

## **Analysis of Intellectual Intelligence (IQ) and Emotional Intelligence (EQ) on Employee Performance with Spiritual Intelligence (SQ) as a Mediating Variable**

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### **Abstract**

This research starts from the problem of whether Intellectual Intelligence (IQ) and Emotional Intelligence (EQ) affect employee performance with Spiritual Intelligence (SQ) as a mediating variable. This research aims to determine and analyze the influence of Intellectual Intelligence (IQ) and Emotional Intelligence (EQ) on employee performance with Spiritual Intelligence (SQ) as a mediating variable. This type of research is quantitative research with correlational problem construction. This quantitative research takes the form of numbers and is analyzed using statistics. The population in this study were employees of the distribution department of PT Saribumi Sriguna Putra, Palembang City, PT Sriguna Patra Niaga, and PT Graha Patra Saribumi in 2023, totaling 105 people. The sample in this study was taken using a saturated sampling technique, namely a sample determination technique when all members are used as samples. Thus, the sample in this study was taken equal to the population, namely 105 people. The data analysis technique in this research uses the SPSS application. factors such as intellectual intelligence, emotional intelligence and spiritual intelligence affect the creation of employee performance, and spiritual intelligence is able to mediate between intellectual intelligence factors, emotional intelligence and employee performance. the findings in this study are that this research is expected to be a view for company owners to pay more attention to factors to improve maximum employee performance.

**Keywords:** Intellectual Intelligence (IQ), Emotional Intelligence (EQ), Employee Performance Spiritual Intelligence (SQ)

### **Introduction**

The success of an institution large or small depends not only on the natural resources available but also on the quality of human capital responsible for planning, implementing and supervising the institution. However, Indonesia's current sustainable development can only be sustained if the quality of existing human capital is given serious attention by the government and the private sector. Companies in carrying out their activities must have goals to be achieved, to achieve or realize these goals, every company must know how to choose a strategy, namely human capital planning which essentially focuses on certain management steps. The availability of a regular workforce to fill positions at the right time to achieve various goals and objectives. Human capital management is a process of solving various problems within the framework of employees, workers, managers and other workers to be able to support organizational or business activities to achieve predetermined goals (Dewi, 2021).

Employees or workers as human capital need something that can stimulate and encourage their desire to improve their performance, so as to achieve the goals set by the organization. Employee performance is an achievement achieved by a person or group under their authority and responsibility effectively and efficiently in accordance with organizational goals. Initial observations made by researchers at PT Saribumi Sriguna Putra Palembang City showed that employee performance was not optimal such as lack of initiative in working because they

waited for orders from superiors. This phenomenon related to employee performance is confirmed by the pre-study questionnaire responses in the following table.

Table 1. Employee Performance Pre-Survey Results

No	Indicator	Answer					Σ	%	Criteria
		SB	B	CB	KB	TB			
1	In accordance with the company's work quality standards	6	12	7	4	3	110	68,8	Good enough
2	Complete the work set by the company	2	15	8	7	0	108	67,5	Good enough
3	Complete work on time	5	8	10	7	2	103	64,4	Good enough
4	Have initiative at work	3	6	9	11	3	91	56,9	Less Good
5	Responsible for work	5	7	8	10	2	99	61,9	Good enough

Based on Table 1 above, it shows that employee performance on the indicator of having initiative in work without having to wait for orders from the leadership is classified as poor. This is in line with the findings of (Amelia & Jer, 2022) in his study found that poor employee performance can be seen from a lack of work motivation, not optimal in completing tasks systematically, not being able to communicate well with coworkers, not being able to count quickly in completing work, and not being able to foster good relationships between coworkers. Another case with the findings of (Yuda & Sumartik, 2021), the low performance of employees can be seen from the lack of harmonious relations between leaders and employees, often there are harsh words by leaders to employees and even tensions that result in employees being suspended for disobeying leadership orders, leaders are authoritarian in providing policies such as deciding on their own without communicating with employees and ignoring employee aspirations so that many employees feel disappointed with the company.

