

# The Effect of Emotional Intelligence and Spiritual Intelligence on Employee Performance PT. Proconfo Indah

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## ABSTRACT

As a country which has the largest Moslem population in the world, more Moslems are interested in doing ibadahumroh (lesser pilgrims to Mecca). However, this high interest not directly proportional with the people's level of trust tends to decrease in the previous years because there have been many frauds which harm aspirant pilgrims and can also harm the other umroh travel agents. One of them is, PT. Proconfo Indah which umroh pilgrims have become decreased in the last 3 years. The research problems are why emotional and spiritual intelligence, simultaneously and partially had significant influence on the employees' performance at PT. Proconfo Indah. The research used descriptive causal method. The population was 56 employees of PT. Proconfo Indah, and all of them were used as the samples. taken by using census sampling technique. The data were analyzed by multiple regression analysis. The result of the research shows that, partially and simultaneously, emotional dan spiritual intelligence had positive and significant influence on the employees' performance. The variable of spiritual intelligence had more dominant influence on the employees' performance influence at PT. Proconfo Indah.

**Keywords:** *Emotional Intelligence, Spiritual Intelligence, Employees' Performance*

## INTRODUCTION

As one of the countries with the largest Muslim population in the world, nowadays Umrah services are increasingly in demand by the people of Indonesia, along with the increasing length of the existing Hajj waiting list. This high public interest can be seen from the number of umroh departures which from year to year continue to increase. For the year 2017 alone the departure rate of Umrah pilgrims from Indonesia reached 875,958 people, up about 20% compared to the previous year. This number also makes Indonesia ranks second with the highest number of Umrah pilgrims after Pakistan.

However, the high interest of the community towards the implementation of the Umrah is not directly proportional to the level of public trust which tends to decline over the past few years because there are several bureaus that are not trustworthy in carrying out their responsibilities, thus harming pilgrims who will or have implemented the umrah service. This phenomenon certainly makes the community more selective in choosing the bureau for organizing Umrah. People tend to choose Umrah organizers with good credibility, which can be reflected in the performance of their employees in serving each congregation. Employees with good performance, of course, have a good level of

intelligence, because with good intelligence, an employee will be able to complete the work according to what has been targeted by the company.

So far the common intelligence that we know is intellectual intelligence, which is intellectual ability, analysis, logic, and ratio that is commonly used by humans to receive, store, and process information into facts (Widodo, 2012). However, as time goes on, intellectual intelligence is no longer the only indicator in determining how well intelligence is possessed by someone. This is because according to Goleman (2015), intellectual intelligence only affects about 20% of one's performance, while the remaining 80% is influenced by other intelligences, namely emotional intelligence and spiritual intelligence.

According to Goleman (2015), emotional intelligence is the ability to monitor and control one's own feelings and those of others and use those feelings to guide thoughts and actions. Patton (2008) suggests that someone who has emotional intelligence will be able to face challenges and make a human being full of responsibility, productive, and optimistic in dealing with and solving problems, where those things are needed in the work environment.

According to Zohar and Marshall in Agustian (2005), spiritual intelligence is the basis for dealing with problems of meaning

or value, namely intelligence to place our behavior and life in the context of broader and richer meanings. Someone who has this intelligence will be able to judge that a person's actions or way of life are more meaningful than others. According to Prasetyo (2017), many people have intellectual intelligence and emotional intelligence that deliver them to the peak of achievement or career, but many of them at that time also did not feel happiness, calmness and satisfaction. On the contrary, what they feel is only anxiety and uncertainty because of their ignorance of the true nature of life, because they do not include the scientific aspects in the various activities and conditions they face. This shows that spiritual intelligence is one of the important aspects that must exist in everyone, because this intelligence is able to function intellectual intelligence and emotional intelligence effectively, so that later it will affect its performance in doing a job.

PT. Proconfo Indah which is the object of this research is a company engaged in the service of organizing Umrah. As previously explained, the interest of the Indonesian Muslim community in carrying out Umrah is increasing every year. However, the increase in the number of worshipers still cannot be fully utilized by PT. Proconfo Indah. This can be seen from the company's market share, as can be seen in Table 1.

