

The Influence of Intellectual Intelligence, Emotional Intelligence, and Spiritual Intelligence on the Performance of Employees of the Istiqlal Mosque Management Agency

Dudung Hadiwijaya¹, Endang Suherna²

^{1,2}Post Graduate Management, Universitas Muhammadiyah Tangerang

¹dhadiwijaya7@gmail.com,

Keyword	Abstract
<p><i>Employee Performance, Intellectual Intelligence, Emotional Intelligence, Spiritual Intelligence</i></p>	<p>This study aims to analyze the influence of intellectual, emotional, and spiritual intelligence on employee performance at the Istiqlal Mosque Management Agency. Based on the t-test results, it was found that all three independent variables—Intellectual Intelligence, Emotional Intelligence, and Spiritual Intelligence—have a significant effect on employee performance, with significance values of 0.000 (< 0.05) and t-calculated values exceeding the t-table value (1.978). Intellectual Intelligence contributes 32.5% to performance and shows a moderate correlation, while Emotional Intelligence has the strongest influence with a contribution of 41.8% and a strong correlation. Spiritual Intelligence also demonstrates a strong relationship with performance, contributing 37.4%. Furthermore, the F-test results show that intellectual, emotional, and spiritual intelligence simultaneously have a significant impact on employee performance, with an F-calculated value of 66.377 $>$ F-table value of 2.67 and a significant value of 0.000. Statistically, the combined contribution of these three variables to employee performance is 59.8%, while the remaining 40.2% is attributable to other factors beyond the scope of this study, such as work environment, leadership, organizational culture, or personal factors.</p>

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I. Introduction

Istiqlal Mosque, as one of Indonesia's proud icons, not only stands majestically as a place of worship but also serves as a center of inclusive Islamic civilization. (<https://kemenag.go.id>)

The Istiqlal Mosque is managed by the Istiqlal Mosque Management Agency (BPMI). The BPMI is an official body established by the Indonesian government to professionally manage the mosque. The BPMI was established through Presidential Decree (Keppres) No. 31/M of 2020 concerning the Appointment of the Grand Imam of the Istiqlal Mosque; Regulation of the Chairman of BPMI No. 2 of 2020 concerning Amendments to Regulation of the Chairman of BPMI No. 1 of 2020 concerning the Organization and Work Procedures of BPMI; Decree of the Chairman of BPMI No. 3 of 2020 concerning the Appointment of the BPMI Management for the 2020-2024 Period; and Regulation of the Daily Chairperson

of the Istiqlal Mosque Management Agency No. 81 of 2020 concerning Istiqlal Mosque Personnel.

The Indonesian Mosque Supervisory Agency (BPMI) is primarily responsible for managing all aspects related to the operation, maintenance, and development of the Istiqlal Mosque, including the implementation of religious, social, and cultural programs.

Through BPMI, the management of the Istiqlal Mosque is carried out with a modern and professional approach, encompassing financial governance, human resource management, and the implementation of activities involving various levels of society.

To realize this grand vision, the management of the Istiqlal Mosque requires human resources (HR) who are not only technically competent but also possess a balance of intellectual, emotional, and spiritual intelligence. Intellectual intelligence is necessary for management to design innovative programs and manage mosque operations

professionally. Emotional intelligence is key to building effective communication, creating harmony, and serving the congregation and community with empathy. Meanwhile, spiritual intelligence is the foundation for maintaining integrity, sincere intentions, and commitment to religious values in every decision and action.

Current condition of the performance of the Istiqlal Mosque management employees, examples of problems that frequently arise based on the results of a survey of 50 employees are as follows:

Table 1. Survey on the Performance of Istiqlal Mosque Management Employees

No	Description	Accurate/ Optimal	Slow/ Not Optimal	Total
1	Every event preparation is always on time	5	45	50
2	Major events such as Islamic holidays or state visits can be managed well or optimally	11	39	50
3	Service provided by employees can be provided optimally or on time	18	32	50
4	Every task can be carried out optimally or on time.	12	38	50
5	Employees have the ability to independently deal with various dynamics in the field.	15	35	50

Source: Survey of the performance of Istiqlal Mosque management, 2025

The survey results above on the performance of Istiqlal Mosque management staff reveal that when managing major events such as Islamic

holidays or state visits, several frequent obstacles are evident, reinforced by interviews that revealed confusion or overlapping workloads in some departments, leading to delays in event preparation and a decline in service quality.

The interviews also revealed that not all employees possess adequate knowledge and understanding of information technology for event management or financial reporting. As a result, some tasks are not carried out optimally or take longer than expected.

At certain times, such as Ramadan or Eid al-Fitr, the workload increases significantly. This can lead to physical and emotional exhaustion among employees, ultimately impacting the quality of service to the congregation.

