

# ***The Influence of Emotional Intelligence, Intellectual Intelligence, Spiritual Intelligence on Employee Performance***

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## **ABSTRACT**

The purpose of this study was to determine the effect of emotional intelligence, intellectual intelligence and spiritual intelligence on employee performance. This research is a quantitative study with data collection techniques using a questionnaire. The sample amounted to 61 respondents. The sample collection technique used was random sampling. Primary data management uses the Statistical Package for Social Science (SPSS) analysis technique with multiple regression analysis methods. The results of this study indicate that emotional intelligence has a positive and significant effect on employee performance, intellectual intelligence has no and insignificant effect on employee performance, and spiritual intelligence has a positive and significant effect on employee performance.

**Keywords:** *Emotional Intelligence, Employee Performance, Intellectual Intelligence, Spiritual Intelligence*

## **1. INTRODUCTION**

The most important thing in a company is labour or human resources. Human resources are the driving force of the development of a company or organization. The human resources factor is the most important asset to provide an advantage in addition to being the driver of organizational or corporate dynamics [1]. The importance of much-needed employees in a company makes employees no longer considered liability, but rather the assets of companies, institutions or government agencies [2].

Good human resources will not be separated from performance issues therefore management needs to know the factors that affect employee performance. Factors that can affect employee performance will allow the company's management to take the necessary policies, so as to improve employee performance to conform to the company's expectations [3].

Employee performance is not only seen by the perfect work ability, but also the ability to master and manage themselves as well as the ability to foster relationships with others (Martin, 2000). Emotional Intelligence refers to the ability to recognize our own feelings and the feelings of others, the ability to motivate us and the ability to manage emotions well in one's own and in relationships with others. Intellectual

intelligence or IQ is simply a "basic ability". This ability is generally limited to standard skills in doing a job. The factors that affect intellectual intelligence for employees are carry and maturity [4]. In addition to intellectual intelligence there is also spiritual intelligence that affects employee performance. Spiritual intelligence as a sense of morals, the ability to adjust rigid rules that are in line with understanding and love and the equivalent ability to see when love and understanding come to its limits, also allow oneself to grapple with good and evil, imagine the unprecedented and lift themselves from humility [5].

Pt. PLN (Persero) Kupang brings up many phenomena that indicate ethical violations that they are aware of as well as unnoticed. From the observations that have been done by researchers where, employees of PT. PLN (Persero) Kupang still often commits violations that are considered not important such as employees lacking awareness to carry out the work given from superiors, employees lacking empathy among fellow employees, employees less adjusting to changing circumstances and having high complexity, lack of employee confidence motivating themselves to face failure, and controlling emotions. Highly dynamic intellectual intelligence often causes problems such as a lack of understanding of the work in the field and impacts the performance of those employees. Employee

performance can also be influenced by spiritual intelligence where there is a sense of responsibility from corporate employees. PLN when performing the given task. As in the event of a disaster and causing damage to the power lines it appears that the employee is carrying out his responsibility to repair the damage. So, this is the role of emotional intelligence, intellectual intelligence, and spiritual intelligence in improving employee performance effectively and efficiently.

Based on the above background, the purpose of this research is: 1). Describing emotional intelligence, intellectual intelligence, spiritual intelligence and performance in employees. 2). Partially and Simultaneously analyze the influence of emotional intelligence, intellectual intelligence and spiritual intelligence on employee performance.

## **2. LITERATURE REVIEW**

### **2.1. Performance**

Reference [6] performance is the result or overall success rate of a person over a certain period of time in carrying out tasks compared to various possibilities, such as the standard of target results that are determined in advance and have been mutually agreed upon. Performance is the result of quality and quantity achieved by an employee in carrying out duties in accordance with the responsibilities that have been given to him [7]. In performance there are several indicators namely quality, quantity, timeliness, effectiveness, independence, work commitment [8].

### **2.2. Emotional Intelligence**

Reference [9] states that emotional intelligence is the ability of self-control, spirit and perseverance, as well as the ability to motivate yourself. Reference [10] emotional intelligence means knowing emotions effectively to achieve the goal of building productive relationships and achieving success in the workplace. Emotional intelligence is an emotional formation that includes skills, self-control and readiness in the face of uncertainty. Channelling emotions effectively will be able to motivate and maintain a spirit of self-discipline in an effort to achieve the goal. In emotional intelligence there are several indicators namely self-awareness, self-control, motivation, empathy, social skills [9].

