



Influence Of Emotional Intelligence And Spiritual Intelligence On Employee Performance At The Palopo City Agriculture Department

Mutiara Magnalia^{1*)}; Indra KUSDARIANTO^{2*)}; Haedar Haedar^{3*)}

^{1,2,3)}**Faculty Of Economics And Business, Universitas Muhammadiyah Palopo**

***Correspondent Author:** mutiaramagnaliaaaa@gmail.com

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ABSTRACT

Purpose: This study aims to analyze the effect of emotional intelligence and spiritual intelligence on employee performance at the Agricultural Office of Palopo City. **Methodology:** This research uses a quantitative approach with a survey method. The population consists of all employees of the Palopo City Agricultural Office. Data were collected through questionnaires and analyzed using multiple linear regression analysis with SPSS. **Results:** The results show that emotional intelligence has a positive and significant effect on employee performance ($B = 0.542$, $p < 0.001$). Spiritual intelligence also has a positive and significant effect on employee performance ($B = 0.405$, $p < 0.001$). Simultaneously, emotional and spiritual intelligence significantly influence employee performance. **Findings:** These findings indicate that higher levels of emotional and spiritual intelligence contribute to better employee performance. Emotional intelligence has a more dominant influence compared to spiritual intelligence. **Novelty & Originality:** This study provides novel empirical evidence on the combined role of emotional and spiritual intelligence in an under-researched context, namely a local government agricultural office in eastern Indonesia. **Conclusions:** Emotional intelligence and spiritual intelligence significantly improve employee performance. Therefore, developing both types of intelligence should become a strategic priority in human resource management within local government institutions. **Type of Paper:** This paper is an empirical research paper.

INTRODUCTION

Employee performance is a key determinant of the effectiveness of public sector organizations in various countries, especially in the context of bureaucratic reform that emphasizes accountability, transparency, and results orientation. In many developing countries, including Indonesia, local governments face pressure to improve the quality of public services amid limited resources and complex community demands (Hastuti, (2020). In practice, improving the performance of the civil service can no longer be explained by technical competence alone, but is also influenced by psychological factors and individual internal values. The paradigm shift in human resource management places the dimension of soft skills as a strategic element in supporting the effectiveness of government apparatus work (Rimbano et al., 2025). Therefore, it is important to

examine the non-technical determinants that contribute to employee performance, especially in the context of local public organizations.

Conceptually, emotional intelligence refers to an individual's ability to recognize, manage, and utilize emotions adaptively in the workplace, as described in Daniel Goleman's model of emotional intelligence (Goleman, 2005). This ability plays a role in stress management, decision making, and the effectiveness of interpersonal relationships. Meanwhile, spiritual intelligence, as defined by Danah Zohar and Ian Marshall (Zohar & Marshall, 2015), relates to an individual's capacity to give meaning, value, and moral orientation to work. In an organizational context, spiritual intelligence is associated with integrity, commitment, and long-term contribution orientation. A number of empirical studies show that emotional and spiritual intelligence have a positive effect on employee performance ((*Laura Angelica, T., (2020).* ;(*Mukaroh, E. N., & Nani, D. A. (2021).*; (*Ratnasari, (2020).* However, the findings of previous studies are not entirely consistent. Some studies found that emotional intelligence has a significant effect on performance, while spiritual intelligence does not show a direct effect (*Ratnasari, (2020).*) Conversely, other studies show that spiritual intelligence actually has a dominant contribution (*Cendrawardani, D. I., & Razak, A. (2023).* . These differing results indicate a research gap that is likely influenced by variations in organizational context, respondent characteristics, and socio-cultural environment. Therefore, retesting in the context of local public organizations is relevant to gain a more contextual understanding.

This study focuses on the Palopo City Agriculture Office as a representative of local government organizations in Eastern Indonesia that have technical and field-based work characteristics. This institution plays a strategic role in supporting food security and empowering farmers, but faces challenges in the form of budget constraints, program target pressures, and the intensity of interactions with the community. The employee structure, which is dominated by field workers and extension workers, requires strong emotional management skills and internalization of work values. Although studies on emotional and spiritual intelligence have been conducted extensively in the private sector and educational institutions, research on non-metropolitan local government technical agencies is still relatively limited. Therefore, this study aims to analyze the influence of emotional intelligence and spiritual intelligence on employee performance at the Palopo City Agriculture Office, both partially and simultaneously. Theoretically, this study enriches the public sector human resource management literature by integrating emotional and spiritual dimensions into the performance model. Practically, the results of this study are expected to provide policy implications for human resource development based on strengthening soft skills and integrity values in the local government environment.

