



Religiosity as a Moderation of the Effect of Intellectual and Spiritual Quotient on Employee Performance

Andro Dewantara Noegroho✉, Nury Ariani Wulansari

Management Department, Faculty of Economics, Universitas Negeri Semarang, Semarang, Indonesia

Article Information

Article History:

Received March 2020

Approved April 2020

Published June 2020

Keywords:

**Intellectual Intelligence,
Spiritual Intelligence,
Religiosity and Employee
Performance.**

Abstract

The purpose of this study is to examine and Determine the moderating effect of religiosity from the effect between intellectual intelligence and spiritual intelligence on the performance of employees of state-owned bank branches conventional Tegal. This study took a sample of 115 employees using a multi-stage type of probability sampling technique, the which is a combination of proportional sampling and random sampling techniques. Data collection method is done by distributing questionnaires. The method of data analysis uses descriptive statistical tests and SmartPLS 3.0 software. The results of this study intellectual intelligence that has a positive effect on employee performance. Likewise, with spiritual intelligence has a positive effect on employee performance. In the moderation test, religiosity is not Able to moderate the relationship of intellectual intelligence on employee performance religiosity meaning that weakens the relationship, hypothesis 3 is rejected. Then, religiosity is Able to Strengthen the relationship of spiritual intelligence on employee performance hypothesis 4 is accepted meaning. Suggestions from this study, employees of conventional state-owned bank branch offices in Tegal city are expected to be Able to empower Reviews their intelligence in order to be Able to improve the level of performance in accordance with the company's standards and for the management of conventional state -owned bank branch offices in Tegal city always provide motivation and establish communication with employees so that employees continue to maintain intellectual intelligence and spiritual intelligence in the work environment.

INTRODUCTION

Human Resources (HR) is superior to a high quality is required of any organization to be able to achieve the goals set (Sudarma, 2012). Human resources are an important asset in an organization that can mobilize other resources (Irawan & Sudarma, 2016). Human resources have an important role both individually and in groups, and human resources is one of the main drivers of the smooth operation of the business, even the decline of the company is determined by the existence of human resources (Ghoniayah & Masurip, 2011). Employees as the company's human resources will be the limelight of success when the company succeeded in developing the potential of employees with optimal (Sanjaya,

2012). In addition to human resources, companies need to have a competitive advantage which can be realized as the harmony between the competencies that differentiate a company and factors critical to achieve success in the industry that led to the company to have a better performance than competitors (Yuniawan et al., 2017).

The success of a company in achieving its objectives depends not only on the facilities and instructors alone but depends on the performance of employees (Susanti & Palupiningdyah, 2016). Performance is the result of someone achieves in performing their duties on skill, effort, and opportunity (Ranihusna, 2010). Meanwhile, the performance of the organization can be seen from the level of the organization in achieving its objectives based on predetermined objectives (Marto-

no, 2013). Performance show anything done by the employees, who may be in the form of the effectiveness of the completion of their duties, cooperation with others, the quality and quantity of their work, and their presence in the workplace (Martono et al., 2018). Performance has been widely studied by researchers in the field of human resources. However, the present study will try to examine the performance with an emphasis on individual views of factors intelligence (Intellectual Intelligence / IQ) and spiritual intelligence (Spiritual Intelligence / SQ). Based on previous studies mentioned that the intellectual and spiritual intelligence have a positive influence on the success of employee performance (Rani et al., 2013; Mahmood et al., 2015; Mulyani, 2016).

Intellectual Intelligent (IQ) or often referred to intelligence is the ability to think rationally, remember, learn, understand, solve problems and then effectively apply what they have learned (Bell, 2013). Intellectual means that intelligence is strongly associated with a person's cognitive abilities such as employees are able to solve problems at work, able to plan and understand each idea will be proposed to improve the performance, as well as employees have a high recall. So, intelligence that employees were able to prove the results of studies showing that the intellectual has a positive effect on employee performance (Mahmood et al., 2015; Mulyani, 2016).

A part intelligence is a factor the successful performance, as well as the alleged spiritual intelligence success factors of employee performance. Spiritual intelligence is the ability to give meaning and value of life with good values rooted in religion (divinity) are applied in every activity and behavior, towards becoming a perfect man (Notoprasetyo, 2012). Spiritual intelligence related to someone able to develop themselves through the implementation of positive values. Spiritual intelligence also helps employees to solve the problem and try to come to terms with the problem at hand. Employees who have a good spiritual intelligence is seen when the employee is able to adapt to the environment and are able to accept failure as a form of learning in the future. Therefore, spiritual intelligence capable of affecting the performance of employees. As with previous studies showing that spiritual intelligence have a positive relationship to the performance of employees (Mulyani, 2016; Mandala & Dihan, 2018).