### **2.3. Intellectual Intelligence**

Reference [11] states that Intellectual Intelligence is the ability needed to perform various mental activities of thinking, reasoning and solving problems. Intellectual Intelligence is an ability to learn from experience, think using metacognitive processes, and the ability to adapt to the environment according to Sternberg, 2008. In

intellectual intelligence there are several indicators used namely figure ability, verbal ability, numerical ability [12].

### **2.4. Spiritual Intelligence**

Reference [13] states that Spiritual intelligence is intelligence in the human soul. Spiritual intelligence provides the ability to see positive values in each problem and wisdom to deal with problems with one's behaviour or way of life. Reference [14] Spiritual intelligence is the intelligence that has existed in every human being since birth that makes man live this life meaningfully, always listen to the voice of conscience, never in vain, everything he lives always worth. And there are several indicators that influence spiritual harmony namely absolute honesty, openness, self-knowledge, focus on contribution, spiritual non dogmatic [15].

### **2.5. Frame of Thinking**

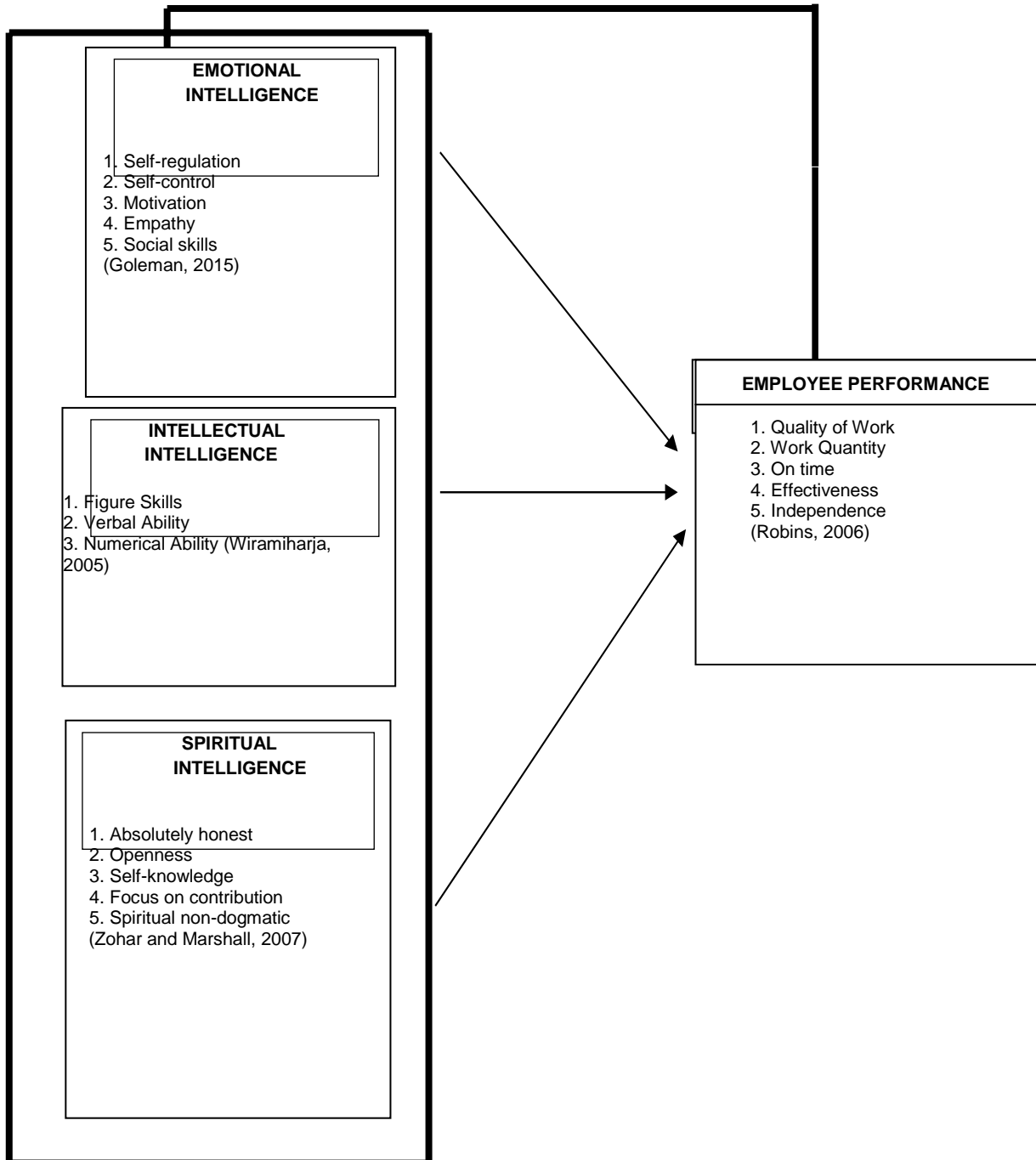
Reference [5] states that Emotional intelligence is an ability to "listen" to emotional whispers, and make it an important source of information to understand yourself and others in order to achieve the goal. Emotional intelligence includes five indicators: self-awareness, self-control, motivation, recognizing other people's emotions, and social skills [9]. Reference [16] argues that intellectual ingenuity is the ability to solve problems or create a product of value in one or more cultural backgrounds. Intellectual intelligence or intelligence is how individuals adjust to changing circumstances and have great complexity. Reference [11] stated that a person with intellectual intelligence is able to control his mind as well as his actions more rationally or have a thought for consideration of the actions he or she does. Reference [13] states that Spiritual intelligence is intelligence in the human soul. Spiritual intelligence provides the ability to see positive value in every problem and wisdom to deal with problems with one's behaviour or way of life. Employee performance that is often called work performance is a result of the quality and quantity achieved by an employee in carrying out his duties in accordance with the task imposed on him. Whether or not a company exists depends on whether or not the performance is in the organization.

