



Pengaruh Kecerdasan Spiritual, Gaya Kepemimpinan Transformasional, dan Kecerdasan Emosional Terhadap Efisiensi Perangkat Pemerintahan Desa di Desa Nagerawe dan Focolodo Rawe Kabupaten Nagekeo

The Effects of Spiritual Intelligence, Transformational Leadership Style, and Emotional Intelligence on the Efficiency of Village Government Equipment in Nagerawe and Focolodo Rawe Villages, Nagekeo Regency

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Abstract

The aim of this research is to ascertain the impact of three different variables on the performance of village government officials in the villages of Nagerawe and Focolodo Rawe, Nagekeo Regency: spiritual intelligence, emotional intelligence, and transformational leadership style. This study used a quantitative approach. In this study, 54 respondents served as samples. Purposive sampling was the method of sampling that was employed in this investigation. This study's findings established that (1) the Spiritual Intelligence Variable (X1) had a Value of Significance of $0.027 \leq 0.05$ and a Value of tcount of $2.839 \geq$ the Value of ttable 2.008, indicating a significant influence of the Spiritual Intelligence Variable (X1) on the Performance Variable (Y). The results indicate that there was no significant effect of the Transformational Leadership Style Variable (X2) on the Performance Variable (Y). The value of tcount was $1.513 \leq$ the value of ttable 2.008, and the value of significance was $0.137 > 0.05$. (3) The Emotional Intelligence Variable (X3) was shown to have a substantial impact on the Performance Variable (Y) with a value of significance of $0.035 < 0.05$ and a value of tcount of $2.203 \geq$ the value of ttable 2.008. According to the simultaneous F-test results, the spiritual intelligence variable (X1), the transformational leadership style variable (X2), and the emotional intelligence variable (X3) all had an impact on the performance variable (Y) at the same time. The significance value was $0.000 \leq 0.05$ and the Fcount value was $30.292 \geq$ the value of Ftable 2.790. The adjusted R square, or coefficient of determination, was found to be 0.624 by the coefficient of determination (R²) test. This indicates that the Spiritual Intelligence Variable (X1), Transformational Leadership Style Variable (X2), and Emotional Intelligence Variable (X3) accounted for 62.4% of the study's Performance Variable (Y), with other variables accounting for the remaining 37.6% of the Variable (Y) not covered in the study. This showed that the Spiritual Intelligence Variable (X1) has a significant impact on the Performance Variable (Y).

Keywords: *Spiritual Intelligence, Transformational Leadership Style, Emotional Intelligence, and Performance.*

Abstrak

Penelitian ini bertujuan untuk mengetahui pengaruh tiga variabel berbeda terhadap kinerja aparatur pemerintah desa di Desa Nagerawe dan Focolodo Rawe, Kabupaten Nagekeo: kecerdasan spiritual, kecerdasan emosional, dan gaya kepemimpinan transformasional. Penelitian ini menggunakan pendekatan kuantitatif. Dalam penelitian ini, 54 responden dijadikan sebagai sampel. Purposive sampling adalah metode pengambilan sampel yang digunakan dalam penyelidikan ini. Hasil penelitian ini menunjukkan bahwa (1) Variabel Kecerdasan Spiritual (X1) mempunyai Nilai Signifikansi sebesar $0,027 \leq 0,05$ dan Nilai thitung sebesar $2,839 \geq$ Nilai ttabel 2,008, hal ini menunjukkan adanya pengaruh yang signifikan dari Variabel Kecerdasan Spiritual (X1) pada Variabel Kinerja (Y). Hasil penelitian menunjukkan bahwa tidak terdapat pengaruh yang signifikan Variabel Gaya Kepemimpinan Transformasional (X2) terhadap Variabel Kinerja (Y). Nilai thitung sebesar $1,513 \leq$ nilai ttabel 2,008, dan nilai signifikansi $0,137 > 0,05$. (3) Variabel Kecerdasan Emosional (X3) terbukti mempunyai pengaruh yang besar terhadap Variabel Kinerja (Y) dengan nilai signifikansi $0,035 < 0,05$ dan nilai thitung sebesar $2,203 \geq$ nilai ttabel 2,008. Berdasarkan hasil uji F secara simultan, variabel kecerdasan spiritual (X1), variabel gaya kepemimpinan transformasional (X2), dan variabel kecerdasan emosional (X3) semuanya mempunyai pengaruh terhadap variabel kinerja (Y) secara bersamaan. Nilai signifikansi sebesar $0,000 \leq 0,05$ dan nilai Fhitung sebesar $30,292 \geq$ nilai Ftabel 2,790. Adjusted R square, atau koefisien determinasi ditemukan sebesar 0,624 dengan uji koefisien determinasi (R^2). Hal ini menunjukkan bahwa Variabel Kecerdasan Spiritual (X1), Variabel Gaya Kepemimpinan Transformasional (X2), dan Variabel Kecerdasan Emosional (X3) memberikan kontribusi sebesar 62,4% terhadap Variabel Kinerja (Y), dan variabel lain menyumbang 37,6% sisanya terhadap variabel Gaya Kepemimpinan Transformasional (X2), dan Variabel (Y) tidak tercakup dalam penelitian. Hal ini menunjukkan bahwa Variabel Kecerdasan Spiritual (X1) mempunyai pengaruh yang signifikan terhadap Variabel Kinerja (Y).

Kata Kunci: Kecerdasan Spiritual, Gaya Kepemimpinan Transformasional, Kecerdasan Emosional, dan Kinerja.

INTRODUCTION

In the age of globalization, an organization's most valuable resource is its human capital (HR), as they are the main factor ensuring the organization's survival (Pio & Tampi, 2018). Thus, in order to increase business performance, firms must focus on controlling management functions, including managing human resources. The factors that influence employee performance improvement include optimal utilization of human resources (HR). HR is a resource with reason, feelings, desires, skills, knowledge, encouragement, power, and work (ratio, taste, and intention) (Makkulawu et al., 2022). Competent human resources can produce optimal performance of the village government officials, so that they can encourage and support the success of an organization. Organizations require competent human resources, but they also require a leader with a transformational leadership style who can motivate the performance of the local government officials. Besides that, the organizations also need spiritual intelligence and emotional intelligence to achieve organizational goals. Understanding the factors that affect the performance will enable the organization's leadership to take the necessary policies to improve the performance of village government officials to match the organization's expectations (Makkulawu et al., 2022).

A good performance of the village government officials is certainly an expectation of all organizations or agencies, because at last the village government officials' performance is expected to increase the agency's performance entirely.

There are two aspects that can affect employee performance in order to reach optimal performance: internal factors and external factors. Characteristics such as attitudes, qualities, personality, motivation, age, gender, IQ, education level, work experience, cultural background, and other individual elements are considered internal factors. The environment, which includes salary systems, social environments, leadership, coworkers, supervision, and organizational policies are considered external factors, and it can have an impact on the performance of employees.

The first factor that affects village government officials' performance is leadership. The capacity to persuade a group of people to accomplish predefined objectives is known as leadership. Organizational advancement is significantly impacted by leadership. A leader's caliber is frequently seen as the primary determinant of an organization's success. Leaders are individuals who are able to influence other people's behavior without relying on violence: leaders are individuals who are accepted by others as leaders (Djharuddin, 2021).

