



Beyond Emotions: Unraveling the Role of Emotional and Spiritual Intelligence in Employee Performance

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Abstract: This study examines the influence of emotional intelligence, spiritual intelligence, and work attitude on employee performance. Understanding these factors is crucial for organizations aiming to enhance productivity. Emotional intelligence relates to self-awareness and emotional regulation, while spiritual intelligence emphasizes purpose and resilience. Work attitude reflects an individual's perception of their professional responsibilities. A quantitative approach was employed using survey data from employees in a specific organizational setting. Hypothesis testing was conducted through statistical analysis, including t-tests and F-tests, to determine the significance of the relationships among variables. The findings reveal that emotional intelligence does not significantly impact employee performance, indicating that self-awareness alone does not directly enhance productivity. Conversely, spiritual intelligence has a significant positive effect, suggesting that employees with higher spiritual intelligence demonstrate greater resilience, ethical behavior, and motivation. Additionally, work attitude does not significantly influence performance, implying that external factors may have a more substantial role. This study contributes to the literature by emphasizing the importance of spiritual intelligence in improving employee performance. It provides practical insights for organizations to develop programs that foster spiritual intelligence and ethical leadership. Future research should consider additional moderating variables and longitudinal studies to deepen understanding of these relationships.

Keywords: Emotional Intelligence, Employee Performance, Spiritual Intelligence, Work Attitude

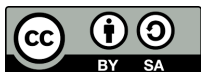
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1. Introduction

In today's increasingly competitive business environment, high-quality and skilled human resources play a crucial role in determining the success of an organization. A company's ability to formulate the right policies to maintain its competitive edge depends significantly on the competence of its workforce (Angelica et al., 2020). Employees are required to continuously improve themselves, particularly in aspects such as effective communication, professional behavior, and responsiveness in providing information and services with integrity and responsibility (Ratnasari et al., 2020). To achieve

this, organizations must optimize employee performance, which is only possible when supported by competent human resources. Competence can be assessed through skills, expertise, and self-management abilities, including interpersonal relationships with colleagues and other stakeholders (Ratih et al., 2021).

Employee performance is defined as the quality and quantity of work output within a specific period, aligned with assigned responsibilities. It reflects the level of achievement in implementing organizational programs, policies, and strategic plans to fulfill its mission and vision (S. et al., 2021). Emotional intelligence refers to an individual's ability to monitor emotions—both their own and those of others—distinguish between different emotional cues, and use this awareness to guide thinking and behavior (Syawali et al., 2022). Meanwhile, spiritual intelligence is the ability to derive meaning from actions and decisions, integrating faith-based perspectives to develop a holistic understanding of life (Mukaroh & Nani, 2021).

Work attitude is another critical factor that influences performance. It is a mental state developed through experience that shapes an individual's response to others, objects, and workplace situations (Hendayani, 2020). In the Secretariat of the Regional People's Representative Council (DPRD), a lack of awareness among employees has negatively impacted service quality. Issues such as insufficient integrity, lack of service orientation, and selective service provision have hindered optimal organizational performance. The Emotional Spiritual Quotient (ESQ) theory integrates emotional intelligence (EQ) and spiritual intelligence (SQ), harmonizing interpersonal (horizontal) and spiritual (vertical) relationships (Agustian, 2016). While EQ and SQ are often seen as complementary, having strong cognitive abilities alone does not guarantee success in professional or personal life.

Previous research has produced mixed findings regarding the impact of emotional and spiritual intelligence on employee performance. Manalu (2020) found a positive and significant effect of emotional intelligence on performance, whereas Sabir et al. (2023) concluded that emotional intelligence does not influence performance. Similarly, Fitriani (2020) reported a significant positive impact of spiritual intelligence on performance, while Rahmawati (2022) found no significant effect. Regarding work attitude, Simanjuntak (2020) and Simson (2020) found that it does not significantly negatively influence performance, suggesting that workplace attitudes do not always translate into specific behavioral intentions or actual work behavior.

2. Literature Review

2.1 Emotional Spiritual Quotient (ESQ) Theory

Emotional Spiritual Quotient (ESQ) is a form of intelligence that integrates emotional and spiritual aspects with a universal concept that enables individuals to achieve a sense of fulfillment for themselves and others while preventing contradictions that may hinder human progress (Ginanjarr, 2021).