According to Sari (2015) revealed that employees today work only oriented to the world only by means merauk sebanyaknya advantage but do not pay attention to how mendapatannya,

or justify different ways that of course is prohibited in Islam, it is not categorized as works in Islam. In fact, the results of one's work is not only concerned with worldly but there is an element of blessing as well. So as each individual is expected to have a good religiosity as well so that they get the performance helpful.

Religiosity is an important value in the individual's cognitive structure that can influence the behavior of individuals so that someone, it will minimize the level of the tendency to deviate behavior or behavior that is opposed by religious norms (Bintari, Dantes, & Sulastri, 2014). In this study, religiosity serve as a moderating variable on the relationship between intelligence and spiritual intelligence intelektual on employee performance. This is because there are different research results. Previous research has found intellectual and spiritual intelligence had an influence on the success of employee performance (Rani et al., 2013; Mahmood et al., 2015). But recently, there is research that says that the intellectual and spiritual intelligence cannot affect the successful performance of employees (Gondal & Hussain, 2013; Pratt, 2014).

Therefore, this study tried to use moderation variables to test whether religiosity employee performance can improve or weaken the intelligence on the performance of employees and as well as spiritual intelligence on the performance of employee whether religiosity can improve or weaken the relationship. According to Mahmood et al. (2015) stated that religiosity is a moderating variable in relation to the intellectual and spiritual intelligence on performance. It also supported the statement of Osman-gani, Hashim, and Ismail (2012) states that religiosity can strengthen the influence of independent variables on the dependent variables. Research was conducted on the conventional banking sector SOEs.

The purpose of this study is to test the performance of the employees of religiosity as a moderator of the relationship between intellectual intelligence and spiritual intelligence on the performance of employees where this research will investigate the employee working in the SOE conventional banking branch offices in Tegal.

Hypothesis Development **Effect of Intellectual Intelligence on Employee Performance**

Employees who have a relatively high cognitive ability is expected to produce a high performance as well. This is because, the employee has considerable potential to be able to analyze, plan and solve every problem with a good job.

Employees who have high intellectual intelligence means that the employee is very easy to understand the science that has been given, so that employees will have the ability to solve problems with a good job (Eysenck & Kamin, 1981).

Intellectual divided into two types, namely general and specific abilities. Two of these capabilities can be used as a measure of success of the employee's performance. Someone who has a general cognitive ability, the employee will be able to perform their jobs better, although specific abilities also play an important role in predicting the result of someone's performance (Ree et al., 1994). The success of an organization is determined by the quality and performance of employees in the organization to achieve organizational goals set (Septyaningsih & Palupinidyah, 2017).

In essence, when employees have high intellectual intelligence such as the ability to reason, plan, solve problems, able to think abstractly, comprehend ideas and have a good grasp, it is expected to produce a high performance. Consistent with previous studies which stated that the intellectual has a positive effect on employee performance (Trihandini, 2005; Rahmasari, 2012; Putri, 2016).
H1: Intellectual intelligence positive effect on employee performance

Effect of Spiritual Intelligence on Employee Performance

Spiritual intelligence teach people to express and give meaning to every action, so if you want to show a good performance is needed spiritual intelligence (Munir, 2000). This means that when a person who is able to interpret every action with positive values and able to balance between the emotional, feelings and thoughts, the performance of which will be generated will be better employees.

Employees need to have a spiritual intelligence because it can create self into someone who always think positive in addressing any problems that it faces. Additionally, able to receive and interpret positively every failure they experienced. Thus, when each employee who has a spiritual intelligence is good, then the employee will not experience any despair get results. Even when employees take positive values, employees will make it as learning to improve performance.

Someone who carries the meaning of spirituality in his work will feel more meaningful life and work. It encourages and motivates him to further improve its performance (Masitoh & Sudarma, 2019). The statement was supported by

previous studies that claim that spiritual intelligence have a positive influence on employee performance (Khandan & Koohpaei, 2017; Mandala & Dihan, 2018).