The second factor that affects village government officials' performance is the spiritual intelligence possessed by each individual / employee. Spiritual intelligence enables a person to think creatively, have far-sightedness, sincerity, hope, make or even change rules, which makes that person work better (Liu et al., 2023).

The third factor that affects the performance of village government officials is the emotional intelligence possessed by each individual. This is in line with Choiriah's opinion in (Wahyu Maulid Adha, 2021) that several factors that influence performance come from within them, as well as human psychological elements, namely the ability to manage emotionally, intellectual abilities and spiritual abilities.

Based on the previous pre-research results conducted by the researcher through online observation sheet, it found an urgent problem regarding the effectiveness of village government officials' work that was not yet optimal. These problems include: punctuality, in this case there were still village government officials who arrived late and some left before their time; independence, in this case there were still village government officials who needed guidance, in carrying out their duties; effectiveness, in this case there were still some village government officials during working hours who used work time to do things that were not related to their work.

This spiritual intelligence is very much needed in the world of work such as a company or institutions that was full of work pressure, as a consequence of the implementation of public services with a level of complexity in the type of service that was mostly centered on the skills and competencies of operational personnel and sometimes assisted by other village government officials.

In addition, the findings from the researcher's internet observations that provided to some village government officials of Nagerawe and Focolodo Rawe Villages, Boawae Sub-District, Nagekeo Regency, East Nusa Tenggara that they needed leaders in implementing regulations to be wise, firm and binding on all village government officials, including delegation of authority, especially in punishment to village government officials, while for decision making that was rewarding village government officials, through providing the opportunity to take part in training and technical education and training, must be communicated with the unit leader and not based on likes and dislikes. They usually expressed that the village government officials desired in carrying out daily work activities, sometimes creativity and desired to do something appear, but were hampered by the attitude of the leader who displayed a rigid leadership style so that he or she was unable to capture what his or her subordinates feel.

Village government officials of Nagerawe and Focolodo Rawe Villages, Boawae Sub-District, Nagekeo Regency, East Nusa Tenggara needed leaders who can motivate them to grow together. They needed the leadership style that can motivate and encourage them to grow together in the organization. It is transformational leadership style. Transformational leaders are those who stimulate and inspire followers to both achieve extraordinary outcomes and in the

process, develop their own leadership capacity. Transformational leaders' help followers grow and develop into leaders by responding to individual followers' needs by empowering them and by aligning the objectives and goals of the individual followers, the leader, the group, and the larger organization (Bass & Riggio, 2006).

Transform, from the Latin word *transformare*, means to "change the nature, function, or condition of, to convert". And the concept of transformation can be applied to various entities: relationships, individuals, groups, teams, communities, or political systems. So, transformational leadership is the comprehensive and integrated leadership capacities required of individuals, groups, or organizations to produce transformation as evidenced by step-functional improvement (Hacker & Roberts, 2004.).

Based on the phenomena that exist at the local government, the reality in the field showed that the village government officials of Nagerawe and Focolodo Rawe Villages worked continuously and face to face with public service users of Nagerawe and Focolodo Rawe Villages – Boawae Sub-District, Nagekeo Regency, East Nusa Tenggara Province. This busy work routine often put them into situations of heavy work pressure. This was revealed by some staffs at operator techniques. According to them, work demands (professional ethics and demands from the society) were not tolerant of the slightest service error. A work routine that was so tiring and full of pressure clearly required a smart spirit to control it in order to maintain work stability, in the midst of a workload that never recognized the word stop. Therefore it was necessary to develop wisdom and mental intelligence that viewed a task completion well and made it part of worship.

The vision of Nagerawe Village is creating a smart, skilled, safe, healthy and prosperous Nagerawe Village community and able to compete on the basis of cultural resilience, clothing, food and housing. Meanwhile, the vision of Focolodo Rawe Village is Focolodorawe Village Communities are Realized that Beliefs, Thanks to God Almighty, Educated, Healthy, Physical and Spiritual.

The question that came across in the author's mind was how to realize or achieve to become smart village government officials? To achieve this, it needed better or best village government officials. The village government officials must be ready to achieve the target based on the vision and mission of the organization or agency. So, village government officials' performance must be good and improved continuously.

To achieve the vision and mission of Nagerawe and Focolodo Rawe Village, it needed a good intelligence of each village government officials. The village government officials had to have these three intelligence, namely intellectual intelligence / intellectual quotient (IQ), emotional intelligence / emotional quotient (EQ), and spiritual intelligence / spiritual quotient (SQ).

However, in this research, the researcher focused on two intelligence, namely spiritual intelligence (SQ) and emotional intelligence (EQ). Spiritual and emotional intelligence are two kinds of intelligence that are very needed by the village government officials to work better in an organization. Some people think that the most important thing that is needed by the village government officials even the leader is intellectual intelligence (IQ). However, it is true. But, it has to be known that intellectual intelligence is not the only thing. It must be supported by spiritual intelligence and emotional intelligence. To keep the intellectual balance of the village government officials even the leaders, they must have spiritual intelligence (SQ) and emotional intelligence (EQ). If the village government officials have spiritual intelligence and emotional intelligence, they can work better. Their performance will be better. They can control their emotion in the workplace. They can work better to achieve the vision, mission and goals of Nagerawe and Focolodo Rawe Village, Boawae Sub-District, Nagekeo Regency, East Nusa Tenggara Province.

Besides that, the vision, mission, and targets of Nagerawe and Focolodo Rawe Village can be achieved if it is supported by the good leadership. A leadership style is very needed to run the organization. A leadership style of a leader is very needed to lead the organization or agency. How a leader leads the organization, how a leader leads his or her followers or subordinates to achieve the vision, missions and goals of the organization. Leadership style really affects the village government officials' performance. Good leadership styles will bring a good

performance, both the leader and village government officials. Otherwise, bad leadership styles affect the bad village government officials' performance.

In the organizations or agencies, good village government officials are determined by his or her performance. The village government officials' performance is strongly influenced by spiritual intelligence, the leadership style, and emotional intelligence. Logically, if the village government officials experienced a good spiritual intelligence, a good leadership style, and a good emotional intelligence, he or she will work better to get a good achievement and it can achieve the goals and targets of the organization. This good achievement will affect a good reputation of Nagerawe and Focolodo Rawe Village, Boawae Sub-District, Nagekeo Regency, East Nusa Tenggara Province.

H1: It is believed that Spiritual Intelligence, Emotional Intelligence, and Transformational Leadership Style all positively and significantly impact performance at the same time.