Some employees have not received regular training to improve their intellectual, emotional, and spiritual intelligence. This can impact their ability to navigate the dynamics of the field, especially in situations requiring quick and prudent solutions.

The results of mapping factors that impact employee performance can be seen in the following table:

Table 2. Intellectual Intelligence Condition of Istiqlal Mosque Management Employees

Aspect	Problem	Impact
Lack of Intellectual Intelligence	The inability to design innovative and relevant programs for congregants from various backgrounds.	As a result, mosque activities become monotonous and less engaging.
	A lack of understanding of modern technology hinders the implementation of digital systems, such as event management, online donation collection, or communication with congregation members.	Some tasks are not carried out optimally or take longer than expected.
	Lack of skills in financial management, reporting, or	Leads to inefficiency and a lack of transparency in management.

Aspect	Problem	Impact
	mosque asset management	

Source: Survey of the performance of Istiqlal Mosque management, 2025

Based on the identified problems, it can be concluded that mosque management still faces various significant challenges, ranging from the inability to design innovative and relevant programs to a lack of understanding of modern technology. This results in monotonous mosque activities, low congregational participation, and suboptimal implementation of administrative and communication tasks. Furthermore, a lack of skills in financial and asset management can lead to inefficiency and a lack of transparency in mosque management. Therefore, efforts are needed to improve the capacity of mosque administrators to be more adaptive, professional, and responsive to the congregation's needs in the modern era.

Interview results regarding the emotional intelligence of Istiqlal Mosque management employees are shown in the following table:

Table 3. Emotional Intelligence Condition of Istiqlal Mosque Management Employees

Aspect	Problem	Impact
Lack of Emotional Intelligence	Administrators who are unable to manage their emotions tend to have difficulty communicating with their congregation or colleagues.	This can lead to misunderstandings and conflict.
	High workloads during large events can trigger stress, which, if not managed properly.	Can impact the quality of service and the work environment.
	Congregants feel unappreciated or underserved because administrators fail to understand their needs and feelings, especially in	Lack of Empathy in Service

Aspect	Problem	Impact
	sensitive situations.	

Source: Survey of the performance of Istiqlal Mosque management, 2025

Based on the various issues that arise in terms of emotional intelligence, it can be concluded that the mosque administrators' lack of emotional management negatively impacts the quality of communication, service delivery, and the overall work environment. Inability to respond to pressure or high workloads, especially during large events, can trigger stress, which reduces performance and creates a less conducive work environment. Furthermore, a lack of empathy for the congregation can lead to unfriendly or inadequate service, especially in situations that require sensitivity. This situation has the potential to lead to misunderstandings, conflict, and a decline in the congregation's trust in the mosque administrators.

The following table shows the results of interviews regarding the Spiritual Intelligence of Istiqlal Mosque employees:

Table 4. The Spiritual Intelligence of Istiqlal Mosque Management Employees.

Aspect	Problem	Impact
Lack of Spiritual Intelligence	Managers lacking spiritual depth may make decisions that do not reflect Islamic values, such as a lack of fairness, sincerity, or integrity in carrying out their duties.	Inconsistency with Religious Values.
	Some administrators may carry out their duties solely out of obligation, rather than as a form of worship or devotion, resulting in suboptimal work results.	Insincere Motivation
	The focus is more on administrative aspects than on the mosque's	Loss of Service Orientation

Aspect	Problem	Impact
	vision as a center of civilization and service to the community	

Source: Survey of the performance of Istiqlal Mosque management, 2025

Based on the table above, a lack of spiritual intelligence among mosque administrators can seriously impact the quality of leadership and the direction of mosque services. The absence of values such as justice, sincerity, and integrity in decision-making leads to deviations from the Islamic principles that should be the primary foundation. Furthermore, work motivation that is not based on a sincere intention to worship risks resulting in suboptimal performance. Excessive focus on administrative aspects without heeding the mosque's role as a center of civilization and service to the community also leads to a loss of spiritual and social orientation. Therefore, strengthening spiritual intelligence is crucial to ensure that mosque administrators are not only technically competent but also trustworthy and visionary.

As shown in Tables 1.2 through 1.4, the low performance of Istiqlal Mosque management employees is suspected to be due to the influence of intellectual intelligence, emotional intelligence, and spiritual intelligence, which impact the work results of Istiqlal Mosque management employees. Supported by intellectual intelligence, employees are able to design and implement relevant programs, from operational management to educational and social activities. Emotional intelligence enables employees to interact wisely and empathetically with various community groups from diverse backgrounds. Meanwhile, spiritual intelligence serves as a moral foundation that guides them in making decisions and carrying out their mandates responsibly.