2.2 Employee Performance

Employee performance refers to the outcomes achieved by an individual in carrying out assigned tasks, which are influenced by experience, dedication, competence, and time management (Riesvi & Lie, 2020). According to Aswan et al. (2023), employee performance consists of the following key components:

1. Work quality
2. Work quantity
3. Collaboration
4. Responsibility
5. Initiative

2.3 Emotional Intelligence

Emotional intelligence (EQ) refers to an individual's ability to recognize and manage their emotions, both positive and negative, in a way that motivates themselves and fosters positive outcomes. It also encompasses the ability to build relationships and collaborate with others, which are essential skills for leadership, popularity, and personal success (Ghassani, 2022). Simanjuntak et al. (2021) identified several key components of emotional intelligence:

1. Self-awareness
2. Assertiveness
3. Self-respect
4. Self-actualization
5. Empathy
6. Independence
7. Interpersonal relationships
8. Social sensitivity
9. Problem-solving
10. Truth assessment

2.4 Spiritual Intelligence

Spiritual intelligence is the capacity to access inner wisdom that transcends the ego and personal consciousness, allowing individuals to achieve a deeper sense of awareness and purpose (Aziza & Andriany, 2022). According to Cendrawardani et al. (2023), the key components of spiritual intelligence include:

1. Honesty
2. Openness
3. Self-awareness
4. Focus on contribution
5. Non-dogmatic spirituality
6. Enjoyment in the workplace

2.5 Work Attitude

Work attitude refers to the actions employees take and the responsibilities they fulfill, with outcomes that are proportional to the effort exerted (Sahrul et al., 2021). Simanjuntak et al. (2021) describe three key components of work attitude:

1. Cognitive Component – An individual's beliefs and understanding of an object, shaped through observation, hearing, and perception. These beliefs provide information and knowledge about a specific subject.

2. Affective Component – The emotional responses of an individual toward a particular matter.
3. Behavioral (Conative) Component – The tendency of an individual to act in response to a particular object or situation.

2.6 Conceptual Framework

The conceptual framework of this study is built upon the relationship between emotional intelligence, spiritual intelligence, work attitude, and employee performance. These constructs are interconnected in shaping an individual's ability to perform effectively within an organization.

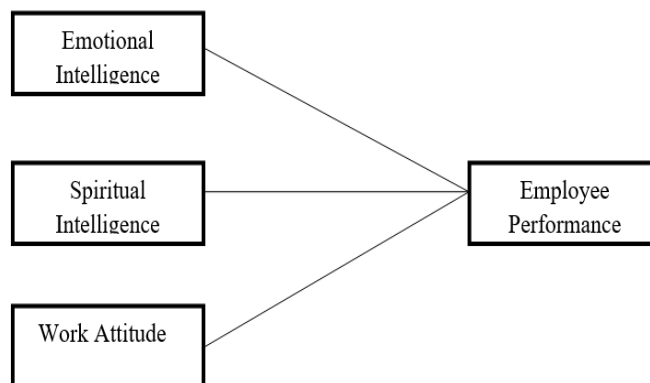


Figure 1. Conceptual Framework

2.7 Hypotheses

The Influence of Emotional Intelligence on Employee Performance

Emotional intelligence refers to an individual's ability to understand and regulate emotions to enhance both physical and mental well-being. Individuals with high emotional intelligence can effectively control their emotions, respond empathetically to others, and maintain composure in challenging situations (Anzani, 2022). Emotional intelligence involves recognizing one's own emotions, both positive and negative, and using this awareness to self-motivate, establish interpersonal relationships, and enhance collaboration and leadership skills (Ghassani, 2022). The Emotional Spiritual Quotient (ESQ) theory, which integrates emotional and spiritual intelligence, suggests that the combination of these two aspects fosters personal and social success while mitigating factors that hinder human progress (Ginanjarr, 2021). Emotional intelligence enables individuals to monitor and interpret emotions—both their own and those of others—allowing them to process and utilize this information to guide their thoughts and actions (Octavia et al., 2020). Previous research has shown mixed findings regarding the impact of emotional intelligence on employee performance. Manalu (2020) found that emotional intelligence has a significant and positive effect on employee performance. Based on prior studies, the following hypothesis is proposed:

H1: Emotional intelligence influences employee performance.