Spiritual Intelligence (X1)'s Impact on Worker Performance (Y)

The findings of the experiment by Makkulawu, Zulaeha, Mukhtar, Asmawiyah & Pratiwi (2022) indicated that spiritual and emotional intelligence have a favorable but not statistically significant impact on worker performance (Makkulawu et al., 2022) furthermore the analysis of the research by Masitoh & Sudarma (2019) revealed that spiritual and emotional intelligence had a favorable and significant impact on job satisfaction as well as a partial beneficial impact on employee performance (Masitoh & Sudarma, 2019). This was also consistent with research by Selviyani & Wulansari (2019), whose analysis revealed that emotional intelligence had an impact on employee performance as well as a favorable and significant effect on work motivation. Nevertheless, there was no influence of spiritual intelligence on work motivation or employee performance (Selviyani & Wulansari, 2019). Research conducted by Noegroho & Wulansari (2020) results of analysis showed that spiritual intelligence had a positive effect on employee performance (Noegroho & Wulansari, 2020). This was in line with the research conducted by Lona, Fanggidae, Nursiani & Maak (2020) showed that there was a positive and significant effect of emotional intelligence on employee performance (Lona et al., 2020) and the research conducted by Herdian, Nugroho, & Sumiati (2020) showed that spiritual intelligence significantly affected organizational citizenship behavior (Herdian et al., 2020). This was in line with research conducted by Sugianingrat, Mahayasa, Yasa & Pratama (2021) showed that spiritual intelligence had a significant positive effect on organizational citizenship behavior (OCB) (Sugianingrat et al., 2021). Then in line with research conducted by Latief & Asniwati (2023) showed that there was a positive and significant effect of emotional intelligence on the employee performance (Lona et al., 2020). It was also in a row with study run by Nurzaman & Amalia (2022) showed that emotional intelligence positively and significantly influenced lecturer work performance (Nurzaman & Amalia, 2022). And research conducted by Ling, Singh & Arumugam (2020) revealed that spiritual intelligence had a positive and significant influence towards contextual performance of employees (Ling et al., 2020).

H2: Spiritual Intelligence is thought to have a positive and significant influence on performance.

The Impact of Transformational Leadership Style (X2) on Employee Performance (Y)

According to Hidayat & Mulyadi's research from 2021, the employee performance variable was significantly impacted by the transformational leadership style variable (Ahmad Hidayat & Muhammad Mulyadi, 2021). Additionally, the research by Alfarisi, Nurhasanah, and Arifiani (2023) demonstrated that an organizational climate was positively impacted by transformational leadership, as well as employee performance (Alfarisi et al., 2023). This was consistent with research by Ningsih, Wijaya, Muntahari, and Damayanti (2022), which found that transformative

leadership had a major impact on the results that employees felt (Ningsih et al., 2023). According to research by Prakoso & Tajib (2023), work motivation and transformational leadership were found to have a major impact on job satisfaction (Wirawan Prakoso Ario & Tajib Erny, 2023). According to research by Indriasari, Permatasari, Khair, Yusuf, Susi, and Luthfi (2023), transformational leadership as a whole had a favorable impact on worker performance (Indriasari et al., 2023). This was consistent with research by Jaya, Fakhri, Madiawati, Nurnida, & Luturlean (2021), which found that the employee performance variable was significantly impacted by the transformational leadership style variable (Jaya et al., 2021). According to a study by Mahmud, Shoalihin, and Hayat (2023), an organization's workforce performance may be impacted by a transformational leadership style (Mahmud et al., 2023). Then, the research conducted by Edward & Purba (2023) showed that transformational leadership positively and significantly impact employee performance through organizational commitment (Edward & Purba, 2023). However, the study conducted by Nurhuda, Purnamasari, Irawan, Nurhidayati, Mahmudah, Anshori, Ngibad, Rodli, Hidayatullah, & Yahya (2019) showed that transformational leadership style did not affect employee performance (Nurhuda et al., 2019). Meanwhile, the research conducted by Alameri & Alrajawy (2020) revealed that transformational leadership significantly influenced employee performance (Alameri & Alrajawy, 2020). This was in line with research conducted by Diansyah & Putri (2022) revealed that transformational leadership had a positive and significant influence on employee performance (Diansyah & Putri, 2022). In contrary, the study conducted by Mariyatha (2023) showed that transformational leadership had no significant effect on performance but had a significant positive effect on job satisfaction (Mariyatha, 2023). The research conducted by Farisi & Paramita (2020) revealed that the effect of transformational leadership on the employee performance were positive and significant (Farisi & Paramita, 2020). This was not in line with research conducted by Rafia, Sudiro & Sunaryo (2020) revealed that transformational leadership did not have a direct significant effect on employee performance, but had a direct significant effect on job satisfaction and employee engagement (Rafia et al., 2020). The research conducted by Irmawati & Andriani (2022) revealed that there was a positive and significant effect of transformational leadership on employee performance (Irmawati & Andriani, 2022). This was in line with the study conducted by Poling & Surya (2020) demonstrated that employee performance was positively and significantly impacted by transformational leadership (Poling & Surya, 2020).

H3: It is believed that performance is positively and significantly impacted by a transformational leadership style.

The Impact of Emotional Intelligence (X3) on Employee Performance (Y)

The research conducted by Amelia, Hersona & Hawignyo (2022) showed that there was a significant influence of emotional intelligence on employee performance (Amelia et al., 2022). Then, the study conducted by Widayati, Ariyanto, Widjaja, & Fintura (2021) revealed that emotional intelligence variable had a positive and significant effect on employee performance (Widayati et al., 2021). This was in line with research conducted by Permadhy & Ayuningtyas (2021) showed that emotional intelligence had a significant impact on employee performance (Permadhy & Ayuningtyas, 2021). Then, the study conducted by Sujila, Prijati, & Santoso (2023) revealed that emotional intelligence affected employees' performance (Sujila & Santoso, 2023) and the research conducted by Prentice, Lopes & Wang (2019) showed that there was a significant effect of emotional intelligence on the employee retention and performance (Prentice et al., 2019). This was in line with research conducted by Serhan & Gazzaz (2019) revealed that emotional intelligence (self-management, self-awareness, and relationship management) affecting employee performance (Serhan & Gazzaz, 2019). In addition, the research conducted

by Gong, Chen & Wang (2019) showed that employees' emotional intelligence had a positive predictive effect on psychological capital and job performance (Gong et al., 2019). This was in order with study led by Lestari (2018) revealed that emotional intelligence had a significant impact on the employee performance (Lestari, 2018).

H4: Emotional Intelligence is thought to have a positive and significant effect on performance.

Many earlier studies have examined the effects of spiritual intelligence, emotional intelligence, and transformational leadership style on performance. But in the province of East Nusa Tenggara, particularly in the villages of Nagerawe and Focolodorawe, Nagekeo Regency, no prior researcher has looked at these three variables. Thus, in the villages of Nagerawe and Focolodorawe, Nagekeo Regency East Nusa Tenggara Province, the researcher decided to undertake research using these three factors. In particular, the residents of the villages of Nagerawe and Focolodorawe, Nagekeo Regency, East Nusa Tenggara, as well as Indonesian society at large, could gain from and gain more understanding from this research.

