

## An Analysis of The Effects of Intellectual, Emotional, & Spiritual Intelligence on Employee Performance: The Mediating Role of Organizational Commitment

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**Abstract.** *This study aims to examine the influence of intellectual intelligence, emotional intelligence, and spiritual intelligence on employee performance, as well as the role of organizational commitment as an intervening variable in these relationships. It also analyzes the direct effect of organizational commitment on employee performance. The research adopts an explanatory approach with a quantitative method. The population consists of all employees working at Private Auction Houses in Central Java and the Special Region of Yogyakarta, totaling 107 individuals. A census method was employed, making the entire population the study's respondents. Data analysis was conducted using Partial Least Squares (PLS). The findings reveal that intellectual intelligence, emotional intelligence, and spiritual intelligence have a positive impact on both employee performance and organizational commitment. Furthermore, organizational commitment significantly influences employee performance. The study also finds that organizational commitment mediates the effect of intellectual, emotional, and spiritual intelligence on employee performance. These findings highlight the importance of developing various aspects of intelligence and strengthening organizational commitment to enhance human resource performance in Private Auction Houses.*

**Keywords:** *Employee; Intellectual; Organizational; Performance; Spiritual.*

### 1. Introduction

The auction industry is a service sector that offers a wide range of activities—from pre-auction preparations to the execution of auctions managed by private auction houses. According to the Regulation of the Minister of Finance No. 113/PMK.06/2019, a Private Auction House in Indonesia is defined as a legal entity in the form of a Limited Liability Company (PT) that is specifically established to carry out business activities in the auction sector. As of January 2025, based on data from DJKN (Directorate General of State Assets Management) available

on the lelang.go.id domain, there are approximately 113 Private Auction Houses in Indonesia, with 13 of them located in Central Java and the Special Region of Yogyakarta (DIY).

The competition among these private auction houses is increasingly fierce, as each strives to become a preferred partner auction house. This drives auction houses to enhance their performance by delivering excellent services in pre-auction, auction, and post-auction phases in order to remain relevant and survive in the auction service industry. Given this context, it is crucial for private auction houses to examine the factors that influence employee performance. According to Goleman (2001), one of the key factors affecting human resources is individual intelligence. Intelligence is not limited to Intellectual Intelligence (IQ); Emotional Intelligence (EQ) plays an even more critical role. Employees with strong emotional intelligence are better able to empathize and deliver superior service compared to others.

This concept has shifted the perspective of many human resource practitioners. It is now widely recognized that work success is not solely dependent on academic intelligence as measured by IQ, but is more strongly influenced by emotional intelligence (EQ). In companies that rely heavily on teamwork, EQ is instrumental in achieving success. As noted by Druskat and Wolff (2001), studies indicate that teams become more creative and productive when there is participation, cooperation, and collaboration among members—conditions made possible by strong emotional intelligence.

This is further supported by empirical studies such as those by Angelica et al. (2020), Amelia et al. (2021), and Wardani et al. (2020), which demonstrate that both Intellectual Intelligence (IQ) and Emotional Intelligence (EQ) have a positive influence on employee performance. In addition to EQ, another important form of intelligence is Spiritual Intelligence (SQ). This form of intelligence is crucial in enhancing employee performance, especially in the context of private auction houses in Central Java and the Special Region of Yogyakarta, given the following business phenomena observed in pre-auction and auction services:

**Table 1: Performance Data of Private Auction Houses under the Regional Office of DJKN Central Java and Special Region of Yogyakarta (2021–2024)**

Periode	2021	2022	2023	2024
Triwulan I	207.936.500.000	122.514.500.000	224.573.153.092	227.066.877.667
Triwulan II	194.033.950.000	138.888.050.000	252.882.891.952	268.774.938.000
Triwulan III	172.375.900.000	163.613.870.000	274.981.936.000	261.056.683.500
Triwulan IV	189.922.205.000	88.003.490.000	353.748.525.000	267.933.781.227
Jumlah	764.268.555.000	513.019.910.000	1.106.186.506.044	763.775.596.894