H2: Spiritual intelligence has a positive effect on the transfer of training.

Effect of Intellectual Intelligence on Employee Performance that in Moderation Religiosity

Intellectual has a meaning as a learning experience efforts undertaken in everyday life as well as the ability to solve the problems experienced by either of the individual, social, academic, cultural, economic and family (Riasning, Datrini, & Putra, 2017),

Some studies suggest that religiosity is able to moderate the relationship intelligence on employee performance (Mahmood et al., 2015). Performance results will improve if employees have a high cognitive ability and is able to adapt to the problems that occur in the workplace. However, the level of employee performance is also influenced by religiosity that will strengthen or weaken. Therefore, this study will try to examine religiosity as moderation (strengthen or weaken) the relationship of intelligence on employee performance.

H3: Religiosity may moderate the relationship between intellectual intelligence on employee performance

Spiritual Intelligence Influence on Performance Employees in Moderation Religiosity

Spiritual intelligence assist in the development of a person's identity with a clear and stable among individuals, especially in the context of the workplace (Tee et al., 2011). Someone who has an inwardly intelligence that makes the mind and spirit becomes always think positive in every event that has happened. So that it grows into someone wiser.

Performance has a broad meaning which is not only related to the results of course but the process to get such a result can be categorized as performance. To achieve a good performance of the organization, employees with good performance is needed (Murniasih & Sudarma, 2016). Spiritual intelligence and religiosity are both related to the spiritual, so that if someone has a good inner intelligence will improve its performance. However, the level of employee performance also noted the presence of one's religiosity. If the employee has the religiosity of someone well, it is possible that the value of religiosity able to strengthen the relationship of spiritual intelligence on the performance of the employees and vice versa.

This study will use religiosity on spiritual intelligence relationship to the employee's performance. Then to find out the results of religiosity able to strengthen or weaken the relationship of spiritual intelligence on employee performance. This research was also supported by previous research that says that religiosity can moderate the influence of spiritual intelligence on employee performance (Osman-gani et al., 2012).

H4: Religiosity able to moderate the relationship between spiritual intelligence on employee performance

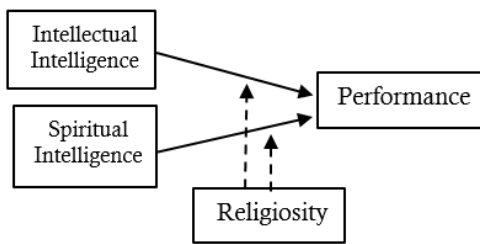


Figure 1. Research Model

METHOD

This study examined about the performance of employees at state enterprises employees Conventional Banks in Tegal. The samples used were 115 respondents to the technique of sampling using probability sampling type multi-stage sampling. Multi-stage sampling is a sampling technique by means of a combination of proportional random sampling and random sampling (Ferdinand, 2014). Data collection techniques using questionnaires and measurement menggunakan Likert scale. 115 questionnaires were returned number is then filtered and examined again the completeness of the data. The final result of the number of questionnaires to be processed the data number 115 in accordance with the number of respondents.

The variables of this research is employee performance using the instrument adopted by the Salanova and Agut (2005) one of the items the question is "I can understand the specific needs requested from the customer" and "I can do more than usual for customers". Variable intelligence using the instrument adopted by the Furnham, Fong, and Martin (1999) one of the items the question is "I have the ability to use or arranging the words" and "I have the ability to understand themselves and develop it".

Spiritual intelligence variable using the instrument adopted by the Tirri and Nokelainen (2008) one of the items the question is "I think is important about the meaning and purpose of life

amid the bustle of everyday life" and "I often contemplate meaning and purpose to my life". The last variable is religiosity as moderation using the instrument adopted by the Mathur (2012) one of the items the question is "I am very religious" and "religion I profess very important for me".

Each variable has the following indicators: employee performance has six indicators with questions item number 6 statement, according to Salanova et al. (2005) is listen to the needs of customers, understand customer needs, positioning itself on the customer, provide the best service, to do more for customers, and provide services that cannot be found outside of the organization. Indicators of variable intelligence according to Tirri and Nikelainen (2011) there are seven indicators with question number 7 statement items are: linguistic or language, arithmetic intelligence, spatial intelligence or space, musical intelligence, kinesthetic intelligence, intrapersonal intelligence and interpersonal intelligence.

