Proceedings Series on Proceeding of Multidisciplinary Sciences, Volume 2, No. 1
International Conference of Business, Education, Health, and Scien-Tech (ICBENS)
ISSN: -

The Role of Spiritual Intelligence in Moderating the Influence of Intellectual Intelligence and Emotional Intelligence on Employee Performance

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Abstract

This study aims to analyze the role of spiritual intelligence in moderating the influence of intellectual intelligence and emotional intelligence on employee performance. The study used a quantitative approach with Partial Least Square–Structural Equation Modeling (PLS-SEM) analysis techniques through the SmartPLS 4.0 application. The research sample was employees selected according to certain criteria, with data collected using a Likert-scale questionnaire. The variables studied included intellectual intelligence, emotional intelligence, spiritual intelligence, and employee performance. The results showed that intellectual intelligence had no significant effect on employee performance, while emotional intelligence had a significant negative effect on performance. Conversely, spiritual intelligence was proven to have a significant positive effect on employee performance. Moderation analysis revealed that spiritual intelligence did not moderate the relationship between intellectual intelligence and performance, but significantly moderated the relationship between emotional intelligence and performance in a negative direction. This means that spiritual intelligence functions as a counterbalance that can reduce the negative impact of emotional intelligence on performance. Overall, these findings emphasize the importance of developing employees' spiritual dimensions in improving performance, while providing theoretical and practical contributions to human resource management.

Keywords: Intellectual_Intelligence; Emotional_Intelligence; Spiritual_Intelligence; Performance

1. Introduction

Employee performance in public organizations is a strategic issue that has received considerable attention in management literature, particularly in public service-oriented institutions. One such organization that plays a vital role is the Regional Drinking Water Company (PAM TIRTA Mangkaluku Kota Palopo) as a provider of clean water for the community. Water is an essential resource for life, so the existence of PAM Tirta Mangkaluku as a clean water provider significantly determines the quality of life of the community. In Palopo City, PAM Tirta Mangkaluku has a significant responsibility to ensure that clean water services reach all levels of society with adequate quality and equitable distribution. However, reports on public service performance in several regions, including Palopo City, still indicate obstacles such as limited distribution capacity, customer complaints regarding water quality, and operational efficiency issues. This condition demands improvements in the quality of employee performance that depend not only on technical skills, but also non-technical aspects such as emotional and spiritual intelligence. Thus, the issue of employee performance at PAM Tirta Mangkaluku Palopo is relevant to research, especially by linking psychological and personality factors that can contribute to improving the quality of public services.

The Tirta Mangkaluku Palpo City Regional Drinking Water Company (PAM), as a vital public service provider, faces complex challenges in maintaining optimal organizational performance. In the context of a public service organization, employee performance is a critical determinant that influences not only operational efficiency but also the quality of service to the public.[1]The phenomenon of declining service quality and productivity observed in several performance reports of PDAM Tirta Mangkaluku City indicates an urgent need to explore the determinants of employee performance more comprehensively.

For decades, conventional approaches to human resource management have tended to emphasize intellectual intelligence (Intelligence Quotient/IQ) as the primary predictor of employee performance.[2]Intellectual intelligence, encompassing analytical, logical, and mathematical abilities, and technical problem-solving, is indeed a fundamental requirement in a technical work environment such as PDAM. However, recent empirical findings reveal a paradox where employees with high intellectual capacity do not always demonstrate optimal performance when faced with the challenges of complex organizational dynamics.[3].

Contemporary research identifies emotional intelligence (Emotional Quotient/EQ) as a critical variable that complements intellectual intelligence. The ability to recognize, understand, and manage emotions effectively is significantly correlated with adaptability, leadership, and team performance.[4]In the context of PDAM Tirta Mangkaluku City, which interacts directly with various stakeholders, emotional capacity is an important prerequisite for building harmonious working relationships.

Recent developments in human resource management literature have led to the recognition of spiritual intelligence (Spiritual Quotient/SQ) as a fundamental dimension. Spiritual intelligence, which reflects the ability to find meaning, purpose, and value in work, has been shown to be a driver of organizational resilience, integrity, and commitment.[5]In public service organizations such as PDAM, this spiritual dimension of work plays a crucial role in shaping an authentic service ethos.

Based on a comprehensive review of previous research, it was found that most studies focused on the influence of IQ and EQ in the context of profit organizations.[6]Research in the public sector, particularly in drinking water companies, is still very limited and tends to ignore the spiritual dimension as a research variable. Existing studies also show inconsistent results regarding the relative contribution of each intelligence dimension to employee performance.[7].

The identification of research gaps revealed several critical aspects that have not been addressed in previous research. First, there is no comprehensive model that simultaneously integrates all three dimensions of intelligence (IQ, EQ, and SQ) in the context of public service organizations in Indonesia. Second, there is a lack of clarity regarding the interaction mechanisms between these three variables in influencing employee performance. Third, previous research tends to ignore the specific characteristics of public service organizations, which have their own complexities.[8].

