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THE EFFECT OF INTELLECTUAL INTELLIGENCE, EMOTIONAL INTELLIGENCE AND SPIRITUAL INTELLIGENCE ON EMPLOYEE PERFORMANCE

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ABSTRACT

This year the company has improved its operations, finance, and asset. This study aims to analyze the effect of intellectual, emotional, and spiritual intelligence on employee performance. This research is a causal quantitative study, using random sampling technique which contains 250 employees as total samples. The analysis method used in this study is Multiple Linear Regression in which various statistical tests such as validity, reliability, and normality tests were conducted. The result shows that the variable of intellectual intelligence and spiritual intelligence partially has a positive effect but there is no significance related to employee performance. Whereas, the variable of emotional intelligence has a positive and significant effect on employee performance.

INTRODUCTION

Sharia banking has experienced a significant growth and it is one of the most prospective businesses in Indonesia. According to the information from Indonesian Financial Services Authority in 2015, 12 Sharia Commercial Banks, 22 Sharia Business Units and 162 Sharia Rural Banks have been established and continue to grow in Indonesia. The office network of new Islamic banks has reached 2,891 branches, which makes up 14% of the total number of bank offices. Meanwhile, the market share sharia banking is only 3% of the national banking economic growth. This study will test the effect of intellectual, emotional, and spiritual intelligences on employee performance. The three types of intelligences cannot be separated in employee's environment. The

intellectual intelligence is an important aspect for employees in performing their works. BNI Sharia requires the participation of its employees in order to achieve the expected goals. The participation of employees can be seen from the employee's performance in certain period.

LITERATURE REVIEW

Intellectual Intelligence

Covey (2005) stated that intellectual intelligence is a human ability to analyze, think and define the relationship of causal-effects, think abstractly, use a proper language, visualize, and understand things. Rahmasari (2012) had a further indicator of intellectual intelligence. She mentioned that the three indicators of intellectual intelligence consist of three cognitive domains. The indicators are; First, *figure ability*, which is the ability of understanding and reasoning in the field of special; second, *verbal ability*, which is the ability of understanding in the field of language; third, *numerical ability*, which is the ability of understanding and reasoning in numbering. Lestari, Sugiarto, Simamora and Richter (2016) researched the organization structure, reward, training, and leadership as the intervening variables in which they influence the performance of the constructor. The research was conducted by using SEM.

Emotional Intelligence

Covey (2005) stated that emotional intelligence is knowledge of self-understanding, self-awareness, social sensitivity, empathy, and the ability to communicate with other people. Meanwhile, Meyer (2007) stated emotional intelligence is also defined as a special ability to read the deepest feelings of the people who make contact and handle relations effectively.

Spiritual Intelligence

According to Ivancevich, Konopaske, and Matteson (2007), spirituality is a private and personal believes which has many religious elements and leads to one's self-seeking. Zohar and Marshall (2005) suggested that there are nine characteristics for people with high spiritual intellegence. However, according to spiritual capital there are twelve characteristics for the people who have spiritual intelligence. The characteristics are self-awareness, spontaneity, guided by vision and values, holism, compassion, celebration of diversity, field independence, the tendency to ask fundamental questions, the ability to reframe, utilizing misfortune positively, humility, and sense of vocation.

Employee Performance

Mangkunegara (2005) defined performance as the output of work achieved by employess in carrying out their duties according to the required responsibilities. Simamora (2009) stated that performance is a universal concept which affects the operational effectiveness of an organization. The objective of performance is to set a useful goal, not only for performance evaluation at the end of a certain period, but the result of the work process throughout the period.

Employee Performance Dimensionsand Indicators

Bernadin (2007) explained that individual performance can be measured based on 6 criterias generated from the work in question. The six criterias consist of; *Quality*, which means employees are able to work in accordance with the company's operational official standards; *Quantity*, which means employees are able to perform various tasks quickly and efficiently; *Punctuality*, which means employees are able to complete the work in accordance with the stipulated time period; *Effectiveness*, meaning that employees are able to opetimizethe company to gain more profit; *Independent*, which means employees are able to complete the job without relying on others; *Commitment*, which means employees have full responsibility for the job.

MATERIALS AND METHODS

Research Design

The design of this research is a causal research which aims to determine the influence between variabels. The causal research is a scientific research approach in managerial and economic decision-making aiming to get evidence of causal relationships or the influences of research variables. The analysis for this research is conducted by quantitative approach.

Variables and Measurement

In this study, the independent variables are intellectual intelligence, emotional intelligence, and spiritual intelligence. Meanwhile, the dependent variable is employee performance.

Population and Sampling Techniques

The population of the study is the employees of PT Bank BNI Syariah in the head office. The total population is 603. To determine the minimum sample size Slovin, the formula is stated as follows:

$$n = \frac{N}{1 + N \cdot e^2}$$

Refferences:

n = sample ; N = population ; e = Error

Based on the formula, the number of samples can be obtained as follows:

$$\begin{aligned} n &= \frac{603}{1 + 603 \cdot (5\%)^2} \\ n &= \frac{603}{2.51} \\ n &= 240.49 \end{aligned}$$

The minimum number obtained of the sample is 240.49, which can be rounded to 241 samples. However, this study uses more of the number from the minimum sample, which are 250 respondents from 603 employees population in the headquarters of BNI Syariah. We use random sampling method as the sampling technique.