**Table 1. Market Share of PT. Proconfo Indah**

| No | Year | Number of Jamaah Throughout Indonesia | Number of Jamaah PT. Proconfo Indah | Market Share (%) |
|----|------|---------------------------------------|-------------------------------------|------------------|
| 1  | 2015 | 649.240                               | 473                                 | 0,07 %           |
| 2  | 2016 | 699.612                               | 448                                 | 0,06 %           |
| 3  | 2017 | 875.958                               | 573                                 | 0,06 %           |

Source: PT. Proconfo Indah, 2018

From Table 1 above it can be seen that the market share of PT. Indah Proconfo is still under 1% and tends to decline over the past 3 years. This market share looks insignificant when compared to the number of Indonesian Umrah pilgrims which continues to increase every year, especially in 2017 where the increase reached 20%. The decline in the company's market share was caused by one of them because the level of public confidence has declined over the past few years. This reduced level of public confidence, directly or indirectly, has an impact on employee work productivity in the company which has also continued to decline over the past 3 years, as can be seen in Table 2.

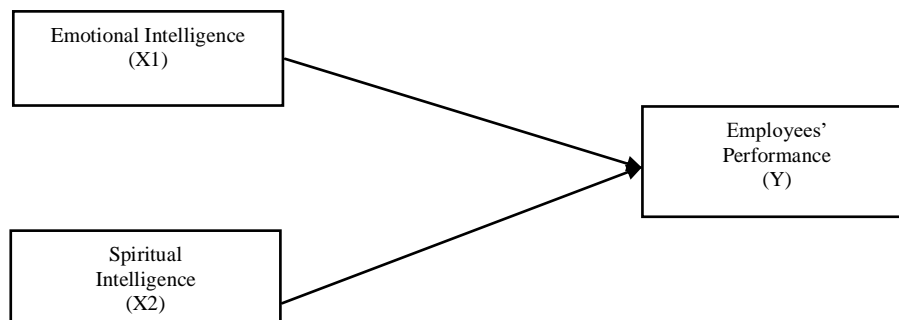
**Table 2. Work Productivity of PT. Proconfo Indah**

| No. | Year | Number of Pilgrims Departing | Number of Employees | Employee Productivity |
|-----|------|------------------------------|---------------------|-----------------------|
| 1   | 2015 | 473                          | 32                  | 14,7                  |
| 2   | 2016 | 448                          | 34                  | 13,1                  |
| 3   | 2017 | 573                          | 56                  | 10,2                  |

Source: PT. Proconfo Indah, 2018

Table 2 shows the work productivity of employees in obtaining worshipers for the past 3 years. In this case, the number of pilgrims who departed through PT. Proconfo Indah is used as an output, while the number of employees working at PT. Proconfo Indah is used as the input. From these results, it can be seen that in 2015, every 1 employee at PT. Indah Proconfo is able to get around 14 worshipers, while for 2016 the number has dropped to around 13 pilgrims. In 2017, the decline that occurred was quite significant where every 1 employee only gets around 10 worshipers. Though in that year there were additional numbers of employees in the company, due to the opening of branches in several cities. However, the increase in employees was apparently not able to increase employee productivity in the company. In contrast, employee work productivity has continued to decline over the past 3 years.

Employees are the spearhead of the company in getting worshipers so that employees must have more ability in terms of intelligence. Especially in the face of public doubts about the credibility of the bureau of organizers of the recent Umrah. Every employee must be equipped with emotional intelligence and good spiritual intelligence. A person with high emotional intelligence will have a good self-knowledge, able to understand and control himself, have high motivation, empathize and have good skills in social life. Whereas someone who has high spiritual intelligence will have good self-integrity and always do good in every action he does. Things like this if it can be embedded in each employee, of course it will encourage an increase in performance, and it is not impossible in the future will be able to restore public confidence that had declined.



**Figure 1. Conceptual Framework**

**Hypothesis**

The hypothesis in this study is as follows:  
 H1: Emotional intelligence has a significant influence on the performance of employees at PT. Proconfo Indah.  
 H2: Spiritual intelligence has a significant influence on the performance of employees at PT. Proconfo Indah.  
 H3: Emotional intelligence and spiritual intelligence have a significant influence

on the performance of employees at PT. Proconfo Indah.

