



# THE EFFECT OF INTELLECTUAL INTELLIGENCE, EMOTIONAL INTELLIGENCE, AND SPIRITUAL INTELLIGENCE ON EMPLOYEE PERFORMANCE AT RELIGIOUS AFFAIRS OFFICE, NORTH KONAWA REGENCY

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## ABSTRACT

This study aims to determine and analyze the effect on employee performance at the Office of Religious Affairs in North Konawe Regency. The sample in this study were all employees at the Office of Religious Affairs of North Konawe Regency, amounting to 78 people. This study uses multiple linear regression analysis.

The results showed that: (1) Intellectual intelligence, emotional intelligence, and spiritual intelligence had a positive and significant effect on employee performance at the Office of Religious Affairs of North Konawe Regency. (2) Intellectual intelligence has a positive and significant effect on employee performance at the Office of Religious Affairs of North Konawe Regency. (3) Emotional intelligence has a positive and significant effect on employee performance at the Office of Religious Affairs of North Konawe Regency. (4) Spiritual intelligence has a positive and significant effect on employee performance at the Office of Religious Affairs of North Konawe Regency.

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

## INTRODUCTION

Organizational success and performance can be seen from the performance that has been achieved by its employees, therefore the organization demands that its employees display optimal performance because good or bad performance achieved by employees will affect the performance and success of the organization as a whole (Yuniningsih in Harianto, 2017 ). Problems regarding performance are problems that will always be faced by organizational management, therefore management needs to know the factors that affect employee

performance. Factors that can affect the performance of these employees will enable organizational management to take the necessary policies, to improve the performance of its employees to match organizational expectations (Habibah in Marzuki, 2017).

Ravianto in Bustam (2018) mentions the factors that influence employee performance including education and training, discipline, attitudes and work activities, motivation, length of service, nutrition and health, income level, social security, work environment, technology and production facilities, employment opportunities, and the need for achievement. These factors affect the employee in carrying out the tasks assigned to him, so that the result is the performance of the employee himself, whether it will get better or worse.

Employee performance is not only seen from perfect work ability but also the ability to control and manage oneself and the ability to build relationships with others (Martin in Bustam, 2018). Goleman in Atmojo (2020) calls this ability emotional Intelligence or emotional intelligence. Goleman in Atmojo (2020) through his research says that emotional intelligence accounts for 80% of the determinants of a person's success, while the other 20% is determined by IQ (Intelligence Quotient).

People are starting to realize at this time that it is not only intellectual excellence that is needed to achieve success but that it takes some other kind of skill to get ahead. Boyatzis in Kurniawan (2020) that finding the right people in an organization is not easy because what an organization needs is not only better-educated people or people who are talented. There are psychological factors that underlie the relationship between a person and his organization. Psychological factors that influence a person's ability in an organization include the ability to manage oneself, initiative, and optimism, the ability to coordinate one's emotions and to think calmly without getting carried away by emotions.

Goleman in Atmojo (2020) states that emotional intelligence is the ability to monitor and control one's own and other people's feelings and use these feelings to guide thoughts and actions so emotional intelligence is very necessary for success at work and producing outstanding performance at work. This is in line with what was stated by Patton in Hidayati (2019) that people who have emotional intelligence will be able to face challenges and make a human being who is full of responsibility, productive, and optimistic in dealing with and solving problems, where these things are needed in the world in a work environment.

Competency systems based on emotional intelligence for each position that has been created can be developed for many functions in HR, from recruitment, training, and career development to performance appraisal. You can imagine how great it will be if a human resource management system can be built that can motivate its employees to develop their emotional intelligence so that not only technical competence develops but also productivity and performance increases (Martin in Bustam, 2018).

Several organizations refer to several research results and practices of successful world organizations in applying the concept of emotional intelligence. Boyatzis in Kurniawan (2020) found that several consultants and sales agents had competency scores EQ higher yields resulting in better performance and revenue outcomes. Additional reports from Hay/Mcber research produced research showing that emotional intelligence was able to increase the average performance of salespeople (Sala in Hidayati, 2019). Martin in Bustam (2018) also explained that the problem of emotional intelligence can be applied in standard management concepts and really affects employee performance or is it just an understanding that can be trained at the level of personal ability.

The presence of emotional intelligence as one of the factors that influence a person's performance has invited pros and cons among experts. Gordon in Hidayati (2019) opposes this opinion. He argues that emotional intelligence has more to do with personality and mood, while the best way to improve the performance of workers is with analytical skills and cognitive abilities, in this case, what plays a role is intellectual intelligence.