Intellectual intelligence is the ability to perform mental operations, think, reason, and solve problems. Intellectual intelligence represents the level of intelligence of employees to quickly solve a work problem. Because when an employee does the assigned work, the worker will work effectively because the knowledge gained is in accordance with the assigned work. Intellectual intelligence is more oriented towards the performance of short-term operational tasks. The phenomenon found regarding the intellectual intelligence of employees of PT Saribumi Sriguna Putra Palembang City, based on the results of a preliminary survey of 32 employees through distributing questionnaires described in the following table:

Table 2. Employee Intellectual Intelligence Pre-Survey Results

No	Indicator	Answer					Σ	%	Criteria
		SB	B	CB	KB	TB			
1	Ability to analyze problems	2	6	13	9	2	93	58,1	Less Good
2	Ability to remember to work	6	9	5	8	4	101	63,1	Good enough
3	Communication skills	10	12	4	3	3	119	74,4	Good enough
4	Ability to calculate quickly	3	4	10	13	2	89	55,6	Less Good

Based on Table 2 above, it shows that the intellectual intelligence of employees on the indicators of the ability to analyze problems and the ability to calculate quickly is categorized

as not good. This finding is identified that the intellectual intelligence of employees requires attention and handling by company management, so that employee operational tasks that require problem solving and quick calculations can be realized properly. This is in line with the study of (Rahmasari, 2012) that employees have a low level of intellectual intelligence so that the tasks given by superiors tend not to produce satisfactory work. While the study of (Sirait & Raharjo, 2022) stated the low level of work efficiency of employees, and lack of understanding of the functions and roles of the responsibilities they have assumed.

Another intelligence that is believed to affect employee performance in a company is emotional intelligence. This intelligence is the ability to encourage oneself and resist disappointment, control impulses, not abuse pleasure, regulate mood and prevent stress that paralyzes thinking, sympathy and prayer. Emotional intelligence comes with incentives to progress and develop in the right way to become a force in oneself, where business leaders can provide training tailored to goal-setting skills, organizational goals and improve employee skills, and possibly further improve employee performance. The phenomenon found based on a preliminary survey of 32 employees of PT Saribumi Sriguna Putra Palembang City is shown in the following table:

Table 3. Employee Emotional Intelligence Pre-Survey Results

No	Indicator	Answer					Σ	%	criteria
		SB	B	CB	KB	TB			
1	Ability to understand one's shortcomings and let go of anxiety	1	5	15	10	1	91	56,9	Less Good
2	Ability to take initiative and work effectively	8	12	7	3	2	117	73,1	Good enough
3	Ability to understand others	7	15	8	2	0	123	76,9	Good
4	Skills to manage other people's emotions	5	7	10	8	2	101	63,1	Good enough

Based on Table 3 above, it shows that the emotional intelligence of employees on the indicator of the ability to understand self-deficiencies and release anxiety is in the poor category. This identifies that their shortcomings become problems and workloads that can cause anxiety so that it affects their performance. Employees who are unable to eliminate feelings of anxiety certainly cannot work well. The phenomenon of emotional intelligence is also revealed by Tia Misna Sari, and Meilaty Finthariasari, that employees are often less able to handle emotional problems at work, work relationship problems between employees so that they interfere with employee performance (Winata & Fiqri, 2017). Yasir et al. (2021), the lack of emotional intelligence can be seen from the inability of employees to control anger while at work, and lack of understanding of the conditions of their coworkers. Furthermore, (Mamangkey et al., 2018) found that employees are often less able to handle emotional problems at work so that they interfere with the work activities of other employees. Meanwhile, the study of (Kusumawardani et al., 2021) states that employees are less effective and efficient in completing their tasks, passivity in solving internal organizational problems, lack of emotional control when there is a lot of workload to be completed, difficulty in respecting colleagues and establishing cooperation when they are in the age range of career self-discovery.

Based on the background of the above problems, and several previous studies, the authors wish to conduct research on: "Analysis of Intellectual Intelligence (IQ) and Emotional Intelligence (EQ) on Employee Performance with Spiritual Intelligence (SQ) as Moderatio".