From the understanding of emotional intelligence, intellectual intelligence, spiritual intelligence and indicators that measure it, emotional intelligence affects employee performance because if the level of emotional intelligence of the worker increases it will impact the performance of the employee and vice versa. Employee intellectual intelligence affects employee performance because an employee who has high intellectual is expected to produce better performance than those with

low intellect. This is because those with high technology are easier to absorb the knowledge given so that their ability to solve problems related to their work will be better. Spiritual intelligence affects employees because good employees are those who have good spiritual

intelligence, and can bring spiritual values in their performance.

From the explanation above, the frame of thinking model can be described as follows:



**Figure 1** Frame of thinking model

### 3. METHODS

This type of research is a survey approach, which is research done to get research results in the form of opinions or opinions from others who interact directly with the observed objects. The approach used in research uses a quantitative approach. Qualitative approach is research by obtaining data in the form of numbers or qualitative data [17]. The data used in this study is quantitative data. Qualitative data is data obtained from PT PLN (Persero) Kupang Office such as company overview, organizational structure, and questionnaire results divided on employees. Quantitative data is data expressed in the form of numbers that can be calculated such as the number of employees of PT PLN Office (Persero) Kupang and measurements of employee performance and other data that support research. The data sources used in this study are primary and secondary data. Primary data is data obtained directly from interview results and questionnaire results from respondents at PT PLN (Persero) Kupang Office. Secondary data that is data and information that already exists or is owned by the company such as employee data, history, mission-vision, and structure of PT PLN Office (Persero) Kupang.

The population in this study was employees of PT PLN (PERSERO) UP3 Kupang which numbered 155 employees. using the slovin formula obtained the number of samples that will be respondent in this study as many as 61 respondents. Data analysis is a quantitative analysis expressed by the numbers and calculations using statistical methods assisted by the SPSS (Statistical Product and Service Solutions) program. The data analysis model in this study uses Validity Test, Reliability Test, Normality Test, Heteroskedasticity Test, Multicollinear Test, and Multiple linear regression analysis, Hypothesis Test, Determination Coefficient Test.

