

Effectiveness of Intelligence: Intellectual, Emotional and Spiritual Towards Employee Performance in Business Organizations

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doi: 10.51505/IJEBMR.2023.7712

URL: <https://doi.org/10.51505/IJEBMR.2023.7712>

Received: July 04, 2023

Accepted: June 12, 2023

Online Published: July 26, 2023

Abstract

The purpose of this study is basically to explore (know and study) the effectiveness of intelligence which in this case consists of variables of intellectual intelligence (IQ), emotional intelligence (EQ), and spiritual intelligence (SQ) on employee performance in a retail business organization (case study at eramart store in Timbau sub-district, Tenggarong, Indonesia). The sample in this study was 26 employees. Sampling technique by random sampling. The analysis tool used is a multiple regression equation with a hypothesis test used by the F and t tests.

The calculation result of the F test obtained F count is 45.252, while the table F value is obtained a value of 2.80 this means that ($F_{count} 45, 252 > F_t 2.80$) with a significant value of < 0.05 , so it can be said that the variables of intellectual intelligence, emotional intelligence and spiritual intelligence together / simultaneously are able to show their influence on employee performance or it can be explained that the regression model that was built can be used to predict the size of employee performance, so that the first hypothesis in this study was accepted. The three free variables were able to explain changes in employee performance by 84.2% (Adjusted R square = 0.842) while the remaining 15.2% was influenced by other variables that were not included in this study such as career development, compensation, work stress.

Keywords: intellectual intelligence, emotional intelligence, spiritual intelligence, performance

1. Introduction

The dynamics of today's increasingly rapid business world have basically triggered fierce competition among business people. One of the keys to success in business competition is the performance achieved by employees [1, 2]. In other words, it can be argued that the performance of a business organization is greatly influenced by the individual performance of its employees. The good individual performance of the employees will ultimately have implications for customer satisfaction with the business services received [3, 4]. The individual performance of good employees is basically not enough only to be seen from the aspect of intellectual intelligence (such as: capacity or ability and individual work skills of employees. But it is also seen from the aspects of emotional intelligence (such as: the ability to master and manage oneself as well as the ability to cultivate relationships with others) and the intelligence of employee spirituality (such as: being honest and open in doing work, being flexible, and having a vision and divine values)[5,6].

Work performance according to Robbins in [2,3] that performance is a function of the interaction between ability, motivation and opportunity. [3, 4] explains that the degree to which a person succeeds in completing his work is called the "Level of performance". Usually a person whose performance is high is referred to as a productive person, and conversely a person whose performance level does not reach the standard is said to be unproductive or low-performing, therefore an employee can not only be measured by looking at his religiosity but can also be seen from an ability he has in terms of mastering and managing himself and can cultivate relationships with others [4,6]. These abilities are known as intellectual intelligence (IQ), emotional intelligence (EQ), and spiritual intelligence (SQ).

Intelligence is an important competence in work. According to [1,2] intelligence is a person's overall capacity for adaptation through effective cognition and information processes. Specifically, this is related to the competence of the mind (mental expertise) or higher order skills such as understanding, problem solving, thinking and thinking on complex and structured subjects. [5,6] said that intellectual intelligence is an ability needed to carry out various mental activities of thinking, reasoning, and solving problems in emotional intelligence. According to [1,3] states that, emotional intelligence is an ability to feel, understand effectively applying emotional power and sensitivity as a source of energy, information, connection and human influence. In addition to intellectual intelligence and emotional intelligence there is also spiritual intelligence. According to [6,7] spiritual intelligence is an intelligence that has existed in every human being since birth that makes man live a meaningful life, always listen to the voice of the heart, never feel in vain, everything he lives is always valuable.

Further exploration of aspects that can affect the individual performance of employees in a business organization in this case the retail business carried out on (case study of eramart store in Timbau sub-district, Tenggara, Indonesia). This business started in 2012 to date. The products sold in general are a variety of household needs such as food and beverage products, light snacks, carbonated drinks, baby supplies, kitchen necessities and so on. All food and beverage products are of completely maintained quality and have obtained permission from the food and drug inspection agency (BPOM). The number of employees working was 26 people with two shift work, all of which were the objects studied.

