





The Influence of Emotional Intelligence, Spiritual Intelligence, and Intellectual Intelligence on Employee Performance – A Conceptual Analysis

*Avista Fara Ardzanik¹, Mohammad Ahyar Syafwan Lysander²

^{1,2}Sarjanawiyata Tamansiswa University, Yogyakarta, Indonesia

¹ faraavista01@gmail.com, ²ahyar.sl@ustjogja.ac.id

* Corresponding Author

Abstract. This study aims to provide a conceptual analysis of how emotional, spiritual, and intellectual intelligence affect employee performance. The main focus of this study is to explain how these three dimensions of intelligence interact with each other in shaping productive and effective work behavior. This study uses a conceptual approach with a systematic literature review method of various relevant previous studies. Based on the literature review, a theoretical framework based on Integrated Intelligence Theory was developed to explain the relationship between emotional intelligence (EQ), spiritual intelligence (SQ), and intellectual intelligence (IQ) and improved individual performance in organizations. The analysis revealed that these three types of intelligence contribute positively to employee performance. EQ plays a role in the ability to manage emotions and build interpersonal relationships; SQ provides moral direction, meaning, and intrinsic motivation at work; while IQ supports logical, analytical thinking and rational decision-making. The synergy between the three creates human resources that are cognitively intelligent, emotionally mature, and spiritually moral. Practically, this research has implications for organizational management to design employee development programs that emphasize a balance between emotional, spiritual, and intellectual intelligence to improve performance and productivity. Theoretically, this research contributes to strengthening and expanding *the Integrated Intelligence Theory* as a comprehensive approach to understanding the psychological and cognitive factors that influence employee performance.

Keywords: Emotional Intelligence, Spiritual Intelligence, Intellectual Intelligence, Employee Performance, Conceptual Analysis.

1 Introduction

People are key to the success of an organization in achieving its goals, where people are divided into several aspects within the organization that constitute one of the

human resources available in every organizational activity [1]. The rapid development of the business world today can trigger fierce competition among business players. According to [2], the success of all work tasks in an organization is greatly influenced by the existence of quality human resource management. Human resources are essentially one of the assets that play an important role in the success of an institution or organization, namely as the main force in achieving its vision and mission.

The success of an organization depends heavily on the performance of its members, as it is the members who make all the work successful. Therefore, all efforts to improve organizational performance must begin with improving member performance. According to [3], the key to success in organizational competition can be seen from the performance achieved by individuals. Therefore, organizations require individuals to demonstrate optimal performance because the quality of individual performance will affect the overall performance and success of the organization.

Efforts to improve performance can be made by providing training and development, effective communication, appreciation and incentives, as well as regular monitoring and evaluation. These efforts are made in order to produce high-quality and productive employee performance. Therefore, employee performance itself can be defined as efforts that influence how much an employee contributes to the company, including the quantity of output, the time frame of output, attendance at work, or a cooperative attitude [4]. Employee performance has factors that can influence it, namely emotional intelligence, spiritual intelligence, and intellectual intelligence.

Emotional intelligence includes the ability to control oneself, motivate oneself to remain persistent, and motivate oneself. Emotional intelligence is greatly influenced by the environment, is not permanent, and can change at any time [5]. Emotional intelligence is a person's ability to manage their emotional life with intelligence (managing our emotional life with intelligence); maintaining emotional harmony and expressing it (emotional and expressive appropriateness) through self-awareness, self-control, self-motivation, empathy, and social skills. Emotional intelligence is greatly influenced by the environment, is not permanent, and can change at any time. Therefore, the role of the environment, especially parents during childhood, greatly influences the development of emotional intelligence [1]. Emotional Intelligence is an individual's ability to evoke their own emotions or the emotions of others by using emotions to think and act, which requires time, concentration, and attention [6].

Another factor that influences employee performance is spiritual intelligence, which affects employee performance. Spiritual intelligence is an intelligence that has existed in every human being since birth, enabling humans to live a meaningful life, always listen to their heart, never feel futile, and find value in everything they do [1]. Spiritual Intelligence is the intelligence we use to create goodness, truth, beauty, and compassion in our lives. Spiritual Intelligence is the intelligence of the soul, if we imagine the soul as a capacity within humans that channels everything from a deeper and richer dimension of imagination and spirituality into daily life, family, organizations, and institutions [1]. Spiritual Intelligence is the ability to give spiritual meaning to thoughts, behaviors, and activities, as well as the ability to comprehensively synergize IQ, EQ, and SQ. Spiritual Intelligence plays a very important role in human life because it gives humans the ability to distinguish between good and bad, gives humans a sense of morality, and gives humans the ability to adapt to new rules that are good and right.