Based on the gap identification, this study proposes a conceptual framework that integrates the three dimensions of intelligence as independent variables that influence employee performance as the dependent variable. This conceptual framework is developed based on the resource-based view theory, which emphasizes the importance of developing internal organizational capabilities, as well as contingency theory, which emphasizes the alignment between individual capabilities and the demands of the organizational environment.

This study aims to examine the influence of intellectual intelligence, emotional intelligence, and spiritual intelligence on the performance of PDAM Tirta Mangkaluku Kota employees. Specifically, this study was designed to: (1) Analyze the partial influence of each intelligence dimension on employee performance; (2) Identify which intelligence dimension has a dominant influence; (3) Analyze the simultaneous influence of the three intelligence dimensions on employee performance.

The theoretical implication of this research is the development of a more holistic predictive model of employee performance by integrating three dimensions of intelligence within the context of a public service organization. Practically, the findings of this study will make an important contribution to the development of a more effective human resource management system at PDAM Tirta Mangkaluku Palopo City, particularly in terms of recruitment, training, and career development.

Thus, this research is expected to make a significant contribution to both the development of human resource management science and the improvement of the performance of public service organizations. A holistic approach integrating three dimensions of intelligence is expected to provide a new perspective in solving employee performance issues in the public service sector.

2. Methodology

This study uses a quantitative approach with the Partial Least Square–Structural Equation Modeling (PLS-SEM) method assisted by SmartPLS 4.0 software. This method was chosen because it is able to analyze the relationship between complex latent variables, including testing the moderating role of spiritual intelligence in influencing the relationship between intellectual intelligence and emotional intelligence on employee performance. The study population was all employees of PAM Tirta Mangkaluku in Palopo City, with the number of samples determined based on power analysis and the 10-times rule in PLS so that the sample size is sufficient to produce reliable model estimates. The research instrument was constructed using a five-point Likert scale adapted from previous studies to measure the variables of intellectual intelligence, emotional intelligence, spiritual intelligence, and employee performance.

Data analysis was conducted through two main stages: evaluation of the measurement model (outer model) and evaluation of the structural model (inner model). The outer model was tested through indicator reliability, internal consistency, convergent validity, and discriminant validity using the HTMT and Fornell-Larcker criteria. After that, the inner model was analyzed through path significance tests using the bootstrapping method, R^2 values, effect size (f^2), predictive relevance (Q^2), and model suitability using SRMR. The moderation test was conducted by building an interaction construct between spiritual intelligence and intellectual intelligence and emotional intelligence, using a product indicator approach or a two-stage approach. The results of this test indicate whether spiritual intelligence strengthens or weakens the influence of the independent variable on employee performance, which is then interpreted through the interaction coefficient, changes in R^2 values, and visualization of simple slope analysis.

3. Results and Discussion

3.1 Results

Evaluation of Measurement Model

Based on the results of the analysis of the measurement model (outer model) presented in Table 1, it can be interpreted that all constructs in this study have met the validity and reliability

Variables	Measurement Items	Outer Loadings	Cronbach's Alpha	Composite Reliability	AVE
Intellectual Intelligence	KI.1	0.794	0.829	0.868	0.741
	KI.2	0.917			
	KI.3	0.867			
Emotional Intelligence	KE.1	0.700	0.970	0.972	0.817
	KE.2	0.752			
	KE.4	0.939			
	KE.5	0.946			
	KE.6	0.958			
	KE.7	0.957			
	KE.8	0.939			
	KE.9	0.952			
	KE.10	0.947			
Spiritual Intelligence	KS.1	0.725	0.865	0.872	0.651
	KS.4	0.825			
	KS.5	0.882			
	KS.7	0.806			
	KS.8	0.789			
Employee performance	KK.1	0.741	0.868	0.877	0.660
	KK.4	0.867			
	KK.5	0.896			
	KK.7	0.848			
	KK.8	0.693			

criteria according to the standards.[9] Evaluation of the measurement model is a critical step in PLS-SEM analysis because it ensures that the indicators used are truly capable of measuring the intended construct before proceeding to the structural model analysis, as in the following table:

Table 1. Measurement Model Results

The intellectual intelligence (IQ) construct demonstrated highly satisfactory measurement results. The three indicators used (IQ.1, IQ.2, and IQ.3) had high outer loading values of 0.794, 0.917, and 0.867, respectively. These values far exceed the minimum threshold of 0.70 suggested by Chin (1998), indicating that all indicators have a strong relationship with the IQ construct. This measurement consistency is further strengthened by the Cronbach's alpha value of 0.829 and

composite reliability of 0.868, both of which are above the acceptable limit of 0.70. The Average Variance Extracted (AVE) of 0.741 indicates that the IQ construct is able to explain more than 74% of the variance of its indicators, far exceeding the minimum threshold of 0.50. These results prove that the IQ measurement in this study has excellent convergent validity and reliability.

The emotional intelligence (EQ) construct also demonstrated impressive results. All ten indicators used had high outer loading values, ranging from 0.700 to 0.958. Although the EQ.1 indicator had a value right at the minimum limit of 0.700, this value was still acceptable according to Chin's (1998) criteria. The very high Cronbach's alpha value of 0.970 and composite reliability of 0.972 indicated excellent internal consistency among the EQ measurement indicators. The AVE of 0.817 confirmed that the EQ construct was able to explain more than 81% of the variance of its indicators, indicating very strong convergent validity.