Indicators of spiritual intelligence variable according to Kirsi Tirri et al. (2006) there are four indicators with the item question number 4 statements: the ability of the circumstances, the ability to cope with everyday experience and the use of imagination, the ability to suppress as a measure of appreciation and ability feels secure, love and responsibility to others. Then the last variable is an indicator of religiosity by Mathur (2012) there are six indicators with the item question number 6 statement that attendance at places of worship, the importance of religious beliefs, the importance of religious values, believe in god, recognize religiosity, and their sense that their country could become a better place

RESULTS AND DISCUSSION

This study uses data processing techniques with methods of SEM-based Partial Least Square (PLS) to assess Outer Model as well as to evaluate the reliability of the construct variables in the model analysis. The following diagram outer lane PLS model.

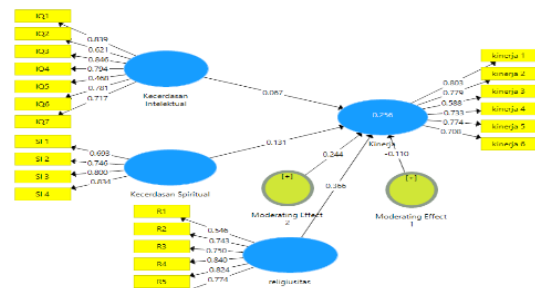


Figure 2. Diagram Line Outer Model PLS

Validity Test

Convergent validity test was measured using a loading factor value. If the value of the loading factor > 0.70 then, the item is declared valid question. Here are the results of convergent validity are presented in Table 1.

Table 1. Outer Model

	IQ	SQ	R	P	Statement
IQ 1	0868				valid
IQ 3	0874				valid
IQ 4	0788				valid
IQ 6	0787				valid
IQ 7	0732				valid
SQ 2		0829			valid
SQ 3		0823			valid
SQ 4		0840			valid
R 2			0736		valid
R 3			0760		valid
R 4			0833		valid
R 5			0839		valid
R 6			0786		valid
K 1				0830	valid
K 2				0820	valid
K 4				0761	valid
K 5				0731	valid

According to the research, there are 5 items of questions that are not valid are 2 items statement of variable intellectual intelligence (IQ), 1 item a statement of spiritual intelligence (SQ), 1 item declaration of variables of religiosity (R) and 1 item declaration of performance variables (K). The statement so that 5 items were eliminated one by one from the model of research and testing back. Thus, an increase in the value of the indicator loading factor that is not eliminated so that all items of questions have fulfilled loading factor > 0.70 then convergent valid.

Discriminant validity test is measured by the value of cross loading and the ratio between the value AVE and roots AVE. The calculation of the value of cross loading declared invalid if the item concerned the question of latent variables is greater than the other latent variables question items. Based on research results demonstrate the value of cross loading of all items each variable is declared valid question. While the value of AVE can be declared valid if the value of the root AVE discriminant is greater than the value AVE.

Table 2. Value Cross Loading

	KI	KS	R	K	Statement
IQ 1	0868	0163	0184	0212	valid
IQ 3	0874	0177	0178	0196	valid
IQ 4	0788	0217	0216	0126	valid
IQ 6	0787	0198	0250	0148	valid
IQ 7	0732	0070	0231	0179	valid
SQ 2	0053	0829	0175	0202	valid
SQ 3	0180	0823	0205	0155	valid
SQ 4	0257	0840	0215	0213	valid
R 2	0155	0196	0736	0267	valid
R 3	0190	0249	0760	0325	valid
R 4	0175	0164	0833	0401	valid
R 5	0329	0198	0839	0345	valid
R 6	0162	0149	0786	0360	valid
K 1	0152	0271	0358	0830	valid
K 2	0217	0246	0364	0820	valid
K 4	0208	0123	0308	0761	valid
K 5	0103	0055	0336	0731	valid

Table 3. Square Root value AVE and AVE

Variables	AVE	The square root AVE
IQ	0658	0811
SQ	0690	0831
R	0627	0792
K	0619	0787

Based on Tables 2 and 3 show that all indicators each variable is declared valid discriminant.

Reliability Test

Test reliability is used to measure the stability and consistency of an instrument for measuring a variable. Test reliabilias measured by looking at the value of Cronbach Alpha and composite reliability. If the value of Cronbach's alpha and composite reliability is more than 0.70. So, the question items to measure a variable is said to be reliable.