The condition of employee performance observed in this business is still low as indicated by the fact that there are still quite a lot of employees who make mistakes at work or the level of work efficiency is still not comparable to the functions and roles of the responsibilities they have assumed and are obliged to carry out. Similarly, the cooperative relationship between employees is still not fully solid, employees are sometimes unable to control emotions while working and motivation at work is still low, employees also feel less understanding if they receive criticism from the leadership, and cannot realize the mistakes when they have been reminded from the leadership.

In other words, there are actually quite a lot of factors that can affect the performance of employees in the organization. At least if classified, there are three factors that most dominantly affect employee performance in this retail business, namely (1) intellectual intelligence (IQ) factors, (2) emotional intelligence factors (EQ), and (3) spiritual intelligence factors (SQ). The

condition of the intellectual intelligence factor of: the average employee mostly has a high school education background/equivalent which is lower in number than employees who have a diploma and bachelor's degree education background. Similarly, the employee attendance rate throughout 2016 - 2017 showed a fluctuating absenteeism rate with an average of 5.29% being above the company's tolerance of 5%. [7,8] found that the other side of emotional intelligence is related to work experience and not related to age.

The reality problem that is currently happening at Eramart Timbau Tenggara Minimarket is that employee organizational performance is still low which is influenced by factors of intellectual intelligence, emotional intelligence, and spiritual intelligence. It can be seen that there are still quite a lot of employees who make mistakes at work or the level of work efficiency is still not comparable to work. Employees do not understand the functions and roles of the responsibilities they have assumed and must carry out, cooperation between employees is still not fully integrated, employees sometimes cannot control their emotions while working and motivation at work is still not high, employees sometimes also feel they do not understand if you get criticism from the leadership, and are less able to realize mistakes when they have been reminded by the leadership. Supposedly with an increase in intellectual intelligence, emotional intelligence, and good spiritual intelligence, it can improve employee organizational performance (Goleman, 2007; 56),

Furthermore, it is seen from the condition of the employee's emotional intelligence factor which can be seen from: the employee's inability to motivate himself in providing a good impact on himself and the company [5,6]. This refers to one of the indicators of emotional intelligence expressed by [7,8], namely motivating oneself at work. Similarly, the condition of the employee's spiritual intelligence factor in this retail business is that employees lack self-awareness at work, low commitment in employees to their work, and lack of vision far ahead and are less able to make changes according to company demands [6,7]. This measurement of the effectiveness of IQ, EQ and SQ on employee performance in small business organizations is very rare and interesting to study further, until now researchers have not found research on the relationship of intellectual intelligence, emotional intelligence, spiritual intelligence, to employee performance using small business objects, so this is what is the novelty of this study. Therefore, the question in this study is: whether the factors (variables) of intellectual intelligence, emotional intelligence, and spiritual intelligence affect the performance of employees in business organizations. The purpose of this research is to find out and examine things as follows: 1. The magnitude of the influence of the variables of intellectual intelligence, emotional intelligence, and spiritual intelligence on the organizational performance of employees. 2. The most dominant variable influencing the organizational performance of employees.

2. Literature Review

2.1. Intellectual Intelligence

Intellectual is the cognitive ability possessed by organisms to adapt effectively to a complex and ever-changing environment and is influenced by genetic factors (Galton, in Joseph, 2008: 20) in Zakiah (2013). According to Dwijayanti (2009) said that intellectual intelligence is the ability

needed to carry out various mental activities of thinking, reasoning and solving problems. In this study, intellectual intelligence was measured by the following indicators: (Stenberg, 1981) in Dwijayanti (2009), namely: (1) problem solving ability, (2) verbal intelligence, (3) practical intelligence and (4) attitude management.

2.2. Emotional Intelligence

Emotional intelligence according to Goleman (2002: 512) Emotional intelligence is a person's ability to manage his emotional life with intelligence (to manage our emotional life with intelligence); maintaining emotional alignment and expression (the appropriateness of emotion and its expression) through self-awareness, self-control, self-motivation, empathy and social skills. Salovey and Mayer define emotional intelligence or what is often referred to as EQ as: "The set of subsets of social intelligence that involves the ability to monitor social feelings involving abilities in others, sort things out and use this information to guide thoughts and actions." (Mahmudi, 2008: 8).