Research also indicates that intellectual intelligence, emotional intelligence, and spiritual intelligence, both partially and simultaneously, influence employee performance (Misna Sari & Finthariasari, 2022). Similarly, Ritonga et al., 2023 and Khusnul Khatimah & Nurmayani, 2023, found that intellectual intelligence, emotional intelligence, and spiritual intelligence, both partially and simultaneously, significantly influence employee performance.

However, this is different from the results of research conducted by (Ali et al., 2023) that Intellectual Intelligence does not have a significant effect on Performance. Then (Taufik et al., 2023) and (Ahdiyah Bahar & Kamase, 2024) that Intellectual Intelligence and Spiritual Intelligence do not have a significant effect on Employee Performance, only Emotional Intelligence has a positive and significant effect on Employee Performance, this study was conducted at the Bappeda office of Bantaeng Regency. Meanwhile, what was conducted by (Putri & Kasmawati, 2024) and (Rahmawati, 2022) only on Emotional Intelligence which did not have a significant effect on Employee Performance, and this study was conducted at PT Telkom Indonesia WITEL Tangerang.

Employee performance is a critical determinant of organizational effectiveness, particularly in institutions with religious and social missions. Previous studies have examined the influence of intellectual, emotional, and spiritual intelligence on employee performance, yet findings remain inconsistent. This study investigates the impact of intellectual intelligence, emotional intelligence, and spiritual intelligence on the performance of employees at the Istiqlal Mosque Management Agency (BPMI). A quantitative survey method was employed, with data collected through structured questionnaires distributed to BPMI employees. Linear regression analysis was used to test the relationship between variables. The results indicate that intellectual, emotional, and spiritual intelligence each have a significant positive effect on employee performance, both individually and simultaneously. These findings contribute to the development of human resource management theory by integrating spiritual and emotional dimensions into performance evaluation, particularly in faith-based organizations. Practically, the study provides insights for BPMI management to design training and development programs that enhance employees' intellectual, emotional, and spiritual capacities, thereby optimizing organizational performance.

II. Literature Review

Intellectual Intelligence

Intellectual intelligence, often referred to as intelligence quotient (IQ), represents an individual's capacity to think rationally, analyze problems, and adapt to new situations. It

encompasses the ability to process information accurately, solve logical and strategic challenges, and apply knowledge in structured ways. Sternberg (2022) emphasizes that intellectual intelligence involves learning from experience, employing metacognitive processes, and adapting to environmental demands. Similarly, Robbins and Judge (2023) define intellectual intelligence as the ability to reason, think critically, and identify solutions to complex problems. In organizational contexts, employees with strong intellectual intelligence can communicate ideas persuasively, coordinate effectively, and contribute to team productivity.

The characteristics of intellectual intelligence are reflected in various cognitive abilities. Thurstone's theory identifies seven primary mental skills, including spatial ability, perceptual speed, numerical reasoning, verbal meaning, word fluency, memory, and inductive reasoning. Expanding on this, Nickerson, Perkins, and Smith highlight six core features: the ability to classify patterns, adapt behavior, think deductively and inductively, develop conceptual models, and understand relationships. These abilities illustrate how intellectual intelligence enables individuals to interpret abstract concepts, recognize logical connections, and apply structured reasoning in problem-solving (Nickerson et al., 2021).

Indicators of intellectual intelligence can be measured through specific dimensions such as numerical ability, verbal comprehension, perceptual speed, inductive and deductive reasoning, spatial visualization, and memory capacity. Robbins and Judge (2023) argue that these indicators are essential for evaluating employee potential and predicting workplace performance. Employees with high intellectual intelligence are more likely to make accurate decisions, adapt to organizational changes, and maintain efficiency in complex tasks. Recent studies confirm that intellectual intelligence remains a strong predictor of job performance, particularly in knowledge-intensive and competitive environments (Alghamdi, 2022; Pradhan & Jena, 2019).

In summary, intellectual intelligence is a multidimensional construct that integrates reasoning, problem-solving, and adaptive skills. It is commonly assessed through IQ tests that measure verbal, numerical, and logical abilities. High levels of intellectual intelligence enable employees to process information quickly,

respond effectively to challenges, and contribute to organizational success. Thus, intellectual intelligence serves as a critical foundation for human resource development, especially in institutions aiming to enhance competitiveness and long-term performance.

Emotional Intelligence

Emotional intelligence (EI) refers to the ability to recognize, understand, and manage emotions in oneself and others. It is widely acknowledged as a critical factor for success in both personal and professional contexts. Goleman (2021) defines EI as the capacity to identify feelings, motivate oneself, and regulate emotions effectively in social interactions. Similarly, Salovey and Mayer (2020) emphasize EI as the ability to process emotional information to support reasoning and decision-making. In organizational settings, EI is considered essential for effective leadership, teamwork, and conflict resolution, as it enables individuals to build trust and foster collaboration (Robbins & Judge, 2023).