The final factor that influences employee performance is Intellectual Intelligence, commonly referred to as intelligence. Intelligence is the cognitive ability possessed by individuals to adapt effectively to complex and ever-changing environments [5]. Meanwhile, Intellectual Intelligence has its own definition, namely the ability to act purposefully, think rationally, and deal with the environment effectively. In general, it can be concluded that Intellectual Intelligence is a form of mental intelligence that involves rational thinking processes [1].

Intellectual intelligence is the ability to perform activities and tasks related to mental activities. Employees with high intelligence support their performance in completing work [7]. In general, intelligence is associated with reason (intellectual). According to [8], intellectual intelligence is the ability to adapt to new needs, using thinking tools that are appropriate to the goals to be achieved. Research by Alferd Binet in the 20th century explains that intellectual intelligence is a person's ability to solve mathematical and rational problems that organisms possess to adapt effectively [9].

From the three factors above, namely emotional intelligence, spiritual intelligence, and intellectual intelligence, which influence employee performance, the author chose Toko Amanah as the research location. Toko Amanah is a wholesale store that provides various household needs such as rice, cooking oil, sugar, soap, etc., located at Jalan Jogja - Wonosari No. Km. 5, Plumbon Kidul, Logandeng, Kec. Playen, Gunung Kidul Regency, Special Region of Yogyakarta 55861. With these positive values, the author found irregularities during the observation. The author found a phenomenon at Toko Amanah, namely the lack of understanding of Toko Amanah employees in managing their emotions when serving customers. Emotional control by employees has not been implemented optimally and the level of awareness in managing emotions is still low. For example, when employees are serving customers, they are not very friendly. In other words, it can be said that these employees are unable to manage their own emotions due to a lack of understanding of spiritual and intellectual intelligence, resulting in a lack of totality in serving customers.

Regarding the above gap phenomenon, the first factor that affects employee performance is emotional intelligence. Based on research conducted by [6], it was found that emotional intelligence has a positive effect on employee performance. This means that the higher the level of emotional intelligence an employee has, the higher their performance will be. However, this study is not in line with the research according to [10], because the research conducted by [10] states that emotional intelligence does not have a positive effect on employee performance.

The second factor is spiritual intelligence. Based on research conducted by [11], it was found that spiritual intelligence has a positive effect on employee performance. This means that the higher the level of spiritual intelligence an employee has, the higher their performance will be. However, research conducted by [12] states that spiritual intelligence does not have a positive effect on employee performance.

The third factor is intellectual intelligence. Based on research conducted by [9], it was found that intellectual intelligence has a positive effect on employee performance. This means that the higher an employee's intellectual level, the higher their performance level will be. However, research conducted by [13] states that intellectual intelligence does not have a positive effect on employee performance.

Thus, Emotional Intelligence, Spiritual Intelligence, and Intellectual Intelligence are important elements that are interconnected in supporting employee

performance improvement. Emotional Intelligence provides opportunities for employees to develop their abilities and career paths in evoking their own emotions or the emotions of others by using emotions to think and act, which requires time, concentration, and attention [6]. In addition to Emotional Intelligence providing opportunities for improvement, Spiritual Intelligence and Intellectual Intelligence also have an impact on mental capacity that contributes to awareness, integration, and adaptive application of non-material aspects [11]. Intellectual Intelligence provides guidance in acting purposefully, thinking rationally, and dealing with the environment effectively [9]. Therefore, the author chose the research title "The Influence of Emotional Intelligence, Spiritual Intelligence, and Intellectual Intelligence on Employee Performance at Amanah Stores in Gunungkidul."

2. LITERATURE REVIEW

2.1 Integrated Intelligence Theory

Emotional, spiritual, and intellectual intelligence are the three main dimensions of intelligence that play an important role in improving employee performance in various organizational environments. Emotional intelligence (*Emotional Quotient/EQ*) has a strong influence on performance because it is related to an individual's ability to recognize, manage, and direct emotions positively to build harmonious and productive working relationships. According to [14], emotional intelligence contributes directly to improved performance by strengthening communication skills, empathy, and self-control when facing work pressure. Employees with high EQ tend to have good emotional stability and are able to adapt to organizational dynamics, thereby promoting greater work effectiveness and job satisfaction.