**MATERIALS AND METHODS**

This research is a descriptive study with a causal or causal approach, namely a study conducted to investigate the causal relationship by observing the consequences that occur and the possible factors (causes) that cause these effects (Sinulingga, 2017).

In this study, there are independent variables (causes), namely emotional intelligence (X1) and spiritual intelligence (X2) as influencing variables and the dependent variable (effect), namely employee performance (Y) as the affected variable.

The populations in this study were all employees of PT. Proconfo Indah, amounting to 56 people. The sampling technique used is the census. According to Sugiyono (2017), census retrieval techniques are sampling techniques where all members of the population are sampled. Therefore, the numbers of samples in this study were 56 employees of PT. Proconfo Indah.

The type of data used in this study is primary data. Primary data is data obtained directly from the source of data specifically collected and directly related to the problem under study (Ghozali, 2016). Primary data is obtained by using a questionnaire (questionnaire) about the influence of emotional intelligence, and spiritual intelligence on employee performance. The questionnaire in this study was given to employees who work at PT. Proconfo Indah. In addition, this study also uses secondary data, namely in the form of documents from the company.

## RESULTS AND DISCUSSION

### Classical Assumption Test Results

#### Normality Test Results

The normality test aims to test whether in the regression model, the dependent variable and independent variable both have a normal distribution or not. A good regression model is one that has normal or near normal data distribution. Normality testing in the study was carried out using the histogram approach, the P-P Plot graph and the Kolmogorov Smirnov One Sample.

The histogram approach detects the normality of data by looking at the histogram graph of the spread (frequency) of data, as can be seen in Figure 2 below.

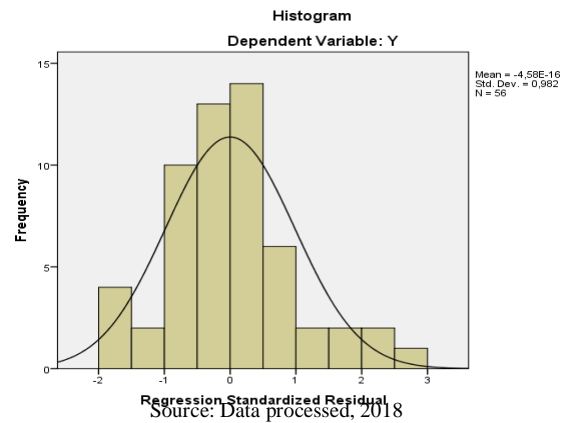


Figure 2. Histogram graph

Based on Figure 2, it can be seen in the form of a histogram describing data that is normally distributed or near normal because it forms a bell shaped. So that the assumption of normality in this study can be fulfilled.

Furthermore, testing using the P-P Plot graph can be seen in Figure 3 below.

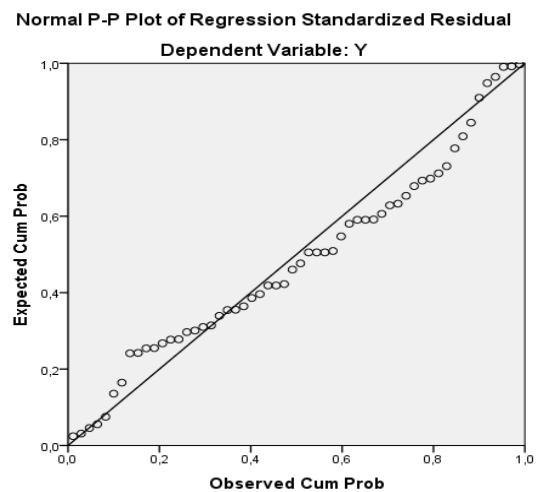


Figure 3. P-P Plot Graph

Can be seen from the normal P-Plot graph in Figure 3 that dots spread around a horizontal line which indicates that the residual is normally distributed.

In addition, it can also be seen the testing using Kolmogorov Smirnov's One Sample analysis, which is presented in Table 4.12 below.