Emotional Intelligence

Emotional intelligence is defined as an individual's ability to recognize, understand, manage, and use their own and others' emotions effectively (Goleman, 2005). Emotional intelligence encompasses five main dimensions, namely self-awareness, self-regulation, self-motivation, empathy, and social skills.

In an organizational context, employees with high emotional intelligence tend to be able to manage work stress, maintain interpersonal relationships, and resolve conflicts constructively. Research by Ratnasari et al. (2020) and Hanggara & Sumarno (2021) found that emotional intelligence has a positive and significant effect on employee performance, as this ability helps individuals work more adaptively and productively.

Spiritual Intelligence

Spiritual intelligence is an individual's ability to interpret life and work based on moral values, ethics, and broader life goals (Zohar & Marshall, 2015). This intelligence reflects integrity, honesty, self-awareness, and an orientation toward contribution and service.

Employees with good spiritual intelligence tend to work responsibly, have high intrinsic motivation, and maintain ethics in carrying out their duties. Research by Laura Angelica et al. (2020) and Mukaroh & Nani (2021) proves that spiritual intelligence contributes significantly to improving employee performance, especially in organizations that demand high public service and integrity.

Employee Performance

Employee performance is a key indicator of an organization's success in achieving its goals. Robbins (2009) defines performance as the results of an individual's work measured in terms of quality, quantity, timeliness, effectiveness, and independence. In the public sector, employees are required not only to be productive but also accountable and ethical, given that they play a direct role in serving the community.

Several studies show that employee performance is influenced by internal individual factors, particularly psychological and non-technical aspects such as emotional intelligence and spiritual intelligence, which are increasingly relevant in modern service-based organizations.

HYPOTHESIS

A hypothesis is a tentative assumption or preliminary answer to a research question that still needs to be proven through data and analysis.

Based on previous research, the hypotheses are as follows:

H1 : It is hypothesized that emotional intelligence affects the performance of employees at the Palopo City Agriculture Office.

H2 : It is hypothesized that spiritual intelligence affects the performance of employees at the Palopo City Agriculture Office.

H3 : It is hypothesized that emotional intelligence and spiritual intelligence simultaneously affect the performance of employees at the Palopo City Agriculture Office.

METHOD

Type of Research

This study employs a quantitative research design using a saturation sampling technique. The purpose of this study is to examine the causal relationship between emotional intelligence, spiritual intelligence, and employee performance.

Population and Sample

The study population consisted of 119 employees of the Palopo City Agriculture Office. The sampling technique used was a saturated sampling technique, meaning that all employees were included as respondents. However, only 101 questionnaires were returned and considered valid for analysis. The remaining 18 questionnaires were not included due to non-response, incomplete answers, or respondents being unavailable during the data collection period. Therefore, the final sample size used in this study was 101 respondents.

The response rate of this study was 84.87% (101 out of 119 employees), which is considered acceptable for survey-based research.

Data Sources and Collection Methods

All variables were measured using a structured questionnaire adapted from established theoretical frameworks and previous studies. Responses were measured using a five-point Likert scale ranging from:

1 = Strongly Disagree

2 = Disagree

3 = Neutral

4 = Agree

5 = Strongly Agree

Data Analysis Method

The Data analysis was conducted using techniques that began with instrument validation, specifically validity and reliability tests; followed by tests of classical assumptions, including normality, heteroscedasticity, and multicollinearity tests; then multiple linear regression analysis; and finally hypothesis testing using the t-test, F-test, and R^2 .

Multiple linear regression analysis was used to test the effect of emotional intelligence and spiritual intelligence, both partially and simultaneously, on employee performance. The entire data analysis process was carried out using SPSS statistical software.

Table 1. Questionnaire Return Rate

Description	Amount
Questionnaires distributed	119
Questionnaires returned	101
Incomplete questionnaires	0
Questionnaires that can be processed	101

Source: Processed Data, 2025

Data Collection Procedure

Data were collected via an online questionnaire (Google Form) and by distributing printed questionnaires directly to all employees of the Palopo City Agriculture Office. The data collection process took place over a two-week period. Respondents were given time during working hours to complete the questionnaire. Once completed, the questionnaires were collected directly by the researchers.