Carruso in Atmojo (2020) argues that although he supports the existence of emotional intelligence intellectual intelligence as measured by IQ is still important in job success. Writing on the matter states that experts still believe if a person has a high IQ score then he will be more successful at work.

For a long time, people have believed that intelligence, especially intellectual abilities, is an apparatus in the form of mental abilities that are important in carrying out tasks or work (Wiramiharja in Darmawan, 2020). This is understandable because at work it is not only actions to carry out work but also intelligence in solving problems (Schultz and Schultz in Marzuki, 2017). Riggio in Harianto (2017) has another opinion. Research he has done states that intellectual intelligence alone is not very sufficient, because intelligence is only a tool. This contradicts Suhariadi's research in Harianto (2017) which found that intelligence affects forming efficient productivity in a person.

One form of intelligence that is currently popular is spiritual intelligence. Spiritual intelligence allows a person to think creatively, be far-sighted, and make or even change rules, which makes that person work better. In short, spiritual intelligence can integrate the other two abilities previously mentioned, namely IQ and EQ (Idrus in Sakinah, 2016).

Zohar and Marshal in Mutaqien (2019) say that spiritual intelligence can make humans complete beings intellectually, emotionally, and spiritually. Mudali in Mutaqien (2019) suggests that being smart is not only expressed by having a high IQ but to be truly smart one must have spiritual intelligence (SQ). Adlin in Sakinah (2016) expressed a slightly different opinion from the two. He argues that it is a mistake to juxtapose spiritual terminology with the third Q in intelligence, let alone relate it to performance. Spiritual intelligence tends to be subjective which is also not related to religion.

Performance within the scope of the Office of Religious Affairs of North Konawe Regency is closely related to emotional intelligence, intellectual intelligence, and spiritual intelligence because in providing good service employees will deal directly with the community, therefore the three intelligences must always be aligned. However, in reality, based on the research conducted at the North Konawe District Office of Religious Affairs, some challenges must be resolved. This can be seen from the fact that there are still employees who are unable to operate work facilities such as computers, and there are still less dynamic working relationships between colleagues, poor cooperation at work, excessive emotions shown by employees when facing work problems often interfere with employee performance, minimal sensitivity to the feelings of co-workers for employees who experience problems at work, lack of honesty in carrying out work can be seen from the lack of a sense of responsibility for the tasks assigned and the results of their work, there are still employees who are disobedient to the tasks given by the leadership and lack of self-motivation at work.

For this reason, the willingness and awareness of employees at the North Konawe Regency Religious Affairs Office are needed to continue to improve skills, knowledge, confidence, calmness in carrying out work, self-honesty, self-motivation, and friendship between fellow employees in realizing increased performance. The lack of honesty of employees in carrying out work can be seen from the lack of a sense of responsibility for the tasks assigned and the results of their work, there are still employees who disobey the tasks given by the leadership and lack self-motivation at work.

In addition, the intellectual intelligence of employees at the North Konawe Regency Religious Affairs Office is still low. This is evidenced by the fact that there are still employees who cannot understand and master a field of work, there are still employees who cannot be polite in communicating with colleagues and there are still employees who cannot calculate employees to help complete the work.

In addition, the emotional intelligence of employees at the North Konawe Regency Religious Affairs Office is still low. This is evidenced by the fact that there are still employees who cannot understand emotions so it is difficult to make decisions in completing work, there are still employees who cannot control and express relationships in building cooperation with colleagues and the ease of making their own decisions at work, there are still employees who cannot build morale to improve performance and to take effective initiatives to be able to survive work frustration.

## **LITERATURE REVIEW**

### **Intellectual Intelligence**

Intellect comes from the Latin word *intellectus* which means understanding, understanding, and intelligence. In everyday terms, it means intelligence, intelligence, or reason. The definition of intellect is

different from the understanding of the level of intelligence or intelligence. Intellect shows more about what humans can do with their intelligence, which depends on practice and experience.

Intelligence in a general sense is a general ability that distinguishes the quality of one person from another (Joseph in Sulistiya, 2016). Intellectual intelligence is commonly called intelligence. This term was first popularized by Francis Galton, a prominent British scientist, and mathematician (Joseph in Sulistiya, 2016). Intelligence 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 Sulistiya, 2016).

Raven in Darmawan (2020) intelligence is an individual's general capacity that appears in the individual's ability to deal with the demands of life rationally. Intelligence is more focused on the ability to think. Wechsler, a scientist from America, is the one who created the WAIS and WISC intelligence tests which are widely used throughout the world. He argued that intelligence is a global ability possessed by individuals to be able to act in a directed manner and think meaningfully and to be able to interact efficiently with the environment (Harianto, 2017).