2.3. Spiritual intelligence

According to Danah Zohar and Ian Marshall (2015:4) spiritual intelligence is: "Intelligence to face and solve problems of meaning and value, namely intelligence to place human behavior and life in the context of a broader and richer meaning, intelligence to judge that one's actions or way of life is more meaningful than other people's. Spiritual intelligence is the ability of humans to give meaning and meaning to the life they live and to understand the value contained in every action they take, such as: (1) having self-awareness, (2) having a vision, (3) being flexible, (4) having a vision holistic, (5) making changes, (6) sources of inspiration, (7) self-reflection.

2.4. Performance

Performance is the result of work in quality and quantity achieved by an employee in carrying out their duties in accordance with the responsibilities given. (Mangkunegara, 2007: 67). Performance is in principle an a combination of business capabilities and opportunities that can be judged by results it works. Definitely performance is an outcome record resulting from certain employee functions or certain activities carried out over a certain period of time. Whereas overall performance of a position equals the sum (average) of the performance employee function or activity done. (Sulistiani and Rosidah, 2003: 223).

3. Research Method

3.1. Population and Sample

The object of this study is eramart store of Timbau sub-district, Tenggara, Indonesia. The population in this study was taken from the employees of the eramart store in district Tenggara as many as 26 employees. Because the population of 26 people is relatively small, it is below 100, the number of samples is equal to the total population of 26 people. This refers to the opinion of [9,10]who stated, "The larger the sample approaches the population, the smaller the generalization error and vice versa the smaller the sample away from the population, the greater the generalization error". Sampling technique by means of a census, in which the sample is taken as a whole without exception.

3.2. Analysis and hypothesis testing tools

Validity and reliability test

1) Validity Test

A validity test is a measurement scale where it is said to be valid if the scale is used to measure what should be measured. To calculate the validity of a questionnaire, correlation techniques are used, if correlation is calculated $>$ table correlation then the questionnaire question item is considered valid. The validity measurement requirements are as follows

- a. If $r_{\text{count}} < r_{\text{table}}$, then the instrument/item of the questionnaire question is declared invalid.
- b. If $r_{\text{count}} \geq r_{\text{table}}$, then the instrument/item of the questionnaire question is declared valid.

2) Reliability Test

In research, reliability is the extent to which measurements of a test remain consistent after repeated conduct of the subject and under the same conditions. Research is considered reliable when it provides consistent results for the same measurements. To calculate the reliability of the retest model, this test is carried out by testing a questionnaire to a certain group, if the correlation result is > 0.7 then the instrument is declared reliable.

3.3. Data Analysis Model

The analysis used to prove the hypothesis in this study is a qualitative analysis with a multiple linear regression model with the following equation model

$$Y = a + b_1X_1 + b_2X_2 + b_3X_3 + e(1)$$

Where:

- | | |
|------------|----------------------------------|
| Y | = Organizational performance |
| X1 | = Intellectual intelligence |
| X2 | = Emotional intelligence |
| X3 | = Spiritual intelligence |
| b1, b2, b3 | = Partial regression coefficient |
| a | = Constant |
| \hat{e} | = Error or residual (residual) |

3.4. Hypothesis Testing

1) F Test / Variance Analysis

The purpose of the F test is to find out the extent to which the independent variables used are able to explain their influence (simultaneously) on their non-free variables. Hypothesis testing of this F test uses SPSS data calculations with a significance level of 95% and α (0.05). The test requirements are:

- a. If $F_{\text{calculates}} > F_{\text{table}}$ then the null hypothesis (H_0) and the alternative hypothesis (H_1) are accepted, meaning that it can be said that the independent variables (X) together (simultaneously) affect the dependent variable (Y).
- b. If $F_{\text{calculates}} < F_{\text{table}}$ then the null hypothesis (H_0) is accepted and the alternative hypothesis (H_1) is rejected. This means that the independent variables (X) together (simultaneously) have no effect on the dependent variable (Y).

The next step is to strengthen and find out the closeness of the relationship between the free variable and the non-free variable, the result of the multiple R / R number is needed.