**Table 3. Kolmogorov Smirnov One Sample**

|                                  |                |                         |
|----------------------------------|----------------|-------------------------|
|                                  |                | Unstandardized Residual |
| N                                |                | 56                      |
| Normal Parameters <sup>a,b</sup> | Mean           | 0E-7                    |
|                                  | Std. Deviation | 2,31128509              |
| Most Extreme Differences         | Absolute       | 0,112                   |
|                                  | Positive       | 0,106                   |
|                                  | Negative       | -0,112                  |
| Kolmogorov-Smirnov Z             |                | 0,840                   |
| Asymp. Sig. (2-tailed)           |                | 0,481                   |

Source: Data processed, 2018

From table 3 it can be seen that the significance value  $> 0.05$  is equal to 0.481 which indicates that the regression meets the assumption of normality.

### Multicollinearity Test Results

The multicollinearity test aims to find out whether in the regression model, independent variables correlate with each other. A good regression model should not have a correlation between independent variables. To test the presence or absence of multicollinearity can be done by looking at the tolerance value and Variance Inflation Factor (VIF). The limit for the tolerance value is 0.10 and the VIF limit is 10. If the tolerance value is less than 0.10 and the VIF value is greater than 10, multicollinearity occurs.

From the test results (Table 4), it shows that the tolerance value of the three independent variables is above 0.10 and the VIF value is below 10. This shows that there is no multicollinearity, which means there is no correlation between the independent variables.

**Table 4. Multicollinearity Test Results**

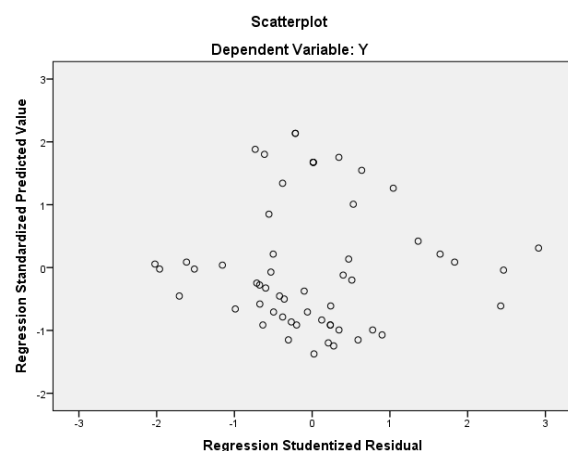
| No. | Variable               | Tolerance | VIF   |
|-----|------------------------|-----------|-------|
| 1   | Emotional Intelligence | 0,470     | 2,126 |
| 2   | Spiritual Intelligence | 0,470     | 2,126 |

Source: Data processed, 2018

### Heteroscedasticity Test Results

Heteroscedasticity test aims to find out whether in the regression model variance occurs from the residual one observer to another observer (Ghozali, 2016). If the variance of the residual one observer to another observer remains, then it is called

homoscedasticity and if it is different it is called heteroscedasticity. A good regression model is a regression model that is homoscedasticity or does not occur heteroscedasticity because this data collects data that represents various sizes. To detect the presence or absence of heteroscedasticity is to look at the plot graph between the predicted value of the dependent variable, ZPRED and the residual SRESID. Heteroscedasticity test in this study produces a scatterplot graph as shown in Figure 4 below.



Source: Data processed, 2018

**Figure 4. Scatterplot Graph**

Heteroscedasticity test results show that the points do not form a specific pattern or there is no clear pattern, and the points spread above and below 0 (zero) on the Y axis, there is no heteroscedasticity which means that assumptions in the regression model can be fulfilled from this model.

### Results of Multiple Linear Regression Analysis

Multiple linear regression analysis is used to test the effect of two or more independent variables on the dependent variable. The independent variables in this study are emotional intelligence and spiritual intelligence, while the dependent variable is employee performance. The results of multiple linear regression analysis in this study are presented in Table 5.

**Table 5. Coefficient Table**

| Model                  | Unstandardized Coefficients |            | Standardized Coefficients | t      | Sig.  | Collinearity Statistics |       |
|------------------------|-----------------------------|------------|---------------------------|--------|-------|-------------------------|-------|
|                        | B                           | Std. Error | Beta                      |        |       | Tolerance               | VIF   |
| (Constant)             | -3,099                      | 2,892      |                           | -1,072 | 0,289 |                         |       |
| Emotional Intelligence | 0,418                       | 0,132      | 0,365                     | 3,167  | 0,003 | 0,470                   | 2,126 |
| Spiritual Intelligence | 0,678                       | 0,152      | 0,513                     | 4,454  | 0,000 | 0,470                   | 2,126 |