Ethical Considerations

Before distributing the questionnaires, respondents were informed about the purpose of the study. Participation was voluntary, and respondents were assured that their answers would remain confidential and used only for research purposes. No personal identification information was disclosed in the data analysis or reporting process.

RESULTS AND DISCUSSION

RESULTS

The Palopo City Agriculture Office is a regional agency that carries out government affairs in the field of agriculture under the Palopo City Government. This office plays a role in formulating and implementing policies, providing guidance, and supervising agricultural activities to support food security and the welfare of farmers.

In carrying out its duties, the Palopo City Agriculture Office implements programs for agricultural crop development and extension, as well as capacity building for agricultural human resources. These activities are supported by competent personnel who collaborate with various related parties to promote sustainable agricultural development in Palopo City.

The Palopo City Agriculture Office is located at Jl. Veteran No. 39, Pattene, Wara Utara District, Palopo City, South Sulawesi Province.

Based on the results of a questionnaire distributed to 101 respondents among employees of the Palopo City Agriculture Office, the characteristics of the respondents are as follows:

Table 2. Employee Positions

Position	Frequency	Percentage
Administration	1	0.99%
Work analysis	1	0.99%
Analysis of extension methods	1	0.99%
Analysis of agricultural product markets	1	0.99%
Revenue treasurer	1	0.99%
Expenditure treasurer	1	0.99%
Extension Officer	1	0.99%
Functional seed inspector	2	1.98%
Plant seed inspector	1	0.99%
Temporary employee	21	20.79%
Junior agricultural extension officer	2	1.98%
Head of TPH	1	0.99%
Personnel Section Head	1	0.99%
Plant seed inspector	1	0.99%
Livestock Seed Inspector	2	1.98%
First-level feed quality supervisor	1	0.99%
Livestock feed quality supervisor	1	0.99%
Agricultural Extension Officer	10	9.90%
Ppl	1	0.99%
Staff	40	39.60%
Livestock staff	1	0.99%
Financial management staff	2	1.98%
Extension staff	2	1.98%
Agricultural extension staff	2	1.98%
Administrative staff	3	2.97%
Total	101	100%

Source: Processed Data, 2025

Based on the table above, most employees in this institution are staff and temporary employees, while functional and structural positions are only filled by a few people.

Table 3. Based On Length Of Service

Length of Service	Frequency	Percentage
4 months	1	0.99%
5 months	1	0.99%
6 months	1	0.99%
1 year	3	2.97%
3 years	5	4.95%
4 years	1	0.99%
5 years	9	8.91%
6 years	1	0.99%
7 years	2	1.98%
8 years	3	2.97%
9 years	4	3.96%
10 years	12	11.88%
11 years	4	3.96%

12 years	10	9.90%
13 years	3	2.97%
14 years	2	1.98%
15 years	9	8.91%
16 years	2	1.98%
17 years	2	1.98%
18 years	5	4.95%
19 years	5	4.95%
20 years	4	3.96%
21 years	1	0.99%
29 years	1	0.99%
32 years	1	0.99%
34 years	1	0.99%
Total	101	100%

Source: Processed Data, 2025

Based on the respondents' length of service table, it is known that the respondents' length of service varies between 4 months and 34 years. The largest group of respondents had 10 years of service, totaling 12 people (11.88%), followed by 12 years of service, totaling 10 people (9.90%), and 5 and 15 years, totaling 9 people each (8.91%). This variation in length of service indicates a heterogeneous composition of employees, ranging from new employees to senior employees.

Validity Test

Validity testing is used to determine the extent to which a research instrument is capable of measuring the variables under study precisely and accurately, so that the resulting data can be trusted. To test the validity of the data in this study, the SPSS program was used. The results of the data processing are shown in the table.

Table 4 Data Validity Test Results

Variabel	Question Item	R Count	R Table	Description
Emotional Intelligence	X1.1	0.453	0.195	Valid
	X1.2	0.632	0.195	Valid
	X1.3	0.715	0.195	Valid
	X1.4	0.559	0.195	Valid
	X1.5	0.703	0.195	Valid
Variabel	Question Item	R Count	R Table	Description
Spiritual Intelligence	X2.1	0.577	0.195	Valid
	X2.2	0.671	0.195	Valid
	X2.3	0.555	0.195	Valid
	X2.4	0.483	0.195	Valid
	X2.5	0.342	0.195	Valid
Variabel	Question Item	R Count	R Table	Description
Employee Performance	Y.1	0.626	0.195	Valid
	Y.2	0.721	0.195	Valid
	Y.3	0.713	0.195	Valid
	Y.4	0.609	0.195	Valid
	Y.5	0.583	0.195	Valid

Source: Processed Data, 2025

Based on the results of the validity test, it was found that all items in the variables of emotional intelligence, spiritual intelligence, and employee performance had calculated r values greater than the critical r value (0.195). Thus, all items in this study were deemed valid and suitable for use as research instruments.