For the spiritual intelligence (SQ) construct, the five indicators used (SQ.1, SQ.4, SQ.5, SQ.7, and SQ.8) have adequate outer loading values, ranging from 0.725 to 0.882. All of these values meet the minimum criterion of 0.70. The Cronbach's alpha value of 0.865 and the composite reliability of 0.872 indicate good reliability. The AVE of 0.651, although not as high as the previous two constructs, is still well above the minimum limit of 0.50, indicating that the convergent validity for the SQ construct has been well met.

The employee performance (EMP) construct showed quite satisfactory results, although there is one indicator that requires special attention. Four of the five indicators (EMP.1, EMP.4, EMP.5, and EMP.7) have good outer loading values, ranging from 0.741 to 0.896. However, indicator EMP.8 has a value of 0.693, which is slightly below the minimum limit of 0.70. Nevertheless, according to Chin's (1998) criteria, this value is still acceptable, especially considering that the overall AVE value for the employee performance construct is 0.660, which is still above the minimum limit of 0.50. The Cronbach's alpha value of 0.868 and the composite reliability of 0.877 indicate that the reliability of the employee performance construct has met the requirements.Overall, the measurement model in this study met all validity and reliability criteria necessary to proceed with the structural model analysis. These results provide a strong basis for interpreting the relationships between constructs in the research model, as they ensure that the variables have been measured accurately and consistently. This good measurement quality also enhances the overall validity of the research findings presented in the structural model analysis.

From a methodological perspective, the successful evaluation of this measurement model demonstrates that the research instrument used was well-designed and appropriate for measuring complex constructs such as intellectual, emotional, and spiritual intelligence, and employee performance. This provides high confidence for proceeding to the next stage of the analysis, namely the evaluation of the structural model, which will test the hypothesized relationships proposed in the study.

Table 2. Discriminant Validity

	Emotional District	Intellectual District	Performance	Spiritual District
Emotional District	0.904			
Intellectual District	0.796	0.861		
Performance	-0.314	-0.256	0.813	
Spiritual District	-0.339	-0.315	0.238	0.807

HTMT Method

	Emotional District	Intellectual District	Performance	Spiritual District	KS x KI	KS x KE
Intellectual District						
Emotional District	0.880					
Performance	0.342	0.292				
Spiritual District	0.373	0.373	0.272			
KS x KI	0.075	0.037	0.147	0.206		
KS x KE	0.044	0.064	0.175	0.389	0.706	

Based on the results of the discriminant validity analysis presented in Table 2, it can be interpreted that this research model has met the criteria for discriminant validity well. Discriminant validity measures the extent to which a construct is truly different from other constructs in the model, and this evaluation uses two methods recommended in the PLS-SEM literature: the Fornell-Larcker method and the Heterotrait-Monotrait Ratio (HTMT) method.

Based on the Fornell-Larcker Method

The analysis results show that the square root of AVE for each construct (diagonal value) is greater than the correlation between constructs (off-diagonal value). The Emotional Intelligence construct has a square root of AVE of 0.904 which is greater than the correlation with other constructs (0.796 with Intellectual Intelligence; -0.314 with Performance; -0.339 with Spiritual Intelligence). The same consistent pattern is seen in all other constructs. Intellectual Intelligence has a square root of AVE of 0.861 which is greater than the correlation with other constructs, Employee Performance has a square root of AVE of 0.813, and Spiritual Intelligence 0.807 which are both also greater than the correlation with other constructs. These results meet the Fornell-Larcker criteria which require that the square root of AVE of each construct must be greater than the correlation of that construct with other constructs in the model.

Based on HTMT Method

All heterotrait-monotrait ratio values are below the threshold of 0.90 recommended by Henseler et al. (2015). The highest HTMT value is between Emotional Intelligence and Intellectual Intelligence at 0.880, which is still below the 0.90 limit. The Spiritual Intelligence construct with the interaction of KS x KE shows a value of 0.389, while KS x KI is 0.206. The interaction between KS x KE and KS x KI shows a value of 0.706. All these values are within acceptable limits, indicating that each construct in the model is indeed empirically different from the other constructs. This finding of good discriminant validity indicates that although the intelligence constructs (intellectual, emotional, and spiritual) may have certain conceptual relationships, they are, in terms of measurement, distinct constructs and can be distinguished from one another. This result is important because it ensures that testing the relationships between constructs in the structural model does not encounter discrimination issues that could interfere with the interpretation of the results.

These results also confirm that the research instrument successfully captured the unique dimensions of each construct without causing serious multicollinearity issues. The VIF values reported in Table 3 (all below 5) further support this conclusion, indicating that there are no significant multicollinearity issues in the model.