Source: Data processed, 2018

From Table 5, it is known that the linear regression model in this study can be analyzed based on its coefficients. The multiple linear regression equation models based on the table are:

$$Y = -3,099 + 0,418 X_1 + 0,678 X_2$$

The interpretations of the regression above are as follows:

- The coefficient of emotional intelligence is 0.418. This means that every increase in one unit's emotional intelligence, the employee performance variable will increase by 0.418 assuming that the other independent variables from the regression model are fixed.
- The coefficient of spiritual intelligence is 0.678. This means that every increase in one unit's spiritual intelligence will increase employee performance variable by 0.678 assuming that the other independent variables of the regression model are fixed.

**Test Result for Statistic F**

The F statistical test is used to show whether all the independent variables included in the regression model have a joint influence on the dependent variable (Ghozali, 2016). The decision-making criteria for this test are:

HO is accepted if F count < Ftable at  $\alpha = 0.05$

HO is rejected if Fcount > Ftable at  $\alpha = 0.05$

By comparing the F value calculated from the study and the value of F table at  $\alpha = 0.05$  with df1 = 2 and df2 = 56-2-1 = 53, then the table F value is 3.17. While the value of F count can be seen in the following table 6.

**Table 6. Test Results for Statistics F**

| Model      | Sum of Squares | df | Mean Square | F      | Sig.               |
|------------|----------------|----|-------------|--------|--------------------|
| Regression | 594,116        | 2  | 297,058     | 53,586 | 0,000 <sup>b</sup> |
| Residual   | 293,812        | 53 | 5,544       |        |                    |
| Total      | 887,929        | 55 |             |        |                    |

Source: Data processed, 2018

Table 6 shows that the calculated F value is 53.586, whose value is greater than the table F value of 3.17. Then the significance value of 0,000 is smaller than 0.05. So that it can be concluded that Ho is rejected and Ha is accepted, which means that simultaneously or together all the independent variables consisting of emotional intelligence and spiritual intelligence have a positive and significant effect on the dependent variable, namely the performance of employees at PT. Proconfo Indah.

**Statistic Test Results t**

The t-test statistic is used to show how much influence the independent variables individually in explaining the dependent variable (Ghozali, 2016). The decision-making criteria for this test are:

HO is accepted if tcount < ttable at  $\alpha = 0.05$

HO was rejected if tcount > t table at  $\alpha = 0.05$

By comparing the value of t count from the research and t table at  $\alpha = 0.05$  with df = n-k = 56 - 3 = 53, then the value of t table (0.05; 53) is 1.67412. Whereas for the calculated t value can be seen in Table 7 below.

**Table 7. Hasi Statistical test t**

| No. | Variabel               | t     | Sig   |
|-----|------------------------|-------|-------|
| 1   | Emotional Intelligence | 3,167 | 0,003 |
| 2   | Spiritual Intelligence | 4,454 | 0,000 |

Source: Data processed, 2018

As can be seen in Table 7, the calculated t value of emotional intelligence is 3.167. With the value of t table of 1.67412 then t count > t table. In addition, the level of significance of emotional intelligence is 0.003 which means it is smaller than 0.05 so it can be concluded that Ho is rejected. This shows that emotional intelligence has a significant effect on the performance of employees at PT. Proconfo Indah.

Spiritual intelligence in table 7 has a calculated t value of 4.454. With the value of t table of 1.67412, then  $t_{count} > t_{table}$ . The level of significance of spiritual intelligence is 0,000 which means less than 0.05 so it can be concluded that  $H_0$  is rejected. This shows that spiritual intelligence has a significant effect on the performance of employees at PT. Proconfo Indah.

### Results of the Determination Coefficient (R<sup>2</sup>)

Testing the coefficient of determination (R<sup>2</sup>) is used to measure the proportion or percentage of the ability of the model to explain the dependent variable. The test results of the determinant coefficient are shown in Table 8 below.