The characteristics of emotional intelligence are often described in terms of five core dimensions: self-awareness, self-regulation, motivation, empathy, and social skills. Individuals with high EI demonstrate strong self-control, resilience under pressure, and the ability to empathize with others. They are also capable of motivating themselves to achieve goals despite setbacks and can build constructive relationships through effective communication and social competence (Yasin in Goleman, 2021). Recent studies confirm that these traits contribute significantly to workplace performance, particularly in environments that demand adaptability and interpersonal sensitivity (Alghamdi, 2022).

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demand adaptability and interpersonal sensitivity (Alghamdi, 2022).

Indicators of emotional intelligence can be operationalized through measurable dimensions. Robbins and Judge (2023) highlight self-awareness as the ability to recognize one's emotions and their impact on behavior, while self-management involves controlling impulses and maintaining focus under stress. Motivation reflects an internal drive to achieve goals, empathy represents sensitivity to others' feelings, and social skills encompass the ability to interact effectively and resolve conflicts. These indicators provide a framework for assessing EI in organizational research and practice. Empirical evidence suggests that employees with higher EI are more effective in managing stress, leading teams, and enhancing organizational performance (Pradhan & Jena, 2019; Miao, Humphrey, & Qian, 2020).

In summary, emotional intelligence is a multidimensional construct that integrates intrapersonal and interpersonal skills. It plays a pivotal role in shaping workplace dynamics, influencing leadership effectiveness, and improving team collaboration. As organizations increasingly recognize the importance of psychological and emotional competencies, EI has become a central focus in human resource development and performance management strategies.

Spiritual Intelligence

Spiritual intelligence (SQ) is increasingly recognized as a vital dimension of human capability, focusing on the ability to derive meaning, purpose, and moral values in life. It is not limited to religious belief but encompasses wisdom, empathy, and the capacity to act responsibly in complex environments. Zohar and Marshall (2007) describe SQ as the ability to address questions of meaning and value, situational behavior within a broader context. More recent perspectives emphasize that spiritual intelligence integrates intellectual, emotional, and moral dimensions, enabling individuals to balance material and spiritual needs in both personal and organizational life (Agustian, 2022; Tasmara, 2020).

The characteristics of spiritual intelligence include assertiveness, openness to innovation, lateral thinking, and resilience in facing adversity. Individuals with high SQ often demonstrate strong principles, the ability to find unity in

diversity, and the capacity to transform suffering into personal growth. These traits foster creativity, responsibility, and ethical decision-making, making SQ particularly relevant in modern organizations where values-based leadership is essential (Ramayulis, 2007; Zohar & Marshall, 2007). Recent studies confirm that SQ contributes to psychological well-being, adaptability, and sustainable performance in professional contexts (Amram & Dryer, 2020).

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Indicators of spiritual intelligence can be operationalized through dimensions such as vision, awareness of divine presence, prayer and meditation, patience, empathy, compassion, and service to others. Tasmara (2020) highlights that individuals with high SQ tend to orient their actions toward goodness, demonstrate forgiveness, and engage in social responsibility. These indicators align with contemporary findings that SQ enhances resilience, ethical conduct, and prosocial behavior in organizational settings (King & DeCicco, 2019).

In summary, spiritual intelligence represents the integration of meaning, values, and ethical awareness into human functioning. It enables individuals to navigate challenges with optimism, empathy, and integrity, while fostering creativity and responsibility. Within organizations, SQ provides a foundation for values-based management, guiding employees to align personal goals with collective goals. As such, SQ is increasingly viewed as a critical component of holistic human resource development and sustainable organizational success.

Employee Performance

Employee performance is a multidimensional construct that reflects both the outcomes and

processes of work. Indicators of performance are essential for evaluating the extent to which employees achieve organizational goals. Robbins and Judge (2019) emphasize that performance indicators include quality, quantity, and timeliness of work, which together provide a comprehensive measure of effectiveness. Similarly, Sudarmanto (2019) highlights that performance assessment must consider not only tangible results but also work behaviors and personal attributes that contribute to organizational success.

The quality of work is often measured by accuracy, thoroughness, and the absence of errors, while quantity refers to the volume of tasks completed within a given time frame. Timeliness, meanwhile, captures the efficiency of task completion relative to deadlines and coordination requirements. Miner, as cited in Sudarmanto (2019), adds cooperation with colleagues as a critical dimension, underscoring the importance of teamwork in achieving collective outcomes. These indicators ensure that performance evaluation captures both individual contributions and collaborative effectiveness.