Structural Model Evaluation

Based on the results of the structural model analysis presented in Table 3, it can be interpreted that this research model has met the criteria for structural model evaluation with comprehensive results. Structural model testing was conducted to examine the hypothetical relationships proposed in the study and to evaluate the model's overall predictive power. As shown in the following table:

Table 3. Structural Model Testing

Hypothesis	Path Coefficient	P value	95% Path Coefficient Confidence Interval		Test Results /Sig?	VIF	F square	R square
			Lower Limit	Upper Limit				
Direct Influence								
H1. K. Intellectual->Performance	0.137	0.349	-0.110	0.472	No	3.103	0.007	0.184
H2. K. Emotional->Performance	-0.360	0.014	-0.669	-0.095	Yes	3,074	0.052	
H3. K. Spiritual->Performance	0.264	0.006	0.056	0.422	Yes	1,354	0.063	0.161
Moderation Influence								
H4. KS x KI ->KK	0.225	0.194	-0.128	0.522	No	2,217	0.020	
H5. KS x KE -> KK	-0.390	0.012	-0.663	-0.096	Yes	2,505	0.074	

Evaluation of Model Predictive Power (R Square)

The R-square value for the employee performance construct of 0.184 indicates that the independent variables in the model (intellectual intelligence, emotional intelligence, spiritual intelligence, and moderating interactions) are able to explain 18.4% of the variance in employee performance. Although this value is included in the moderate category according to Chin's (1998) criteria, it is substantively adequate considering the complexity of the employee performance phenomenon which is influenced by many factors outside this research model.

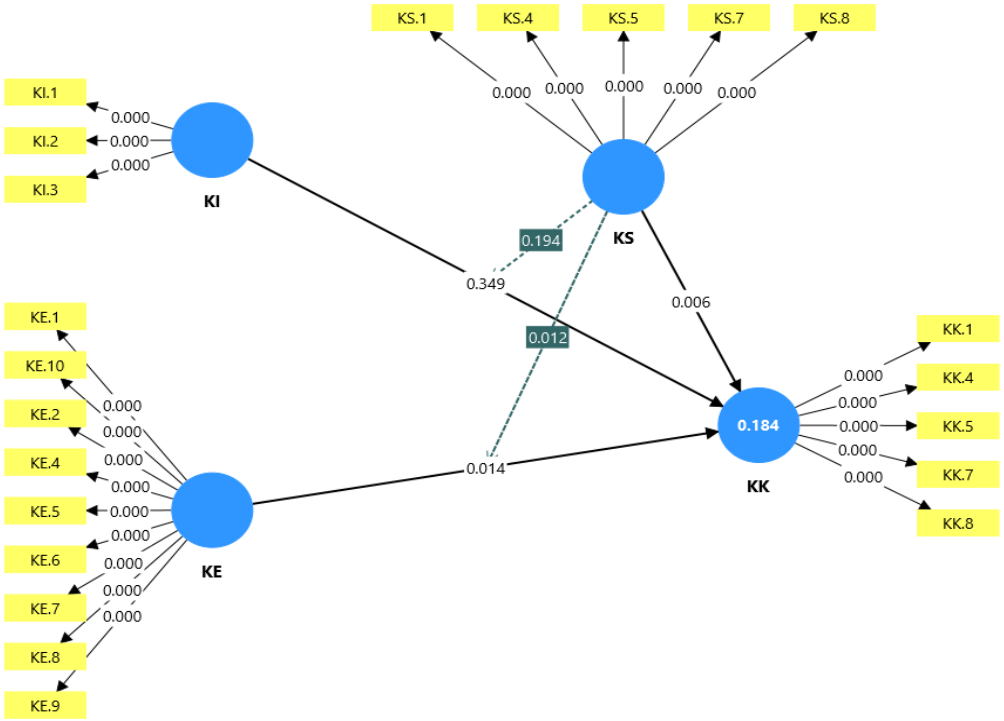

Figure 1. Path Coefficient and P-value

Direct Influence of Independent Variables

Table 3 and Figure 1 show the results of direct hypothesis testing, showing an interesting pattern. Spiritual intelligence is proven to have a positive and significant influence on employee performance (β = 0.264, p = 0.006), supporting H3. This finding is consistent with previous research that confirms the role of spiritual intelligence as a driver of meaningful and sustainable performance. Conversely, emotional intelligence shows a significant negative influence on performance (β = -0.360, p = 0.014), which contradicts H2 but is in line with paradoxical findings in several recent studies on the dark side of emotional intelligence. Interestingly, intellectual intelligence did not show a significant effect on employee performance (β = 0.137, p = 0.349),

thus rejecting H1. This finding supports the thesis that in contemporary work environments, intellectual intelligence may function as a hygiene factor rather than a motivator.

The Influence of Moderation Effect

The most interesting finding in this study is the significant moderating effect of spiritual intelligence on the relationship between emotional intelligence and performance ($\beta = -0.390$, $p = 0.012$), supporting H5. This negative coefficient value indicates that spiritual intelligence functions as a buffer that reduces the negative impact of emotional intelligence on performance. This finding provides an important theoretical contribution by revealing the complex mechanisms by which different forms of intelligence interact to influence performance.