Based on the performance data of Private Auction Houses in Central Java and the Special Region of Yogyakarta, there was a decline in performance between 2022 and 2024. This decline is suspected to be linked to the dynamic changes in Indonesia's auction system. These changes demand that employees of Private Auction Houses in Central Java and Yogyakarta adapt to new systems and procedures. Interviews conducted with leaders and staff members of these auction houses revealed several challenges in adapting to the changes. These challenges include both internal and external obstacles, as outlined below:

**Table 2. Internal and External Barriers of Private Auction Houses in Central Java and Yogyakarta**

No.	Internal Barriers	External Barriers
1	Employees are not proficient in adapting to the system change from conventional to online auctions (lelang.go.id Version 1 to Version 2), causing delays in auction processing.	Transition from conventional auctions to online auctions via the lelang.go.id application from Version 1 to Version 2.
2	Employees lack effective communication and outreach skills to attract public and investor interest in auction purchases.	The public is not yet familiar with purchasing assets through lelang.go.id, and auctioned goods often carry a negative image.
3	Employees are not skilled in handling issues such as legal claims, PKPU decisions, bankruptcy rulings, debtor intimidation, or public protests against auctions.	Frequent legal claims from debtors or third parties regarding asset ownership, leading to auction cancellations or bidder withdrawals.
4	Employees have falsified SKPT documents to ensure the auction proceeds.	PKPU and bankruptcy rulings from the District Court hinder the execution of auctions.
5	Employees have engaged in extortion (pungli) of debtors by promising to delay auction execution.	Blocking of Land Registration Certificates (SKPT) by BPN due to legal issues, resulting in auction cancellations.
6	Employees have been dishonest in using operational funds, causing financial losses to the company.	Transition from analog to digital data systems at BPN causes delays or inconsistencies in SKPT issuance, leading to auction cancellations.
7		High reserve prices (harga limit) set above market value lead to a lack of buyer interest.
8		High auction volume and large jurisdictions at certain KPKNL offices cause long delays, document expiry, and auction rescheduling.

The phenomenon of pre-auction service businesses in Central Java and the Special Region of Yogyakarta reveals significant pressure on employees of private auction houses. Demands from partners to expedite the auction process and ensure quick asset sales occur amid intense competition among auction houses. This pressure potentially causes work-related stress, which in some cases leads employees to resign or even resort to unethical means to achieve targets. According to Lewis (2000), this condition may arise because some employees tend to emphasize the external dimensions of behavior while neglecting the spiritual aspect. Consequently, behaviors detrimental to the company emerge in the long term. Conversely, employees who manage work stress effectively and demonstrate creativity in problem-solving gain valuable experiences that enhance personal competence while maintaining adherence to company values.

Therefore, achieving optimal performance depends not only on Intellectual Intelligence (IQ) and Emotional Intelligence (EQ) but also requires Spiritual Intelligence (SQ). Akhtar et al. (2017) state that spiritual intelligence enables individuals to have strong principles and vision, make meaningful interpretations of life experiences, and be more resilient in facing pressure. Similarly, Mitroff (1994) explains that spirituality plays a role in fostering positive work behavior, which impacts happiness and mental health, ultimately improving performance.

Several studies support the positive influence of SQ on employee performance, including research by Karana et al. (2022), Mujianto et al. (2021), Angelica et al. (2020), Wardani and Utami (2020), Wati and Surjanti (2018), Sibasopait (2018), and Haryono and Rosady (2017). However, contrasting results are found in Mukaroh and Nani (2021), who studied hotel employees in Bandar Lampung and discovered that SQ did not significantly affect performance, revealing a research gap that warrants further investigation.

Besides intelligence, organizational commitment is also considered an important factor influencing performance. Robbins (2003) states that organizational commitment reflects an individual's attitude toward their workplace, which drives loyalty and maximal effort for organizational success. Research by Mujianto et al. (2021) shows that organizational commitment not only positively affects performance but also acts as a mediating variable in the relationship between IQ and SQ with performance. This is further supported by Khanifah (2015), who proved that organizational commitment mediates the effect of EQ on performance.