### 4. RESULTS AND DISCUSSIONS

#### 4.1. Result

##### 4.1.1. Test Research Instruments

##### 4.1.1.1. Validity test

Validity tests are performed to test the selected instrument, whether it has a degree of accuracy measuring what should be measured, or not. The value of the validity test will be compared to the r table of Pearson product moment correlation. A statement is said to be valid if the r count is larger than the r-table. In this validity test it is known that  $n = 5\%$  so r-table (5%, 100) = 0.252. Based on the results of the validity test against emotional intelligence with 13 statement items,

intellectual intelligence with 11 statement items, spiritual intelligence with 11 statement items, and performance with 14 statement items it is known that each statement item has an R count > r table of or r count > 0.252. Therefore, all statements in this study that amount to 49 statement items are declared valid.

##### 4.1.1.2. Reliability Test

Based on table 1, the Value of Cronbach Alpha on each research variable is more than the limit of 0.6. The instruments used in this study have a high reliability or reliability level.

#### 4.1.2. Classic Assumption Test

##### 4.1.2.1. Multicollinearity Test

Based on table 2, it can be seen that there is no multicollinearity because it has tolerance values above 0.1 and VIF below 10, meaning that among the variables used in the study had a low correlation rate.

**Table 1.** Research Variable Reliability Test Results

Variable	N of Items	Cronbach's Alpha	Limit value	explanation
Emotional Intelligence (X1)	13	0,871	≥0,6	Reliable
Intellectual Intelligence (X2)	10	0,786	≥0,6	Reliable
Spiritual Intelligence (X3)	10	0,837	≥0,6	Reliable
Performance (Y)	14	0,853	≥0,6	Reliable

Primary data processed (2020)

**Table 2.** Multicollinearity Test Result

Model	Collinearity Statistics		
	Tolerance	VIF	
	(Constant)		
	Emotional intelligence	.294	3.399
1	Intellectual intelligence	.401	2.496
	Spiritual intelligence	.430	2.327

Primary data processed (2020)

4.1.2.2. Heteroskedasticity Test

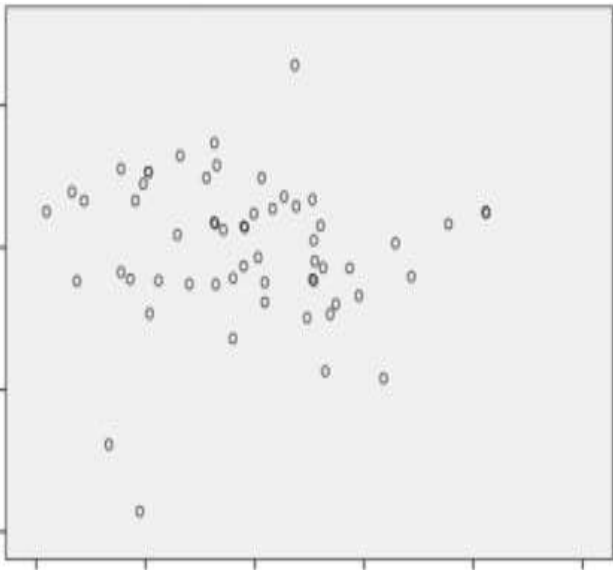


Figure 2 Heteroscedasticity using the scatter plot method

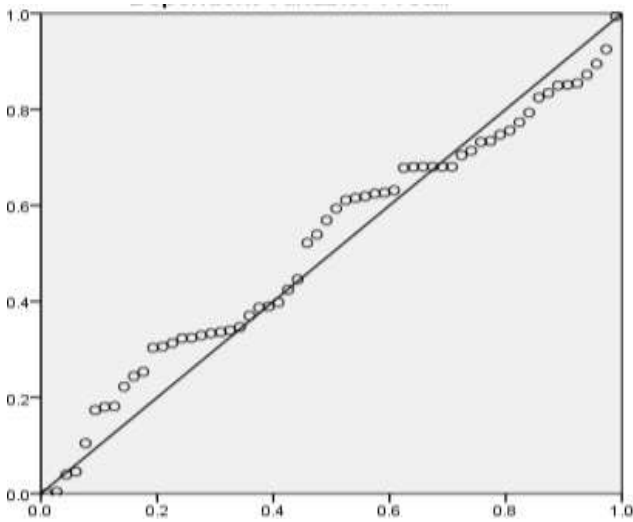


Figure 3 Normality Test Result

Based on Figure 2, the results of heteroskedasticity testing with scatter plot method show that the dots do not form a specific pattern such as collecting in the middle narrows or there is no clear pattern then there is no heteroskedasticity.