## Methods

This type of research is quantitative research with correlation problem construction. This quantitative research is numerical and analyzed using statistics (Suryani, 2018). The data in this study are primary. Primary data is data obtained or collected directly in the field by the person conducting the research or the person concerned who needs it (Pratama et al., 2017) and secondary data. The data collection method used in this is a questionnaire to measure the variables of intellectual intelligence (IQ), emotional intelligence (EQ), spiritual intelligence (SQ), and employee performance. While documentation is obtained from PT Saribumi Sriguna Putra Palembang City, PT Sriguna Patra Niaga, and PT Graha Patra Saribumi in the form of the number of employees, company overview and others. Population is the sum of all units or individuals whose characteristics are to be studied (Arikunto, 2010). The population in this study were employees of the distribution section of PT Saribumi Sriguna Putra Palembang City, PT Sriguna Patra Niaga, and PT Graha Patra Saribumi in 2023, totaling 105 people. The sample is part of the population whose characteristics are to be investigated, and is considered to represent the entire population (Sasmita, 2021). The sample in this study was taken using saturated sampling technique, which is a sampling technique when all members are used as samples. Thus, the sample in this study was taken equal to the total population of 105 people. data analysis techniques in this study using the SPSS application.

## Results and Discussion

### Instrument Test

#### Validity Test

The validity of a questionnaire can be guaranteed if the questions in it are able to effectively reflect the aspects measured by the questionnaire. To determine significance, the rcount value is compared with the rtable at the degree of freedom =  $n - k$ , and one-sided testing with a significance level of  $\alpha 0.05$  gives an rtable value of 0.367.

Table 4. Validity Test

No	r count				t table
	Performance	IQ	EQ	SQ	
1	0,499	0,653	0,444	0,560	0,367
2	0,492	0,777	0,416	0,424	0,367
3	0,430	0,596	0,373	0,429	0,367
4	0,455	0,476	0,621	0,404	0,367
5	0,495	0,405	0,424	0,488	0,367
6	0,445	0,543	0,392	0,543	0,367
7	0,422	0,466	0,540	0,559	0,367
8	0,421	0,626	0,500	0,486	0,367
9	0,476	0,554	0,620	0,533	0,367
10	0,433	0,605	0,448	0,487	0,367
11	0,496	0,605	0,401	0,418	0,367
12	0,462	0,385	0,380	0,501	0,367
13	0,491	0,580	0,609	0,514	0,367
14	0,593	0,471	0,442	0,427	0,367
15	0,447	0,538	0,506	0,389	0,367
16	0,419	0,441	0,497	0,438	0,367
17	0,539	0,375	0,461	0,406	0,367
18	0,514	0,604	0,460	0,671	0,367

19	0,566	0,412	0,443	0,382	0,367
20	0,467	0,532	0,442	0,427	0,367
21	0,398	0,615	0,412		0,367
22	0,697	0,423	0,390		0,367
23	0,449	0,424	0,490		0,367
24	0,596	0,476	0,375		0,367
25	0,389	0,626	0,378		0,367
26	0,416	0,596			0,367
27	0,695	0,735			0,367
28	0,408	0,380			0,367
29	0,540	0,596			0,367
30	0,445	0,478			0,367

Based on the table above, it is concluded that all statement items for each variable are valid. Therefore, this questionnaire is considered qualified as an instrument that can be used in this study.

### **Reliability Test**

Table 5. Reliability Test

<b>Variable</b>	<b>Cronbach's Alpha Item</b>	<b>Cronbach's Alpha</b>	<b>Description</b>
Employee performance	0,886	0,60	Reliabel
Intellectual intelligence	0,910	0,60	Reliabel
Emotional intelligence	0,838	0,60	Reliabel
Spiritual intelligence	0,815	0,60	Reliabel

The values listed in Table 35 above show that each Cronbach's Alpha value for all variables is greater than Cronbach's value so that it is declared reliable.