**Table 8. Determination Coefficient Test Results**

| Model | R                  | R Square | Adjusted R Square | Std. Error of the Estimate | Durbin-Watson |
|-------|--------------------|----------|-------------------|----------------------------|---------------|
| 1     | 0,818 <sup>a</sup> | 0,669    | 0,657             | 2,35449                    | 1,983         |

Source: Data processed, 2018

Based on Table 8, it is known that the R value is 0.818 which means that the relationship between independent variables (emotional intelligence and spiritual intelligence) and the dependent variable (employee performance) is tight. The value of R Square shows the number 0.669 or 66.9% which means that the performance of employees at PT. Proconfo Indah is determined by the variables of emotional intelligence and spiritual intelligence.

## DISCUSSION

### Effect of Emotional Intelligence on Employee Performance

Based on the results of partial tests that have been done before, obtained by the value of  $t_{count} > t_{table}$  3.167, and the significance value of 0.003 < 0.05, which indicates that emotional intelligence has a positive and significant influence on employee performance. This is in line with previous research conducted by Trihandini (2005) that emotional intelligence has a positive and significant influence on performance, and also the theory revealed by Patton (2008) which suggests that someone who has emotional intelligence will be able to face challenges and make a human be full of responsibility, productive, and optimistic in dealing with and resolving problems, where these things will greatly affect the performance of an employee in doing a job.

The results of this study indicate that emotional intelligence can be used in order

to improve employee performance. Moreover, for employees who work in companies engaged in the services of organizers of Umrah services such as PT. Proconfo Indah, which in providing daily services always interacts directly with the worshipers. Emotional intelligence is an important factor that must be present in an employee, so that interactions with these congregations can run well, which of course will later have an impact on the satisfaction of pilgrims to the services provided by the company. Satisfaction of a customer towards a service will certainly be a good review that will continue to improve the company's image. A good corporate image is certainly a good picture for the performance of employees in the company in getting and serving worshipers.

In the analysis of the characteristics of the previous emotional intelligence variables, it is known that in the statement "I can manage and control emotions in various situations that I face" there were 23 people (41.1%) out of a total of 56 respondents who answered neutral. This indicates that some employees in the company are still hesitant or unsure of their ability to control emotions in the various situations they face. This certainly becomes a problem for the company, because in carrying out its business activities, employees of PT. Proconfo Indah is required to be able to always manage and control their emotions, so that they are not affected by the process of service carried out to worshipers.

Therefore, to be able to overcome this, PT. Proconfo Indah is required to be able to conduct training (training) for its employees. The training referred to here is not only focused on training the employee's profession or position, but also training on emotional intelligence. This emotional intelligence training itself will provide many benefits for the formation of employee character in the company. In training in emotional intelligence, employees will be given an understanding of anger management, which includes understanding the dangers of angry emotions for career advancement, things that cause aggression or anger, ways to control anger, apologies and the power of forgiveness. With this training, it is expected that later the employees at PT. Proconfo Indah will be able to manage and control their emotions for the better, so that employees in the process of serving pilgrims will have a better and friendlier attitude, which of course will affect the image of PT. Proconfo Indah.

### **Effect of Spiritual Intelligence on Employee Performance**

Based on the t test that has been done before, it is known that spiritual intelligence has a positive and significant effect on employee performance, with a value of t count of  $4.454 > t$  table 1.674, and a significance value of  $0.000 < 0.05$ . These results indicate that spiritual intelligence has a more dominant influence than emotional intelligence in influencing employee performance. This is because the company that is the object of this research is PT. Proconfo Indah, is a company engaged in the services of organizers of umrah services, so of course the employees in this company are required to have high spirituality, especially in terms of serving worshipers.

The results of this study are also in line with previous research conducted by Ratnasari (2015), which revealed that there was a positive and significant influence between spiritual intelligence on performance, and also supported the

statement expressed by Anggraini (2010) that an employee who has high spiritual intelligence it will be easier to get up from a fall or suffering, be more resistant to stress, easier to see opportunities because they have a positive mental attitude and are more cheerful, happy, and satisfied in living life, which will be needed in encouraging performance improvement.