Considering the background and problems indicated above, the researcher was therefore inspired to lead the research beneath the heading "The Effect of Spiritual Intelligence, Transformational Leadership Style, and Emotional Intelligence on Village Government Officials Performance in the Villages of Nagerawe and Focolodo Rawe, Boawae Sub-District, Nagekeo Regency, East Nusa Tenggara Province." The aim of this research is to establish the ways in which spiritual intelligence, transformational leadership style, and emotional intelligence were partially and simultaneously influencing the performance of village government officials in the villages of Nagerawe and Focolodo Rawe, Boawae Sub-District, Nagekeo Regency, East Nusa Tenggara Province. The study is essential to the reader's comprehension and the serious consideration that the national and local governments give to the problems affecting the performance of village government officials in Nagekeo Regency, East Nusa Tenggara's villages of Nagerawe and Focolodo Rawe, Boawae Sub-District. Policymakers may find this research to be helpful as a reference when addressing the issue of village government officials' performance in the villages of Nagerawe and Focolodo Rawe, Boawae Sub-District, Nagekeo Regency, East Nusa Tenggara.

Research Model

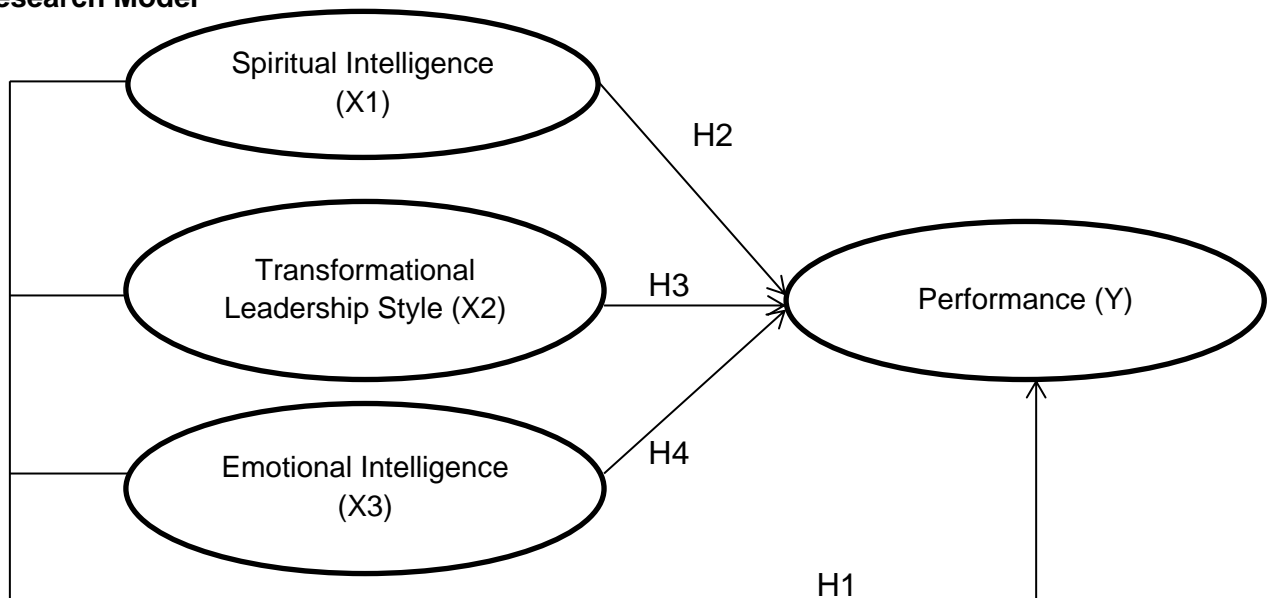


Figure 1. Research Model
 Source: Theoretical Study 2024

Hypothesis

H1 : Spiritual Intelligence, Transformational Leadership Style, and Emotional Intelligence are thought to simultaneously have a positive and significant effect on performance.

- H2 : Spiritual Intelligence is thought to have a positive and significant influence on performance.
- H3 : Transformational Leadership Style is thought to have a positive and significant effect on performance.
- H4 : Emotional Intelligence is thought to have a positive and significant effect on performance.

Research Approach

A quantitative approach was taken by a researcher to answer research questions and accommodate research objectives. By definition, according to Sugiyono in Lestari, Ernawati & Pranatasari (2023) that the research method with a quantitative approach is carried out using a positivist philosophy method, the data is static with the aim of examining the population and sample. (Sri Katrina Bangnga Lestari et al., 2023).

Population Sample Size and Sampling Technique

The population of this study was all Nagerawe and Focolodorawe village officials. The sample tested in this study was 54 respondents. This sample was obtained by researchers through a purposive sampling method which was deemed suitable for this research as a sampling technique. The reason is that by determining clear criteria, this research can answer the problems described previously. The criteria determined by researchers are:

1. Having age over 20 years with a maximum age of 50 years old.
2. Having a status as a permanent and temporary employee in Nagerawe and Focolodoro Rawe Village, Boawae Sub-District, Nagekeo Regency, East Nusa Tenggara Province.
3. Having a minimum educational background, minimum on vocational school or equivalent.
4. Have been working for 1 year as a minimum period.
5. The sample (respondent) must be an Indonesian citizen.

Data Collection Technique

The data collection technique that a researcher will use in this research is to use a questionnaire distributed to respondents, both interview and observation techniques.

The research instrument is a questionnaire written via digital media, namely Google Form, to facilitate distribution. The independent variables in this research are Spiritual Intelligence (X1), Transformational Leadership Style (X2), and Emotional Intelligence (X3). The dependent variable in this research is Village Government Officials Performance (Y).

Data Analysis Method

Validity and Reliability Test

Validity testing is a measurement that proves the validity of a research instrument. An instrument will be said to be valid when the instrument can be used to measure what is being measured. Reliability testing is measuring the stability of respondents when answering things related to a list of questions prepared in the form of a questionnaire (Kayely et al., 2023).

Classic Assumption Test

Normality test

The normality test aims to determine whether a residual value is normally distributed or not (Kayely et al., 2023).

Multicollinearity Test

The multicollinearity test aims to test whether in the regression model there is a correlation between the independent variables. A good regression model does not have correlation between independent variables (Kayely et al., 2023).

Heteroscedasticity Test

The heteroscedasticity test aims to test whether in regression there is an inequality of variance from the residuals of one observation to another observation (Kayely et al., 2023).

Data Analysis Technique

Multiple Linear Regression

Multiple linear regression in this research will be used to analyze an independent variable against the dependent variable (Kayely et al., 2023). In Nagerawe and Focolodorawe Villages, Boawae District, Nagekeo Regency, East Nusa Tenggara Province, this study will look at the impact of Spiritual Intelligence (X1), Transformational Leadership Style (X2), and Emotional Intelligence (X3) on the satisfaction of village government officials (Y).

$$Y = a + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + e$$

Information:

Y	= Performance
a	= Constant
$\beta_1 \beta_2 \beta_3$	= Independent variable regression coefficient
X1	= Spiritual Intelligence
X2	= Transformational Leadership Style
X3	= Emotional Intelligence
e	= Standard error

Model Feasibility Testing

F Test (Simultaneous)

The model feasibility test is used to see whether the regression model can or is suitable for use in this research or not. The F test is a test used to comprehend the simultaneous impact in the midst of two or more independent variables and dependent variable (Kayely et al., 2023).