In addition to output-based measures, behavioral indicators are increasingly recognized as vital. Work-related behaviors such as diligence, customer orientation, and adherence to organizational standards reflect the employee's commitment and professionalism. Personal traits, including adaptability, responsibility, and integrity, also play a role in shaping performance outcomes. Recent studies confirm that integrating behavioral and attitudinal measures with traditional output indicators provides a more holistic understanding of employee performance (Khan, Khan, & Khan, 2021).

Overall, performance indicators serve as tools for organizations to monitor, evaluate, and enhance employee contributions. By combining measures of quality, quantity, timeliness, cooperation, and behavior, organizations can develop fair and comprehensive appraisal systems. This integrated approach not only supports effective human resource management but also fosters motivation, accountability, and continuous improvement among employees (Mathis & Jackson, 2021; Kaswan, 2020).

III. Metode

The research method used is a causal associative method with a quantitative approach,

namely research conducted to determine the relationship between two or more variables.

For greater clarity, Figure 3.1 presents a research design that can demonstrate the causal relationship between the variables of Intellectual Intelligence, Emotional Intelligence, and Spiritual Intelligence and Employee Performance.

The population in this study were 221 employees, including cleaning services, at the Istiqlal Mosque Management Agency.

According to Sugiyono (2019:137), a research sample is a portion of the population and its characteristics. Sampling is a step in determining the sample size to be taken in conducting research.

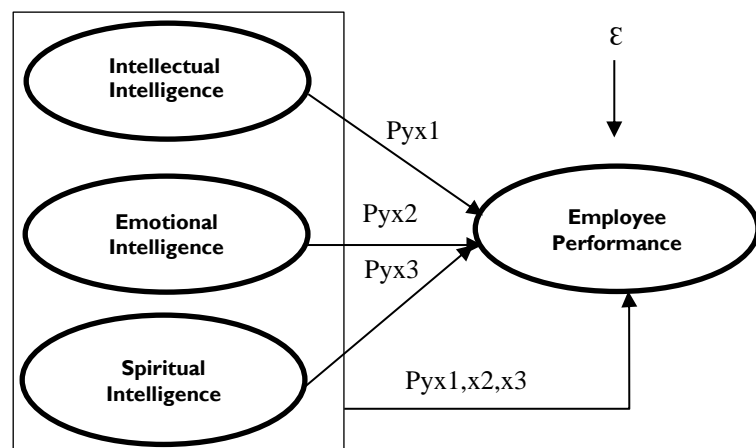
Sampling calculations use the Slovin formula,

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

where n is the sample size, N is the population size, and e is the percentage of tolerable sampling inaccuracy (error level). For this e value, the researcher used a value of 5%.

$$\begin{aligned} n &= N/1 + N(e)^2 \\ &= 199/1 + 199(0,05)^2 \\ &= 199/1 + (199(0,0025)) \\ &= 199/1 + 0,498 \\ &= 199/1,498 \\ &= 132,844 \approx 133 \end{aligned}$$

So the number of samples in this study was 133 BPMI employees who were taken using simple random sampling.



Description:

py,x1: Relationship between Intellectual Intelligence and Employee Performance

$r_{y,x2}$: Relationship between Emotional Intelligence and Employee Performance

$r_{y,x3}$: Relationship between Spiritual Intelligence and Employee Performance

$r_{y,x1,x2,x3}$: Relationship between Intellectual Intelligence, Emotional Intelligence, and Spiritual Intelligence and Employee Performance

r_c : epsilon (factors not studied)

IV. Results and Discussion

Data Preparation

Descriptive Statistics (Respondent Data Distribution)

The distribution of respondent data for each variable is shown in the following descriptive statistics.

Table 5. Distribution of Respondent Data

		Statistics			
		KI	KE	KS	KP
N	Valid	133	133	133	133
	Missing	0	0	0	0
Mean		40,53	33,23	50,98	32,23
Std. Deviation		11,610	7,366	11,232	7,722
Range		52	34	58	35
Minimum		17	16	19	15
Maximum		69	50	77	50