2) Partial Regression Test (t-test)

Proving the truth of the second hypothesis is used t-test, which is to test the correctness of the partial regression coefficient. This t-test test uses SPSS data calculations with a significance level of 95% and α (0.05). The conditions for its testing are as follows:

- a. If $t_{\text{count}} < t_{\text{table}}$ then the null hypothesis (H_0) is accepted and the alternative hypothesis (H_1) is rejected this means that the independent variable (X) singly (partial) has no effect on the dependent variable (Y).
- b. If $t_{\text{count}} > t_{\text{table}}$ then the null hypothesis (H_0) is rejected and the alternative hypothesis (H_1) is accepted. This means that the independent variable (X) individually (partially) affects the dependent variable (Y).

The next step is to find the partial coefficient of determination (r^2) for each independent variable to find out which independent variable has the most dominant influence on the dependent variable.

3.5. Test Classical Assumptions

1) Data Normality

Test the normality of the data to find out whether a variable is normal or not. Whether it is normal or not is based on the normal distribution of data with *a mean* with the same standard deviation. With this kind of data profile, the data can be considered representative of the population. The models used are kolmogorov–smirnov (K-S) and shapiro-wilk tests. The test requirement for data normality is

- a. If the sig value > 0.05 then the data is considered normal distribution.
- b. If the sig value < 0.05 then the data is considered abnormally distributed.

2) Multicollinearity

Multicollinearity means the existence of a linear correlation between one or more free variables, so it will be difficult to separate the influence of each free variable on the non-free variable. In order to detect the presence of multicollinearity, pearson correlation analysis was carried out among free variables. The test requirement is that if the correlation between free variables is 0.80 and above, multicollinearity occurs.

3) Heteroskedasticity

This method is used to determine the non-occurrence of error of disruptive factors that have the same variant in the spread for their independent variables. In this classical test, if the

residual is equal or close to zero and is normally distributed and the residual variants are the same, *heteroskedasticity* will not occur and vice versa.

4) Linearity Test

The linearity test is used to see whether the model being built has a linear relationship or not. If there is a relationship between two variables that is not yet known whether linear or not, the linearity test cannot be used to provide an adjustment that the relationship is linear or not. The linearity test is used to confirm whether the linear nature between the two theoretically identified variables corresponds or not to the results of existing observations. The test requirements are

- a. If the sig value > 0.05 then the data can be said to be non-linear.
- b. If the sig value < 0.05 then the data can be said to be linear

4. Result

4.1. Analysis of empirical data

1) Validity and Reliability Test

For reliability testing, in the Reliability Statistics section, it can be seen that Cronbach's Alpha value is 0.717 with the number of questions of 16 items or items. The standard value of the reliability test for a double-sided test at a confidence level of 95% or signification of 5% is 0.600. Because the value of Alpha Cronbach = 0.717 turned out to be greater than 0.600, all questionnaire questions tested in this thesis study proved to be reliable. Cronbach's Alpha value = 0.717 is located between 0.60 to 0.80, so the level of reliability is reliable[7,8]. For validity testing, in the Corrected Item Total Statistics section. The table r value for a double-sided test at a confidence level of 95 % or 5 % significance ($p = 0.05$) is 0.388. In the Item Total Statistics section, it turns out that of the 16 questions asked, all of them have met the validity requirements, where $r \text{ count} > r \text{ table}$ ($0.478 - 0.739 > 0.388$).

4.2. Test classical assumptions

1) Data Normality

Test the normality of the data to find out whether a variable is normal or not. Whether it is normal or not is based on the normal distribution of data with a mean with the same standard deviation. The models used are kolmogorov–smirnov (K-S) and shapiro-wilk tests. The results of the calculation of the *test of normality* table above obtained significant values of Kolmogorov-Smirnov and Shapiro-Wilk > 0.05 so that in this thesis study had normal distribution data[9,10].

2) Multicollinearity

Multicollinearity means the existence of a linear correlation between one or more free variables, so it will be difficult to separate the influence of each free variable on the non-free variable. The test requirement is that if the correlation between free variables is 0.80 and above, multicollinearity occurs [11,12]. From *the matrix table pearson* correlation shows that this study with a multiple linear regression analysis model does not have a multicollinearity

problem, because the correlation coefficient between variables (intellectual intelligence (IQ), emotional intelligence (EQ), and spiritual intelligence (SQ) is still below 0.800.