Hypothesis Test

t Test (Partial)

The partial test (t test) is used to test whether partially the independent variable has a significant or insignificant influence on the dependent variable. According to Ghozali in Kaylev et al., 2023), the t test was carried out using a significant level of 0.05 ($\alpha=5\%$) (Kayely et al., 2023).

Coefficient of Determination (R²)

The coefficient of determination (R²) is a coefficient that shows the percentage influence of the independent variable on the dependent variable (Kayely et al., 2023). The degree to which Spiritual Intelligence (X1), Transformational Leadership Style (X2), and Emotional Intelligence (X3) have an impact on the dependent variable Performance of village officials (Y) is explained by the research's coefficient of determination.

RESULTS AND DISCUSSION

Research Results

This research succeeded in obtaining 54 respondents who met the research criteria. Google forms are used to simplify the process of distributing questionnaires and then use SPSS to simplify the analysis process.

Description of Characteristics of Respondents

Table 1. Age

Age	Frequency	Percentage %
Age of 20 – 25	3	5.6%
Age of 26 – 30	6	11.1%
Age of 31 – 35	12	22.2%
Age of 36 – 50	22	40.7%
Age of > 50	11	20.4%
Total	54	100.0%

Source: SPSS Processed Data version 25, 2024

Table 1 above presented data from the East Nusa Tenggara Province's Villages of Nagerawe and Focolodo Rawe in the Boawae Sub-District, Nagekeo Regency, the village government officials with the age between 20-25 years were 3 persons (5,6%), village government officials with the age between 26-30 years were 6 persons (11,1%), village government officials with the age between 31-35 years were 12 persons (22,2%), village government officials with the age between 36-50 years were 22 persons (40,7%), and village government officials with the age more than 50 years were 11 persons (20,4%). This showed that the majority of village government officials in the Villages of Nagerawe and Focolodo Rawe, Boawae Sub-District, Nagekeo Regency, East Nusa Tenggara Province were dominated by those who are at the age between 36-50 years with a total of 22 persons (40,7%).

Table 2. Gender

Gender	Frequency	Percentage %
Male	40	74.1%
Female	14	25.9%
Total	54	100.0%

Source: SPSS Processed Data version 25, 2024

Table 2 above presented data indicating that in the villages of Nagerawe and Focolodo Rawe Boawae Sub-District, Nagekeo Regency, East Nusa Tenggara Province there were 14 village government officials with the female gender or 25,9% village government officials in the villages of Nagerawe and Focolodo Rawe were female, while the rest of 74,1% of village government officials were male with the total 40 persons. This indicates that the village government representatives in the East Nusa Tenggara Province's Villages of Nagerawe and Focolodo Rawe, Boawae Sub-District, Nagekeo Regency, and Nagekeo Regency were dominated by the male village government officials with the total 40 persons (74,1%).

Table 3. Position

Position	Frequency	Percentage %
Head Village	2	3.7%
Secretary	2	3.7%
Village Head Affair	13	24.1%
Hamlet Village	8	14.8%
Village Consultative Body (BPD)	12	22.2%
Neighborhood Association (RT)	17	31.5%
Total	54	100.0%

Source: SPSS Processed Data version 25, 2024

Table 3 above presented data indicating that in the villages of Nagerawe and Focolodo Rawe, Boawae Sub-District, Nagekeo Regency, East Nusa Tenggara Province there were 2 Head villages (3,7%), 2 Secretary (3,7%), 13 Heads of Village Affair (24,1%), 8 Hamlet villages (14,8%), 12 Village Consultative Body (22,2%), and 17 Neighborhood Association (31,5%). This indicates that the village government representatives in the East Nusa Tenggara Province's

Villages of Nagerawe and Focolodo Rawe, Boawae Sub-District, Nagekeo Regency were dominated by the Neighborhood Association (RT) with the total 17 persons (31,5%).

Table 4. Job Status

Job Status	Frequency	Percentage %
Permanent employee	33	61.1%
Temporary employee	21	38.9%
Total	54	100.0%

Source: SPSS Processed Data version 25, 2024

Table 4 above presented data indicating that in the villages of Nagerawe and Focolodo Rawe, Boawae Sub-District, Nagekeo Regency, East Nusa Tenggara Province there were 33 persons that had the job status as permanent employee with the percentage 61,1%. While there were 21 persons that had the job status as temporary employee with the percentage 38,9%. This indicates that the village government representatives in the East Nusa Tenggara Province's Villages of Nagerawe and Focolodo Rawe, Boawae Sub-District, Nagekeo Regency were dominated by the permanent employee with the total 33 persons (61,1%).

Table 5. Educational Status

Educational Status	Frequency	Percentage%
Senior High School or Equivalent	45	83.3%
Diploma Degree (D-III)	3	5.6%
Bachelor's Degree (S-I)	6	11.1%
Total	54	100%

Source: SPSS Processed Data version 25, 2024

Table 5 above presented data indicating that in the villages of Nagerawe and Focolodo Rawe, Boawae Sub-District, Nagekeo Regency, East Nusa Tenggara Province there were 45 village government officials or 83,3 % of village government officials had the educational status as Senior High School or Equivalent graduates. 3 village government officials or 5,6% with a diploma degree, 6 village government officials, or 11,1% with a bachelor's degree. This showed that the majority of village government officials in the Villages of Nagerawe and Focolodo Rawe, Boawae Sub-District, Nagekeo Regency, East Nusa Tenggara were dominated by those who were at the educational status of Senior High School with a total of 45 employees with the percentage 83,3%.

Table 6. Working Periods

Working Periods	Frequency	Percentage %
2 – 5 years	53	98.1%
>5 years	1	1.9%
Total	54	100.0%

Source: SPSS Processed Data version 25, 2024

Table 6 above presented data indicating that in the villages of Nagerawe and Focolodo Rawe, Boawae Sub-District, Nagekeo Regency, East Nusa Tenggara Province there were 53 village government officials or 98,1% of the village government officials who had the working periods between 2 – 5 years. Meanwhile, there was only 1 village government official (1,9%) who had the working periods more than (> 5) years. This means that the village government officials in the Villages of Nagerawe and Focolodo Rawe, Boawae Sub-District, Nagekeo Regency, East Nusa Tenggara Province were really dominated by those who had the working periods between 2 – 5 years with the total 53 employees or (98,1%).

Table 7. Marital Status

Marital Status	Frequency	Percentage %
Married	40	74.1%

Single	14	25.9%
Total	54	100.0%

Source: SPSS Processed Data version 25, 2024

Table 7 above presented data indicating that in the villages of Boawae Sub-District, Nagekeo Regency, East Nusa Tenggara Province, Nagerawe and Focolodo Rawe were dominated by the village government officials who were already married with the total 40 employees or 74,1% of village government officials in the villages of Nagerawe and Focolodo Rawe were married. While the rest 25,9% of the village government officials were single with the total 14 persons.