In analyzing the characteristics of the previous spiritual intelligence variables, it is known that in the statement "I always try to do good to anyone" there are 26 people (46.4) out of a total of 56 respondents who answered neutral. This indicates that some employees in the company are still hesitant to do something good to anyone. To overcome this, what can be done by the company is to shape cultural spirituality in the workplace. One form of spirituality culture in the workplace can be done by employees by regularly performing prayer services in congregations and attending religious events organized by the company. In addition, the company can also carry out social activities outside the company by setting aside some of the profits that have been obtained or commonly referred to as Corporate Social Responsibility (CSR). Companies can carry out this CSR activity regularly every month, by visiting Islamic boarding schools or orphanages. By doing this, in addition to inviting employees to be able to do good to others, the company will also get other benefits such as improving the image of the company itself, as well as strengthening solidarity among fellow employees, which are certainly needed to encourage an increase in the work of employees at PT. Proconfo Indah.

### **Effect of Emotional Intelligence and Spiritual Intelligence on Employee Performance**

Based on simultaneous testing that has been done before on the independent variables of emotional intelligence and spiritual intelligence as well as the dependent variable of employee



performance, the calculated F value is  $53.586 > F$  table 3.17, which shows that emotional intelligence and spiritual intelligence have a positive and significant effect on employee performance PT. Proconfo Indah. This means that emotional intelligence and spiritual intelligence must be carried out together so that it can effectively encourage increased employee performance at PT. Proconfo Indah. The results of this study provide empirical evidence supporting the research of Mudali (2002), who said that emotional intelligence and spiritual intelligence can function effectively and display work that stands out when carried out together.

Basically there are many factors that influence the performance of an employee, but in this case emotional intelligence and spiritual intelligence have their own roles in terms of mental formation and the character of an employee, especially at PT. Proconfo Indah. Emotional intelligence emphasizes how one responds to one's life, while spiritual intelligence emphasizes how one understands his life. It is impossible for companies to want optimal performance, but the mentality of their employees at work is still not addressed. Therefore, it is important for companies to instill and foster emotional intelligence and spiritual intelligence in their employees.

One of them can be done through continuous improvement training that is able to form a character with a high level of emotional intelligence, which is a training where participants take part in a training program based on self-awareness that is strong and in accordance with conscience. One form of training that can be done by PT. Proconfo Indah is by conducting emotional intelligence training (ESQ Training). With this emotional intelligence training, companies are expected to be able to build a system of human resource management that is able to motivate employees to always develop their emotional intelligence, so that later it is not only technical competence that can grow and develop but also the productivity and

performance of employees in getting worshipers at PT. Proconfo Indah will also increase.

In addition, the company can also form a culture of spirituality in the workplace, by routinely inviting employees to perform prayer services in congregation and to attend religious events organized by PT. Proconfo Indah and conducting Corporate Social Responsibility (CSR) activities. Spiritual companies will help their employees develop and reach their full potential. With the formation of a culture of spirituality in the workplace, it is expected that employees will be happy, know and able to fulfill their life goals. Such employees generally have a balanced life between work and personal, between duty and service. Employees whose spiritual intelligence is high and supported by a work environment that is also spiritual, will positively become more creative, have high job satisfaction, be able to work well in teams, and have a high commitment to the organization.

## CONCLUSIONS AND RECOMMENDATIONS

### Conclusion

Based on the results of the research and discussion that has been explained, the conclusions in this study are:

- a. Variables of emotional intelligence and spiritual intelligence together (simultaneous) have a positive and significant effect on the performance of employees at PT. Proconfo Indah.
- b. Partially, emotional awareness variables have a positive and significant effect on the performance of employees of PT. Proconfo Indah, then the variable of spiritual intelligence also has a positive and significant influence on the performance of employees of PT. Proconfo Indah, and become a variable that is more dominant than emotional intelligence in influencing employee performance.

## Recommendations

- a. Continuous improvement needs to be done that is able to form a character of employees with a high level of emotional intelligence through emotional intelligence training (ESQ Training).
- b. PT. Proconfo Indah also needs to establish a culture of spirituality in the workplace, by routinely inviting employees to perform prayer services in congregations and to attend religious events organized by companies and to conduct Corporate Social Responsibility (CSR) activities.
- c. PT. Proconfo Indah is recommended to build a human resource management system that is able to motivate employees to develop their emotional intelligence and spiritual intelligence.
- d. For further research, it can use other measurements in measuring existing variables, or adding new variables such as creative intelligence, in future studies, so that results can be compared with this study.

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