4.1.2.3. Normality Test

By looking at the normal image of the plot it can be concluded that the normal chart of the plot is seen the dots spread around the diagonal line and follow the direction of the diagonal line or its histogram image shows the normal distribution pattern, then the regression model meets the assumption of normality.

Table 3. Multiple linier regression analysis

Model	Unstandardize d Coefficients		Standar dize d Coefficients	T	Sig. .308
	B	Std. Error	Beta		
(Constant)	6.598	6.417		1.028	
1 x1Total	.356	.159	.352	2.233	.030
x2Total	.365	.213	.231	1.710	.093
x3Total	.406	.199	.266	2.040	.046

Source: Results of data processing, 2020

From the table above the coefficient can be obtained multiple linear regression equations as follows:

$$Y = 6,598 + 0,356X1 + 0,365X2 + 0,406X3 \quad (1)$$

The equation of the double regression model above shows that the independent variables in the analysis are emotional intelligence variables (X1), intellectual intelligence (X2), spiritual intelligence (X3), giving a positive influence on dependent variables (Y), i.e. performance.

The explanation of the form of the equation is as follows: (1) A constant value of 6,598 means that if the values of Emotional intelligence (X1), intellectual intelligence (X2) and spiritual intelligence (X3) are considered 0, and then the performance dependent variable (Y) is 6,598 units; (2) Emotional intelligence variable regression coefficient (X1) of 0.356, meaning that if emotional intelligence increases by one unit then the performance variable increases by 0.356 units; (3) Intellectual intelligence variable regression coefficient (X2) of 0.365, meaning that if intellectual intelligence increases by one unit then the performance variable increases by 0.365 units; (4) The variable regression coefficient of spiritual intelligence (X3) is 0.406, meaning that if spiritual intelligence increases by one unit then the performance variable increases by 0.406 units.

4.1.3. Hypothesis test

4.1.3.1. Statistical test

Based on table 4, it can be explained or described that: (1) Emotional intelligence variable (X1), has a significant value of 0.030 (0.030 < 0.05) and t-calculates 2.233 > t-table 2.002. Based on these results H1e received; (2) Intellectual intelligence variables (X2) have a significant value of 0.093 (0.093 > 0.05) and t count 1.710 < 2.002. Based on these results H2 is rejected; (3) Spiritual intelligence variables (X3) have a significant value of 0.046 (0.046 < 0.05) or 2.040 > 2.002. Based on these results H3 received.

**Table 4.** Results of t-statistic testing

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
	(Constant)	6.598	6.417		1.028	
1	x1Total	.356	.159	.352	2.233	.030
	x2Total	.365	.213	.231	1.710	.093
	x3Total	.406	.199	.266	2.040	.046

Source: primary data processing results, 2020

**Table 5.** Statistical Test Results F

Model		Sum of Squares	Df	Mean Square	F	Sig.
	Regression	1053.268	3	351.089	26.982	.000 <sup>b</sup>
1	Residual	728.665	56	13.012		
	Total	1781.933	59			

Source: Results of primary data processing, 2020

**Table 6.** Coefficient determination testing results

Model	R	R Square	Adjusted Square	Std. Error of the Estimate
1	.769 <sup>a</sup>	.591	.569	3.607

Source: Results of primary data processing, 2020

**4.1.3.2. F Test**

Based on the results of the study in table 5, the known value of significance for the influence of emotional intelligence, intellectual intelligence, spiritual intelligence simultaneously on performance is  $0.000 < 0.05$  and F count value  $26.982 > F$  table 3.16. It can be said that there is an influence of emotional intelligence, intellectual intelligence, and spiritual intelligence simultaneously on performance.