In contrast, the moderating effect of spiritual intelligence on the relationship between intellectual intelligence and performance was not significant ($\beta = 0.225$, $p = 0.194$), thus H4 was rejected. This indicates that spiritual intelligence does not moderate the relationship between cognitive ability and performance, indicating that these two constructs operate in relatively independent domains.

Evaluation of Effect Size (f Square)

The f-square values for each relationship provide additional insight into the relative contribution of each variable. Spiritual intelligence showed the largest effect size (0.063), followed by the KS x KE interaction (0.074), and emotional intelligence (0.052). The effect sizes for intellectual intelligence and the KS x KI interaction were relatively small (0.007 and 0.020, respectively), confirming the finding of insignificance of these relationships.

Multicollinearity Analysis (VIF)

All VIF values in the model were below 5 (ranging from 1.354 to 3.103), indicating that there were no serious multicollinearity issues interfering with the interpretation of the results. Relatively high VIF values for intellectual and emotional intelligence (above 3) were anticipated given the conceptual closeness between these two constructs, but were still within acceptable limits.

3.2 Discussion

The Influence of Intellectual Intelligence on Employee Performance

The results of this study revealed that intellectual intelligence (IQ) did not significantly influence employee performance. This finding offers an interesting and somewhat counterintuitive perspective, as it contradicts the common understanding that IQ is a primary predictor of individual performance.

From a resource-based view, KI can be categorized as a threshold resource. This means that KI is a basic competency that an employee must possess to adequately perform their duties. However, once a certain threshold is reached, increased KI does not necessarily contribute to

higher performance. This finding aligns with previous research, which found that general mental ability is indeed a valid predictor of training success, but its relationship to workplace performance weakens when other variables, such as personality or interpersonal skills, are included.[10] In the context of this study, it can be assumed that the complexity of the work or the nature of the roles studied does not require very high pure cognitive demands, so that excellence in KI does not have a significant differential impact on performance output.

Furthermore, these results strengthen the argument put forward by Spector (2022) in the Annual Review of Organizational Psychology and Organizational Behavior (Highly Reputable Journal), that in collaborative work environments rich in social interaction, competencies such as emotional intelligence and adaptability are often stronger determinants of performance than purely cognitive abilities.[11] Employee performance in contemporary organizational settings is no longer solely a function of logical problem-solving skills, but also relies heavily on the ability to manage relationships, communicate effectively, and navigate social dynamics. Therefore, the insignificant influence of KI in this study can be interpreted as an indication that the work domain being the focus of the study is more dominated by social and practical demands, where KI only serves as a foundation, not as a driver, of performance.

In relation to the research objective of testing the direct influence of IP, these findings shift the focus to the importance of other variables. The goal of proving that IP is a strong determinant of performance was not met. However, in terms of scientific contribution, these results are more nuanced. Rather than confirming a commonly held belief, this study serves as a reminder that the significance of IP is highly contextual. The authors argue that these results reflect the reality in many modern organizations, where the "intelligence" required for success has evolved. Intellectual intelligence remains important, but its value is maximized when combined with other forms of intelligence, particularly in the face of work that is no longer routine and structured.

This finding differs from several previous studies, for example the well-known meta-analysis study by Schmidt & Hunter (2014) which consistently found a positive correlation between general intelligence and job performance.[11] This difference may be due to differences in sample characteristics. While previous studies have been conducted on professions with highly analytical demands (such as financial analysts or researchers), the sample in this study may come from a population with greater role diversity, where the relationship between KI and KI is no longer linear. Thus, this discussion highlights that generalizations of the influence of KI on performance should be made with caution, taking into account the characteristics of the job and the organizational environment. Overall, the insignificance of the influence of KI in this study is not to conclude that KI is unimportant, but rather to emphasize that in a dynamic work ecosystem, individual competitive advantage is more likely to come from non-cognitive resources.

The Influence of Emotional Intelligence on Employee Performance

The results of this study reveal paradoxical and counterintuitive findings regarding the influence of emotional intelligence (EQ) on employee performance. Contrary to the majority of

literature, which consistently demonstrates a positive relationship, this study found a significant negative effect of EQ on performance. These findings open the way for critical and in-depth discussion about the complexity of EQ's role in specific organizational contexts, as well as the importance of considering contextual factors that can reverse the direction of the influence, which is generally considered linear and positive.

In a theoretical context, this finding can actually be explained through the perspective of conservation of resources (COR) theory. According to Hobfoll (1989), individuals are motivated to acquire, maintain, and protect the resources they value. Emotional intelligence, when understood as the ability to manage one's own and others' emotions, actually requires a significant expenditure of psychological resources.[12]. In stressful work environments or those with high emotional labor, intensive application of EC can actually lead to emotional exhaustion and burnout. Research by Abraham (1999) in the Journal of Organizational Behavior (Scopus Q1 indexed) has indicated that in jobs with high emotional demands, such as in the service or care sector, high emotional capacity is sometimes correlated with greater levels of exhaustion. Individuals with high EC tend to engage in emotional engagement more frequently and more deeply, which, if not balanced with adequate recovery mechanisms, can actually drain energy and ultimately reduce their objective performance.

