



# The Effect of Intellectual Intelligence (IQ), Emotional Intelligence (EQ) and Spiritual Intelligence (SQ) on Employee Performance at the Office of Cooperatives, Small and Medium Enterprises and Trade in Badung Regency

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**Abstract:** This study aims to determine the effect of intellectual intelligence, emotional intelligence and spiritual intelligence on employee performance. The research location is the Office of Cooperatives, Small and Medium Enterprises and Trade in Badung Regency. The sampling method uses the saturated sample method. The number of respondents was 70 employees. Data collection using a questionnaire. The data analysis technique used was multiple linear regression analysis, F test and t test using the SPSS program. The results of the analysis show that 1) Intellectual intelligence has a positive and significant effect on employee performance, 2) Emotional intelligence has a positive and significant effect on employee performance, 3) Spiritual intelligence has a positive and significant effect on employee performance, 4) Intellectual intelligence, emotional intelligence and spiritual intelligence simultaneously has a positive and significant effect on employee performance.

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

## I. INTRODUCTION

Public organizations are currently required to be able to provide excellent service to the community, to be able to provide excellent service public organizations must improve their performance. Employee performance is determined by many factors, one of which is the ability factor. A person's ability is determined by the intelligence he has.

According to Mangkunegara (2017), humans have several intelligences, namely emotional intelligence and intellectual intelligence. To increase the ability to manage one's intellectual and emotional, spiritual intelligence is also needed. Intellectual intelligence plays a very important role for an employee, especially those working in a government agency, with good intellectual intelligence one can get the job done quickly.

Previous research conducted by Mamangkey and Trang (2018), Septiari and Gorda (2020), Angelica (2020), Halili (2020), Wardani and Utami (2020) states that intellectual intelligence has a significant positive effect on employee performance. However, different results were obtained by Anjarini (2017), Indriyani and Utami (2018), Haq and Dhana (2022) and Karana, Askafi and Musfik (2022) stating that intellectual intelligence has no significant effect on employee performance.

Another psychological factor that influences performance is emotional intelligence. According to Agustian (2016) someone who has good emotional intelligence will make someone display better performance and work results. Goleman (2018) revealed that a person's emotional intelligence can be seen from the ability to recognize one's own feelings and the feelings of others, the ability to motivate oneself, and the ability to manage emotions well for oneself and in relationships with others. Good emotional intelligence will enable one to make firm and correct decisions even in stressful situations. People with high emotional intelligence think clearly even under pressure, act ethically, are principled, and have a drive to excel.

Previous research conducted by Anjarini (2017), Indriyani and Utami (2018), Mamangkey and Trang (2018), Septiari and Gorda (2020), Halili (2020), Wardani and Utami (2020), Nani and Mukaro (2021), Haq and Dhana (2022) and Karana Asfaki and Musafik (2022) state that emotional intelligence has a significant positive effect on employee performance. However, different results were obtained by Angelica (2020), stating that emotional intelligence has no significant effect on employee performance.

Spiritual intelligence is the intelligence that gives us discernment, a sense of morality, the ability to conform to rigid rules with understanding and love. Spiritual intelligence can enable a person to think creatively, with an open mind, so that it can make his work easier. Spiritual intelligence has an important role in terms of improving the work atmosphere which influences positive thinking, this will build the right ideas or ideas so that employee performance will increase.

Research conducted by Mamangkey and Trang (2018), Halili (2020), Wardani and Utami (2020) states that spiritual intelligence has a significant effect on employee performance. However, different results were obtained by Anjarini (2017), Nani

and Mukaro (2021), Haq and Dhana (2022), Karana Asfaki and Musafik (2022) stating that spiritual intelligence has no significant effect on employee performance.

This research was conducted at the Department of Cooperatives, Small and Medium Enterprises and Trade, Badung Regency, Jl. Raya Sempidi, Kec. Mengwi, Badung Regency, Bali. The Office of Cooperatives, Small and Medium Enterprises and Trade of Badung Regency is an implementing element for Central Government affairs in the field of trade and MSMEs, with the aim of advancing small and medium enterprises in Badung Regency through increased protection, coaching, development and utilization of existing resources (Badung Regency Government, 2022).