Table 4. Cronbach's Alpha and Composite Reliability

Variables	Composite Reliability
IQ	0906
SQ	0870
R	0893
K	0866

Based on Table 4 shows that all composite reliability construct value of more than 0.70, it can be said that all of the construct reliable.

The Coefficient of Determination (R²)

Test the coefficient of determination aims to measure how far the ability of independent variables affect the dependent variables simultaneously. Following the results of the test the coefficient of determination (R²).

Table 5. The R²

Variables	R-square
Employee performance	0.268

According Table 5 shows that 26.8% of the variation value of the employee's performance can be explained by religiosity, intellectual and spiritual intelligence, while the remaining 73.2% is explained by other variables outside the model analysis.

Hypothesis Testing

Hypothesis testing results Inner Model (Structural Model) by taking into account the value of the original sample, the t-statistic and p-value. Hypothesis testing is divided into two direct and indirect influence through bootstrapping test results. Rule of thumb used in this study is the t-statistic >1.96 with a significance level of 5% and the value of the original sample (beta coefficient) is positive. The results of hypothesis testing can be seen in the results of path coefficient.

Effect of Intellectual Intelligence on Employee Performance

Based on the test results bootstrapping in Table 6 shows that intellectual intelligence positive effect on the performance of employees, means that intelligence possessed by employees is high

enough and capable produce a peak performance. High intellectual intelligence characterized by employees have a high enough reasoning power, able to plan and analyze an idea, have a good cognitive value, able to solve problems well and was able to speak well too. Thus, H1 accepted that intelligence positive influence on employee performance. The higher intelligence that employees, then the resulting high performance as well.

In general, employees working in a conventional bank branches Tegal City SOE feel that with their ability to understand others well then the employee will be easier to understand what is needed for both customers and co-workers so as to improve the employee's performance. This is also supported by previous studies which stated that intellectual influence positively on the success of employee performance (Trihandini, 2005; Rahmasari, 2012; Mahmood et al., 2015; Women, 2016).

Effect of Spiritual Intelligence on Employee Performance

Bootstrapping test results in Table 6 indicate that the spiritual intelligence positive effect on employee performance, so that H2 is accepted means that the conventional bank employees SOEs Tegal branch offices have a high enough spiritual intelligence which can improve the results of its performance in office.

SOE conventional bank employees Tegal branch offices feel that if each employee is able to reflect on the significance of the purpose of life, life is filled with magic and willing to share their experiences to other employees, it will be able to improve its performance. This is because employees are suspected of spiritual intelligence become one of the factors that affect the level of employee performance. This research was supported by previous studies that claim that spiritual intelligence has a positive effect on employee performance(Rani et al., 2013; Hasanuddin &

Table 6.Results Path Coefficient

Variables	Original Sample (O)	Sample Mean (M)	Standard Deviation	T-Statistics	P-Value
IQ – Performance	0042	0062	0097	0431	0667
SQ – Performance	0146	0146	0107	1,354	0176
Religiosity moderate IQ – Performance	-0108	-0111	0119	0907	0365
Religiosity moderate SQ – Performance	0210	0189	0099	2,123	0034
Religiosity – Performance	0396	0404	0080	4,959	0000

Sources: Primary data is processed (2019)

Sjahruddin, 2017; Khandan & Koohpaeci, 2017; Mandala & Dihan, 2018).

Religiosity Relationship Moderate Intellectual Intelligence on Employee Performance

Bootstrapping test results in Table 6 shows that the variable of religiosity was not able to moderate the relationship intelligence on the employee performance then H3 rejected. The results of this study are supported by previous studies that claim that religiosity can moderate the relationship intelligence on employee performance is not proven (Mahmood et al., 2015).

Based on the results showed that the variables of religiosity weaken the relationship between intellectual intelligence on employee performance. It means that matters relating to employees of spiritual closeness to God, one's faith and obedience to someone on the religious affiliation of cognitive abilities effect not owned by the employee. So, it does not impact also on the performance of the resulting employee.

Employees working in a conventional bank branches SOE Tegal feel that to have intellectual high capability does not need to have a high religiosity value to improve performance. In addition, employees suspect that intelligence and religiosity are two different things. Religiosity related to worship and obedience to one's faith. While the intelligence related to a person's ability to think logically. Therefore, to improve performance results do not need their religiosity as moderation (strengthen).