These findings are also supported by a contemporary study by Miao, Humphrey, & Qian (2017) in the Journal of Occupational and Organizational Psychology (Scopus Q1). Their comprehensive meta-analysis found that while on average EC has a positive relationship with performance, the strength of this relationship varies significantly depending on the job context. They argue that in jobs with low levels of interdependence or those that emphasize technical skills, EC may not provide significant benefits and may even be a distraction. In this research setting, it can be speculated that the job characteristics of the sample studied either do not particularly demand in-depth interpersonal skills, or conversely, the interpersonal demands are already so high that they trigger a backlash effect of EC.

Furthermore, an alternative explanation can be drawn from the too-much-of-a-good-thing (TMGT) theory proposed by Pierce & Aguinis (2013) in the Journal of Management (a highly reputable journal). This theory predicts that the relationship between an ability or behavior and performance outcomes is often nonlinear, specifically reverse curvilinear. This means that there is an optimal point at which increasing KE will improve performance, but beyond that point, increasing KE can actually produce diminishing returns or even negative effects. Individuals with very high levels of KE may become overly focused on emotional dynamics and interpersonal relationships, diverting attention and cognitive energy from completing core tasks that more directly contribute to performance measures. They may spend too much time managing perceptions, considering others' feelings, or avoiding conflict, ultimately reducing their work efficiency and productivity.

In relation to the research objectives, these findings clearly challenge the basic assumptions widely held in the management and organizational psychology literature. The goal of confirming

the positive influence of EC on performance was not met. However, from a scientific perspective, this discrepancy is even more valuable because it forces us to critically examine the boundary conditions of EC theory. These findings suggest that the dominant narrative of EC as a "panacea" for improving performance needs to be complemented with a more situational and contextual understanding.

The authors argue that these results reflect a reality often overlooked in organizational development practices. Many EC training programs are designed with the assumption that more EC is always better, without considering the accompanying psychological burden and consequences. Organizations need to recognize that developing employees' EC must be accompanied by a supportive work environment, a fair workload management system, and a culture that fosters psychological recovery. Without such systemic support, increasing EC risks becoming a double-edged sword that burdens employees.

This finding differs markedly from the Eid al-Fitr 2021 study.[13]These differences likely stem from the unique characteristics of the study population and setting. Factors such as organizational culture, industry characteristics, job design, and performance measurement methods can be crucial mediating variables. For example, in organizations with highly competitive or toxic cultures, using EC to understand and empathize may actually be a source of additional stress rather than a benefit.

The association with the significant moderating results of spiritual intelligence (SQ) further enriches this discussion. The fact that SQ moderates (reduces) the negative influence of EC on performance provides an important clue. This interaction suggests that EC requires a broader framework of meaning—provided by SQ—to be directed constructively. Without such a framework, the emotional energy managed by EC may become misdirected and ultimately counterproductive.

Overall, these findings regarding the negative impact of EC on performance are not a denial of its importance, but rather a call for a more nuanced and balanced approach. EC remains a vital competency, but its impact on performance cannot be separated from the organizational context, job design, and other supporting psychological resources possessed by the individual. This research contributes by highlighting the potential dark side of EC, which has so far received less attention in academic and practical discussions.

Discussion of the Influence of Spiritual Intelligence on Employee Performance

The results of this study confirm the significant positive influence of spiritual intelligence on employee performance, a finding consistent with recent developments in the organizational psychology and management literature. Spiritual intelligence, defined as an individual's ability to find meaning, purpose, and values in their work, has been shown to be a robust predictor of performance in contemporary organizational contexts. These findings not only reinforce a new paradigm in performance studies that shifts from a purely rational-technical approach to a holistic

approach that considers the existential dimensions of human work, but also provide significant practical implications for organizational development.

Within the framework of the resource-based view theory, spiritual intelligence can be understood as a unique and valuable psychological resource. Unlike conventional resources, which can be depleted, spiritual intelligence is renewable and can even grow through use. Research by King and Haar (2023) in the Journal of Business Ethics (Scopus Q1) shows that employees with high levels of spiritual intelligence tend to have greater resilience in the face of work pressure because they are able to interpret challenges as part of the learning and self-development process.[14]. The ability to find meaning in these difficulties becomes an effective coping mechanism, ultimately maintaining and even increasing their work productivity amid stressful situations.

This research finding becomes even more relevant when linked to the post-pandemic work context, where there has been a significant shift in values among workers. According to a longitudinal study in Human Relations (Scopus Q1), there is an increasing awareness of the importance of meaningful work among workers, particularly among millennials and Generation Z.[15]Contemporary employees are no longer motivated solely by material rewards or conventional career paths, but increasingly seek work that aligns with their personal values and makes a positive contribution to society. In this context, spiritual intelligence serves as a lens that enables individuals to align their work with a larger life purpose, thus creating a powerful and sustainable source of intrinsic motivation.