Source: SPSS Descriptive Statistics Output, Research 2025

Table 6. Distribution of Respondent Data

Uji Validitas N 30 (r tabel 0,361)								
No Item	X1		X2		X3		Y	
	R hitung	Result	R hitung	Result	R hitung	Result	R hitung	Result
1	0,876	Valid	0,840	Valid	0,873	Valid	0,782	Valid
2	0,920	Valid	0,892	Valid	0,818	Valid	0,879	Valid
3	0,924	Valid	0,911	Valid	0,892	Valid	0,890	Valid
4	0,736	Valid	0,889	Valid	0,880	Valid	0,872	Valid
5	0,846	Valid	0,892	Valid	0,917	Valid	0,839	Valid
6	0,518	Valid	0,809	Valid	0,854	Valid	0,907	Valid
7	0,866	Valid	0,831	Valid	0,842	Valid	0,829	Valid
8	0,922	Valid	0,899	Valid	0,886	Valid	0,904	Valid
9	0,859	Valid	0,944	Valid	0,870	Valid	0,883	Valid
10	0,937	Valid	0,693	Valid	0,850	Valid	0,726	Valid
11	0,939	Valid			0,825	Valid		
12	0,896	Valid			0,878	Valid		
13	0,915	Valid			0,705	Valid		
14	0,919	Valid			0,779	Valid		
15					0,840	Valid		
16					0,736	Valid		

Source: SPSS Descriptive Statistics Output, Research 2025

Validity and Reliability Test

The instrument validity test was calculated using Pearson correlation analysis with the help of SPSS version 25. According to Sugiyono (2020:173), the following criteria must be met for this test:

If $r \geq r$ table, then the questionnaire item is valid.

If $r \leq r$ table, then the questionnaire item is invalid.

In this study, the authors used 30 sample respondents for the trial, resulting in a value of r table $df = N-2$, i.e., $30-2$, resulting in an r table of 0.361.

Table 7. Instrument Reliability Test

Variabel	Cronbach's Alpha	N of Items	Info
Intellectual Intelligence	0,974	14	Reliabel Sangat Tinggi
Emotional Intelligence	0,960	10	
Spiritual Intelligence	0,972	16	
Employee Performance	0,957	10	

Regression Analysis

The purpose of testing the regression equation is to determine the tendency for changes in the dependent variable if the independent variable is, Simple regression: can be displayed concisely for each variable (X1, X2, X3 against Y).

Table 8. Instrument Reliability Test

Coefficients ^a						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
I	(Constant)	,090	2,351		,038	,970
	II	,181	,042	,272	4,255	,000
	EI	,427	,066	,407	4,696	,000
	SI	,212	,045	,308	4,696	,000

a. Dependent Variable: KP

Source: SPSS Descriptive Statistics Output, Research 2025

In column B of the Unstandardized Coefficients, the Constant (a) value is 0.090, while the Intellectual Intelligence (b) coefficient is 0.181, the Emotional Intelligence (b) coefficient is 0.427, and the Spiritual Intelligence (b) coefficient is 0.212. Therefore, the regression equation can be written as:

$$Y = 0.090 + 0.181X1 + 0.427X2 + 0.212X3 + e$$

The results of this equation in this study mean that Employee Performance is stable, or not influenced by Intellectual Intelligence, Emotional Intelligence, or Spiritual Intelligence. Employee Performance has a value of 0.090. Then, after being influenced by:

- 1) Intellectual Intelligence increases Employee Performance by 0.181 for every 1-point increase.
- 2) Emotional Intelligence increases by 0.427 for every 1-point increase.
- 3) Spiritual Intelligence increases by 0.212 of every 1 increase.

Correlation Analysis

The next step in testing this hypothesis is to use the product-moment correlation analysis technique to first determine the level of closeness of the relationship between the independent variables and the dependent variable. To measure the level of closeness of the correlation between variables, Sugiyono (2019:149) has criteria for interpreting the correlation coefficient (r) value.

Simple correlation between independent variables and dependent variables, The results of the multiple correlation analysis between the

independent variables and the dependent variables can be seen in the following table:

Table 9. Simple Correlation Coefficient

Correlations					
		KI	KE	KS	KP
II	Pearson Correlation	1	,383**	,460**	,570**
	Sig. (2-tailed)		,000	,000	,000
	N	133	133	133	133
EI	Pearson Correlation	,383**	1	,438**	,647**
	Sig. (2-tailed)	,000		,000	,000
	N	133	133	133	133
SI	Pearson Correlation	,460**	,438**	1	,612**
	Sig. (2-tailed)	,000	,000		,000
	N	133	133	133	133
EP	Pearson Correlation	,570**	,647**	,612**	1
	Sig. (2-tailed)	,000	,000	,000	
	N	133	133	133	133

** . Correlation is significant at the 0.01 level (2-tailed).

Source: SPSS Descriptive Statistics Output, Research 2025

In table 9, the results of the analysis between Intellectual Intelligence and Employee Performance are classified as moderate (0.570), Emotional Intelligence and Employee Performance are classified as strong (0.647) and Spiritual Intelligence and Employee Performance are classified as strong (0.612).