Performance appraisal is carried out based on performance planning at the individual level and unit or organizational level by taking into account the targets, achievements, results and benefits achieved, as well as the behavior of civil servants/PNS (Regulations President of the Republic of Indonesia, 2014). An overview of the performance of employees at the Office of Cooperatives, Small and Medium Enterprises and Trade in Badung Regency can be seen in Table 1.

Table 1: Recapitulation of Performance Targets for Employees of the Office of Cooperatives, Small and Medium Enterprises and Trade in Badung Regency for 2019-2021 (in percentage)

	SKP Value	Behavior Value	Total	Target
2019	51,95	31,78	83,73	100
2020	50,69	31,75	82,44	100
2021	69,98	27,58	97,56	120
Average			82,42	

Table 1. can explain that during 2019 to 2021 the average employee performance achievement is 82.42 percent of the set target. there are still employees who are slow in completing tasks, less responsible for the tasks given. This shows that the employee's performance is not optimal. Less than optimal employee performance is thought to be caused by intellectual intelligence, emotional intelligence and spiritual intelligence.

The intellectual intelligence of employees at the Office of Cooperatives, Small and Medium Enterprises and Trade in Badung Regency is considered to be low. It can be seen that there are still many employees who are not able to analyze problems properly, this condition is related to the age of the employees, most of whom are over 50 years old. The age factor will affect employee memory so that it will hinder employee performance and will affect the employee's ability to analyze a problem.

The emotional intelligence of employees is also lacking, this can be seen from the lack of optimism of employees in carrying out tasks, the lack of ability to communicate well with leaders and co-workers, so that misunderstandings often occur in carrying out tasks.

The spiritual intelligence of employees is still not optimal. This can be seen from the attitude of employees who are less open to work problems they face, do not prioritize honesty towards leaders and co-workers at work. This condition causes employees to be unable to quickly solve problems encountered in carrying out tasks that will have an impact on their performance.

With the existence of research gaps and problems that arise related to employee performance, it is very appropriate to conduct deeper research on the influence of intellectual intelligence, emotional intelligence and spiritual intelligence on employee performance. The purpose of this study was to analyze the effect of intellectual intelligence, emotional intelligence and spiritual intelligence on employee performance, both simultaneously and partially.

## II. LITERATURE REVIEW

### 2.1 Employee Performance

Moehersono (2014) explains that performance is the result of work that can be achieved by a person or group of people in an organization both quantitatively, according to their respective authorities and responsibilities, in an effort to achieve the goals of the organization concerned legally, not violating the law and according to morality or ethics. Indicators that can be used to measure performance, (Andayani, 2019), namely: (1) Quality of work, namely the quality of employee work according to the expectations of the leadership; (2) Quantity of work, namely the amount of work produced by employees according to the target given; (3) Implementation of tasks, namely employees can carry out tasks with full responsibility and on time; (4) Supervision, namely the ability of employees to carry out tasks without supervision from the leadership; and (5) Cooperation, namely the ability of employees to work together with colleagues.

### 2.2 Intellectual Intelligence (IQ)

Intellectual intelligence is basic abilities such as verbal understanding, deductive reasoning, inductive and giving perception. The brain's ability to turn existing information into facts. (Widodo, 2012). Intellectual intelligence plays a very important role for an employee, especially those working in a government agency, with good intellectual intelligence a person can provide the expected performance. Ode in Suryaningsih & Wahyudin (2018), states that intellectual intelligence can be measured by indicators, namely: (1) Proficiency in arithmetic; (2) Verbal understanding; (3) understanding of spatial visualization; (4) Ability to solve problems; and (5) Ability in memory.