However, a different view is expressed by Khairat (2017), who argues that organizational commitment does not have a significant impact on employee performance. This discrepancy indicates an inconsistency of findings in the literature, making further research essential. Based on these field phenomena and the identified research gaps, the author is interested in conducting an in-depth study titled: "Analysis of the Influence of Intellectual Intelligence, Emotional Intelligence, and Spiritual Intelligence on Employee Performance with Organizational Commitment as an Intervening Variable."

## 2. Research Methods

The research method used in this thesis is explanatory research with a quantitative approach. The study was conducted on all employees of private auction houses in the Central Java and Yogyakarta Special Region, totaling 107 individuals. Using a census method, the entire population was designated as respondents. Data were collected through questionnaires distributed to respondents to measure the variables of intellectual intelligence, emotional intelligence, spiritual intelligence, organizational commitment, and employee performance.

Data analysis was carried out using the Partial Least Square (PLS) technique, which includes testing the outer model to assess the validity and reliability of the instruments, as well as the inner model to examine the relationships among the research variables. In addition, this study also conducted a mediation test to determine the role of organizational commitment as an intervening variable in the influence of intelligence on employee performance.

## 3. Results and Discussion

The respondents of this study were all employees working at private auction houses in Central Java and the Special Region of Yogyakarta, totaling 107 employees. Respondent data were obtained through the distribution of questionnaires. The research was conducted by distributing the questionnaires from early January to March 2025.

The majority of respondents were male, totaling 62 individuals (57.9%), while female respondents numbered 45 (42.1%). In terms of age, the largest group of respondents was between 31 and 40 years old, comprising 47 individuals (43.9%). Most respondents held a Bachelor's degree (S1), with 54 individuals (50.5%). In terms of work experience, the majority had been employed for between 0 and 10 years, accounting for 56 respondents (52.3%). The evaluation of the measurement model for latent variables with reflective indicators was analyzed by examining the convergent validity of each indicator. Convergent validity testing in PLS can be assessed through the factor loading value (outer loading) of each indicator on its respective latent variable. An outer loading value above 0.70 is highly recommended (Ghozali, 2011).

**Table 3. convergent validity test**

No	Indicator	Outer Loading	Remarks
X1_1	Verbal Comprehension	0.795	Valid
X1_2	Numerical Intelligence	0.784	Valid
X1_3	Spatial and Perceptual Speed	0.710	Valid

<b>X1_4</b>	Memory	0.862	Valid
<b>X1_5</b>	Inductive Reasoning	0.873	Valid
<b>X1_6</b>	Deductive Reasoning	0.767	Valid
<b>X2_1</b>	Self-Awareness	0.812	Valid
<b>X2_2</b>	Self-Regulation	0.889	Valid
<b>X2_3</b>	Self-Motivation	0.891	Valid
<b>X2_4</b>	Empathy	0.899	Valid
<b>X2_5</b>	Social Skills	0.922	Valid
<b>X3_1</b>	Integrity or Honesty	0.836	Valid
<b>X3_2</b>	Energy or Enthusiasm	0.819	Valid
<b>X3_3</b>	Wisdom	0.811	Valid
<b>X3_4</b>	Reluctance to Cause Unnecessary Harm	0.788	Valid
<b>X3_5</b>	Ability to Endure Suffering	0.821	Valid
<b>X3_6</b>	Quality of Life Inspired by Vision and Values	0.803	Valid
<b>Y1_1</b>	Affective Commitment	0.854	Valid
<b>Y1_2</b>	Continuance Commitment	0.848	Valid
<b>Y1_3</b>	Normative Commitment	0.793	Valid
<b>Y2_1</b>	Quality	0.819	Valid
<b>Y2_2</b>	Quantity	0.809	Valid
<b>Y2_3</b>	Timeliness	0.782	Valid

<b>Y2_4</b>	Effectiveness	0.755	Valid
<b>Y2_5</b>	Job Knowledge	0.809	Valid
<b>Y2_6</b>	Creativity	0.764	Valid