3) Heteroskedasticity

This method is used to determine the non-occurrence of error of disruptive factors that have the same variant in the spread for their independent variables. In this classical test, if the residual is equal or close to zero and is normally distributed and the residual variants are the same, heteroskedasticity will not occur and vice versa. In the StatisticX residual table, it is known that the value of the standard residual mean (mean) is 0.000, this means that the multiple linear analysis model in this study did not occur symptoms of *heteroskedasticity*[12,13].

4) Linearity test

The linearity test is used to confirm whether the linear nature between the two theoretically identified variables corresponds or not to the results of existing observations. The results of the linearity test calculation in the coefficients table of column t obtained the value of the three variables (intellectual intelligence (IQ), emotional intelligence (EQ), and spiritual intelligence (SQ) having a significance value of 0.000 or less than 0.05, so it can be concluded in this thesis research that the calculation data can be said to be linear[13,14].

5) Test f

From table 1, it can be concluded that the variables of intellectual intelligence, emotional intelligence, and spiritual intelligence simultaneously affect employee performance at eramart stores in Timbau sub-district, Tenggara, where the probability of multiple linear regression results is smaller than the error rate of 5% ($p < 0.05$). The influence of such factors synchronously is very significant where $p < 0.05$. The explanation is well-founded, if F count is greater than F of the table ($F_{count} \alpha 45.252 > \text{from } F_{tabel} 2.80$). The independent variable (free) has a significant relationship or variable factor in the performance of the employees of the eramart store in Timbau sub-district, Tenggara is influenced by the variables of intellectual intelligence, emotional intelligence, and spiritual intelligence so that the null hypothesis (H_0) is rejected and H_1 is accepted.

Table 1. Anova

Type		Sum of Squares	Df	Mean Square	F	Sig
1	Regression	1.715	3	.572	45.252	.000
	Residual	.278	22	.013		
	Total	1.993	25			

From table 2, it can be seen that the correlation or relationship between the variables of intellectual intelligence, emotional intelligence, and spiritual intelligence simultaneously to employee performance is a very strong relationship because it is located between 0.80 – 1.00. The adjusted R square value produced was 0.842 which means that 84.2% of the performance of employees of eramart stores in Timbau sub-district, Tenggara was

influenced by variables of intellectual intelligence, emotional intelligence, and spiritual intelligence while the remaining 15.8% was influenced by other variables outside this study.

Table 2. Model Summary

Type	R	R Square	Adjusted R Square	Std. Error of The estimate	Durbin-watson
1	.928	.861	.842	.11239	1.597

6) t-test

To determine the effect of free variables partially on the performance of employees of eramart stores in Timbau sub-district, Tenggara is to use the t test, namely by comparing the calculated t value against the t table at the *Level of Confidence* of 95% or $\alpha = 5\%$, at discount *factor* (df) = 24. The table t value is 1.710. If the calculated t value is greater than the table t value, it is stated that the free variable has a meaningful effect on employee performance, so the null hypothesis (Ho) is rejected. The results of the t test can be seen in Table 3 below:

Table 3. Coefficients

Type		Unstandardized Coefficients		Standardized Coefficients	T	Sig.	Collinearity Statistics	
		B	Std. Error	Beta			Toleranc e	VIFs
1	(Constant)	-.712	.346		-2.057	.052		
	intellectual intelligence	.479	.066	.602	7.279	.000	.927	1.079
	emotional intelligence	.349	.091	.309	3.830	.001	.975	1.025
	spiritual intelligence	.390	.044	.733	8.862	.000	.927	1.079

a. Dependent Variable: employee performance

The results of the calculation of the t test (partial correlation) in the *coefficient* table show that:

- a. The result of the multiple regression equation is $Y = -0.712 + 0.479X1 + 0.349X2 + 0.390X3$ (2) from the results of the analysis, it can be seen constant (a) of - 0.712 states that if X1, X2, and X3 are equal to zero or if the variables of intellectual intelligence, emotional intelligence, and spiritual intelligence do not exist at all, the performance of employees of eramart store in Timbau sub-district, Tenggara will always be *constant* of -0.712. The values of the three existing independent variables are positive, namely 0.479, 0.349 and 0.390 so that if the independent variable is increased by one, the impact on employee performance will also increase. Conversely, if the independent variable is lowered by one unit, the impact on employee performance will also decrease.