In addition, spiritual intelligence (SQ) and intellectual intelligence (IQ) also play a significant role in building productive and meaningful work behavior. [8] This shows that spiritual intelligence helps individuals understand the meaning and purpose of their work, build ethical values, and create a positive and appreciative work atmosphere. On the other hand, [8] found that intellectual intelligence has a significant effect on performance because it is related to analytical skills, problem solving, and rational decision making. When developed in a balanced manner, these three forms of intelligence can create human resources who are not only logically intelligent, but also emotionally and spiritually mature, thereby improving overall organizational performance and effectiveness.

2.2 Employee Performance

According to [5], performance is the result of every activity carried out by a person in a company based on the responsibilities given with the aim of achieving the company's vision and mission and carried out with ability, perseverance, and independence. According to [15], performance is defined as the results achieved by employees in their work that apply to a particular job. Performance reflects the function of the interaction between ability and motivation. The purpose of performance is to set useful goals, not only for evaluation at the end of the period, but also to monitor the results of the work process that takes place during that period. Meanwhile, according

to[16], employee performance is an important part that plays a major role in achieving the goals of a company or organization.

2.3 Emotional Intelligence

Emotional intelligence in relation to performance is qualitative because emotional intelligence is not significant in relation to work[15]. Previous research confirmed by[17] explains that emotional intelligence is the ability to control oneself, enthusiasm, perseverance, and the skill to motivate oneself. According to[18], emotional intelligence includes the ability to monitor and control emotions, both in oneself and others, and to utilize emotions in the thinking and decision-making process. Therefore, a person's success or performance is also influenced by emotional intelligence (EQ).

2.4 Spiritual Intelligence

According to[12], spiritual intelligence is the ability to go through steps and thoughts that are natural and principled solely because of Allah. Research according to[11] also explains that spiritual intelligence is a mental capacity that contributes to awareness, integration, and adaptive application of non-material aspects. Research according to[19] explains that spiritual intelligence is a very complex set of interactions between subjective and objective factors derived from the human nervous or hormonal systems. Spiritual intelligence helps individuals to develop themselves holistically and give meaning to life through creation in order to apply positive values. According to[20], spiritual intelligence is inner intelligence related to a person's inner qualities. Research according to[4] states that spiritual intelligence is understood as intelligence rooted in aspects of the self that are related to virtues beyond the ego or conscious soul.

2.5 Intellectual Intelligence

In general, intellectual intelligence is the ability to understand, reason, analyze, and develop knowledge. According to[3], intellectual intelligence is the ability to think logically based on one's knowledge in order to adapt to the environment. Intellectual intelligence is an individual's cognitive ability to adapt well to complex and dynamic environments. According to[19], intellectual intelligence is a skill and ability to engage in activities and think. From the opinions presented by several experts above, it can be concluded that intellectual intelligence is a person's ability to acquire knowledge and analyze, think, and store information using rational logic, as well as act purposefully in their surroundings[3]. Employees with high intellectual intelligence will support their performance in completing their work. According to[5], intellectual intelligence is generally referred to as intelligence, which is an individual's mental ability to adapt effectively to complex and ever-changing environments.

3. Methodology

This study uses a conceptual approach to clarify theoretical constructs and

develop new interpretations based on existing literature. According to [21], a conceptual review helps identify research gaps and formulate a framework for future empirical studies. Relevant literature is integrated to align with the research objectives, enabling a comprehensive understanding of the relationships between key concepts. The result of this approach is a conceptual framework that can be empirically tested in future research. This framework aims to answer several key questions: (1) Does emotional intelligence have a positive effect on employee performance? (2) Does spiritual intelligence affect employee performance? (3) Does intellectual intelligence affect employee performance?

4. Results & Discussion

4.1 Emotional Intelligence on Employee Performance

According to research conducted by [22] and [23], it is explained that emotional intelligence given to employees can improve their performance because there is a significant relationship. Other studies also reveal that emotional intelligence has a significant influence on employee performance [14]. In addition, research according to [10] states that emotional intelligence does not affect emotional intelligence.