The Influence of Spiritual Intelligence on Employee Performance

Spiritual intelligence refers to an individual's ability to derive meaning and purpose from their work, align behavior with moral values, and foster collaboration to optimize performance (Riesvi & Lie, 2020). According to Aprilia et al. (2023), spiritual intelligence encompasses moral reasoning, the ability to balance rigid rules with understanding and compassion, and the capacity for self-reflection. Research by Barlian and Maolani (2022) indicates a significant positive relationship between spiritual intelligence

and employee performance, suggesting that employees with higher spiritual intelligence tend to exhibit better work performance. Conversely, lower spiritual intelligence is associated with diminished performance. The ESQ theory emphasizes the integration of emotional and spiritual intelligence, arguing that the combination of these factors enhances individual and organizational success while reducing counterproductive behaviors (Ginanjarr, 2021). Spiritual intelligence also enables individuals to navigate ethical dilemmas, envision possibilities beyond immediate circumstances, and reconcile personal values with professional responsibilities (Octavia et al., 2020). Yunita et al. (2021) support the notion that spiritual intelligence positively influences employee performance. Based on prior research, the following hypothesis is proposed:

H2: Spiritual intelligence influences employee performance.

The Influence of Work Attitude on Employee Performance

Attitude is a cognitive and emotional response that reflects an individual's evaluation of an object, situation, or experience. It forms based on awareness and perception of one's environment (Munthe, 2020). The process of attitude formation begins when external stimuli interact with an individual's sensory system, leading to cognitive processing, which in turn results in a behavioral or emotional response. The evaluation of a stimulus—whether positive or negative—is influenced by previous experiences and personal beliefs (Bloom & Reenen, 2020). The ESQ theory, which combines emotional and spiritual intelligence, suggests that balanced emotional and spiritual competencies contribute to professional success and overall well-being (Ginanjarr, 2021). Employees with a positive work attitude—demonstrating respect, openness to feedback, and willingness to collaborate—are more likely to perform effectively. Conversely, employees with negative work attitudes may experience decreased job performance (Betty et al., 2021). Based on previous studies, the following hypothesis is proposed:

H3: Work attitude influences employee performance.

3. Methods

This study employs a quantitative research approach to investigate the relationships between emotional intelligence, spiritual intelligence, work attitudes, and employee performance. A population is a group of individuals, events, or objects of interest from which researchers seek to draw conclusions (Sekaran & Bougie, 2021). The population in this study consists of all employees in the Secretariat of the Regional People's Representative Council (DPRD) of Seluma Regency, totaling 48 individuals. A sample is a subset of the population selected for analysis (Sekaran & Bougie, 2021). This study employs the saturated sampling technique (census sampling), where the entire population is used as the sample (Ghozali, 2021). Consequently, the study sample consists of 48 employees from the DPRD Secretariat of Seluma Regency. This study utilizes primary data, collected through the distribution of questionnaires directly to employees at the DPRD Secretariat of Seluma Regency. The data analysis technique in this study is multiple linear regression, processed using SPSS version 26. The hypothesis testing methods used in this research include the validity test, reliability test, classical assumption test, F-test, t-test, and coefficient of determination.

4. Results

4.1 Description of Questionnaire Distribution

The respondents in this study are employees of the Secretariat of the Regional People's Representative Council (DPRD) of Seluma Regency. The questionnaires were distributed directly to the respondents over approximately one month

Table 1. Data Collection Results

Description	Amount	Percentages
Questionnaires distributed	48	100%
Questionnaires that were not returned	0	0
Questionnaires that can be processed	48	100

Source: Data processed (2024)

Validity Test

This test aims to assess whether the questionnaire accurately measures what it is intended to measure. A questionnaire is considered valid if the presented questions precisely reflect the concept being measured. The validity test is conducted for each question item by comparing the calculated r-value (r-count) with the critical r-value (r-table), where the degrees of freedom (df) are determined by the formula $df = n - 2$ with a significance level of 5%. If the r-count exceeds the r-table value, the variable is deemed valid (Ghozali, 2013). The results of the validity test are presented in Table 2

Table 2. Validity Test

Variable	r-statistic	r- table	Result
Emotional Intelegence	0.535 – 0,750	0,284	Valid
Spiritual Intelegence	0.529 – 0,808	0,284	Valid
Work Attitude	0.594 – 0,793	0,284	Valid
Employee Performance	0.564 – 0,845	0,284	Valid

Source: Data processed (2024)

Table 5 shows where all the variables are valid, this is because the calculated r value exceeds the r table, because the calculated r value exceeds the r table.