- b. The intellectual intelligence variable (X₁) partially affects employee performance, because t count is greater than t table ($t_{count} 7.279 > t_{table} 1.710$) so Ho is rejected and H1 is accepted.
- c. The emotional intelligence variable (X₂) partially affects employee performance, because t count is greater than t table ($t_{count} 3,830 < t_{table} 1,710$) so Ho is rejected and H1 is accepted.
- d. The spiritual intelligence variable (X₃) partially affects employee performance, because t count is greater than t table ($t_{count} 8.862 > t_{table} 1.710$) so Ho is rejected and H1 is accepted.

Table 4. Correlations

		Employee Performance	intellectual intelligence	emotional intelligence	spiritual intelligence
Pearson Correlation	Employee Performance	1.000	.454	.438	.617
	intellectual intelligence	.454	1.000	.097	-.243
	emotional intelligence	.438	.097	1.000	.096
	spiritual intelligence	.617	-.243	.096	1.000
Sig. (1-tailed)	Employee Performance	.	.010	.013	.000
	intellectual intelligence	.010	.	.319	.116
	emotional intelligence	.013	.319	.	.320
	spiritual intelligence	.000	.116	.320	.
N	Employee Performance	26	26	26	26
	intellectual intelligence	26	26	26	26
	emotional intelligence	26	26	26	26
	spiritual intelligence	26	26	26	26

- a. The magnitude of the relationship between intellectual intelligence variables and employee performance variables calculated with a correlation coefficient is 0.454 or 45.4% which means that there is a fairly strong partial correlation relationship between these two variables because it is located between 0.400 - 0.599.
- b. The magnitude of the relationship between the emotional intelligence variable and the employee performance variable calculated with the correlation coefficient is 0.438 or 43.8% which means that there is a fairly strong partial correlation relationship between these two variables because it is located between 0.400 - 0.599.

- c. The magnitude of the relationship between the spiritual intelligence variable and the employee performance variable calculated by the correlation coefficient is 0.617 or 61.7%. which means there is a strong partial correlation relationship between these two variables because it is located between 0.600 - 0.799.

5. Discussion

5.1. Discussion

From the results of the analysis between the variables of intellectual intelligence, emotional intelligence, and spiritual intelligence on employee performance in business organizations in this case the retail business carried out on (case study at eramart store in Timbau sub-district, Tenggarong, Indonesia)[13,14]. obtained multiple regression equation as follows $\gamma = -0.712 + 0.479X1 + 0.349X2 + 0.390X3$ (3) from the results of the analysis, it can be seen constant (a) of - 0.712 states that if X1, X2, and X3 are equal to zero or if the variables of intellectual intelligence, emotional intelligence and spiritual intelligence do not exist at all, the performance of employees of eramart stores will always be *constant* of -0.712. The values of the three independent variables are positive, namely 0.479, 0.349 and 0.390 so that if the independent variables are increased, the impact on performance will also increase. The regression coefficient X1 of positively marked intellectual intelligence (+) of 0.479 states that every addition of 1 unit of intellectual intelligence variable will increase employee performance by 0.479 and vice versa if intellectual intelligence decreases then employee performance will decrease as well[15,16]. This can be explained put forward indicators of intellectual intelligence. His research on intelligence is about efforts to find out the magnitude of intelligence and willingness to work performance. He examined intelligence using intelligence test kits taken from intelligence tests developed by Peter Lauster, while the measurement of the magnitude of willpower using the Pauli test kit from Richard Pauli, specifically concerned the magnitude of summation. He mentioned three indicators of intellectual intelligence that concern three cognitive domains, namely figure, verbal and numerical abilities.