Spearman in Sulistiya (2016) classifies intelligence into two categories. The first category is the g factor or commonly referred to as the cognitive abilities possessed by individuals in general, for example, the ability to remember and think. The second category is called the s factor, which is a special ability possessed by individuals (Eysenck in Marzuki, 2017). The G factor is more of a basic potential possessed by everyone to learn and adapt. This intelligence is influenced by innate factors. The S factor is intelligence that is influenced by the environment so the S factor possessed by one person will be different from another person. Every S factor must contain a G factor.

### **Emotional Intelligence**

Gardner was the first person to reveal the existence of other intelligence besides academics that could affect one's success. This other intelligence is called emotional intelligence or emotional intelligence (Goleman in Saefullah, 2012: 168).

Goleman in Saefullah (2012: 168) suggests that emotional intelligence is a person's ability to manage his emotional life with intelligence (to manage our emotional life with intelligence), maintain the appropriateness of emotion and its expression through skills, self-awareness, self-control, self-motivation, empathy, and social skills. Cooper and Sawaf in Kurniawan (2020) state that emotional intelligence is the ability to feel, understand, and actively apply power and sensitivity, emotion as a human source of energy, information, connection, and influence. According to Goleman in Atmojo (2020), emotional intelligence can be measured through indicators of self-awareness, self-regulation, social awareness, and social skills.

### **Spiritual Intelligence**

At present people are starting to recognize the term intelligence other than the two intelligences above, namely spiritual intelligence. Zohar and Marshal in Mutaqien (2019) define spiritual intelligence as a sense of morality, the ability to adjust rigid rules coupled with understanding and love, and the equal ability to see when love and understanding reach their limits, which also allows us to grapple with good and evil, imagining what it has not happened and lifts us from humility. This intelligence places our behavior and life in the context of a broader and richer meaning, intelligence to judge that one's actions or way of life are more valuable and meaningful (Zohar and Marshal in Mutaqien, 2019).

Furthermore, Zohar and Marshal in Mutaqien (2019) spiritual intelligence is soul intelligence or wisdom intelligence, and this intelligence is an innate capacity of the human brain, spirituality is based on structures from within the brain that give us the basic ability to form, value, meaning, and goals. Therefore, people need to find, manage and optimize or utilize their wisdom values to achieve a noble goal or a goal that makes them truly meaningful (meaningful life). Furthermore, spiritual intelligence makes a human being who is truly intellectual, emotional, and spiritual. Spiritual intelligence is soul intelligence. It is intelligence that can help humans to heal and develop themselves as a whole. Besides that, spiritual intelligence gives us the ability to discriminate, allows someone to set boundaries, and can give us a sense of morality. This is related to the

moral aspect, so it is related to the spiritual intelligence possessed by a person. Someone with high spiritual intelligence is expected to have a good moral sense and be able to distinguish between bad and good actions and how he should behave towards others according to his moral values.

So far, the name intelligence is often connoted with intellectual intelligence or what we commonly know as IQ (Intelligence Quotient). But at this time, the assumption that human intelligence is only based on the intellectual dimension is no longer relevant. Apart from intellectual intelligence, humans also have other dimensions of intelligence including emotional intelligence (EQ) and spiritual intelligence (SQ) (Yosef in Purwoningtyas, 2018). The potential for intelligence that people are currently talking about is spiritual intelligence (Saifullah in Purwoningtyas, 2018).

### **Employee Performance**

Momhsun (2016: 25), performance (performance) is a description of the level of achievement of the implementation of an activity or program, or policy in realizing the goals, objectives, mission, and vision of the organization contained in the strategic planning of an organization".

Mangkunegara (2015: 67) performance (work achievement) is the result of work in quality and quantity achieved by an employee in carrying out his duties under the responsibilities given to him. From the description above, it can be concluded that performance is the result of an employee carrying out his duties, both in terms of the quality and quantity of his work.

Assessment of employee performance absolutely must be done to determine employee performance which is useful for the company to determine further policies.