Moderate Religiosity Relationship Spiritual Intelligence on Employee Performance

Bootstrapping test results Table 4 shows that the variable of religiosity able to moderate intelligence relationship spirituality to employee performance, the H4 is accepted. This means that a person is not enough to improve its performance have spiritual intelligence, but there should be moderation, namely religiosity to strengthen that relationship so as to produce a high performance. The results of this study are supported by previous studies that claim that religiosity moderates the relationship of spiritual intelligence on employee performance (Osman-gani et al., 2012; Mahmood et al., 2015).

Employees working in a conventional bank branches SOE Tegal assume that spiritual intelligence is an highest intelligence from another intelligences. Someone who has high spiritual intelligence that the person is able to interpret the meaning behind every event that occurs and treat everything that happens on the positive em-

ployee it self to become wiser and able to produce a good performance. Then, the performance will be better if employees also have high religiosity value to strengthen and maintain its performance. Employees feel religiosity and spiritual intelligence have in common is related to the spiritual,

CONCLUSION AND RECOMMENDATION

Based on the research that has been discussed that the intellectual intelligence positive influence on employee performance. That is, employees who have the cognitive ability of a good employee will easily improve performance outcomes. Then, the spiritual intelligence positive influence on employee performance. That is, employees who have the ability to receive events that have occurred as a failure with positive thinking, understanding and taking positive values on every issue, the employee will grow up to be someone who is more wise in every action. Therefore, a wise man in the act will result in a better performance than employees who do not have a good spiritual intelligence.

Religiosity is not able to moderate intellectual relationship on the employee's performance or mean that weakens intellectual religiosity affect the success of the employee's performance. This is because employees of a conventional bank branches Tegal find that religiosity are two different things and do not have relevance. To improve the performance does not need to add the value of religiosity, because religiosity relates to faith and obedience people in God or about the spiritual. While the intelligence related to cognitive ability in which a person is able to think logically.

Religiosity is able to moderate the relationship of spiritual intelligence on employee performance. It has been suggested that religiosity strengthen spiritual intelligence affects employee to improve performance. Employees conventional bank branches Tegal feel that the value of religiosity and spiritual intelligence are the two things are related. When employees have a high spiritual value, obedient and faithful to the Lord, the employee will be more positive thinking and accept gracefully any problems that occur and become someone more resolute and wise. Therefore, to improve the performance not only requires a high spiritual intelligence alone but there needs to be religiosity to strengthen that relationship.

This study provides suggestions for future research that is expected to further researchers were able to develop and modification independent variables and moderating variables on the dependent variable. In addition, researchers can

further examine the different research objects such as education, insurance or hospitality sector.

For employees of SOEs conventional bank branches in Tegal expected not only have intellectual and spiritual intelligence alone but also emotional intelligence. Because when the time of high stress level pressure or high workload expected of employees to manage his emotions well in order to be able to perform well. In addition, employees are expected to maintain the level of intelligence and spiritual intelligence.

For banking management of SOEs Tegal expected to management while maintaining the performance of each of its employees to comply with labor standards that has been set by the banks SOEs apply, as do the training & development, providing support to subordinates so that employees are aware of in the workplace and stay in communication free and good, it is necessary to be aware about the state's own employees and what employers expect from their employees.