Table 10. Multiple Correlation Coefficient

Model Summary ^b				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
I	,779 ^a	,607	,598	4,898

a. Predictors: (Constant), II, EI, SI
b. Dependent Variable: EP

Source: SPSS Descriptive Statistics Output, Research 2025

In table 10, the results of the analysis between Intellectual Intelligence, Emotional Intelligence and Spiritual Intelligence with Employee Performance obtained a correlation value of 0.779 in column R. Thus, the correlation between Intellectual Intelligence, Emotional Intelligence and Spiritual Intelligence with Employee Performance has a correlation value of 0.779 and is included in the strong correlation criteria (0.600 – 0.799).

Determination (R²)

The coefficient of determination test was conducted to determine the extent of influence of the independent variables on the dependent variable.

1) The Effect of Intellectual Intelligence on Employee Performance

The analysis of the coefficient of determination of the effect of intellectual intelligence on employee performance yielded the following results:

Table 11. Results of Testing the Coefficient of Determination of Employee Performance on Emotional Intell

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	,647 ^a	,418	,414	5,913
a. Predictors: (Constant), EI				

Source: SPSS Descriptive Statistics Output, Research 2025

The SPSS output in table above obtained an R Square value of 0.418, then multiplied by 100% according to the coefficient of determination test formula ($r^2 \times 100\%$), resulting in a result of 41.8%. Thus, the contribution of Emotional Intelligence to Employee Performance is 41.8%.

2) The Influence of Spiritual Intelligence on Employee Performance

A regression analysis of the coefficient of determination for the influence of spiritual intelligence on employee performance yielded the following results.

Table 12. Results of Testing the Coefficient of Determination of Employee Performance on Spiritual Intelligence

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	,612 ^a	,374	,370	6,131
a. Predictors: (Constant), EP				

Source: SPSS Descriptive Statistics Output, Research 2025

The SPSS output in table above obtained an R Square value of 0.370, then multiplied by 100% according to the coefficient of determination test

formula ($r^2 \times 100\%$), resulting in a result of 37.0%. Thus, the contribution of Spiritual Intelligence to Employee Performance is 37.0%.

3) The Influence of Intellectual Intelligence, Emotional Intelligence and Spiritual Intelligence on Employee Performance

Regression analysis of the Determination Coefficient of the Influence of Intellectual Intelligence, Emotional Intelligence and Spiritual Intelligence on Employee Performance obtained the following results.

Table 13. Regression analysis of the Determination Coefficient of the Influence of Intellectual Intelligence, Emotional Intelligence and Spiritual Intelligence on Employee Performance obtained the following results.

Model Summary ^b				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	,779 ^a	,607	,598	4,898
a. Predictors: (Constant), II, EI, SI				
b. Dependent Variable: EP				

Source: SPSS Descriptive Statistics Output, Research 2025

The SPSS output in Table 13 above yields an Adjusted R Square value of 0.598, which is then multiplied by 100% according to the coefficient of determination test formula ($r^2 \times 100\%$), resulting in a result of 59.8%. Therefore, the contribution of Intellectual Intelligence, Emotional Intelligence, and Spiritual Intelligence to Employee Performance is 59.8%, with the remaining 40.2% influenced by other variables not examined.

Hypothesis Significance Testing

Significance testing is one of the most important stages in research, especially research using quantitative methodology. This test determines the conclusions of the research results. Significance testing determines whether the initial hypothesis is accepted or rejected.

Table 14. Partial t-test

Coefficients ^a						
Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.	
	B	Std. Error	Beta			
I	(Constant)	,090	2,351		,038	,970
II		,181	,042	,272	4,255	,000
El		,427	,066	,407	4,696	,000
Sl		,212	,045	,308	4,696	,000

a. Dependent Variable: EP

Source: SPSS Descriptive Statistics Output, Research 2025

The Effect of Intellectual Intelligence (X1) on Employee Performance (Y)

The calculated t-value of 4.255 is greater than the t-table value of 1.978, with a significance level of $0.000 < 0.05$. This means that intellectual intelligence has a significant effect on employee performance at BPMI.

The Effect of Emotional Intelligence (X2) on Employee Performance (Y)

The calculated t-value of 4.696 is greater than the t-table value of 1.978, with a significance level of $0.000 < 0.05$. This indicates that emotional intelligence has a significant effect on employee performance at BPMI and is a relatively dominant factor.

The Effect of Spiritual Intelligence (X3) on Employee Performance (Y)

The calculated t-value of 4.696 is greater than the t-table value of 1.978, with a significance level of $0.000 < 0.05$. In conclusion, spiritual intelligence also has a significant influence on employee performance at BPMI.