Based on the results of the convergent validity test for each variable above, it can be concluded that all indicators are declared valid and therefore can be used to measure the variables in this study. Discriminant validity refers to a measure that indicates that a latent variable is theoretically distinct from other constructs or variables and is empirically proven through statistical testing. Discriminant validity is assessed using the Fornell-Larcker Criterion, HTMT (Heterotrait-Monotrait Ratio), and Cross Loadings. The results of the discriminant validity test for each variable are explained as follows:

**Table 4. Fornell Lacker Criterion**

Variable	Emotional Intelligence	Intellectual Intelligence	Spiritual Intelligence	HR Performance	Organizational Commitment
<b>Emotional Intelligence</b>	0.883				
<b>Intellectual Intelligence</b>	0.492	0.800			
<b>Spiritual Intelligence</b>	0.344	0.510	0.813		
<b>HR Performance</b>	0.559	0.650	0.578	0.790	
<b>Organizational Commitment</b>	0.613	0.667	0.557	0.725	0.832

The results of the table show that the square root of the AVE values is higher than the correlations between constructs. This indicates that the constructs in the estimated model have met the criteria for high discriminant validity, meaning the results of the data analysis are acceptable as the values describing the relationships between constructs are distinct. This suggests that all constructs exhibit good discriminant validity. Therefore, the research



instrument used to measure all constructs or latent variables in this study has met the criteria for discriminant validity.

The validity test using the Heterotrait-Monotrait ratio (HTMT) criterion was conducted by examining the HTMT matrix. The acceptable HTMT value is below 0.9, which indicates that the evaluation of discriminant validity is satisfactory.

**Table 5. Heterotrait-Monotrait Ratio (HTMT) Criterion**

Variable Relationship	Heterotrait-Monotrait Ratio (HTMT)
Intellectual Intelligence <-> Emotional Intelligence	0.534
Spiritual Intelligence <-> Emotional Intelligence	0.361
Spiritual Intelligence <-> Intellectual Intelligence	0.566
Human Resource Performance <-> Emotional Intelligence	0.616
Human Resource Performance <-> Intellectual Intelligence	0.728
Human Resource Performance <-> Spiritual Intelligence	0.632
Organizational Commitment <-> Emotional Intelligence	0.716
Organizational Commitment <-> Intellectual Intelligence	0.799
Organizational Commitment <-> Spiritual Intelligence	0.644
Organizational Commitment <-> Human Resource Performance	0.875

The values in the HTMT matrix are all below 0.9, indicating that the model demonstrates acceptable discriminant validity. Based on the results of the discriminant validity test, it can be concluded that the requirements for both the Fornell-Larcker Criterion and HTMT have been met. Therefore, all constructs in the estimated model fulfill the criteria for good discriminant validity, meaning the data analysis results are acceptable.

Reliability testing is a statistical method used to assess the consistency and stability of a measurement instrument in evaluating a particular variable or construct. Reliability testing is crucial to ensure that the measurement instrument is trustworthy and yields consistent data.



The results of Cronbach's Alpha, Composite Reliability, and Average Variance Extracted (AVE) for each construct and its indicators can be seen in the following table:

**Tabel 6** realibility test

	<i>Cronbach's alpha</i>	<i>Composite reliability</i>	<i>Average variance extracted (AVE)</i>
<b>Emotional Intelligence</b>	0.929	0.947	0.780
<b>Intellectual Intelligence</b>	0.887	0.914	0.640
<b>Spiritual Intelligence</b>	0.898	0.921	0.661
<b>HR Performance</b>	0.880	0.909	0.624
<b>Organizational Commitment</b>	0.777	0.871	0.692

Reliability test shows that the indicators used in the study truly reflect the real conditions of the research object. Table 4.11 indicates that the reliability test results for each construct are considered good. This is evidenced by the AVE values of each construct being greater than 0.5, and the composite reliability and Cronbach's alpha values of each construct being greater than 0.7. Referring to Chin's opinion in Ghozali (2011), the composite reliability results for each construct are good and can be used in the analysis process to determine whether there is a relationship between each construct, because the obtained values are greater than 0.70. Based on these results, all variables have composite reliability values greater than 0.7, meaning they have good reliability and can be used in further research.