Reliability Test

This test serves to assess the consistency of the questionnaire as an indicator of the variable being measured. The questionnaire is considered reliable if the Cronbach alpha value exceeds 0.70 (Ghozali, 2013). The reliability tests that have been carried out are compiled in Table 3 below.

Table 3. Reliability Test

Variable	Cronbach Alpha	lower value limit	Result
Emotional Intelegence	0,855	0,70	Reliabel
Spiritual Intelegence	0,885	0,70	Reliabel
Work Attitude	0,877	0,70	Reliabel
Employee Performance	0,877	0,70	Reliabel

Source: Data processed (2024)

Table 6 shows that all variables in this study are reliable. This is because Cronbach alpha coefficient exceeds the score of 0.70. The results obtained indicate that all questionnaire items can be applied as instruments in further research.

4.2 Classical Assumption Test

The details of the classical assumption tests applied in this study include:

Normality Test

An ideal regression analysis model should have residuals that follow a normal distribution or are close to normal. Data is considered normally distributed if its probability value exceeds 0.05. The normality test used in this study is the Kolmogorov-Smirnov test, with the criterion that if the KS value is greater than 0.05, the data is classified as normally distributed. However, if the KS value is less than 0.05, the data is considered not normally distributed. The results of the normality test are presented in Table 4.

Table 4. Normality Data

Description	Emotional Intelegence	Spiritual Intelegence	Work Attitude	Employee Performance
Asymp. Sig. (2 - tailed)	0.098	0.200	0.200	0.078
Result	Normal Distribution	Normal Distribution	Normal Distribution	Normal Distribution

Source: Data processed (2024)

Table 4 shows the results of the normality test, where all variables have a normal distribution. This is because the KS value is greater than 0.05.

Heterokedastisity Test

The Glejser test is used to ensure that the regression model is free from heteroscedasticity problems heteroscedasticity. If the significance level in the Glejser test results is less than 0.05, it can be said that the model is heteroscedastic said that the model has heteroscedasticity. However, if the significance level exceeds 0.05, it can be said that this regression model is free from heteroscedasticity problems. heteroscedasticity (Ghozali, 2013). Tests of heteroscedasticity conducted are presented in Table 5.

Table 5. Heterocedastisity Test

Variable	t	Sig	Conlusion
Emotional Intelegence	-0.647	0.521	free of heteroscedasticity
Spiritual Intelegence	0.253	0.801	free of heteroscedasticity
Work Attitude	-0.809	0.423	free of heteroscedasticity

Source: Data processed (2024)

Table 5 shows the test results, where all variables used do not experience heteroscedasticity. This is because the resulting significant value is higher than 0,05.

4.3 Hypothesis Test

A detailed explanation of the hypothesis testing of the research conducted includes:

Coefficient of Determination Test

This test is used to measure the extent to which independent variables contribute to the dependent variable. The R^2 value ranges from 0 to 1 ($0 \leq R^2 \leq 1$). The calculation of the coefficient of determination aims to determine the degree of influence that independent variables have on the dependent variable. The results of the coefficient of determination test are presented in Table 6.

Table 6. Coefficient Determination Test

Model	R	RSquare	Adjusted R Square
1	0.833	0.693	0.672

Source: Data processed (2024)

Table 9 shows that the adjusted R-square value reaches 0.672 (67.2%), indicating that emotional intelligence, spiritual intelligence and work attitude explain 67.2% of employee performance. The remaining 33.8% is influenced by other variables not included in this study.

F-Test

The F-test is used to assess the feasibility of the model applied in this study. A model is considered feasible if the F-significance value is less than 0.05 ($F < 0.05$). However, if the F-significance value is greater than 0.05 ($F > 0.05$), the model is considered not feasible (Ghozali, 2013). The results of the F-test are presented in Table 7.