### **Classical Assumption Test**

#### **Normality Test**

The normality test is one part of the data analysis requirements test or classical assumption test, meaning that before carrying out the actual analysis, the research data must be tested for distribution normality.

Table 6. Normality Test

<b>One-Sample Kolmogorov-Smirnov Test</b>
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		<b>IQ</b>	<b>EQ</b>	<b>SQ</b>	<b>Performance</b>
<b>N</b>		<b>105</b>	<b>105</b>	<b>105</b>	<b>105</b>
Normal Parameters <sup>a</sup>	Mean	84.82	84.65	84.79	83.56
	Std. Deviation	3.946	4.095	3.994	4.279
Most Extreme Differences	Absolute	.078	.106	.070	.095
	Positive	.078	.056	.060	.095
	Negative	-.071	-.106	-.070	-.084
Kolmogorov-Smirnov Z		.795	1.083	.716	.974
Asymp. Sig. (2-tailed)		.552	.191	.685	.298

Based on the table above, it is known that the Asymp. Sig. (2-tailed) value on each variable > 0.05, so it can be concluded that the data tested is normally distributed.

### **Multicollinierity test**

The multicollinearity test indicates that there is a perfect linear correlation between some or all of the independent variables. Ideally, the independent variables of the regression equation should have no correlation with each other.

Table 7. Multicollinierity test

<b>Coefficients<sup>a</sup></b>			
<b>Model</b>		<b>Collinearity Statistics</b>	
		<b>Tolerance</b>	<b>VIF</b>
1	IQ	.215	4.642
	EQ	.197	5.074
	SQ	.248	4.037

Table 7 above, shows that the Tolerance value for each variable exceeds 0.10, while the VIF value is below 10.00. Therefore, it is concluded that there is no indication of multicollinierity.

### **Autocorrelation test**

The autocorrelation test reflects the correlation relationship between successive observation values of the independent variables. The occurrence of autocorrelation is caused by the relationship between successive observations within a certain time span.

Table 8. Autocorrelation test

<b>Model</b>	<b>R</b>	<b>R Square</b>	<b>Adjusted R Square</b>	<b>Std. Error of the Estimate</b>	<b>Durbin-Watson</b>
1	.911 <sup>a</sup>	.829	.824	1.795	2.213

Based on Table 8 above, it is known that the Durbin-Watson (DW) value is 2.213, then the value is compared with the table value of 5% significance, the number of samples  $N = 100$  and the number of independent variables  $3 (K = 3) = 3$ .  $105$  so that the  $du$  value is  $1.7411$ , while  $4 - du = 4 - 1.7411$  so that  $2.2589$  is obtained. Thus  $1.7411 < 2.213 < 2.2589$ , so it is concluded that there is no autocorrelation.

### **Hypothesis Testing**

Moderated regression analysis (MRA) is a statistical method used to test the effect of moderation in the relationship between the independent variable (X) and the dependent variable (Y). Moderation occurs when the relationship between X and Y is affected by the level or condition of the moderating variable (W). There are six regression models with employee performance as the dependent variable, the independent variables are intellectual intelligence

and emotional intelligence, while spiritual intelligence is the moderating variable. The six regression models are as follows:

### **H1 : The Effect of Intellectual Intelligence (IQ) on Employee Performance**

The regression equation for intellectual intelligence on employee performance in the table above is:  $y = 5.021 + 0.926 \text{ IQ}$ . The constant value (a) in the equation is 5.021, which means that if the intellectual intelligence variable (IQ) is 0, then the employee performance value is 0.926. While the coefficient value of the intellectual intelligence variable is 0.926, which states that every 1% increase in the intellectual intelligence variable will be followed by an increase in employee performance of 0.926 assuming other variables are considered constant. Intellectual intelligence (IQ) has a significant positive effect on employee performance. This is in line with the study of Yuni Pratikno and Maulana Arif, that intellectual intelligence (IQ) is the most significant factor affecting employee performance. Then the study of (Budiman et al., 2020) states that intellectual intelligence is a variable that has a relatively high level of influence. Meanwhile, (Fatmayati, 2023) study revealed that intellectual intelligence affects the performance of human resources.

