which shows that spiritual intelligence has a significant effect on employee performance. Furthermore, Asmadi et al. (2015) also shows the same finding, namely spiritual intelligence contributes positively and significantly to employee performance.

These finding indicate that spiritual intelligence which is a feeling that is felt and related to oneself, others and the universe as a whole has been able to be demonstrated by employees of PT PLN (Persero) Distribution of Bali of Bali in the form of excellent performance, this is because employees get the opportunity to express all self-potential that exists in them as human beings at work.

The Influence of Organizational Culture on Emotional Intelligence

The finding showed that organizational culture had a significant influence on emotional intelligence of employees at PT PLN (Persero) Distribution of Bali of Bali. This can mean that the organizational culture that is applied and adhered to by the company is able to improve emotional intelligence properly. So it can be concluded that the relationship between the two variables is significant. Therefore it can be concluded that a fairly strong relationship between the two variables, if the organizational culture variable is high, the emotional intelligence variable will be high. That is, changes in the variable value of organizational culture through three indicators used in PT PLN (Persero) Distribution of Bali of Bali, namely external adaption tasks, internal integration tasks, and basic underlying assumptions, will be followed or impact on emotional intelligence seen from self awareness, self management, social awareness, and relationship management conducted by employees of PT PLN (Persero) Distribution of Bali of Bali.

The finding of this study support the finding of empirical research from Vakola et al. (2003) which shows that emotional intelligence contributes to shaping employees'

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attitudes toward change. Furthermore, Handayanto (2014) also shows the same finding, namely that organizational culture is able to improve the personal value of someone.

These findings indicate that the organizational culture embraced by employees at PT PLN (Persero) Distribution of Bali of Bali has been able to improve emotional intelligence because the culture of employees has been able to know their own feelings and the feelings of colleagues, able to motivate themselves and to manage emotions themselves well can connect well with colleagues and leaders.

The Influence of Emotional Intelligence on Employee Performance

The finding showed that emotional intelligence has a significant influence on employee performance at PT PLN (Persero) Distribution of Bali of Bali. This can be interpreted that the emotional intelligence that is owned is able to improve employee performance well. So it can be concluded that the relationship between the two variables is significant. Therefore it can be concluded that a fairly strong relationship between the two variables, if the emotional intelligence variable is high, the employee performance variable will be high. That is, changes in the variable value of emotional intelligence through the four indicators used in PT PLN (Persero) Distribution of Bali of Bali, namely self-awareness, self-management, social awareness, and relationship management conducted by employees will be followed or have an impact on the employee's performance which is seen from the quality work, quantity of work, timeliness of work, and cooperation carried out by employees of PT PLN (Persero) Distribution of Bali of Bali.

The finding of this study supports the finding of empirical research from Wicaksana (2013) which shows that emotional intelligence has a significant effect on employee performance. These findings indicate that the ability of employees of PT PLN (Persero) Distribution of Bali of Bali is able to regulate itself in every face of problems, challenges, and work stress calmly so as to improve its performance.

The Influence of Spiritual Intelligence on Emotional Intelligence

The finding showed that spiritual intelligence has a significant influence on emotional intelligence of employees at PT PLN (Persero) Distribution of Bali of Bali. This means that the ability of employees seen from spiritual intelligence can improve the emotional intelligence of these employees well. So it can be concluded that the relationship between the two variables is significant. Therefore it can be concluded that a fairly strong relationship between the two variables, if the spiritual intelligence variable is high, the employee performance variable will be high. That is, changes in the value of the spiritual intelligence variable through the four indicators used in PT PLN (Persero) Distribution of Bali of Bali namely hinger self / ego self awareness, universal awareness, higher self mastery, and social mastery / spiritual presence will be followed or impact on emotional intelligence seen from self-awareness, self-management, social awareness, and relationship management conducted by employees of PT PLN (Persero) Distribution of Bali of Bali.

The findings of this study support the finding of empirical research from Koohbanani et al. (2013) which shows that spiritual intelligence has a significant effect on emotional intelligence. These findings indicate that spiritual intelligence which is a feeling that is felt and connected with oneself, others and the universe as a whole has been able to be

shown by employees of PT PLN (Persero) Distribution of Bali of Bali to improve themselves based on the relationship of work harmony within the company.

The Influence of Emotional Intelligence on Employee Performance

The finding showed that emotional intelligence has a significant influence on employee performance at PT PLN (Persero) Distribution of Bali of Bali. This can be interpreted that the emotional intelligence that is owned is able to improve employee performance well. So it can be concluded that the relationship between the two variables is significant. Therefore it can be concluded that a fairly strong relationship between the two variables, if the emotional intelligence variable is high, the employee performance variable will be high. That is, changes in the variable value of emotional intelligence through the four indicators used in PT PLN (Persero) Distribution of Bali of Bali, namely self-awareness, self-management, social awareness, and relationship management conducted by employees will be followed or have an impact on the employee's performance which is seen from the quality work, quantity of work, timeliness of work, and cooperation carried out by employees of PT PLN (Persero) Distribution of Bali of Bali.