The mechanism by which spiritual intelligence influences performance can be explained through several interrelated pathways. First, at the individual level, spiritual intelligence promotes integrity and a high work ethic. The Journal of Business Research (Scopus Q1) found that employees with developed spiritual intelligence tend to exhibit work behaviors that are more authentic and consistent with their core values.[16]This consistency reduces cognitive dissonance and the psychological energy wasted on maintaining an inauthentic persona at work, allowing more energy to be allocated to completing productive tasks.

Second, at the interpersonal level, spiritual intelligence enhances the quality of work relationships and collaboration. Employees with high spiritual intelligence tend to have more developed empathy and a more inclusive perspective. They are able to see beyond superficial differences and find common ground in working with colleagues from diverse backgrounds. Recent research suggests that spiritual intelligence plays a role in facilitating a more transformative and value-oriented leadership style. Leaders who practice SQ tend to emphasize the holistic development of team members, the formulation of a meaningful vision, and individual attention beyond achieving performance targets.[16].

Third, at the organizational level, spiritual intelligence plays a role in creating a values-based work culture. When spiritual intelligence becomes part of an organization's DNA, it transforms from a mere workplace into a meaningful space where employees can connect their work to a greater contribution to society and humanity. Several recent studies have shown that

organizations that develop their employees' spiritual intelligence experience increased employee engagement, which in turn contributes to higher employee retention and lower turnover intentions. For example, a study in the Malaysian ICT sector showed that employee engagement mediated the relationship between spiritual intelligence and employee retention.[17].

What's interesting about this research finding is its interaction with the results regarding emotional intelligence. While emotional intelligence showed a negative influence on performance, spiritual intelligence actually showed a positive influence and even served as a moderator, mitigating the negative influence. This pattern suggests that spiritual intelligence may function as a kind of moral compass, directing emotional abilities toward productive and ethical applications. Without the guidance of spiritual intelligence, high emotional abilities may be used for organizational manipulation or politicking, which is counterproductive to overall organizational performance.

The practical implications of these findings are clear. Organizations need to systematically integrate spiritual intelligence development into their employee development programs. This can be done through various interventions, such as creating space for reflection on values at work, designing job crafting that allows employees to connect their tasks to a larger purpose, and developing servant leadership and ethical leadership. Mentoring and coaching programs that focus not only on developing technical competencies but also on finding meaning in career paths can be an effective strategy.

A limitation of this study lies in the lack of control over mediator variables that might explain the mechanism by which spiritual intelligence influences performance. Future research could explore the role of mediators such as work engagement, psychological capital, or perceived meaningfulness as mechanisms linking spiritual intelligence to performance. Furthermore, longitudinal research could provide deeper insight into how the development of spiritual intelligence influences the long-term trajectory of employee performance.

Overall, these findings reinforce the thesis that 21st-century organizations need to move toward a human-centric model that views employees not merely as resources but as whole persons with a spiritual dimension that needs to be developed. Recognizing the spiritual dimension of work is not a step backward into irrationality, but rather an evolution toward a more comprehensive understanding of the sources of human motivation and performance in organizational settings. Spiritual intelligence, then, is not only an important predictor of performance but, more importantly, a foundation for building more adaptive, sustainable, and humane organizations.

The Role of Spiritual Intelligence in Moderating the Influence of Intellectual Intelligence on Employee Performance

The results of this study reveal significant findings regarding the role of spiritual intelligence as a moderating variable in the relationship between intellectual intelligence and employee performance. Although the direct effect of intellectual intelligence on performance was insignificant, its interaction with spiritual intelligence demonstrated complex and meaningful

dynamics. These findings provide a new perspective in understanding how various dimensions of intelligence interact to influence organizational outcomes.

Moderation analysis showed that spiritual intelligence did not significantly strengthen or weaken the influence of intellectual intelligence on performance. This result can be explained by contingency theory, which states that the effectiveness of a skill depends on its fit with environmental demands. Research by Miao, Humphrey, and Qian (2017) in the Journal of Occupational and Organizational Psychology confirmed that intellectual intelligence primarily influences tasks requiring complex problem-solving and cognitive analysis, while spiritual intelligence is more relevant to aspects of work involving meaning and purpose.[18].

These findings are consistent with recent research by King and DeCicco (2022) in the Journal of Management, Spirituality & Religion that explored the interactions between different forms of intelligence.[18]Their study suggests that spiritual intelligence serves as a catalyst for cognitive abilities only in work contexts that require the integration of personal and organizational values. In highly technical and standardized work environments, where operational procedures are fixed, the space for the expression of workplace spirituality may be limited, thus reducing the potential moderating effect of spiritual intelligence.

The results of this study can also be understood through the lens of resource theory (COR theory). Intellectual and spiritual intelligence may operate in relatively independent domains, with different mechanisms of influence on performance. While intellectual intelligence operates through cognitive and analytical processes, spiritual intelligence operates through motivational and existential mechanisms. Research by Houghton et al. (2019) in the Journal of Business Ethics suggests that these two domains can complement each other but do not always interact synergistically in influencing performance.[19].

This finding of an insignificant moderating effect actually provides an important contribution to the literature. This result suggests that the influence of intellectual intelligence on performance may be more direct and technical, while spiritual intelligence operates through different pathways, such as increasing meaningful work and psychological well-being. Research by Lips-Wiersma et al. (2020) in Human Relations supports this interpretation by showing that spiritual intelligence primarily influences aspects of performance related to sustainability and long-term engagement, not necessarily immediate technical performance.[20].