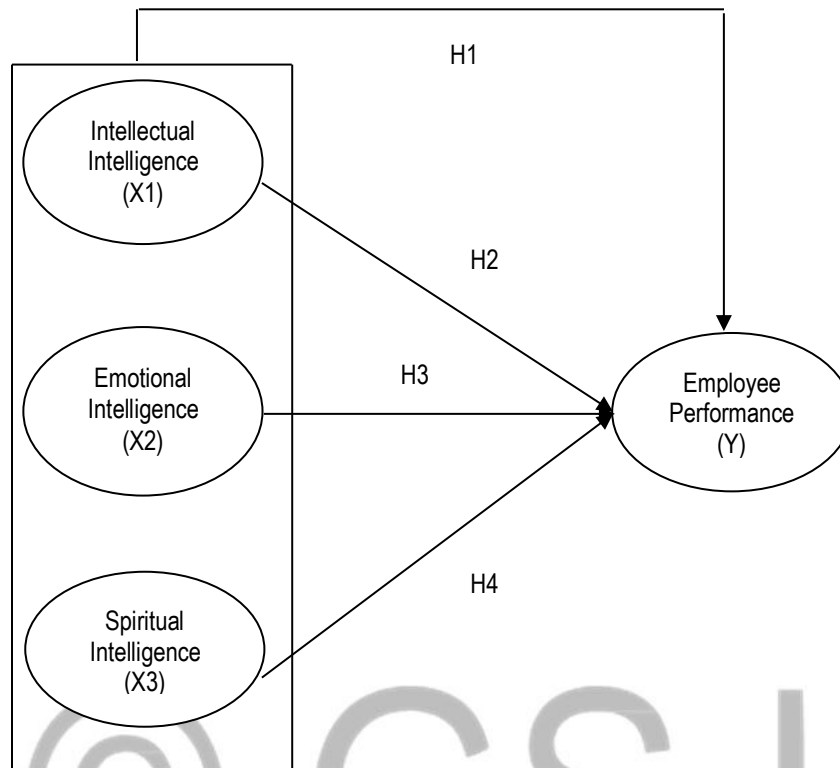
Hasibuan (2017: 87), performance appraisal assesses the ratio of real work results to quality and quantity standards produced by each employee. Setting policies means whether employees will be promoted, demoted, and or their remuneration will be increased. Meanwhile, according to Mangkunegara (2015: 69), employee performance appraisal is a process of assessing employee performance appraisal carried out systematically by company leaders based on the work assigned to them.

### **Conceptual Framework**

Based on the understanding and theories put forward in the literature review, a conceptual framework can be developed that will examine several variables, namely intellectual intelligence (X1), emotional intelligence (X2), spiritual intelligence (X3), and employee performance variables (Y). This study will analyze the effect of intellectual intelligence, emotional intelligence, and spiritual intelligence on the performance of employees at the Office of Religious Affairs in North Konawe Regency. The framework for the flow of thought in this study was built based on the problems and objectives of the study, theoretical and empirical studies as a basis for formulating hypotheses.

Based on the framework of the flow of thought above, the researcher developed a conceptual framework for this study as presented in Figure 1. below:

Figure 1. Research Conceptual Framework



### Hypothesis

Based on the formulation of the problem and the literature review that has been described previously, the hypotheses in this study are suspected as follows:

1. Intellectual intelligence, emotional intelligence, and spiritual intelligence have a positive and significant effect on the performance of employees at the Office of Religious Affairs of North Konawe Regency.
2. Intellectual intelligence has a positive and significant effect on employee performance at the Office of Religious Affairs in North Konawe Regency.
3. Emotional intelligence has a positive and significant effect on employee performance at the Office of Religious Affairs in North Konawe Regency.
4. Spiritual intelligence has a positive and significant effect on employee performance at the Office of Religious Affairs in North Konawe Regency.

### RESEARCH METHODS

#### Research design

Based on the nature of the problem of the objectives to be achieved, this research is explanatory. Explanatory research generally aims to explain the position of the variables studied and the relationship and influence between one variable and another (Sugiono, 2001). The explanatory research typology is intellectual intelligence, emotional intelligence, and spiritual intelligence on employee performance at the Office of Religious Affairs of North Konawe Regency which explains the causality relationship between variables through hypothesis testing.

**Population and Research Respondents**

Population is a generalized area consisting of objects/subjects that have certain qualities and characteristics determined by the researcher to be studied and then conclusions drawn. The population in this study were all employees at the Office of Religious Affairs in North Konawe Regency, totaling 78 employees.

**Instrument Measurement Scale**

Data measurement in this study uses a Likert scale. The Likert scale is used to measure respondents' attitudes, opinions, and perceptions of objects (Nazir, 2009). The use of the Likert scale is due to the following considerations: (1) it has many conveniences; (2) has high reliability in ordering subjects based on perception; (3) flexible compared to other techniques; and (4) applicable in various situations. In data processing, the Likert scale is included in the interval scale (Supranto, 2005). The determination of the Likert scale in this study was made on a scale of 1 to 5. The category of each answer with a criterion as follows: Strongly agree (score 5); Agree (score 4); Neutral (score 3); Disagree (score 2); Strongly Disagree (score 1) (Malhotra, 2010; Cooper & Sehindler, 2003).