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The Influence of Organizational Culture on Employee Performance through Emotional Intelligence

Based on the results of path analysis of indirect influence, pointing out that emotional intelligence that mediate the organizational culture on performance of employees. In this case the correlation (a) shows the influence of inspection model variables independent of the variable mediation i.e. influence organizational culture towards emotional intelligence, correlation (b) shows the influence of variables mediating examination against the dependent variable i.e. the influence of emotional intelligence employee on performance, correlation (c) shows the influence of inspection variables independent of the dependent variables directly or without going through mediation variables i.e. cultural influence the Organization against the performance of employees, and (c') shows an examination penagruh the dependent variable independent variable toward with through mediation variables i.e. the influence of organizational culture on performance of employees through emotional intelligence.

Based on the above conclusions stating the emotional intelligence as the mediation part on the cultural influence of organsasi on performance of employees at PT PLN (Persero) Distribution of Bali. This means that emotional intelligence can bridge the influence of organizational culture on performance of employees, but the absence of emotional intelligence is basically cultural organizations that applied to PT PLN (Persero) Distribution of Bali of Bali are also capable improve the performance of employees.

The Influence of Spiritual Intelligence on Employee Performance through Emotional Intelligence

Based on the results of path analysis of indirect influence, showing that that mediate the spiritual intelligence emotional intelligence on performance of employees. In this case

the correlation (a) shows the influence of inspection model variables independent of the mediation that is spiritual influence variables intelligence against emotional intelligence, correlation (b) shows the influence of inspection variables mediation the dependent variable i.e. against the influence of the emotional intelligence of employees on performance, correlation (c) shows the influence of inspection variables independent of the dependent variables directly or through mediation variables i.e. without influence spiritual intelligence on performance of employees, and (c') shows the influence of inspection variables independent of the dependent variables with variable through mediation that is spiritual intelligence influence on performance of employees through the emotional intelligence.

Based on the above conclusions stating the emotional intelligence as a mediating influence in part on spiritual intelligence on performance of employees at PT PLN (Persero) Distribution of Bali. This means that emotional intelligence can bridge the influence of spiritual intelligence on performance karyawan, but in the absence of emotional intelligence is essentially spiritual intelligence which is owned by the employees of PT PLN (Persero) Distribution of Bali of Bali also was able to improve its performance on its own.

CONCLUSIONS

Organizational culture is able to improve the performance of employees. This means that the organizational culture at PT. PLN (Persero) Distribution of Bali of Bali represented external adaption of internal integration tasks, tasks and basic assumptions to facilitate the performance of the underlying can encourage improved performance of employees.

Spiritual intelligence is able to improve the performance of employees. This shows that spiritual intelligence on the employees of PT PLN (Persero) Distribution of Bali of Bali which are represented higher self/ego self awareness, universal awareness, higher self/ego self mastery and social mastery/spiritual presence to facilitate performance may encourage employee performance improvement.

Organizational culture can increase emotional intelligence. This means that the organizational culture on employees of PT PLN (Persero) Distribution of Bali of Bali represented external adaption of internal integration tasks, tasks and basic assumptions to facilitate the underlying emotional intelligence can encourage an increase emotional intelligence employees.

Spiritual intelligence is able to enhance emotional intelligence. This means that spiritual intelligence on the employees of PT PLN (Persero) Distribution of Bali of Bali which are represented higher self/ego self awareness, universal awareness, higher self/ego self mastery and social mastery/spiritual presence to facilitate emotional intelligence can encourage increased emotional intelligence employees.

Emotional intelligence has a role of mediation the performance of employees. This means that emotional intelligence on employee PT. PLN (Persero) Distribution of Bali of Bali represented self-awareness, self-management, social awareness and relationship management to facilitate performance was able to improve the performance of employees.

Emotional intelligence has a role of mediation partially on organizational culture on performance of employees. That is, despite the absence of emotional intelligence, improved performance of employees able to encourage improved performance of employees directly on the PT. PLN (Persero) Distribution of Bali. However, with the presence of emotional intelligence would further magnify the performance improvements because the employees affected organizational culture which is owned by its employees.

Emotional intelligence has a role of mediation partially on spiritual intelligence on performance of employees. That is, despite the absence of emotional intelligence, improved performance of employees able to encourage improved performance of employees directly on the PT. PLN (Persero) Distribution of Bali. However, with the presence of emotional intelligence would further magnify the performance improvements because the employees affected the spiritual intelligence that is owned by its employees.

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