REFERENCES

- Bell, G. (2013). How Talent Intelligent is Your Organization? an Interview with Nik Kinley and Shlomo Ben-Hur, Authors of Talent Intelligence: What You Need to Know to Identify and Measure Talent. *Development and Learning in Organizations*, 28(1), 29-31.
- Bintari, N. P., Dantes, N., & Sulastri, M. (2014). Kecenderungan Perilaku Menyimpang Dikalangan Siswa pada Kelas XI SMA Negeri 4 Singaraja Tahun Ajaran 2013/2014. *E-Journal Undiksa Jurusan Bimbingan Konseling*, 2(1).
- Eysenck, H., & Kamin, L. (1981). *Intelligence: The Battle for the Mind*. London & Sydney: Pan Book.
- Ferdinand, A. (2014). *Metode Penelitian: Manajemen Pedoman Penelitian untuk Penulisan Skripsi dan Disertasi Ilmu Manajemen*. UNDIP PRESS.
- Furnham, A., Fong, G., & Martin, N. (1999). Sex and Cross! Cultural Differences in the Estimated Multi Faceted Intelligence Quotient Score for Self Parents and Siblings. *Personality and Individual Differences*, 26, 1025-1034.
- Ghonyiah, N., & Masurip. (2011). Peningkatan Kinerja Karyawan melalui Kepemimpinan, Lingkungan Kerja dan Komitmen. *Jurnal Dinamika Manajemen*, 2(2), 118-129.
- Gondal, U. H., & Husain, T. (2013). A Comparative Study of Intelligence Quotient and Emotional Intelligence : Effect on Employees' Performance, 5(1), 153-162.
- Hasanuddin, R., & Sjahrudin, H. (2017). The Structure of Emotional Intelligence, Spiritual Intelligence and its Relationship with Work Enthusiasm and Auditor Performance. *World Journal of Business and Management*, 3(1), 67-85.
- Irawan, L., & Sudarma, K. (2016). Pengaruh Keadilan Distributif dan Keadilan Prosedural pada Komitmen Afektif melalui Kepuasan Kerja. *Management Analysis Journal*, 5(2), 149-155.
- Khandan, M., & Koohpaei, A. (2017). Relationship between Spiritual Intelligence and Job Performance: A Case Study of Nurses and Nursing Aids in the Main University Hospital of Qom, Iran. *Health, Spirituality and Medical Ethics*, 4(3), 8-13.
- Mahmood, A., Arshad, M. A., Ahmed, A., Akhtar, S., & Rafique, Z. (2015). Establishing Linkages between Intelligence, Emotional and Spiritual Quotient on Employees Performance in Government Sector of Pakistan. *Mediterranean Journal of Social Sciences*, 6(6), 553-560.
- Mandala, E. A., & Dihan, F. N. (2018). Pengaruh Kecerdasan Emosional dan Kecerdasan Spiritual pada Kepuasan Kerja yang Berdampak terhadap Kinerja Karyawan PT. Madu Baru Bantul, Yogyakarta. *Jurnal Kajian Bisnis*, 26(1), 13-28.
- Martono, S. (2013). Strategi Peningkatan Kinerja Program Studi melalui Optimalisasi Peran Pimpinan. *Jurnal Dinamika Manajemen*, 4(1), 30-45.
- Martono, S., Khoiruddin, M., & Wulansari, N. A. (2018). Remuneration Reward Management System as a Driven Factor of Employee Performance. *International Journal of Business and Society*, 19, 535-545.
- Masitoh, S., & Sudarma, K. (2019). The Effect of Emotional Intelligence and Spiritual Intelligence on Work Satisfaction with Employee Performance as Intervening Variables. *Management Analysis Journal*, 8(1), 98-107.
- Mathur, A. (2012). Measurement and Meaning of Religiosity : A Cross-Cultural Comparison of Religiosity and Charitable Giving. *Journal of Targeting, Measurement and Analysis for Marketing*, 20, 84-95.
- Mulyani, N. (2016). *Pengaruh Kecerdasan Intelektual, Kecerdasan Emosional dan Kecerdasan Spiritual terhadap Kinerja Karyawan dengan Religiusitas sebagai Variabel Moderasi (Studi Kasus BNI Syariah Yogyakarta)*. Universitas Islam Negeri Sunan Kalijaga Yogyakarta.
- Munir, N. (2000, July). Spiritualitas dan Kinerja. *Majalah Manajemen*.
- Murniasih, E., & Sudarma, K. (2016). Pengaruh Persepsi Dukungan Organisasi dan Kompetensi pada Kinerja Karyawan Dimediasi Komitmen Afektif. *Management Analysis Journal*, 5(1), 24-35.
- Notoprasetyo, C. G. (2012). Pengaruh Kecerdasan Emosional dan Kecerdasan Spiritual Auditor terhadap Kinerja Auditor pada Kantor Akuntan Publik di Surabaya. *Jurnal Ilmiah Mahasiswa Akuntansi*, 1(4).
- Osman-Gani, A. M., Hashim, J., & Ismail, Y. (2012). Establishing Linkages Between Religiosity and Spirituality on Employee Performance. *Employee Relations*, 35(4), 360-376.
- Pratama, A. A. N. (2014). Pengaruh Spiritualitas, Intelektualitas, dan Profesionalisme terhadap Kinerja Dosen STAIN Salatiga. *Jurnal Peneli-*