### 2.3 Emotional Intelligence (EQ)

Goleman (2018: 512) explains that emotional intelligence refers to the ability to recognize one's own and other people's feelings, the ability to motivate oneself, and the ability to manage emotions in relationships with oneself and others. Emotional intelligence is a new discourse in the field of psychology after many years people firmly believe that the determining factor for the success of one's life is IQ. Based on research in the field of psychology that the abilities possessed by a person are not only measured based on logical and logical intelligence, but there are other intelligences that are able to open many people's minds about the factors of success in life, one of which is emotional intelligence. Therefore the achievements obtained in one's job are influenced by emotional intelligence which occupies the first position and intellectual intelligence occupies the second position (Wibowo, 2011: 2).

Goleman (2018), states that there are five indicators or components of emotional intelligence (EQ) that will make a person a reliable professional. The five indicators or components in question are: (1) Self awareness, meaning that you are aware of what you are feeling yourself. Competence in the first dimension is recognizing one's own emotions, knowing one's own fears and limitations, and believing in one's own abilities; (2) Self regulation, namely the ability to manage one's own emotions and impulses; (3) Motivation, meaning encouragement that guides or helps achieve or achieve goals. The third dimension of competence is the drive to be better, adapting to group or organizational goals, readiness to take advantage of opportunities and persistence in fighting failures and obstacles; (4) Empathy, namely awareness of feelings, interests, and concern for others; (5) Social skills, meaning proficiency in evoking the responses desired by others.

## 2.4 Spiritual Intelligence (SQ)

Spiritual intelligence was first proposed in 2018 by Danar Zohar and Ian Marshall. Danar Zohar and Ian Marshall define deep spiritual intelligence as wisdom related to questions of meaning or value, namely intelligent meaning that places our actions and lives in a deeper context (Agustian, 2016). Spiritual intelligence is the intelligence that gives us discernment, a sense of morality, the ability to conform to rigid rules with understanding and love.

Indicators of spiritual intelligence include: (1) Absolute honesty, namely speaking the truth and being consistent with the truth; (2) Openness, namely transparency in the business world, if someone is open, then he has participated in the path to a good world; (3) Self-knowledge, which is the main element in the business world that can determine the success of a business; (4) Focus on contribution, self-awareness is needed to be more focused on contribution. Because most people are more demanding of their rights than the obligations they have to carry out; and (5) Spiritual non-dogmatic, namely the ability to be flexible, have a high level of awareness, as well as the ability to face and take advantage of suffering, a quality of life that is inspired by vision and values (Said & Rahmawati 2019).

## III. RESEARCH METHODS

This research was conducted at the Department of Cooperatives, Small and Medium Enterprises and Trade, Badung Regency, Jl. Raya Sempidi, Kec. Mengwi, Badung Regency, Bali, with research objects of intellectual intelligence, emotional intelligence, spiritual intelligence and employee performance. Determination of the sample using saturated or census sampling technique because the population of civil servants at the Office of Cooperatives, Small and Medium Enterprises and Trade in Badung Regency is relatively small, namely 70 people. Methods of data collection by observation, interviews, questionnaires that have been tested for validity and reliability, and documentation. Data analysis techniques using multiple linear regression analysis F test and t test.

## IV. RESEARCH RESULTS AND DISCUSSION

### 3.1 Research Results

#### Multiple Linear Regression Analysis

Multiple linear regression analysis was carried out using the SPSS for Window 21 program. The results of the analysis can be seen in Table 2.

Table 2: Results of Multiple Linear Regression Analysis

	Model	Unstandardized Coefficients		Standardized Coefficients Beta	t	Sig.	Collinearity Statistics	
		B	Std. Error				Tolerance	VIF
1	(Constant)	8.152	2.102		3.878	0.000		
	Intellectual Intelligence	0.273	0.126	0.258	2.165	0.034	0.399	2.506
	Emotional Intelligence	0.209	0.087	0.226	2.415	0.018	0.648	1.543
	Spiritual Intelligence	0.524	0.154	0.415	3.394	0.001	0.380	2.633

Based on Table 2, the multiple linear regression equation  $Y = 8.152 + 0.273 X_1 + 0.209X_2 + 0.524 X_3$

From the results of the multiple linear regression equation test, it can be described as follows:

- 1) The regression coefficient on the intellectual intelligence variable shows a positive direction of 0.273, with a sig. 0.034 < 0.05. This means that there is a positive and significant influence of intellectual intelligence on employee performance, if the employee's intellectual intelligence is good, employee performance will increase.
- 2) The regression coefficient on the emotional intelligence variable shows a positive direction of 0.209 with a sig value of 0.018. This means that there is a positive and significant influence of emotional intelligence on employee performance. if the employee's emotional intelligence is good, then the employee's performance will increase.
- 3) The regression coefficient on the spiritual intelligence variable shows a positive direction of 0.524 with a sig. 0.001 This means that there is a positive and significant influence of spiritual intelligence on employee performance. If the employee's spiritual intelligence is good, the employee's performance will increase.

Table 3: F Test Results

ANOVA <sup>a</sup>							
Model		Sum of Squares	df	Mean Square	F	Sig.	
1	Regression	256.881	3	85.627	36.649	0.000 <sup>b</sup>	
	Residual	154.204	66	2.336			
	Total	411.086	69				



Based on Table 3, it is known that  $F\text{-count} = 36.649 > F\text{-table} = 2.74$  with  $\text{sig.} = 0.000 < 0.05$ , this means that the variables of intellectual intelligence, emotional intelligence and spiritual intelligence have a positive and significant simultaneous effect on employee performance at the Office of Cooperatives, Small and Medium Enterprises and Trade in Badung Regency.

### 3.2 Discussion

Intellectual intelligence, emotional intelligence and spiritual intelligence have a positive and significant simultaneous effect on employee performance at the Office of Cooperatives, Small and Medium Enterprises and Trade in Badung Regency, where spiritual intelligence is dominant (41.5%) affecting employee performance. This means that the higher the intellectual intelligence, emotional intelligence and spiritual intelligence of employees, the employee's performance will increase. The results of this study are supported by research by Anjarini (2017), Mamangkey (2018), Wardani & Utami (2020), Karana et al. (2022), which states that intellectual intelligence, emotional intelligence and spiritual intelligence simultaneously have a significant effect on employee performance.

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Emotional intelligence has a positive and significant effect on employee performance. Goleman (2018: 512) explains that emotional intelligence refers to the ability to recognize our own feelings and the feelings of others, the ability to motivate ourselves, and the ability to manage emotions well in ourselves and in relationships with others. Emotional intelligence is a factor that can affect employee performance. Qualities such as the ability to communicate well, the ability to cooperate, the ability to manage emotions, can improve one's performance.

Spiritual intelligence has a positive and significant effect on employee performance. Sapariyah, Setyorini, & Dharma (2016) state spiritual intelligence is a potential ability possessed by individuals that can make a person aware of and determine meaning, values, norms, and love for a greater power and fellow beings because they feel part of the whole. so as to enable humans to position themselves and live a more positive life with full wisdom, peace, and true happiness. Spiritual intelligence (SQ) is a necessary foundation for the effective functioning of IQ and EQ. Employees who have a high IQ, have emotional stability (EQ) and have spiritual intelligence always position themselves and live with a positive view of all the problems they face will improve employee performance.

### V. CONCLUSION

The conclusions in this study, namely intellectual intelligence, emotional intelligence, and spiritual intelligence simultaneously and partially have a significant positive effect on employee performance at the Office of Cooperatives, Small and Medium Enterprises and Trade in Badung Regency.

Based on the discussion and conclusions of the research results, suggestions can be submitted, namely: (1) For the Head of the Office of Cooperatives, Small and Medium Enterprises and Trade in Badung Regency, he should give a warning or sanction to employees who are less responsible in carrying out their duties, provide motivation for employees to be able to carry out carry out their duties properly and responsibly, and provide space for employees to submit input and complaints about the problems encountered in completing their duties; (2) Employees of the Office of Cooperatives, Small and Medium Enterprises and Trade in Badung Regency should remind each other in carrying out their duties, have the courage to express opinions and complain to the leadership, and prioritize honesty in their work because civil servants are public servants; (3) Further researchers are advised to add other independent variables such as work engagement, organizational culture and job training. It is also suggested that further researchers examine other companies, not only limited to government agencies.

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