### **H2 : The Effect of Emotional Intelligence (EQ) on Employee Performance**

The regression equation for emotional intelligence on employee performance  $y = 8.048 + 0.892 \text{ EQ}$ . The constant value (a) in the equation is 8.048, meaning that if the emotional intelligence (EQ) variable is 0, then the employee performance value is 8.048. While the coefficient value of the emotional intelligence variable is 0.892, which states that every 1% increase in the emotional intelligence variable will be followed by an increase in employee performance of 0.892 assuming other variables are considered constant. While the R Square output is 0.729 or 72.9%. This means that the contribution of emotional intelligence to employee performance is 72.9%, with the Standard Error Of Estimate (SEE) showing a value of 2.238, which means that the smaller the SEE value will make the regression model more precise in predicting employee performance. Emotional intelligence (EQ) shows a significant positive effect on employee performance. This is in line with the findings of (Ula, 2020), that emotional intelligence has a significant positive effect on employee performance. Next, the research of (Pratama & Suhaeni, 2017), states that there is a positive and significant influence between emotional intelligence on employee performance. Then the study of (Sari & Frinaldi, 2022), revealed that the emotional intelligence of an employee is very important to pay attention to because it plays a very important role in success.

### **H3 : The Effect of Intellectual Intelligence (IQ) and Emotional Intelligence (EQ) on Employee Performance**

The regression equation for intellectual intelligence (IQ) and emotional intelligence (EQ) variables on employee performance is obtained  $y = 1.050 + 0.497 \text{ IQ} + 0.477 \text{ EQ}$ . The constant value (a) in the equation is 1.050, meaning that if the intellectual intelligence variable (IQ) and the emotional intelligence variable (EQ) are 0, then the employee performance value is 1.050. While the coefficient value of the intellectual intelligence variable is 0.497, which states that every 1% increase in the intellectual intelligence variable will be followed by an increase in employee performance of 0.497 assuming other variables are considered constant, as well as the emotional intelligence coefficient will increase employee performance by 0.477. The results of this study prove that intellectual intelligence (IQ) and emotional intelligence (EQ) have a significant positive effect on employee performance. This is in line with the findings of (Nurhab et al., 2022) that intellectual intelligence (IQ) and emotional intelligence (EQ) have a positive and significant effect on performance. Likewise, the study of (Amelia & Jer, 2022), that emotional intelligence and intellectual intelligence simultaneously have a positive effect

on employee performance. Intellectual and emotional intelligence both play an important role in influencing employee performance. Organizations that are able to manage and utilize these two dimensions of intelligence can create a balanced and productive work environment. The collaboration of intellectual and emotional intelligence provides a competitive advantage in facing complex and dynamic business challenges.

#### **H4 : Spiritual Intelligence (SQ) Affects the Relationship of Intellectual Intelligence (IQ) Level to Employee Performance**

The regression equation is a mathematical model used to evaluate the relationship between one or more independent variables and the dependent variable. The relationship between employee performance (dependent variable) with intellectual intelligence and spiritual intelligence (independent variable) obtained the equation  $y = -62.220 + 1.150 IQ + 1.270 SQ - 0.008 IQSQ$ . The constant value (a) in the equation of -62,220 means that if the intellectual intelligence variable (IQ), the spiritual intelligence variable (SQ) and the multiplication of the intellectual intelligence variable (IQ) with the spiritual intelligence variable (SQ) are 0, then the employee performance value is -62,220. While the coefficient value of the intellectual intelligence variable is 0.497, which states that every 1% increase in the intellectual intelligence variable will be followed by an increase in employee performance of 1.150 assuming other variables are considered constant. Likewise, the spiritual intelligence variable will increase employee performance by 1.270. Spiritual intelligence (SQ) and intellectual intelligence (IQ) are two important dimensions that can influence each other in the context of employee performance. SQ encompasses understanding and engaging in a deep spiritual dimension or values, while IQ relates to cognitive and analytical abilities. The findings of this study are that spiritual intelligence (SQ) influences a significant positive relationship on the level of intellectual intelligence (IQ) on employee performance (Pasek, 2015). Spiritual intelligence can increase the influence of intellectual intelligence, Likewise the study of (Amir et al., 2023) that spiritual intelligence moderates the influence of intellectual intelligence on performance .