- tian Sosial Keagamaan*, 8(2), 415-436.
- Putri, Y. S. (2016). Pengaruh Kecerdasan Intelektual, Kecerdasan Emosional, dan Lingkungan Kerja terhadap Kinerja Karyawan PT. PLN Persero Area Klaten. *Jurnal Manajemen & Organisasi*, 13, 88-97.
- Rahmasari, L. (2012). Pengaruh Kecerdasan Intelektual, Kecerdasan Emosi dan Kecerdasan Spiritual terhadap Kinerja Karyawan. *Majalah Ilmiah INFORMATIKA*, 3(1), 1-20.
- Rani, A. A., Abidin, I., Rashid, M., & Hamid, A. (2013). The Impact of Spiritual Intelligence on Work Performance: Case Studies in Government Hospitals of East Coast of Malaysia. *The Macrotheme Review*, 2(3), 46-59.
- Ranihusna, D. (2010). Efek Rantai Motivasi pada Kinerja Karyawan. *Jurnal Dinamika Manajemen*, 1(2), 90-103.
- Ree, M. J., Earles, J. A., & Teachout, M. S. (1994). Predicting Job Performance : Not Much More Than g. *Journal of Applied Psychology*, 79(4), 518-524.
- Riasning, N. P., Datrini, L. K., & Wianto, I. M. (2017). Pengaruh Kecerdasan Intelektual, Kecerdasan Emosional dan Kecerdasan Spiritual terhadap Sikap Etis Mahasiswa Akuntansi di Kota Denpasar. *KRISNA: Kumpulan Riset Akuntansi*, 9(1), 50-56.
- Salanova, M., Agut, S., & Peiró, J. M. (2005). Linking Organizational Resources and Work Engagement to Employee Performance and Customer Loyalty: The Mediation of Service Climate. *Journal of Applied Psychology*, 90(6), 1217.
- Sanjaya, F. (2012). Peran Moderasi Kecerdasan Emosi pada Stres Kerja. *Jurnal Dinamika Manajemen*, 3(2), 155-163.
- Sari, N. K. (2015). Analisis Penerapan Etika Kerja Islam terhadap Kinerja Karyawan (Studi Kasus Bank Syariah Mandiri Cabang Bandung Utama). *Fakultas Syari'ah (UNISBA)*, 1-24.
- Septyaningsih, R., & Palupinindyah. (2017). Pengaruh Beban Kerja Berlebih dan Konflik Pekerjaan Keluarga terhadap Kinerja melalui Kelelahan Emosional. *Management Analysis Journal*, 6(4), 463-472.
- Sudarma, K. (2012). Mencapai Sumber Daya Manusia Unggul (Analisis Kinerja dan Kualitas Pelayanan). *Jurnal Dinamika Manajemen*, 3(1), 76-83.
- Susanti, & Palupiningdyah. (2016). Pengaruh Kepuasan Kerja dan Komitmen Organisasi terhadap Kinerja Karyawan dengan Turnover Intention sebagai Variabel Intervening. *Management Analysis Journal*, 5(1), 77-86.
- Tee, S., Chin, S., Anantharaman, R. N., Yoon, D., & Tong, K. (2011). The Roles of Emotional Intelligence and Spiritual Intelligence at the Workplace. *Journal of Human Resources Management Research*, (May 2016), 1-9.
- Tirri, K., & Nikelainen, P. (2011). Multiple Intelligences Profiling Questionnaire. Sense Publishers.
- Tirri, Kirsi, & Nokelainen, P. (2008). Identification of Multiple Intelligences with the Multiple Intelligence Profiling Questionnaire III. *Psychology Science Quarterly*, 50(2), 206-221.
- Tirri, Kirsi, Nokelainen, P., & Ubani, M. (2006). Conceptual Definition and Empirical Validation of the Spiritual Sensitivity Scale. *JET*, 19(1), 37-62.
- Trihandini, F. M. (2005). Analisis Pengaruh Kecerdasan Intelektual, Kecerdasan Emosi, dan Kecerdasan Spiritual terhadap Kinerja Karyawan (Studi Kasus pada Hotel Horison Semarang). *Doctoral Dissertation, Program Pascasarjana Universitas Diponegoro*.
- Yuniawan, A., Putri, V. ., & Udin. (2017). Developing an Alternative Model for the Relationship among Social Capital, Adaptive-Integrative Leadership, Competitive Advantage, and Organizational Effectiveness. *International Journal of Civil Engineering and Technology (IJCIET)*, 8(11), 52-60.