**Data Analysis Method**

The analytical method used is an inferential statistical analysis method with multiple linear regression models with the formula:

$$Y = a + b_1X_1 + b_2X_2 + b_3X_3 + e$$

Where:

- Y = Employee performance
- a = Constant number
- B1B2B3 = Regression coefficient
- X1 = Intellectual intelligence
- X2 = Emotional intelligence
- X3 = Spiritual intelligence
- e = Errors



**RESEARCH RESULT AND DISCUSSION**

**Simultaneous Model Testing Results**

To prove the research hypothesis proposed in this study, multiple linear regression methods are used with the results of the simultaneous analysis as follows:

**Table 1. Results of Simultaneous Regression Analysis**

**ANOVA<sup>a</sup>**

Model	Sum of Squares	df	MeanSquare	F	Sig.
1 Regression	18609,664	3	6203,221	235,022	,000b
residual	1953,169	74	26,394		
Total	20562,833	77			

a. Dependent Variable: Y

b. Predictors: (Constant), X3, X1, X2

Source: Primary data processed in 2021

Based on the data in Table 1. it can be explained that a significance value of 0.000 which means greater than the value  $\alpha = 0.05$ , then statistically the variables of intellectual intelligence (X1), emotional intelligence (X2), and spiritual intelligence (X3) simultaneously (together) deliver influence which significant to employee performance at the 95% confidence level.

### Partial Regression Model Testing Results

To prove the research hypothesis proposed in this study, multiple linear regression methods are used with the results of partial analysis as follows:

**Table 2. Partial Regression Analysis Results**  
**Coefficients<sup>a</sup>**

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	std. Error	Betas		
(Constant)	4,656	3,322		1.402	,165
1 X1	,906	,203	,321	4,462	,000
X2	,671	,163	,323	4,130	,000
X3	,686	,141	,362	4,851	,000

a. Dependent Variable: Y

Source: Primary Data in Sports in 2021

The results of the regression analysis in Table 2 above can be interpreted as follows:

1. The significance of the influence of variable X1 (intellectual intelligence) on Y (employee performance) obtained a significance value of 0.000, which means it is smaller than the value  $\alpha = 0.05$ . On this basis also so that the variable X1 (intellectual intelligence) can be included as one of the estimating variables for employee performance at North Konawe Regency Religious Affairs Office.
2. The significance of the influence of variable X2 (emotional intelligence) on Y (employee performance) obtained a significance value of 0.000, which means it is smaller than the value  $\alpha = 0.05$ . This means that variable X2 (emotional intelligence) can be one of the predictor variables or a strong predictor variable for variable Y (employee performance). Because of that, the emotional intelligence variable can be included in the employee performance estimation model at North Konawe Regency Religious Affairs Office.
3. The significance of the influence of variable X3 (spiritual intelligence) on Y (employee performance) obtained a significance value of 0.000, which means it is smaller than the value  $\alpha = 0.05$ . This means that variable X3 (spiritual intelligence) can be one of the predictor variables or a strong predictor variable for variable Y (employee performance). Therefore, the spiritual intelligence variable can be included in the employee performance estimation model North Konawe Regency Religious Affairs Office.

On this basis, the resulting regression model is an influence explanatory model of intellectual intelligence, emotional intelligence, and spiritual intelligence on the performance of employees at the Office of Religious Affairs of North Konawe Regency can be stated as follows:

$$Y = 0.906 X1 + 0.671 X2 + 0.686 X3$$

Where : Y = Employee Performance  
 X1 = Intellectual Intelligence  $\beta_1 = 0.906$   
 X2 = Emotional Intelligence  $\beta_2 = 0.671$   
 X3 = Spiritual Intelligence  $\beta_3 = 0.686$

### Correlation Coefficient and Determination

This correlation analysis is used to determine whether there is a partial relationship between the two variables, namely between the independent variables and the dependent variable. While the coefficient of determination ( $R^2$ ) is a tool to measure how far the model's ability to explain the variation of the dependent variable. As for the results of the testing, the correlation coefficient and determination referred to can be seen



in Table 3.

**Table 3. Correlation Coefficient and Determination Results**  
 Summary model<sup>b</sup>

Model	R	R Square	Adjusted R Square	std. Error of the Estimate
1	,951 <sup>a</sup>	,905	,901	5.13753

a. Predictors: (Constant), X3, X1, X2

b. Dependent Variable: Y

Source: Primary Data in Sports in 2021

The results of the correlation coefficient and determination in Table 3 above can be interpreted as follows:

1. R<sup>2</sup> value (R-Square) of 0.905 indicates the magnitude of the direct influence of intellectual intelligence (X1), emotional intelligence (X2), and spiritual intelligence (X3) on employee performance (Y) is 90.5% so that the influence of other variables not explained in the model is 9.5%.
2. The R-value (correlation coefficient number) of 0.951 indicates that the degree of closeness of the direct relationship between the variables of intellectual intelligence (X1), emotional intelligence (X2), and spiritual intelligence (X3) on employee performance (Y) is 0.951. This relationship is statistically classified as very strong, as stated by Sugiono (1999:216) that the relationship is classified as very strong at 0.80-1.000. Therefore, the resulting regression model can be said to be a "fit" model or a good estimator model.