Validity Test

Table 8. Validity Test Results

Variables	Statements	r-count	r-table	Sig. Value	Explanation
Spiritual Intelligence (X1)	X1.1	0,484	0,279	0,000	Valid
	X1.2	0,393		0,003	
	X1.3	0,565		0,000	
	X1.4	0,351		0,009	
	X1.5	0,389		0,004	
	X1.6	0,503		0,000	
	X1.7	0,499		0,000	
	X1.8	0,675		0,000	
	X1.9	0,558		0,000	
	X1.10	0,451		0,001	
Transformational Leadership Style (X2)	X2.1	0,523	0,279	0,000	Valid
	X2.2	0,407		0,002	
	X2.3	0,608		0,000	
	X2.4	0,335		0,013	
	X2.5	0,687		0,000	
	X2.6	0,517		0,000	
	X2.7	0,389		0,004	
	X2.8	0,569		0,000	
	X2.9	0,462		0,000	
	X2.10	0,575		0,000	
Emotional Intelligence (X3)	X3.1	0,597	0,279	0,000	Valid
	X3.2	0,466		0,000	
	X3.3	0,447		0,001	
	X3.4	0,706		0,000	
	X3.5	0,540		0,000	
	X3.6	0,331		0,015	
	X3.7	0,447		0,001	
	X3.8	0,393		0,003	
	X3.9	0,485		0,000	
	X3.10	0,281		0,040	
Employee Performance / Village Government Officials Performance (Y)	Y.1	0,502	0,279	0,000	Valid
	Y.2	0,545		0,000	
	Y.3	0,403		0,003	
	Y.4	0,325		0,017	
	Y.5	0,492		0,000	
	Y.6	0,435		0,001	
	Y.7	0,547		0,000	

	Y.8	0,335		0,013	
	Y.9	0,546		0,000	
	Y.10	0,387		0,004	

Source: SPSS Processed Data version 25, 2024

Table 8's results indicated that every item in the statements had a significance level of less than .05. Basis of decision making is if $R_{count} \geq R_{table}$, it means valid. However, if $R_{count} < R_{table}$ it is not valid. The value of R_{table} could be got from: $R_{table} = N = 54 = 0,279$ and the value of R_{table} at the significance level of 5% ($0,05$) = $N = 0,279$.

Based on the data above, we can also see that the value of all R_{count} on the items of the statement above had a bigger value than the value of R_{table} ($R_{count} > R_{table}$). Therefore, it can be concluded that the statements in this study was valid and can be used as further research instruments.

Reliability Test

Table 9. Reliability Test Results

Variables	Cronbach's alpha	Explanation
Spiritual Intelligence (X1)	0,640	Reliable
Transformational Leadership Style (X2)	0,683	Reliable
Emotional Intelligence (X3)	0,601	Reliable
Performance (Y)	0,633	Reliable

Source: SPSS Processed Data version 25, 2024

All of the study's variables were found to be reliable based on the data from the reliability test results, which were displayed in table 9 above. Additionally, since each study variable's coefficient of Cronbach Alpha was greater than 0,06, all of the study's questionnaires can be used as research tools for statistical analysis going forward.

Classical Assumption Test

Normality Test

Table 10. Normality Test Results

One-Sample Kolmogorov-Smirnov Test		
		Unstandardized Residual
N		54
Normal Parameters ^{a,b}	Mean	.0000000
	Std. Deviation	1.34889304
	Most Extreme Differences	
Absolute		.107
Positive		.107
Negative		-.074
Test Statistic		.107
Asymp. Sig. (2-tailed)		.183 ^c
a. Test distribution is Normal.		
b. Calculated from data.		
c. Lilliefors Significance Correction.		

Source: SPSS Processed Data version 25, 2024

Based on the results that showed by table 10 above that the significance value (Asymp. Sig. (2-tailed)) = 0,183 and it is bigger than 0,05 or ($0,183 > 0,05$). Therefore, it can be concluded that all variables in this study were normally distributed.

Multicollinearity Test

Table 11. Multicollinearity Test Results

Variable	Tolerance	VIF	Explanation
1. Spiritual Intelligence (X_1)	0,183	5,452	Non Multicollinearity

2. Transformational Leadership Style (X_2)	0,245	4,084	Non Multicollinearity
3. Emotional Intelligence (X_3)	0,203	4,918	Non Multicollinearity

Source: SPSS Processed Data version 25, 2024

Based on the data of the multicollinearity test result that showed by table 11 above, it can be seen that all independent variables in this study have tolerance values above 0,1 and VIF values below 10, so it can be concluded that the regression model in this study did not experience multicollinearity disorder, this indicated that there were no symptoms of multicollinearity between the independent variables.

Heteroscedasticity Test

Table 12. Heteroscedasticity Test Results

		Correlations				Unstandardized Residual
			Kecerdasan_Spiritual	Gaya_kepe_mimpinan	Kecerdasan_Emosional	
Spearman's rho	Spiritual Intelligence	Correlation Coefficient	1.000	.872**	.812**	.008
		Sig. (2-tailed)	.	.000	.000	.954
		N	54	54	54	54
	Transformational Leadership Style	Correlation Coefficient	.872**	1.000	.796**	.001
		Sig. (2-tailed)	.000	.	.000	.995
		N	54	54	54	54
	Emotional Intelligence	Correlation Coefficient	.812**	.796**	1.000	.014
		Sig. (2-tailed)	.000	.000	.	.921
		N	54	54	54	54
	Unstandardized Residual	Correlation Coefficient	.008	.001	.014	1.000
		Sig. (2-tailed)	.954	.995	.921	.
		N	54	54	54	54

** . Correlation is significant at the 0.01 level (2-tailed).

Source: SPSS Processed Data version 25, 2024

Table 12 above presented the following statistics, which indicated that:

1. The value of sig (2-tailed) X_1 : 0,954 > 0,05
2. The value of sig (2-tailed) X_2 : 0,995 > 0,05
3. The value of sig (2-tailed) X_3 : 0,921 > 0,05

So the conclusion is there is no heteroscedasticity, because the significance value can be greater than 0,05 (statistical confidence level 95% or 0,05).

Model Testing Results with F Test

F Test Results (Simultaneous)

Table 13. F Test (Simultaneous) Results

ANOVA ^a					
Model	Sum of Squares	df	Mean Square	F	Sig.

1	Regression	175.270	3	58.423	30.292	.000 ^b
	Residual	96.434	50	1.929		
	Total	271.704	53			
a. Dependent Variable: Performance (Y)						
b. Predictors: (Constant), Emotional_Intelligence (X3), Transformasional_Leadership_Style (X2), Spiritual_Intelligence (X1)						

Source: SPSS Processed Data version 25, 2024

Based on the output data in the table 13 above, it was known that the significance value for the influence of Spiritual Intelligence Variable (X1), Transformational Leadership Style Variable (X2), and Emotional Intelligence Variable (X3) concurrently on Performance Variable (Y): $0,000 \leq 0,05$ and $F_{\text{count}} 30,292 \geq F_{\text{table}} 2,790$, so it can be concluded that the first hypothesis (H1) was accepted, which means that there was a positive and significant influence of Spiritual Intelligence Variable (X1), Transformational Leadership Style Variable (X2) and Emotional Intelligence Variable (X3) simultaneously on Performance Variable (Y) of Government Officials Performance in the Villages of Nagerawe and Focolodo Rawe, Boawae Sub-District, Nagekeo Regency, East Nusa Tenggara Province.