This research conducted by Wiramihardja showed significant positive correlation results for all test results from intelligence indicators to performance and reliability variables, be it figural intelligence, verbal intelligence, or numerical intelligence. The term intellectual intelligence is more devoted to cognitive abilities. Defines cognition ability, which is interpreted the same as intellectual intelligence, that is, an ability that includes learning and problem solving, using words and symbols. The regression coefficient X2 of positively marked emotional intelligence (+) of 0.349 states that every addition of 1 unit of emotional intelligence variable will increase employee performance by 0.349 and vice versa if emotional intelligence decreases, then employee performance will decrease as well[17,18]. This can be explained Light (2008) reveals that emotional intelligence is the set of various functions of the psyche that involves the ability to monitor the intensity of feelings/emotions, both in oneself and in others, having beliefs about itself (self-confidence) and being full of enthusiasm, being good at sorting everything out and using information so that it can guide its thoughts and actions. An employee who has good emotional intelligence will be recognized through 5 basic components, namely Self-control, Self-Mastery, Self-motivation, Empathy, Effective relationships.

According to Daniel Goleman quoted by Anthony, in 2008 in his book entitled *Emotional Quality Management* the ability to control emotions has a very big role in success and *Emotional Quality* has a big influence on success. Similarly, it will be seen in an employee who has good emotional intelligence, will always be enthusiastic in carrying out work activities that have been decided to be part of his life. The term spirit of work is called performance.

The regression coefficient X3 of positive marked spiritual intelligence (+) of 0.390 states that every 1 unit increase of the spiritual intelligence variable will increase employee performance by 0.390 and vice versa if spiritual intelligence decreases then employee performance will decrease as well. This can be explained states that with spiritual intelligence, an employee will have a strong commitment to his duties. High spiritual intelligence can make us creative, flexible, insightful or spontaneously creatively to deal with existential problems that is personally we feel down, trapped by habits.

By having high spiritual intelligence, employees are expected to be more careful in dealing with the problems faced, when facing tasks and responsibilities so as to be able to make good decisions to solve problems [15,16]. The results of the Trihandini concluded that spiritual intelligence has a real influence on employee performance. Explain, spiritual intelligence also plays a big role in a person's success in doing his job. An employee who gains happiness at work will work better. States that the most important element that can help the growth and development of the human soul is faith realized in the form of religious teachings. So in Islam, the source of human life is faith, because faith is the controller of attitudes, speech and actions, this faith will later have a great influence on a person, including faith makes individuals believe in themselves, can increase abilities, can generate a sense of calm in the soul and can cause peace of mind as well as give a sense of happiness [16,17]. Spiritual intelligence is essential for nurses to strengthen employee performance and fortify themselves from a less caring attitude towards their work or a low work ethic[17,18].

The calculation result of the F test obtained F count is 45.252, while the table F value is obtained a value of 2.80 this means that ($F_{\text{count}} 45, 252 > F_t 2.80$) with a significant value of < 0.05 , so it can be said that the variables of intellectual intelligence, emotional intelligence and spiritual intelligence together/simultaneously are able to show their influence on employee performance at the eramart store in Timbau sub-district, Tenggara [18,19]. Or it can be explained that the regression model that is built can be used to predict the size of employee performance at the eramart store in Timbau sub-district, Tenggara. So the first hypothesis in the study was accepted. The three free variables, namely intellectual intelligence, emotional intelligence, and spiritual intelligence, simultaneously have a meaningful (real) effect on employee performance at the eramart store in Timbau sub-district, Tenggara. The three free variables were able to explain the change in employee performance by 84.2% (Adjusted R square = 0.842) while the remaining 15.2% was influenced by other variables that were not included in this study such as career development, compensation, work stress[19,20].

The independent variable of intellectual intelligence has a positive influence on employee performance at the eramart store in Timbau sub-district, Tenggara[20,21]. The ability of this intellectual intelligence variable explains the partial correlation to employee performance of

0.454 which means that there is a fairly strong partial relationship between these two variables because it is located between 0.400 - 0.599. Based on the t test, it turns out that the independent variable of intellectual intelligence has a partial effect on employee performance ($t_{count} > t_{table}$) or $7,279 > 1,710$. The independent variable of emotional intelligence has a positive influence on employee performance at the eramart store in Timbau sub-district, Tenggara. The ability of this emotional intelligence variable explains the partial correlation to employee performance of 0.438 which means that there is a fairly strong partial relationship between these two variables because it is located between 0.400 - 0.599. Based on the t test, it was found that the independent variable of emotional intelligence had a partial effect on employee performance ($t_{count} > t_{table}$) or $3,830 > 1,710$.