Table 7. F Test

Model	Sum of Squares	Df	Mean Square	F	Sig
1	548.783	3	182.928	33.139	.000 ^b
	242.884	44	5.520		
	791.667	47			

Source: Data processed (2024)

Table 7 indicates that the model used in this study is considered good, as evidenced by an F-value of 33.139 and a significance level below 0.05.

t-Test

The t-test is used to determine the extent to which an independent variable individually influences the dependent variable (Ghozali, 2013). The results of the t-test in this study are presented in Table 8.

Table 8. t Test

Variable	β	t	Sig	Conclusion
Constant	3.121	0.749	0.458	
Emotional Intelegence	0.237	1.643	0.108	H1: Rejected

Spiritual Intelligence	0.501	4.009	0.000	H2: Accept
Work Attitude	0.001	0.006	0.996	H3: Rejected

Source: Data processed (2024)

Table 8 indicate the calculated t-value for the emotional intelligence variable is 1.643, which is lower than the critical t-value of 1.680, with a significance level above 0.05. Therefore, the first hypothesis (H1) in this study is rejected. For the spiritual intelligence variable, the calculated t-value is 4.009, which exceeds the critical t-value of 1.680, with a significance level below 0.05. Thus, the second hypothesis (H2) is accepted. Regarding the work attitude variable, the calculated t-value is 0.006, which is also lower than the critical t-value of 1.680, with a significance level above 0.05. Consequently, the third hypothesis (H3) in this study is rejected.

5. Discussion

5.1 The Effect of Emotional Intelligence on Employee Performance

The findings of this study indicate that emotional intelligence does not have a significant effect on employee performance. This is evidenced by a significance value of 0.108, which is greater than the threshold of 0.05. As a result, the first hypothesis (H1), which posited a significant influence of emotional intelligence on employee performance, is rejected. Emotional intelligence refers to an individual's ability to recognize both positive and negative emotions, as well as to self-motivate by regulating emotions effectively. However, the results of this study suggest that employees may not yet possess the necessary skills to manage and apply their emotional intelligence in a way that enhances their performance. This misalignment could stem from a lack of training or organizational support in developing emotional regulation strategies, leading to minimal impact on work outcomes. These findings contradict the Emotional Spiritual Quotient (ESQ) theory, which posits that intelligence helps individuals recognize various actions but does not necessarily drive them to act. The lack of a significant relationship in this study may be attributed to employees' inability to fully recognize and manage their emotions, which ultimately affects their overall performance (Ginanjarr, 2021). Additionally, workplace factors such as job demands, stress levels, or organizational culture may moderate the impact of emotional intelligence on performance, further explaining the non-significant results. This study aligns with the findings of Sabir et al. (2023), who also concluded that emotional intelligence does not significantly influence employee performance. This suggests that while emotional intelligence may play a role in interpersonal interactions and self-awareness, it does not directly translate into improved job performance unless accompanied by other critical factors such as motivation, leadership support, and a conducive work environment.

5.2 The Effect of Spiritual Intelligence on Employee Performance

The findings of this study indicate that spiritual intelligence has a significant influence on employee performance. This is evidenced by a significance value of 0.000, which is lower than the threshold of 0.05. As a result, the second hypothesis (H2), which posits that spiritual intelligence significantly affects employee performance, is accepted. Individuals with high spiritual intelligence tend to approach problems with a positive perspective, allowing them to resolve issues effectively while deriving meaning from challenges. This ability enables employees to remain composed, adaptable, and solution-oriented in the face of workplace difficulties, ultimately contributing to improved performance.

These findings align with the Emotional Spiritual Quotient (ESQ) theory, which suggests that intelligence aids in recognizing various courses of action but does not necessarily drive individuals to act. The significant impact of spiritual intelligence on performance may be attributed to employees' honesty in their work, openness to criticism and feedback, sufficient knowledge of their tasks, strong focus, and ability to adapt to various job demands. Consequently, it can be concluded that higher spiritual intelligence leads to better employee performance (Rachma et al., 2022). Furthermore, the results of this study are consistent with the findings of Yunita et al. (2021), who also concluded that spiritual intelligence has a significant positive effect on employee performance. This suggests that spiritual intelligence fosters resilience, ethical behavior, and a deeper sense of purpose in the workplace, all of which contribute to enhanced job performance. Employees with strong spiritual intelligence are more likely to demonstrate integrity, motivation, and commitment, reinforcing the crucial role of spiritual intelligence in professional success.