Reliability Test Results

Reliability testing pertains to the reliability and consistency of a measure. Reliability is an index that indicates the extent to which a measurement tool can be trusted or relied upon. A variable is considered reliable if its Cronbach's alpha coefficient is greater than 0.60.

Table 5. Data Reliability Test Results

Variable	Cronbach's Alpha	Reliability Standard	Description
Kecerdasan Emosional (X1)	0.719	0.60	Reliabel
Kecerdasan Spiritual (X2)	0.626	0.60	Reliabel
Kinerja Pegawai (Y)	0.757	0.60	Reliabel

Source: Processed Data, 2025

The table above shows that the Cronbach's Alpha value is greater than 0.60. Therefore, it can be concluded that the instrument or questions used to measure emotional intelligence and spiritual intelligence in relation to employee performance at the Palopo City Agriculture Office is a reliable measurement tool.

Multiple Linear Regression Analysis

Multiple regression analysis is used to test hypotheses regarding the simultaneous or partial effects of variables on the relationships among independent variables. The following regression coefficient values were obtained after the data were analyzed using SPSS.

Table 6. Results of Multiple Linear Regression

Coefficients ^a					
Model		Unstandardized Coefficients		Standardized Coefficients	Sig.
		B	Std. Error	Beta	
1	(Constant)	.439	1.963		.223
	Emotional Intelligence	.542	.090	.508	6.045
	Spiritual Intelligence	.405	.106	.322	3.831

a. Dependent Variable: Kinerja_Pegawai

Source: Data processed SPSS, 2025

$$Y = 0.439 + 0.542 + 0.405$$

Description:

Y = Employee Performance

X₁ = Emotional Intelligence

X₂ = Spiritual Intelligence

0.439 = Constant

0.542 = Emotional Intelligence Regression Coefficient

0.405 = Spiritual Intelligence Regression Coefficient

Based on the results of the multiple linear regression analysis, the coefficients for Emotional Intelligence and Spiritual Intelligence are positive, indicating that both variables have a positive

effect on Employee Performance. The t-test results show significance values of $0.000 < 0.05$, respectively, so it can be concluded that Emotional Intelligence and Spiritual Intelligence have a positive and significant effect on Employee Performance.

T-Test (Partial)

The t-test is conducted to determine whether each independent variable has a partial or individual effect on the dependent variable.

Table 7. Results of the t-Test (Partial)

		Coefficients ^a		t	Sig.
Model		Unstandardized Coefficients	Standardized Coefficients		
		B	Std. Error	Beta	
1	(Constant)	.439	1.963		.824
	Emotional Intelligence	.542	.090	.508	.000
	Spiritual Intelligence	.405	.106	.322	.000

a. Dependent Variable: Kinerja_Pegawai

Source: Data processed using SPSS, 2025

The t-test results show that the emotional intelligence variable has a t-value of 6.045 with a significance level of 0.000 (<0.05), indicating a positive and significant effect on employee performance. The spiritual intelligence variable has a t-value of 3.831 with a significance level of 0.000 (<0.05), meaning it also has a positive and significant effect on employee performance. Furthermore, based on the standardized coefficients (beta), emotional intelligence is the most dominant variable influencing employee performance.

F-Test (Simultaneous)

The F-test is conducted to determine whether variables X1, X2, and Y have a combined effect.

Table 8. Results of the F-Test (Simultaneous)

		ANOVA ^a			
Model		Sum of Squares	df	Mean Square	F
1	Regression	263.422	2	131.711	61.615
	Residual	209.489	98	2.138	
	Total	472.911	100		

a. Dependent Variable: Kinerja_Pegawai

b. Predictors: (Constant), Kecerdasan_Spiritual, Kecerdasan_Emosional

Source: Data processed SPSS, 2025

There is an F value of 61.615 and a significance value of 0.000 based on the ANOVA test results. This significance value is well below the error tolerance limit of 0.05, so the regression model used is considered valid to explain the relationship between the research variables. This indicates that emotional intelligence and spiritual intelligence together have a significant effect on employee performance; the sum of squares value of 263.422 in the regression section also shows that these two independent variables can explain some of the differences in employee performance. Therefore, it can be concluded that the regression model constructed is able to provide a fairly strong picture of the contribution of emotional intelligence and spiritual intelligence.