Based on the evaluation results of convergent validity and discriminant validity of the variables as well as the reliability of the variables, it can be concluded that the indicators used can be stated as valid and reliable measures of the research variables.

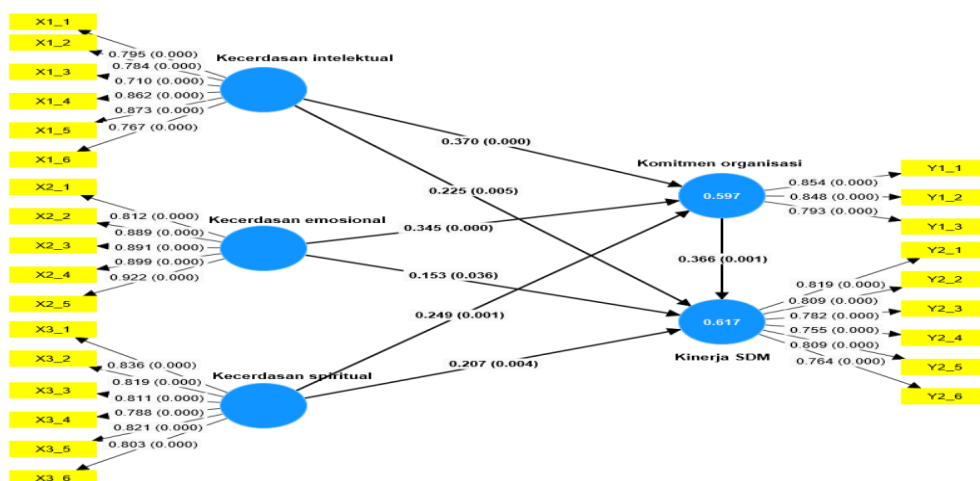
**Tabel 7** Koefisien Determination Value (*R-Square*)

<b>Variable</b>	<b>R-square</b>
<b>Employee performance</b>	0.617
<b>Organizational Commitment</b>	0.597

The coefficient of determination (R-square) obtained for the Organizational Commitment model is 0.597, meaning that the Organizational Commitment variable can be explained 59.7% by the variables intellectual intelligence, emotional intelligence, and spiritual intelligence. The remaining 40.3% is influenced by other variables outside of the study. This R-square value (0.597) falls within the range of 0.33 – 0.67, indicating that intellectual intelligence, emotional intelligence, and spiritual intelligence have a fairly large (moderate) effect on the Organizational Commitment variable.

The R-square value for Human Resource Performance is 0.617, meaning that Human Resource Performance can be explained 61.7% by the Organizational Commitment variable, while the remaining 39.3% is influenced by other variables outside the study. This R-square value (0.617) is also within the range of 0.33 – 0.67, indicating that Organizational Commitment has a fairly large (moderate) effect on Human Resource Performance.

Structural model testing (inner model) involves examining the relationships between latent constructs by looking at the estimated path coefficient values and their significance levels (Ghozali, 2011). This procedure is carried out as a step in testing the research hypotheses that have been proposed. The test results include the output of the structural model's loading factors, which will explain the influence of the constructs intellectual intelligence, emotional intelligence, organizational commitment, and human resource performance. Data processing was conducted using the Smart PLS v4.1.0 software. The results of the data processing are shown in the following figure:



**Figure 1 Full Model SEM-PLS**

This section presents the results of the hypothesis testing conducted in the previous chapter. To determine whether a hypothesis is accepted or rejected, the calculated t-value ( $t_{hitung}$ ) is compared with the critical t-value ( $t_{tabel}$ ). If  $t_{hitung} > t_{tabel}$ , the hypothesis is accepted. The critical t-value at a 5% significance level is 1.96. The results of the influence test for each research variable are presented as follows.