#### **H5 : Spiritual Intelligence (SQ) Influences the Relationship between Emotional Intelligence (EQ) Level and Employee Performance**

The regression equation for the relationship between employee performance (dependent variable) with emotional intelligence and spiritual intelligence (independent variable) obtained the equation  $y = -6.689 + 0.490 EQ + 0.648 SQ + 0.000 EQSQ$ . The constant value (a) in the equation of -6.689 means that if the emotional intelligence variable (EQ), the spiritual intelligence variable (SQ) and the multiplication of the emotional intelligence variable (EQ) with the spiritual intelligence variable (SQ) are 0, then the employee performance value is -6.689. Spiritual intelligence (SQ) has a central role in influencing the relationship between the level of emotional intelligence (EQ) and employee performance. SQ involves a deep understanding of the meaning and purpose of life, creating the basis for spiritual connections and deep values. When SQ is applied to the work context, it can strengthen the emotional intelligence dimension of employees. The findings of this study are that spiritual intelligence (SQ) affects a significant positive relationship at the level of emotional intelligence (EQ) on employee performance. The above findings are reinforced by the study of (Millah et al., 2023) that spiritual intelligence is able to strengthen the relationship between emotional intelligence and employee performance. In contrast to the Badewin study, which states that spiritual intelligence is unable to strengthen the relationship between emotional intelligence and employee performance.

#### **H6 : Spiritual Intelligence (SQ) Influences the Relationship between Intellectual Intelligence (IQ) and Emotional Intelligence (EQ) Levels on Employee Performance**

The regression equation of spiritual intelligence (SQ) affects the relationship between the level of intellectual intelligence (IQ) and emotional intelligence (EQ) on employee performance obtained the equation  $y = -44.145 - 0.059 IQ + 1.100 EQ + 0.953 SQ + 0.005 IQSQ - 0.010 EQSQ$ . The constant value (a) in the equation of -44.145 means that if the variables of intellectual intelligence (IQ), emotional intelligence (EQ), spiritual intelligence (SQ), multiplication of spiritual intelligence (SQ) variables and multiplication of intellectual intelligence (IQ) variables, and multiplication of emotional intelligence (EQ) variables with spiritual intelligence (SQ) variables are 0, then the employee performance value is -44.145. Spiritual intelligence (SQ) has a significant impact on the complex relationship between intellectual intelligence (IQ) and emotional intelligence (EQ) and employee performance. SQ, which includes a deep understanding of the meaning of life and spiritual values, provides an additional dimension to employees' self-understanding and life purpose. This is Effendi's finding that the intelligence that can make intellectual intelligence and emotional intelligence more functional is spiritual intelligence. Then Ria Manurung's study, spiritual intelligence is able to strengthen intellectual intelligence and emotional intelligence (Manurung, 2018).

## Conclusion

Based on data analysis and discussion conducted, the conclusions in this study are Intellectual intelligence (IQ) has a significant positive effect on employee performance, Emotional intelligence (EQ) has a significant positive effect on employee performance, Intellectual intelligence (IQ) and emotional intelligence (EQ) have a significant positive effect on employee performance, Spiritual intelligence (SQ) affects a significant positive relationship at the level of intellectual intelligence (IQ) on employee performance Spiritual intelligence (SQ) affects a significant positive relationship at the level of emotional intelligence (EQ) on employee performance and Spiritual intelligence (SQ) affects a significant positive relationship at the level of intellectual intelligence (IQ) and emotional intelligence (EQ) on employee performance. factors such as intellectual intelligence, emotional intelligence and spiritual intelligence affect the creation of employee performance, and spiritual intelligence is able to mediate between intellectual intelligence factors, emotional intelligence and employee performance. the findings in this study are that this research is expected to be a view for company owners to pay more attention to factors to improve maximum employee performance.

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