The Types of Data and Technique of Data Acquisition

The primary data was obtained by distributing questionnaires to the employees of Bank BNI Syariah headquarters in order to obtain intelligence data which affects employees' performance. Meanwhile, the secondary data was gathered from literature study, company documentation, and other internet resources. The technique of data collection is by distributing questionnaires to the employees. The indicator of each dimension for intellectual intelligence variable will be measured by using nominal scale with a score between 1 and 0. Meanwhile, emotional and spiritual intelligence variable will be measured by using likert scale with the score between 1 and 5. The highest number is 5 which is strongly agreed and the lowest number is 1 is strongly disagreed.

Data Analysis Technique

In order to perform data analysis, we used multiple linear regression to explain the linear relationship between two or more independent variables (X_1, X_2, \dots, X_n) with the dependent variable (Y). The model used to test the hypothesis is:

$$Y = \alpha + b_1X_1 + b_2X_2 + b_3X_3 + e$$

Refference:

Y = Employee Performance ; X_1 = Intellectual Intelligence ; X_2 = Emotional Intelligence ; X_3 = Spiritual Intelligence ; A = Constants of the regression equation ; B_1-3 = Regression Coefficient; e = Standard Error

RESULTS AND DISCUSSIONS

Table 1. Respondent's Characteristic

No.	Characteristic	Amount	Percentage
1	Gender:		
	Man	132	52.80
	Woman	118	47.20
	Total	250	100
2	Age:		
	17-30 Year	244	97.60
	31-50 Year	6	2.40
	➤ 50 Year	0	0.00
	Total	250	100
3	Status:		
	Married	89	35.60
	Single	161	64.40
	Total	250	100
4	Level of education:		
	D3	35	14.00
	S1	203	81.20
	S2	12	4.80
	S3	0	0.00
	Total	250	100

5	Position:		
	Assistant	149	59.60
	Analyst	95	38.00
	Manager	0	0.00
	GM	0	0.00
	Total	250	100
6	Period of work:		
	<1 year	54	21.60
	1-3 year	119	47.60
	>3 year	71	28.40
	Total	250	100
	Total	250	100

Source: Processed primary data

Descriptive Statistics Analysis

Table 2. Descriptive Statistics Analysis

<i>Variable</i>	<i>Minimum</i>	<i>Maximum</i>	<i>Mean</i>
Intellectual Intelligence (X1)	39.00	45.00	41.81
Emotional Intelligence (X2)	107.00	148.00	129.19
Spiritual Intelligence (X3)	101.00	136.00	118.30
Performance (Y)	46.00	65.00	52.476

Source: Processed primary data

Based on the descriptive statistic above, the respondents tend to agree for all variables of intellectual intelligence, emotional intelligence, spiritual intelligence, and performance. This tendency indicates that the employees already have the three factors. This also shows that the respondents' performance is already good in PT. Bank BNI Syariah Head Office.

Data Analysis

Questionnaire Validity Test

The respondents are represented by N = 30 with 5% significance level and it obtained r-table value at 0.3610. In conclusion, the four item variables are valid because the value of r-calculate is more than r-table. Therefore, the questionnaire can be used as the research instrument.

Questionnaire Reliability Test

Table 3. Reliability Test Results

<i>Variable</i>	<i>Cronbach's Alpha</i>	<i>Cronbach's Alpha Standard</i>	<i>Result</i>
Intellectual Intelligence (X1)	0.921	0.6	Reliable

Emotional Intelligence (X2)	0.954	0.6	Reliable
Spiritual Intelligence (X3)	0.936	0.6	Reliable
Performance (Y)	0.837	0.6	Reliable

Source: Processed primary data

Based on table 3, it is known that the value of Cronbach's Alpha for intellectual intelligence (X1), emotional intelligence (X2), spiritual intelligence (X3), and performance (Y1) are above 0.6. Therefore, it can be concluded that the questionnaire items are reliable to be used as data collecting instrument.

Hypothesis Test Results Test Results of F-test

Table 4. Hypothesis Test Result
(F test, t test, Coefficient of Determination and Regression)

Variable	Coefficient regression	T	F	Sig.
Constant	12.504	2.999		0.003
Intellectual Intelligence (X1)	0.132	1.662		0.098
Emotional Intelligence (X2)	0.251	12.776		0.000
Spiritual Intelligence (X3)	0.017	0.984		0.326
R Square	0.427			
F			61.096	0.000

a. Dependent Variable: Performance

b. Predictors: (Constant), Spiritual, Intellectual, Emotional

Source: Processed primary data

Based on the analysis result by using error rate (α) = 0.05 and degree of freedom (k - 1) and (n - k), the value of F-Table is equal to 2.642. The result from the table shows that F-calculate (61.096) is greater than F-table (2.642). It means that X1, X2 and X3 simultaneously affect the variable Y with 95% confidence. If the probability (F-statistics) is smaller than α 0.05, then the result will be significant. It can be concluded that independent variables significantly affect dependent variable.