Coefficient of Determination Test (R^2 Test)

The coefficient of determination (R^2) table is used to determine the extent to which independent variables can explain the dependent variable in a regression model.

Table 9. Results of the Coefficient of Determination Test (R^2 Test) Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.746 ^a	.557	.548	1.462

a. Predictors: (Constant), Kecerdasan_Spiritual, Kecerdasan_Emosional

Source: Data processed SPSS, 2025

Based on the results of the coefficient of determination test, an R-squared value of 0.557 was obtained, indicating that the variables of emotional intelligence and spiritual intelligence account for 55.7% of employee performance, while the remaining 44.3% is influenced by other variables outside the research model. The adjusted R-squared value of 0.548 indicates that the regression model used has a fairly good ability to explain the dependent variable.

DISCUSSION

The Effect of Emotional Intelligence on Employee Performance at the Palopo City Agriculture Office

The findings indicate that emotional intelligence has a positive and significant effect on employee performance ($\beta = 0.508$; $p < 0.001$). This result supports Goleman's theory, which suggests that individuals who are able to manage their emotions, regulate stress, and build effective interpersonal relationships tend to achieve better work performance.

In the context of the Palopo City Agriculture Office, employees frequently deal with administrative pressures and public service responsibilities. The ability to control emotions helps employees remain professional, focused, and productive. The relatively high beta coefficient suggests that emotional intelligence is the dominant factor influencing employee performance in this study. Practical implication: The organization should implement training programs focused on emotional regulation, stress management, communication skills, and conflict resolution to improve employee performance.

The Influence of Spiritual Intelligence on Employee Performance at the Palopo City Agriculture Office

The results also show that spiritual intelligence has a positive and significant effect on employee performance ($\beta = 0.322$; $p < 0.001$). This finding supports Zohar and Marshall's framework, which states that spiritual intelligence enables individuals to find meaning and purpose in their work. As a public sector institution, the Agriculture Office serves the community and contributes to regional development. Employees who perceive their work as meaningful and aligned with ethical values are more motivated and responsible. This explains why spiritual intelligence significantly contributes to performance improvement. Practical implication: The organization should strengthen value-based work culture, integrity programs, and service-oriented organizational practices.

The Influence of Emotional Intelligence and Spiritual Intelligence on Employee Performance at the Palopo City Agriculture Office

The F-test result ($F = 61.615$; $p < 0.001$) confirms that emotional intelligence and spiritual intelligence simultaneously influence employee performance. This indicates that employee performance is not solely determined by technical competence but also by psychological and value-based factors. In the context of local government institutions, particularly in eastern Indonesia where resource constraints may exist, internal strengths such as emotional control and spiritual values become essential for maintaining service quality. Practical implication: Human resource

development strategies should integrate both emotional and spiritual development programs, rather than focusing solely on technical training.

CONCLUSION

This study examined the effect of emotional intelligence (EI) and spiritual intelligence (SI) on employee performance at the Palopo City Agriculture Office. The results demonstrate that both EI and SI have a positive and significant effect on employee performance, both partially and simultaneously. Among the two predictors, EI was found to be the more dominant factor.

These findings support Goleman's theory, which emphasizes emotional regulation and interpersonal skills, and Zohar and Marshall's framework, which highlights values and ethical awareness. This study contributes empirical evidence from a public sector context in eastern Indonesia, confirming the relevance of both intelligences beyond the private sector.

For practical recommendations, the Agriculture Office should develop EI training programs focusing on stress management, communication, and conflict resolution, while also integrating value-based leadership and integrity programs to strengthen SI. Assessments of both intelligences should be incorporated into performance evaluation systems, and a work culture emphasizing public service values should be promoted.

This study has limitations, including its single-organization scope, cross-sectional design, and reliance on self-reported data, which may introduce social desirability bias. Future research should expand across multiple agencies, adopt longitudinal designs, include additional variables such as job satisfaction and organizational culture, and apply qualitative methods to explore underlying mechanisms more deeply.

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