### Hypothesis Test

The first hypothesis put forward in this research is intellectual intelligence, emotional intelligence, and spiritual intelligence positive and significant effect on the performance of employees at the Office of Religious Affairs of North Konawe Regency. To prove this hypothesis using simultaneous regression testing using a significance value of 0.000 which means smaller than the value  $\alpha=0.05$ . Therefore, as a whole or jointly variable intellectual intelligence, emotional intelligence, and spiritual intelligence have positive and significant effects on employee performance at the Office of Religious Affairs of North Konawe Regency. On this basis, the first hypothesis proposed earlier can be accepted because it is proven true.

The second hypothesis proposed in this study is intellectual intelligence positive and significant effect on the performance of employees at the Office of Religious Affairs of North Konawe Regency. To prove this hypothesis using partial regression testing using a significance value of 0.000 which means smaller than the value  $\alpha=0.05$ . Therefore, partially the intellectual intelligence variable has a positive and significant effect on employee performance at the Office of Religious Affairs of North Konawe Regency. On this basis, the second hypothesis proposed earlier can be accepted because it is proven true.

The third hypothesis proposed in this study is emotional intelligence positive and significant effect on the performance of employees at the Office of Religious Affairs of North Konawe Regency. To prove this hypothesis using partial regression testing with a significance value of 0.000 which means smaller than the value  $\alpha=0.05$ . Therefore, partially variable emotional intelligence positive and significant effect on employee performance at the Office of Religious Affairs of North Konawe Regency. On this basis, the third hypothesis proposed earlier can be accepted because it is proven true.

The fourth hypothesis proposed in this study is spiritual intelligence positive and significant effect on the performance of employees at the Office of Religious Affairs of North Konawe Regency. To prove this hypothesis using partial regression testing with a significance value of 0.000 which means smaller than the value  $\alpha=0.05$ . Therefore, partially variable spiritual intelligence positive and significant effect on employee performance at the Office of Religious Affairs of North Konawe Regency. On this basis, the fourth hypothesis proposed earlier can be accepted because it is proven true.

## **DISCUSSION**

### **Influence Intellectual, Emotional, and Spiritual Intelligence on Employee Performance**

Based on the results of data analysis in this study, the regression coefficient values were obtained which showed a positive and significant effect between intellectual intelligence, emotional intelligence, and spiritual intelligence on performance to employee performance at the Office of Religious Affairs of North Konawe Regency. It shows that intellectual intelligence, emotional intelligence, and spiritual intelligence will be able to improve employee performance at the Office of Religious Affairs of North Konawe Regency.

The results of this study are in line with the opinion put forward by Choiriah (2013) which states that the benefits of intellectual intelligence, emotional intelligence, and spiritual intelligence are a creating passion for work so that employee performance increases. From this, we can conclude that intellectual intelligence, emotional intelligence, and spiritual intelligence provide changes in the attitude of employees in carrying out work. Intellectual intelligence can be interpreted as a work attitude possessed by employees which refers to knowledge, abilities, and expertise in completing a job. Another factor that can also improve employee performance is emotional intelligence. Emotional intelligence is seen as intelligence possessed by employees of the North Konawe Regency Religious Affairs Office in controlling emotions when facing pressure from work activities carried out. This opinion is in line with the theory put forward by Purba in Hidayati (2019) who argues that emotional intelligence is an ability in the field of emotions, namely the ability to deal with frustration, the ability to control emotions, the spirit of optimism, and the ability to establish relationships with other people or empathy.

Another factor that also supports the improvement of employee performance at the North Konawe Regency Religious Affairs Office is spiritual intelligence. Emotional intelligence has a close relationship with employee morale and the ability to adjust the understanding they have of emotions. The results of this study are supported by the opinion put forward by Agustian in Purwoningtyas (2018) which states spiritual intelligence is the ability to give meaning to every behavior and activity of worship through natural steps and thoughts, toward a complete human being and having an integralistic mindset and principled only because of Allah.

The results of this study support the results of previous research conducted by Pande (2014) which revealed that intellectual intelligence and emotional intelligence have a positive and significant influence on performance. Winaya (2013) revealed that intellectual intelligence, emotional intelligence, and spiritual intelligence have a positive and significant influence on performance.