T-test Result

The result of t-test can be seen from the coefficient table, particularly on the significance column. Based on the table, intellectual intelligence and spiritual intelligence do not significantly affect performance. However, emotional intelligence has a positive and significant influence on performance.

Results of Coefficient Determination

Based on table 4, the adjusted R-square value is at 0.427. This means that 42.7% of performance variation can be explained significantly by variables of intellectual intelligence, emotional intelligence, and spiritual intelligence. Meanwhile, 57.3% of performance variables can be explained by other variables, such as motivation, compensation, leadership style, and so forth.

Results of Multiple Linear Regression Analysis

Based on table 4, the constant value of 12.504 indicates that if there are no variables of intellectual intelligence, emotional intelligence, and spiritual intelligence, then performance will remain significant at 12.504. The table also shows that the coefficient of regression of intellectual intelligence is at 0.132, it means that if the other independent variables are fixed and intellectual intelligence is increased by 1%, then employee performance (Y) will increase at 0.132. However, the increment will not occur significantly. Furthermore, the regression coefficient of emotional intelligence is at 0.251, meaning that if other independent variables are fixed and emotional intelligence is increased by 1%, then performance (Y) will increase significantly at 0.251. The positive coefficient means the positive relationship between emotional intelligence and performance. An increment in emotional intelligence will make a better performance. The regression coefficient of spiritual intelligence variable is equal to 0,017, it means if other independent variable is fixed and spiritual intelligence is increased by 1%, then performance (Y) will increase at 0,017. However, the increment will not occur significantly. Based on the explanation, the multiple linear regression equation for this study is stated as follows:

$$Y = 12,504 + 0,132X_1 + 0,251X_2 + 0,017X_3$$

Dimension Correlation of Test Results

To find out which dimension has a strong influence, we made a matrix that connects the whole dimension between independent variable described in table 5 as follows:

Table 5. Interdependence Correlation Results

Variable	Dimention	Employee Performance (Y)					
		Quality (Y1)	Quantity (Y2)	Timelines (Y3)	Effectiveness (Y4)	Independence (Y5)	Commitment (Y6)
Emotional Intelligence (X2)	Self Awareness (X2.1)	0.219	0.427	0.264	0.161	0.077	0.261
	Self-Adjustment (X2.2)	0.146	0.374	0.396	0.100	-0.004	0.129
	Self Motivation (X2.3)	0.477	0.421	0.388	0.237	0.213	0.342
	Empathy (X2.4)	0.388	0.185	0.499	0.130	0.276	0.518
	Social Skills	0.513	0.222	0.358	0.155	0.293	0.336

(X2.5)

Source: Research Data Processed (2016)

According to table 5, the highest correlation value on emotional intelligence variable of employee performance is applied in the empathy to the commitment with the value of 0.518. This shows that employees have the ability to feel what others feel, they are able to understand the perspectives of others and build relationships trust. They can also align themselves with various types of relationships. Therefore, this makes a great impact on employee performance, particularly the commitment of employees who have the full responsibility of work.

Meanwhile, the lowest correlation of emotional intelligence on performance lies in self-control to independence with the value of -0.004. This indicates that there is no relevance between employees' performance and the ability to control and handle their own emotions, having a sense of inner conscience, the ability to delay the enjoyment before achieving their target and the ability to recover from emotional pressure.

CONCLUSIONS

Based on the research result and discussion, some conclusions can be drawn from this research. The variable of intellectual intelligence has a positive insignificant influence on the performance of employees of PT Bank BNI Syariah Head Office. According to these results, the company should always conduct hard-skill training to improve the intellectual intelligence of the employees. Then, the emotional intelligence has a positive and significant influence on performance. The result shows the highest correlation value on the emotional intelligence variable on employee performance lies in the empathy dimension towards the commitment dimension. Meanwhile, the lowest correlation of emotional intelligence on performance lies in the dimension of self-control towards the dimension of independence.

This means the performance of employees of PT Bank BNI Syariah Head Office is strongly influenced by the level of maturity and experience. The better performance will be conducted by the employees who have a good emotional intelligence. The result also shows that the company always improve the emotional intelligence of its employees with softskill training such as team building training, communication skill training, intrapersonal training, etc. The variable of spiritual intelligence has a positive insignificant influence on the performance of employees of Bank BNI Syariah. The company should always conduct an intense spiritual activity which can be attended by the majority of its employees. There is a simultaneous influence between the variables of intellectual intelligence, emotional intelligence, and spiritual intelligence on employee performance. The emotional intelligence has a positive and significant influence on performance. Meanwhile, intellectual intelligence and spiritual intelligence does not significantly influence performance. This shows the performance of employees of PT Bank BNI Syariah Head Office is directly influenced by the emotional intelligence of individual employees. The

company should always improve the softskill of their employees, therefore the individual performance may improve every year.

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