**4.1.4. Determination coefficient test**

From table 6, the adjusted size of  $R^2$  is 0.569 this means 56.9% of performance variables can be explained by emotional intelligence, intellectual intelligence, spiritual intelligence while the rest ( $100\% - 56.9\% = 43.1\%$ ) is explained by other causes outside the model. This proves the ability of the three X variables in describing variable Y relatively strongly as it is closer to 1.

**4.2. Discussion**

**4.2.1. The Effect of Emotional Intelligence on Employee Performance**

Based on these results this study explains that emotional intelligence has a positive and significant impact on performance. This means that if an employee who has good emotional intelligence means the employee is able to think clearly even under pressure, act according to ethics, stick to principles and have an accomplished drive to create good performance. If a person is unable to control his emotional well, then he can have difficulty in controlling his or her emotional as well as his ability to focus on his tasks and have difficult thoughts. Emotional intelligence plays an active role in influencing an employee's performance in performing each task and if a person has high emotional intelligence, they will be easier to control or control their emotions well when in the office.

**4.2.2. The Influence of Intellectual Intelligence on Employee Performance**

Based on the results of this study explaining that intellectual intelligence has no significant effect on employee performance, this is due to the large number of employees who do not understand a number of abilities such as reasoning, planning, problem solving and thinking in a directional way. Employees also lack the cognitive ability that organizations have to adjust effectively to complex and constantly changing environments and are influenced by genetic factors

**4.2.3. The Influence of Spiritual Intelligence on Employee Performance**

Based on these results this study explains that spiritual intelligence has a positive and significant influence on performance. This means that if an employee has good spiritual intelligence then the employee will have a sense of confidence and confidence in himself then automatically the employee's performance will improve. Therefore, if spiritual intelligence is high then employee performance will also be high.

**4.2.4. The Influence of Emotional Intelligence, Intellectual Intelligence, Spiritual Intelligence on Employee Performance**

The results of this study explain that emotional intelligence, intellectual intelligence, and spiritual intelligence collectively affect employees performance. These results show that if the emotional intelligence is good then employee performance is also good. This shows that employees can control their emotions well in doing the job. Then, the employee's performance will be

better. similarly, when the intellectual intelligence is good, then the performance of the employees is also good. This shows that if the employee can think rationally and directed, then the resulting performance will be good. Moreover, good spiritual intelligence would make the performance of employees better. This shows that if an employee can tell the truth and be consistent with the truth, then the performance of the employee will be good.

## 5. CONCLUSION

### 5.1. Conclusion

From the results of this study can be concluded, that: (1) The results of the description analysis using the score range obtained variables of emotional intelligence, intellectual intelligence, spiritual intelligence, and also employee performance are in a very high or excellent category; (2) Emotional intelligence variables have a positive and significant effect on performance variables. If the emotional intelligence of the employee is good then the resulting performance is also good; (3) Intellectual intelligence variables have a positive but insignificant effect on performance variables. This is due to the large number of employees who do not understand a number of abilities such as reasoning ability, planning, solving problems, and thinking targeted. Employees are also lack the cognitive ability that organizations have to adjust effectively to complex and constantly changing environments and are influenced by genetic factors; (4) Spiritual intelligence variables have a positive and significant effect on performance variables. This means that if an employee has good spiritual intelligence then the employee will have a sense of confidence and confidence in himself then automatically the employee's performance will improve; (5) Variables of emotional intelligence, intellectual intelligence, and spiritual intelligence have a positive and significant effect on performance variables. These results are reinforced by determination analysis that shows emotional intelligence, intellectual intelligence, Spiritual intelligence to relatively strong performance.

### 5.2. Suggestion

Based on the results of the research obtained, the following advice is given: (1) Share PT. PLN (Persero) Kupang: PT PLN (Persero) Kupang needs to understand and deepen the concept of intellectual intelligence, in working by taking into care indicators directly related to intellectual intelligence and its implementation in working so that employees can get a good performance in working; (2) For future researchers: For further research, you can add other variables that are not included in this study such as work environment, bonuses and incentives, training and self-development,

leadership style, job description. thus, providing effective results. Further research is also expected to increase the number of populations or samples that will provide maximum results.

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