Based on the results of the research, we know that intellectual intelligence, emotional intelligence, and spiritual intelligence have a significant influence on employee performance. Employees of the Office of Religious Affairs of North Konawe Regency in carrying out their daily work have maximum work ability which is supported by the ability of employees to control their emotions and thoughts when facing work frustration and is supported by high spiritual intelligence as employees who have strong principles and visions and the ability to survive the difficulties encountered.

### **Influence Intellectual Intelligence on Employee Performance**

Based on the results of data analysis in this study, the regression coefficient values were obtained which showed a positive and significant influence between intellectual intelligence on employee performance at the Office of Religious Affairs of North Konawe Regency. This shows that intellectual intelligence will be able to improve employee performance at the Office of Religious Affairs of North Konawe Regency.

Characteristics of employees who have a close relationship with variables intellectual intelligence are the intelligence possessed by an employee based on knowledge, quality of work, skills, and abilities which are self-potential and are closely related to the employee's level/level of education. Another factor that also influences intellectual intelligence is employee work experience, work experience provides knowledge about methods, methods, impact, and level of success in carrying out a task. This is based on the additional knowledge an employee has from interactions and work processes involved in a certain period.

The strategy that must be carried out by the Office of Religious Affairs of North Konawe Regency to

anticipate increasing intellectual intelligence is to provide work guidance to employees, common vision, perceptions regarding work rules/operational standards, and job descriptions. Another strategy that can be carried out is to provide job training to employees by assessing the abilities and interests as well as the educational background of these employees.

The results of this study support the theory put forward by Wiramiharja in Darmawan (2020) which found that intellectual intelligence is intelligence that involves efforts to determine the closeness of intelligence and willingness to work performance. The reasons are fundamental and under the empirical conditions in the field, we can see that intellectual intelligence has an influence that makes it easier for employees to carry out their duties. Good intellectual intelligence at the Office of Religious Affairs of North Konawe Regency is an important factor for employees in maximizing work performance. Knowledge and high work ability shown by employees provide benefits for other employees to apply the same enthusiasm and motivate other employees to work.

Based on empirical phenomena and conditions that occur in the field, we can see that intellectual intelligence has a significant influence on employee performance. Employee intellectual intelligence is influenced by the ability to adapt effectively to the work environment. Effective work adjustments are demonstrated by excellent employee work skills, very high work skills, and abilities as well as work behavior that can motivate other employees to maximize their potential which has a direct impact on improving employee performance.

### **Influence Emotional Intelligence on Employee Performance**

Based on the results of data analysis in this study, the regression coefficient values were obtained which showed a positive and significant influence between emotional intelligence on employee performance at the Office of Religious Affairs of North Konawe Regency. This shows that emotional intelligence will be able to improve employee performance at the Office of Religious Affairs of North Konawe Regency.

Emotional intelligence has a close relationship with the psychological factors of employees. Employees with the ability to use and control emotions effectively in self-management thereby influencing the relationship method developed with other employees effectively. Understanding of feeling emotions, receiving and building emotions very well by employees provides benefits for self-intellectual improvement and development. Emotional intelligence helps employees behave in the work environment and helps employees to motivate themselves develop work knowledge, self-confidence, and the ability to analyze problems making it easier for employees to complete their tasks and responsibilities.

The theory that supports this research is the theory put forward by Salain Hidayati (2019) explains emotional intelligence was able to increase average performance. This explanation provides a meaning that we can conclude that emotional intelligence is a factor that greatly determines the increase in employee performance. Emotional intelligence is very closely related to the personality and mood of employees, employees with high emotional intelligence have a calm personality with enthusiasm and perseverance and high optimism when facing work frustration/stress. The theory that also supports this research is the theory put forward by Boyatzis in Kurniawan (2020) which gives the result that emotional intelligence has a positive influence on one's work results and performance. Emotional intelligence is associated with human resource management systems, for example for training, in this case, emotional intelligence can be used as the basis for providing specific training. The result of the training can improve employee performance. The results of this study support the results of previous research conducted by Wijaya (2012) which revealed that intelligence has a positive and significant influence on performance.

Based on empirical phenomena that are under field conditions, it is known that employees at the Office of Religious Affairs of North Konawe Regency have emotional intelligence that can help improve their performance. This intelligence provides the ability for employees to make work decisions for themselves with strong self-confidence, this intelligence is applied through polite work behavior and trying to maintain harmonious relationships with colleagues. Employee emotional intelligence also provides the ability to feel what coworkers feel and experience and motivates these coworkers.