Multiple Linear Regression Analysis

Table 14. Results of Multiple Linear Regression Analysis and t Test (Partial Test)

Coefficients ^a						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	7.735	3.706		2.087	.042
	Spiritual_Intelligence	.340	.185	.362	2.839	.027
	Transformational_Leadership_Style	.246	.163	.258	1.513	.137
	Emotional_Intelligence	.230	.191	.225	2.203	.035

a. Dependent Variable: Performance

Source: SPSS Processed Data version 25, 2024

Based on table 14 of the multiple linear regression test data processing above, a linear regression equation can be created as follows:

$$Y = 7,735 + 0,340X_1 + 0,246X_2 + 0,230X_3$$

The results of the multiple regression equation provide the understanding that:

1. The value of the constant is 7,735, meaning that if the value of Spiritual Intelligence Variable (X1), Transformational Leadership Style Variable (X2), and Emotional Intelligence Variable (X3) are 0, then the Performance Variable (Y) value is 7,735.
2. The regression coefficient of the Spiritual Intelligence Variable (X1) is 0,340. It means that if the value of the Transformational Leadership Style variable (X2) and Emotional Intelligence Variable (X3) is fixed and the Spiritual Intelligence Variable (X1) has increased 1%, then the value of Performance (Y) will change or will increase with a numerical of 0,340. In terms of elasticity, it can be interpreted that an increase in Spiritual Intelligence will be followed by 34% increases in performance.
3. The regression coefficient of the Transformational Leadership Style (X2) is 0,246. It means that if the value of Spiritual Intelligence Variable (X1) and Emotional Intelligence Variable (X3) is fixed and following a 1% increased in the Transformational Leadership Style Variable (X2), the Performance (Y) variable will either alter or increase by a numerical value of 0,246. In terms of elasticity, it can be interpreted that an increase in Transformational Leadership Style will be followed by 24,6% increases in performance.
4. The regression coefficient of the Emotional Intelligence Variable (X3) is 0,230. It means that if the value of Spiritual Intelligence Variable (X1) and Transformational

Leadership Style Variable (X2) is fixed and the Emotional Intelligence Variable (X3) has increased 1%, then the value of Performance (Y) will change or will increase with a numerical of 0,230. In terms of elasticity, it can be interpreted that an increase in Emotional Intelligence will be followed by 23% increases in performance.

t Test Results (Partial)

Table 15. t-Test Results

Model		Coefficients ^a				
		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	7.735	3.706		2.087	.042
	Spiritual_Intelligence	.340	.185	.362	2.839	.027
	Transformational_Leadership_Style	.246	.163	.258	1.513	.137
	Emotional_Intelligence	.230	.191	.225	2.203	.035

a. Dependent Variable: Performance

Source: SPSS Processed Data version 25, 2024

$$T_{table} = t(a/2; n-k-1)$$

a: the level of trust (0,05)

n: quantity of samples (54)

k: quantity of variables x (3)

$$T_{table} = (0,025; 50) = 2,008$$

1. First Hypothesis Testing (H2)

By comparing the values of $t_{count} 2,839 \geq t_{table} 2,008$ and the significance value for the influence of Spiritual Intelligence Variable (X1) on Performance Variable (Y), which was $0,027 \leq 0,05$, it can be concluded that H2 was accepted, indicating that Spiritual Intelligence Variable (X1) had a significant effect on Performance Variable (Y) to a partially significant extent.

2. Second Hypothesis Testing (H3)

Since $t_{count} 1,513 \leq t_{table} 2,008$ and the significance value for the impact of Transformational Leadership Style Variable (X2) on Performance Variable (Y) was $0,137 \geq 0,05$, it can be said that H3 was rejected, indicating that Transformational Leadership Style Variable (X2) had no significant effect on Performance Variable (Y) in part.

3. Third Hypothesis Testing (H4)

Based on the significance value of $0,035 \leq 0,05$ and $t_{count} 2,203 \geq t_{table} 2,008$, it can be inferred that H4 was accepted, indicating that Emotional Intelligence Variable (X3) had a significant effect on Performance Variable (Y) to a partially significant extent.

The Results of Coefficient of Determination (R²)

Table 16. The Coefficient of Determination (R²) Results

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.803 ^a	.645	.624	1.389

a. Predictors: (Constant), Emotional_Intelligence (X3), Transformational_Leadership_Style (X2), Spiritual_Intelligence (X1)
b. Dependent Variable: Performance (Y)

Source: SPSS Processed Data version 25, 2024

Based on the result of the regression calculation that showed by table 16 of coefficient determination test above, it can be seen that the coefficient of determination (adjusted R square) value is 0,624. It means that 62,4% of the Performance Variable (Y) in this study were influenced by the Spiritual Intelligence variable (X1), Transformational Leadership Style Variable (X2), and Emotional Intelligence Variable (X3), while the rest 37,6% (100% - 62,4%) was influenced by other variables which not being examined in this study.

Discussion

The Effect of Spiritual Intelligence, Transformational Leadership Style, and Emotional Intelligence on Village Government Officials Performance in the Villages of Nagerawe and Focolodo Rawe, Boawae Sub-District, Nagekeo Regency, East Nusa Tenggara Province

Based on the results of the analysis in this research, it was proven that the variables Spiritual Intelligence, Transformational Leadership Style, and Emotional Intelligence simultaneously had a positive and significant influence on performance. The results of simultaneous test calculations obtained sig results of $0.000 \leq$ from alpha (α) 0.05 and $F_{\text{count}} 30,292 \geq F_{\text{table}} 2.790$, analysis shown that the study's independent variables concurrently had a favorable and significant impact on the performance of government officials in the villages of Nagerawe and Focolodo Rawe, Boawae Sub-District, Nagekeo Regency, East Nusa Tenggara Province. Thus, it can be said that the first hypothesis (H1), which proposed that the performance of government officials in the villages of Nagerawe and Focolodo Rawe, Boawae Sub-District, Nagekeo Regency, East Nusa Tenggara Province, was believed to be positively and significantly impacted by spiritual intelligence, transformational leadership style, and emotional intelligence, was either accepted or demonstrated. This means that the variables Spiritual Intelligence, Transformational Leadership Style, and Emotional Intelligence simultaneously had a strong relationship and can be utilized well in improving Government Officials Performance in the Villages of Nagerawe and Focolodo Rawe, Boawae Sub-District, Nagekeo Regency, East Nusa Tenggara Province, so that it can perform well and also influence the progress of an organization.