5.3 The Effect of Work Attitude on Employee Performance

The findings of this study indicate that work attitude does not have a significant effect on employee performance. This is evidenced by a significance value of 0.996, which is greater than the threshold of 0.05. As a result, the third hypothesis (H3), which proposed a significant influence of work attitude on employee performance, is rejected. Work attitude does not always directly translate into specific behavioral intentions or predict actual workplace behavior. While attitude reflects an individual's perception, feelings, and disposition toward their work environment, it does not necessarily determine their level of performance. Employees may possess a positive or negative work attitude, but external factors such as organizational culture, leadership style, job demands, and workplace motivation can mediate the actual impact of attitude on performance. These findings align with the Emotional Spiritual Quotient (ESQ) theory, which suggests that intelligence helps individuals recognize various actions but does not necessarily drive them to act. The absence of a significant relationship between work attitude and performance may be attributed to the fact that an employee's attitude does not always translate into measurable work outcomes. If employees do not actively demonstrate their work attitude through concrete actions, their overall performance may remain unaffected (Betty et al., 2021). Additionally, factors such as job satisfaction, rewards, and professional development opportunities may play a more dominant role in shaping employee performance than attitude alone. The results of this study are consistent with the findings of Simson (2020), who also concluded that work attitude does not have a significant negative effect on employee performance. This suggests that while work attitude may contribute to an employee's overall disposition in the workplace, it is not a sole determinant of productivity or efficiency. Instead, employee performance is influenced by a combination of skills, motivation, job fit, and external organizational factors that extend beyond attitude alone.

6. Conclusion

This study examines the effects of emotional intelligence, spiritual intelligence, and work attitude on employee performance. The findings indicate that emotional intelligence does not have a significant impact on employee performance, as evidenced by a significance value greater than 0.05. This suggests that while emotional intelligence may help individuals recognize and regulate their emotions, it does not necessarily translate into improved work performance. The inability of employees to effectively manage

their emotions may hinder their ability to perform optimally in the workplace. Conversely, the results show that spiritual intelligence has a significant positive influence on employee performance. Employees with higher spiritual intelligence tend to exhibit greater resilience, ethical behavior, and a strong sense of purpose, enabling them to handle challenges effectively and maintain a high level of performance. These findings support the Emotional Spiritual Quotient (ESQ) theory, which suggests that spiritual intelligence plays a crucial role in fostering motivation, commitment, and integrity in professional settings.

Limitation

Despite the contributions of this study, several limitations must be acknowledged. First, the study relies on a cross-sectional research design, which captures data at a single point in time. This approach limits the ability to establish causal relationships between variables, as it does not account for changes in employee performance over time. A longitudinal study would provide deeper insights into how emotional intelligence, spiritual intelligence, and work attitude influence performance in the long run. Second, the study primarily uses self-reported data from employees, which may introduce response bias. Participants might provide socially desirable answers rather than accurate reflections of their work attitudes and performance. Future research could incorporate supervisor evaluations or objective performance indicators to enhance the validity of the findings. Third, the study is context-specific, focusing on a particular organization or industry, which may limit the generalizability of the results. Employee performance is influenced by various external factors, such as organizational culture, leadership style, and job design, which were not extensively analyzed in this study. Conducting similar research in different sectors or cultural settings would help determine the broader applicability of these findings.

Future research should also investigate the role of mediating and moderating variables such as job satisfaction, leadership styles, workplace motivation, and organizational commitment to gain a deeper understanding of the factors influencing employee performance. Furthermore, integrating qualitative approaches, such as in-depth interviews or focus groups, could provide richer insights into how employees perceive and apply emotional and spiritual intelligence in their professional roles. By addressing these aspects, future research can contribute to a more comprehensive and nuanced understanding of the factors that shape employee performance, ultimately informing more effective organizational strategies.

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