### **Influence Spiritual Intelligence on Employee Performance**

Based on the results of data analysis in this study, the regression coefficient values were obtained which showed a positive and significant influence between spiritual intelligence on employee performance at the Office of Religious Affairs of North Konawe Regency. This shows that spiritual intelligence will be able to improve employee performance at the Office of Religious Affairs of North Konawe Regency.

The theory that supports this research is the theory put forward by Nggermanto in Sakinah (2016) which states that a person who has high spiritual intelligence is a person who has strong principles and visions, can interpret every aspect of life, and can manage and endure difficulties and pain.

This explanation provides meaning that we can conclude that spiritual intelligence is a very determining factor in improving employee performance. Spiritual intelligence shapes work behavior with strong principles, employees with high spiritual intelligence can be flexible in all working conditions encountered with a very high level of awareness. Spiritual intelligence also has a very strategic role, where employees with a high level of spiritual intelligence have an aversion to causing harm from less beneficial work actions. The theory that also supports this research is the theory put forward by Agustian in Purwoningtyas (2018) which states that the role of spiritual intelligence is a necessary foundation for the effective functioning of intellectual intelligence and emotional intelligence. The results of this study support the results of previous research conducted by Winaya (2015) which revealed that spiritual intelligence has a positive and significant influence on performance.

Based on empirical phenomena that are under the conditions in the field, it is known that employees at the Office of Religious Affairs of North Konawe Regency have a close relationship with employee self-awareness to motivate themselves internally and view work relationships and vision based on the values that become principles for employees. Spiritual intelligence is also interpreted as the ability of employees at the Office of Religious Affairs of North Konawe Regency to see a variety of ideas, knowledge, and work innovations that make it easier for employees to organize and organize problems and carry out work into a structure that is easier to understand and implement. Spiritual intelligence possessed by employees gives employees the attitude to never give up and be firm in facing work challenges and difficulties.

### **Research Limitations**

The researcher realizes that the implementation of this research is inseparable from the limitations experienced, in addition to time and cost limitations, namely:

1. This study uses a questionnaire so sometimes it does not provide optimal answers because it is not completed or interviews have not been carried out optimally.
2. The data obtained were direct answers from the research respondents so the data acquisition in this study was strongly influenced by the perceptions and honesty of the respondents in giving answers to the statements given in the questionnaire.

## **CONCLUSIONS AND SUGGESTIONS**

### **Conclusion**

Based on the results of research findings, problem formulation, research objectives, research hypotheses, results of data analysis, and discussion of research results, the conclusions of this study can be stated as follows:

1. Intellectual intelligence, emotional intelligence, and spiritual intelligence have positive and significant effects on employee performance at North Konawe Regency Religious Affairs Office. Change intellectual intelligence, emotional intelligence, and spiritual intelligence in a positive and real direction toward improving employee performance.
2. Intellectual intelligence positive and significant effect on employee performance at North Konawe Regency Religious Affairs Office. The meaning shows that intellectual intelligence which has a good contribution to improving employee performance.
3. Emotional intelligence positive and significant effect on employee performance at North Konawe Regency Religious Affairs Office. Better emotional intelligence and higher employee performance.

4. Spiritual intelligence positive and significant effect on employee performance at North Konawe Regency Religious Affairs Office. Change spiritual intelligence in a positive and real direction toward improving employee performance.

### **Suggestion**

Based on the results of data analysis, discussion, and conclusions of this study, suggestions that can be put forward are:

1. Need for Leadership at the Office of Religious Affairs of North Konawe Regency to continuously improve the application of intellectual intelligence, emotional intelligence, and spiritual intelligence so that it will have an impact on the performance of employees at the Office of Religious Affairs of North Konawe Regency.
2. The need for leadership there is North Konawe Regency Religious Affairs Office to continuously improve intellectual intelligence, especially indicators figure ability because based on the results of the average score obtained from the research results indicates that the indicator figure ability has a small role or contribution of the three variable indicators of intellectual intelligence.
3. The need for leadership there is Office of Religious Affairs of North Konawe Regency to continuously improve emotional intelligence, especially indicators of self-management because based on the results of the average score obtained from the research results indicate that the indicator of self-management has a small role or contribution of the five variable indicators emotional intelligence.
4. The need for leadership there is Office of Religious Affairs of North Konawe Regency to continuously improve spiritual intelligence especially indicators openness because based on the results of the average score obtained from the research results indicate that indicator openness has a small role or contribution of the five variable indicators of spiritual intelligence.
5. The need for leadership there is Office of Religious Affairs of North Konawe Regency to continuously improve employee performance especially indicators service orientation because based on the results of the average score obtained from the research results indicate that the indicator service orientation has a small role or contribution from the nine variable indicators employee performance.

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