The Effect of Spiritual Intelligence Variable (X1) on Village Officials Performance (Y)

Based on the results of the analysis in this research, it was proven that the Spiritual Intelligence variable partially had a positive and significant influence on performance. The results of the partial test calculations obtained a sig result of $0.027 \leq$ of alpha (α) 0.05 and the value of $t_{\text{count}} 2.839 \geq t_{\text{table}} 2.008$, this showed that Spiritual Intelligence had a positive and significant effect on Government Officials Performance in the Villages of Nagerawe and Focolodo Rawe, Boawae Sub-District, Nagekeo Regency, East Nusa Tenggara Province, so it can be concluded that Hypothesis 2 (H2) stated that spiritual intelligence had a favorable and considerable impact on government officials' performance of the villages of Nagerawe and Focolodo Rawe, Boawae Sub-District, Nagekeo Regency, East Nusa Tenggara Province accepted or proven. This suggests that the Spiritual Intelligence variable can influence Government Officials Performance in the Villages of Nagerawe and Focolodo Rawe, Boawae Sub-District, Nagekeo Regency, East Nusa Tenggara Province, the better of Spiritual Intelligence can improve better performance. Spiritual intelligence is the intelligence to assess every behavior and activities carried out in the context of a broader meaning and will be accounted for not only between fellow humans but also to God. A good level of spiritual intelligence will greatly affect employee performance because employees who have spiritual intelligence will take every action openly, honestly, and focus on contributions (Masitoh & Sudarma, 2019). Therefore, spiritual intelligence is an important aspect that can influence the performance of village officials. The results of this research were in line with research conducted by Noegroho & Wulansari (2020) which shows that spiritual intelligence had a positive effect on employee performance (Noegroho & Wulansari, 2020). The results of this research were also in line with other research conducted by Lona, Fanggidae, Nursiani & Maak (2020) showed that there was a positive and significant effect of emotional intelligence and

spiritual intelligence on employee performance (Lona et al., 2020). The findings of this study also agreed with those of other studies carried out by Ling, Singh & Arumugam (2020) revealed that spiritual intelligence had a positive and significant influence towards contextual performance of employees (Ling et al., 2020).

The Effect of Transformational Leadership Style Variable (X2) on Village Officials Performance (Y)

It was established by the examination of the research findings that the transformational leadership style variable had no substantial and beneficial impact on performance. In the partial test calculations, the sig results of $0.137 \geq$ from alpha (α) 0.05 and tcount $1.513 \leq$ ttable 2.008 indicated that the Transformational Leadership Style had no significant effect on the performance of government officials in the villages of Nagerawe and Focolodo Rawe, Boawae Sub-District, Nagekeo Regency, East Nusa Tenggara Province. Therefore, it can be concluded that Hypothesis 3 (H3), which claimed that the transformational leadership style had a positive and significant influence on the performance of government officials in the villages of Nagerawe and Focolodo Rawe, Boawae Sub-District, Nagekeo Regency, East Nusa Tenggara Province, was rejected or not proven. This means that the Transformational Leadership Style variable did not influence Government Officials Performance in the Villages of Nagerawe and Focolodo Rawe, Boawae Sub-District, Nagekeo Regency, East Nusa Tenggara Province. The results of this research were not in line with research conducted by Hidayat & Mulyadi (2021) showed that there was a significant impact of transformational leadership style variable on the employee performance variable (Ahmad Hidayat & Muhammad Mulyadi, 2021). The results of this research were also not in line with research conducted by Alfarisi, Nurhasanah, & Arifiani (2023) showed that transformational leadership style had a positive effect on employee performance; transformational leadership had a positive effect on organizational climate (Alfarisi et al., 2023). The results of this research were also not in line with research conducted by Indriasari, Permatasari, Khair, Yusuf, Susi & Luthfi (2023) revealed that overall transformational leadership positively influenced employee performance (Indriasari et al., 2023). However, the results of this study were in line with research conducted by Nurhuda, Purnamasari, Irawan, Nurhidayati, Mahmudah, Anshori, Ngibad, Rodli, Hidayatullah, & Yahya (2019) showed that transformational leadership style did not affect employee performance (Nurhuda et al., 2019). The results of this research were also in line with research conducted by Rafia, Sudiro & Sunaryo (2020) revealed that transformational leadership did not have a direct significant effect on employee performance (Rafia et al., 2020).

The Effect of Emotional Intelligence Variable (X3) on Village Officials Performance (Y)

Based on the results of the analysis in this research, it was proven that the Emotional Intelligence variable partially had a positive and significant influence on performance. The results of partial test calculations obtained sig results of $0.035 \leq$ alpha (α) 0.05 and value of $t_{\text{count}} 2.203 \geq$ value of $t_{\text{table}} 2.008$, this showed that Emotional Intelligence had a positive and significant effect on Government Officials Performance in the Villages of Nagerawe and Focolodo Rawe, Boawae Sub-District, Nagekeo Regency, East Nusa Tenggara Province, so it can be concluded that Hypothesis 4 (H4) which stated that Emotional Intelligence had a positive and significant influence on Government Officials Performance in the Villages of Nagerawe and Focolodo Rawe, Boawae Sub-District, Nagekeo Regency, East Nusa Tenggara Province was accepted or proven. Accordingly, government officials' performance in the villages of Nagerawe and Focolodo Rawe, located in the Boawae Sub-District, Nagekeo Regency, and East Nusa Tenggara Province, may be impacted by the emotional intelligence variable, the better of Emotional Intelligence can affect better the performance. Emotional Intelligence is a person's ability to control the emotions, control impulses, and also regulate one's emotions regularly, so that the burden of stress did not paralyze their thinking ability. Emotional Intelligence is a person's ability to recognize himself and others

and to understand and regulate emotions in himself and others in order to create a good and prosperous relationship with himself and others (Widayati et al., 2021). The results of this research were in line with research conducted by Amelia, Hersona & Hawignyo (2022) showed that there was a significant effect of emotional intelligence on the employees' performance (Amelia et al., 2022). The results of this research were also in line with research conducted by Widayati, Arijanto, Widjaja, & Fintura (2021) revealed that emotional intelligence variable had a positive and significant effect on employee performance (Widayati et al., 2021). The findings of this study also supported those of Permadhy & Ayuningtyas's (2021) investigation, which demonstrated the substantial influence that emotional intelligence had on worker performance (Permadhy & Ayuningtyas, 2021). The results of this research were also in line with other research that has been conducted by Sujila, Prijati, & Santoso (2023) revealed that emotional intelligence affected employees' performance (Sujila & Santoso, 2023).

CONCLUSION

1. Conclusion

Based on the research results, statistical test data and discussions related to the problems and objectives of this research. The following conclusion can be drawn:

- 1) Spiritual Intelligence, the Style of Transformational Leadership, and Emotional Intelligence simultaneously influenced Government Officials Performance.
- 2) Spiritual Intelligence partially had a positive and significant effect on Government Officials Performance.
- 3) Transformational Leadership Style did not partially have a positive and significant effect on Government Officials Performance.
- 4) Partially, there was a positive and significant impact of Emotional Intelligence on Government Officials Performance.

2. Suggestions

In light of the research's findings, the following recommendations were made for input:

- 1) Through this research, it can be recommended to the Government Officials in the Villages of Nagerawe and Focolodo Rawe, Boawae Sub-District, Nagekeo Regency, East Nusa Tenggara Province to always maintain their performance and continue to improve their performance. Agencies must pay more attention to factors that can improve the performance of village officials so that the agency can run well and can influence the performance of village officials.
- 2) It is thought that we need to pay more attention to the factors that can develop the village official's performance in their work. Village officials need to improve their performance so that they can carry out their duties and responsibilities well.
- 3) The results of this research can be used by other researchers as a reference for developing Human Resource Management knowledge.

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