The variable of spiritual intelligence has a positive influence on employee performance at the eramart store in Timbau sub-district, Tenggara. This ability of the spiritual intelligence variable explains the partial correlation to employee performance of 0.617 which means that there is a strong partial relationship between these two variables because it is located between 0.600 - 0.799. Based on the t test, it was found that the independent variable of spiritual intelligence had a partial effect on employee performance ($t_{count} > t_{table}$) or $8,862 > 1,710$. From the three results of the t test above, it can be seen that the partial correlation value of spiritual intelligence variables is the largest compared [21,22] the variables of intellectual intelligence and emotional intelligence, namely 0.617 or 61.7%, so that the spiritual intelligence variable is the most dominant variable affecting employee performance at the eramart stores in Timbau sub-district, Tenggara. From this description, it can be concluded that Spiritual intelligence is the intelligence that we use to access our highest meanings, values, goals, and motivations. Spiritual intelligence is our moral intelligence, which gives us an innate, innate ability to distinguish right from wrong. Spiritual intelligence is the intelligence we use to make goodness, truth, beauty and compassion in our lives [22,23]. The spiritual intelligence of the employees of the eramart store in Timbau sub-district, Tenggara is likely to be largely influenced by the proximity of mosque facilities near the eramart store in Timbau sub-district, Tenggara and most of them live close to the mosque/musholla, so most employees almost rarely miss prayer time when working when the time comes. So the second hypothesis in this study was rejected [23,24].

From the normality test, the data obtained significant values of Kolmogorov-Smirnov and Shapiro-Wilk > 0.05 so that in this study it had normal distribution data [24,25]. Secondly, the multicollinearity test on *pearson* correlation matrix shows that this study with a multiple linear regression analysis model does not have a multicollinearity problem, because the correlation coefficient between free variables is still below 0.800. Third from the heteroskedasticity test it is known that the value of the mean residual standard (mean) is 0.000, this means that the multiple linear analysis model in this study did not occur symptoms of *heteroskedasticity*. And finally, from the linearity test The results of the calculation of the linearity test (in the appendix), the coefficient table of the t column obtained the third value of the variables intellectual intelligence, emotional intelligence and spiritual intelligence has a significance value of 0.000 so that in the calculation research it can be said to be linear [19,20]. The following will be drawn the calculation results in figure 1.

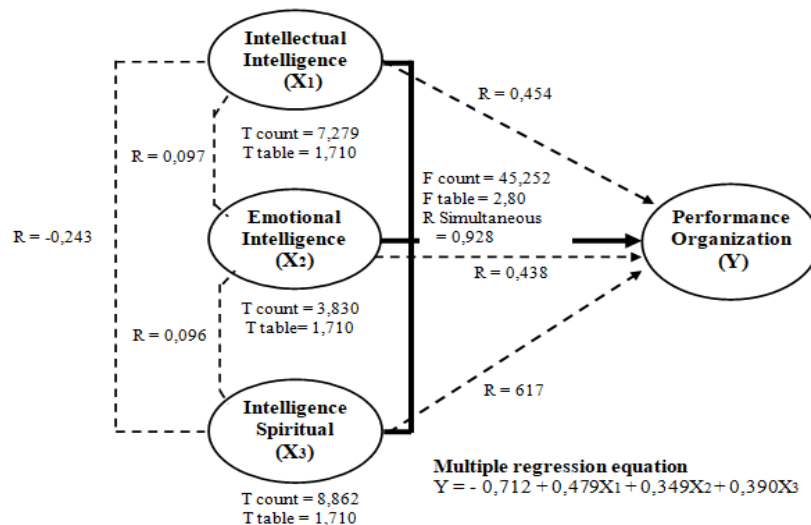


Fig 1. Calculation Results

6. Conclusion

The results showed that the three variables of intellectual intelligence, emotional intelligence and spiritual intelligence affect employee performance and the most dominant variable is spiritual intelligence. Spiritual intelligence is: "Intelligence to face and solve problems of meaning and value, namely intelligence to place human behavior and life in the context of a broader and richer meaning, intelligence to judge that one's actions or way of life is more meaningful than other people's. In other words, spiritual intelligence is capable of triggering increased employee performance in business organizations.

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