4.2 Spiritual Intelligence and Employee Performance

According to research conducted by [24], it was found that spiritual intelligence given to employees can optimize their performance. In addition, research conducted by [14] and [25] found a significant relationship between spiritual intelligence and employee performance. On the other hand, research according to [12] shows that spiritual intelligence does not affect emotional intelligence.

4.3 Intellectual Intelligence and Employee Performance

According to research conducted by [26], it is explained that intellectual intelligence given to employees can improve employee performance. Additionally, research conducted by [27] and [28] shows that there is a significant relationship between intellectual intelligence and employee performance. However, research according to [13] states that intellectual intelligence does not affect employee performance.

4.4 Emotional Intelligence, Spiritual Intelligence, and Intellectual Intelligence on Employee Performance

The results of the study indicate that there is a simultaneous relationship between emotional intelligence, spiritual intelligence, and intellectual intelligence on employee performance. These three variables significantly influence employee performance, enabling employees to improve their performance [22]; [14]; [26]. Research according to [10]; [12]; [13] explains that emotional intelligence, spiritual intelligence, and intellectual intelligence do not affect employee performance.

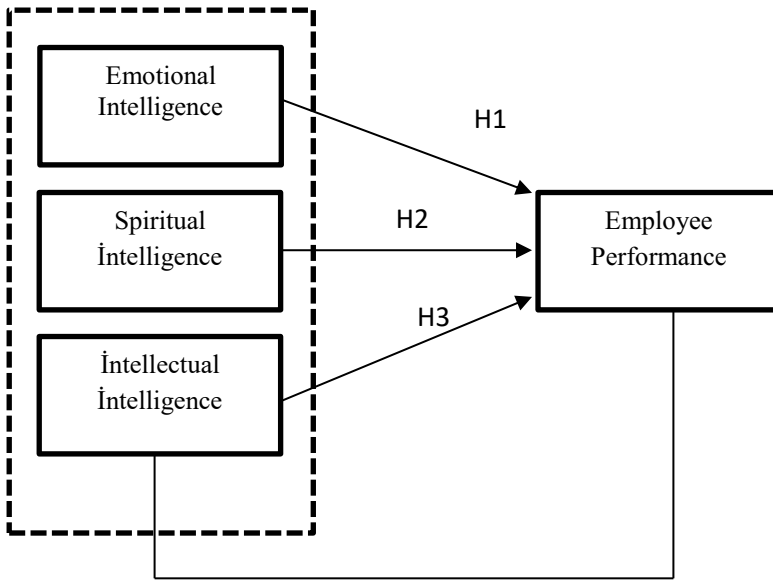


Fig. 1. Conceptual framework

Based on Figure 1, H1 illustrates the assumption that emotional intelligence affects employee performance, H2 illustrates the assumption that spiritual intelligence affects employee performance, H3 illustrates the assumption that intellectual intelligence affects employee performance. Meanwhile, H4 illustrates that independent variables simultaneously affect dependent variables.

5. Conclusion

This conceptual study confirms that emotional intelligence, spiritual intelligence, and intellectual intelligence are three main dimensions of intelligence that complement each other in improving employee performance. Emotional intelligence (EQ) plays an important role in helping employees recognize, manage, and direct emotions positively, thereby enabling them to build harmonious and productive working relationships. Employees with high emotional intelligence tend to have emotional stability, good communication skills, and the ability to adapt easily to the work environment. Meanwhile, spiritual intelligence (SQ) contributes to forming a deeper meaning and purpose of work. This intelligence promotes moral values, ethics, and intrinsic motivation so that employees work not only for material gain, but also for meaning and inner well-being. On the other hand, intellectual intelligence (IQ) supports effective analysis, reasoning, and problem-solving skills. Intellectual intelligence helps employees think logically, make rational decisions, and complete tasks efficiently and accurately. When developed in a balanced manner, these three types of intelligence can

create human resources who are cognitively intelligent, emotionally mature, and spiritually moral, which ultimately has a positive impact on improving individual and organizational performance. Theoretically, this study reinforces the Integrated Intelligence Theory, which places EQ, SQ, and IQ as interrelated components in shaping optimal work behavior. Practically, these findings have implications for organizational management to develop training that focuses on balancing these three intelligences in order to improve employee performance and productivity as a whole.

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