**Tabel 8 Path Coefficients**

Variable Relationship	Original Sample	T Statistics	P Values	Description
Emotional Intelligence -> HR Performance	0.153	2.095	0.036	Significant
Emotional Intelligence -> Organizational Commitment	0.345	4.929	0.000	Significant
Intellectual Intelligence -> HR Performance	0.225	2.796	0.005	Significant
Intellectual Intelligence -> Organizational Commitment	0.370	4.637	0.000	Significant
Spiritual Intelligence -> HR Performance	0.207	2.915	0.004	Significant
Spiritual Intelligence -> Organizational Commitment	0.249	3.411	0.001	Significant
Organizational Commitment -> HR Performance	0.366	3.240	0.001	Significant

The analysis of the relationships between emotional intelligence, intellectual intelligence, spiritual intelligence, organizational commitment, and employee performance reveals several important findings. First, emotional intelligence has a positive and statistically significant effect on both HR performance and organizational commitment. Although its direct impact on performance is relatively modest, emotional intelligence strongly enhances employees' commitment to the organization. This suggests that employees who are better at managing their emotions and understanding others tend to feel more loyal and dedicated, which may indirectly improve their overall work performance.

Similarly, intellectual intelligence demonstrates a meaningful and significant influence on both employee performance and organizational commitment. Employees with higher cognitive abilities not only perform better but also tend to have a stronger attachment to their organization. This indicates that intellectual capabilities equip employees to handle job

demands effectively while fostering a sense of responsibility and alignment with organizational goals.

Spiritual intelligence also plays a crucial role in the workplace by significantly affecting both performance and commitment. Employees with higher spiritual intelligence tend to find deeper meaning in their work and are better able to cope with stress, which translates into higher job performance and stronger organizational loyalty. This underscores the importance of addressing not only the cognitive and emotional aspects of intelligence but also the spiritual dimension to support employee well-being and effectiveness.

Moreover, organizational commitment itself has a significant positive impact on employee performance. This reinforces the idea that committed employees are more motivated, engaged, and productive. Taken together, these results suggest a dynamic interplay where intellectual, emotional, and spiritual intelligences contribute to enhancing organizational commitment, which in turn strengthens employee performance. The findings imply that organizations aiming to boost performance should invest in developing all three types of intelligence among employees, while also fostering a workplace environment that nurtures strong commitment.

Overall, this comprehensive approach not only improves individual performance but can also lead to sustainable organizational success by promoting employee loyalty and reducing turnover risks. Future research could further explore how interventions designed to enhance these intelligences and commitment levels may lead to long-term performance improvements.

Despite the valuable insights provided by this study, several limitations should be acknowledged. First, the research was conducted solely on employees of private auction houses in Central Java and the Special Region of Yogyakarta, which may limit the generalizability of the findings to other industries or geographic regions. Future research could expand the scope to include different sectors and regions to verify whether similar patterns hold true in diverse organizational contexts. Second, this study employed a cross-sectional design, capturing data at a single point in time. Consequently, it cannot fully establish causal relationships between emotional, intellectual, and spiritual intelligence, organizational commitment, and employee performance. Longitudinal studies would be beneficial to better understand how these variables influence one another over time. Finally, the concept of spiritual intelligence remains relatively underexplored, especially in organizational settings. Further qualitative and mixed-methods research could delve deeper into how spiritual intelligence is manifested in the workplace and how it interacts with other forms of intelligence to affect employee outcomes.

#### 4. Conclusion

Since organizational commitment has been shown to mediate the relationship between different forms of intelligence and performance, leaders must implement strategies to

reinforce employees' emotional attachment to the company. Clear communication of the organization's vision, recognition of employee contributions, opportunities for career advancement, and fostering a supportive work culture are essential elements to cultivate commitment. Moreover, adopting a holistic approach that develops emotional, intellectual, and spiritual intelligence simultaneously will not only enhance individual performance but also build a resilient workforce capable of sustaining long-term organizational success. Finally, to ensure these efforts are effective, organizational policies and culture should support the development of these intelligences and commitment. Integrating these principles into recruitment, onboarding, performance evaluations, and reward systems will help embed them into daily practices and create an environment conducive to both employee growth and organizational excellence.

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