F-Test

To simultaneously test the hypothesis between Intellectual Intelligence (X1), Emotional Intelligence, and Spiritual Intelligence (X3) on Employee Performance, the following is the output from SPSS version 25:

Table 15. Multiple Regression Test Results Based on ANOVA Table

ANOVA ^a						
Model		Sum of Squares	df	Mean Square	F	Sig.
I	Regression	4777,108	3	1592,369	66,377	,000 ^b
	Residual	3094,666	129	23,990		
	Total	7871,774	132			

a. Dependent Variable: EP
b. Predictors: (Constant), Sl, El, II

Source: SPSS Descriptive Statistics Output, Research 2025

With a sample size of 133 and three independent variables, $df1 = 3 - 1 = 4$ and $df2 = 133 - 4 = 129$. At a 5% significance level ($\alpha = 0.05$), the F-table value is 2.67.

Calculated F-Table Results

Based on the SPSS output in Table 4.26, the calculated F-value is 66.377, significantly greater than the F-table value of 2.67.

Probability Significance

The probability value (sig. F-change) is $0.000 < 0.05$, indicating that the regression model is statistically significant.

Intellectual Intelligence (X1), Emotional Intelligence (X2), and Spiritual Intelligence (X3) simultaneously have a significant effect on Employee Performance (Y) at the Istiqlal Mosque Management Agency (BPMI).

The Effect of Intellectual Intelligence (X1) on Employee Performance (Y)

The results of the study indicate that intellectual intelligence has a positive and significant effect on employee performance (t-test $4.255 > t\text{-table } 1.978$; sig. $0.000 < 0.05$). The 31.9% contribution confirms that numerical, verbal, inductive-deductive reasoning, and memory skills support employee work effectiveness. This finding aligns with Putri & Kasmawati (2024), Batubara et al. (2021), and Ritonga et al. (2023), which emphasize that intellectual intelligence improves analytical and decision-making skills in organizations.

The Effect of Emotional Intelligence (X2) on Employee Performance (Y)

Emotional intelligence was shown to be the most dominant factor, contributing 41.8% (t-test 4.696 > t-table 1.978; sig. 0.000 < 0.05). The dimensions of self-awareness, self-management, motivation, empathy, and social skills strengthen harmonious and productive work behavior. This research aligns with those of Alfandi & Suprayetno (2024) and Septiana & Al Faruq Abdullah (2024), who emphasized that emotional intelligence plays a crucial role in building interpersonal relationships and enhancing effective leadership.

The Influence of Spiritual Intelligence (X3) on Employee Performance (Y)

Spiritual intelligence contributes 37.4% to employee performance (t-test 4.696 > t-table 1.978; significant 0.000 < 0.05). Spiritual factors such as life vision, awareness of God's presence, patience, empathy, and a spirit of service strengthen morality and work integrity. These results align with research by Misna Sari & Finthariasari (2022) and Ritonga et al. (2023), which emphasize that spiritual intelligence enhances psychological resilience and commitment to organizational values.

The Simultaneous Effect of X1, X2, and X3 on Employee Performance (Y)

Simultaneously, intellectual, emotional, and spiritual intelligence significantly influenced employee performance, contributing 59.8% (F-count 66.377 > F-table 2.67; sig. 0.000 < 0.05). The synergy of these three intelligences forms a comprehensive foundation: intellectual supports analysis and decision-making, emotional strengthens interpersonal relationships, and spiritual instills moral values and sincerity. This finding aligns with Batubara et al. (2021) and Putri & Kasmawati (2024), who emphasize that the integration of multidimensional intelligences results in superior, service-oriented performance.

V. Conclusion

Based on the research results to answer the problem formulation, the following conclusions can be drawn:

The Influence of Intellectual Intelligence (X1)

Intellectual intelligence has a positive and significant effect on employee performance at

BPMI (t-test 4.255 > t-table 1.978; sig. 0.000 < 0.05). The 32.5% contribution indicates that the higher the application of intellectual intelligence, the greater the employee's work effectiveness.

The Influence of Emotional Intelligence (X2)

Emotional intelligence proved to be the most dominant factor, contributing 41.8% (t-test 4.696 > t-table 1.978; sig. 0.000 < 0.05). This confirms that the ability to manage emotions, empathy, and social skills are crucial for improving employee performance at BPMI.

The Influence of Spiritual Intelligence (X3)

Spiritual intelligence also significantly influences employee performance (t-test 4.696 > t-table 1.978; sig. 0.000 < 0.05), contributing 37.4%. Spiritual factors such as life vision, patience, empathy, and a spirit of service strengthen employee morality and work integrity.

Simultaneous Influence of X1, X2, X3 on Employee Performance (Y)

Simultaneously, intellectual, emotional, and spiritual intelligence significantly influence employee performance (F-test 66.377 > F-table 2.67; sig. 0.000 < 0.05). The three variables contribute 59.8%, while the remaining 40.2%

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