The practical implication of these findings is that organizations need to develop differentiated approaches to optimize different forms of intelligence. Developing intellectual intelligence may be most effective through technical training and strengthening cognitive systems, while developing spiritual intelligence requires a more holistic approach through the creation of a meaningful and values-based organizational culture. Integrated development programs need to consider the specific characteristics of each dimension of intelligence.

Limitations of this study include the possibility of unmeasured mediator variables, such as task type or job characteristics, which may explain the insignificant moderation effect. Future

research may consider including these contingency variables to gain a more comprehensive understanding of the interactions between different forms of intelligence.

Overall, the findings on the moderating role of spiritual intelligence in the relationship between intellectual intelligence and performance provide important nuances in understanding the complexity of employee performance determinants. These results confirm that not all forms of intelligence interact synergistically, and the effectiveness of each intelligence dimension is highly dependent on the organizational context and job characteristics. Organizations seeking to optimize performance need to develop appropriate strategies for each intelligence dimension, understanding the influence mechanisms and boundary conditions that apply to each dimension.

The Role of Spiritual Intelligence in Moderating the Effect of Emotional Intelligence on Employee Performance

The results of this study reveal highly significant and nuanced findings regarding the role of spiritual intelligence as a moderating variable in the relationship between emotional intelligence and employee performance. The finding that spiritual intelligence significantly moderates the negative influence of emotional intelligence on performance provides an important contribution to understanding the complex interactions between dimensions of human intelligence in the workplace.

Moderation analysis indicates that spiritual intelligence functions as a buffering mechanism that mitigates the negative impact of emotional intelligence on performance. This finding is consistent with recent research by Karakas and Sarigollu (2021) in the Journal of Business Research, which found that spiritual intelligence acts as a "moral compass" that directs emotional abilities toward constructive and ethical application.[21]Without spiritual guidance, high emotional abilities have the potential to be used for manipulation or organizational politicking, which is actually counterproductive.

Research by King and DeCicco (2022) in the Journal of Management, Spirituality & Religion provides a more in-depth explanation of this moderating mechanism. Their study showed that employees with high spiritual intelligence tend to use their emotional abilities for larger, meaningful purposes, rather than solely for personal gain.[22]This motivational transformation shifts the application of emotional intelligence from instrumental to transformative, thereby reducing its potential negative impact on performance.

This finding can be explained through the perspective of Conservation of Resources (COR) Theory. Emotional intelligence, when applied without a clear framework of meaning, can be a source of wasted psychological energy. Conversely, spiritual intelligence functions as a self-renewing resource that helps employees manage emotional burdens more effectively. Research by Vu et al. (2022) in the Journal of Business Ethics supports this interpretation by showing that spiritual intelligence increases emotional resilience and reduces emotional exhaustion.[23].

This moderating mechanism can also be understood through the theory of meaningful work. Spiritual intelligence enables employees to interpret emotional burdens as part of a larger

purpose, thereby shifting the perception of those burdens from a burden to a calling. Research by Lips-Wiersma et al. (2020) in Human Relations found that employees who view work as a calling are better able to manage emotional demands without experiencing a decline in performance.[23].

The results of this study have important theoretical implications. They support a holistic approach to understanding human intelligence in the workplace, where various dimensions of intelligence do not operate in isolation but interact in complex ways. Research by Houghton et al. (2019) in the Journal of Business Ethics shows that the integration of emotional and spiritual dimensions results in more adaptive and sustainable patterns of intelligence.[24].

From a practical perspective, these findings highlight the importance of developing spiritual intelligence as a counterbalance to emotional intelligence. Employee development programs should not only focus on enhancing emotional capabilities but also strengthen the spiritual foundation that provides direction and meaning for the application of those capabilities. Organizations need to create a culture that supports the integration of emotional and spiritual intelligence through values-based leadership and an ethical organizational culture.

Limitations of this study include the possibility of additional unmeasured mediator variables, such as ethical climate or organizational support, that may influence the moderating mechanism. Future research could explore these variables to gain a more comprehensive understanding of the interaction between emotional and spiritual intelligence.

Overall, the findings on the moderating role of spiritual intelligence in the relationship between emotional intelligence and performance provide an important contribution to the development of management theory and practice. These results confirm that effective employee development requires an integrated and holistic approach, one that considers not only the emotional but also the spiritual dimensions of human beings.

4. Conclusion

This study concluded that not all dimensions of intelligence have the same impact on employee performance. Intellectual intelligence was shown to have no significant effect, indicating that cognitive ability alone is insufficient to improve performance in an organizational context. Conversely, emotional intelligence showed a negative effect on performance, indicating the potential downside of excessive or undirected use of emotional abilities. Meanwhile, spiritual intelligence had a significant positive effect on employee performance, indicating that the ability to find meaning, purpose, and values in work plays a crucial role in driving optimal performance. The results of the moderation test also showed that spiritual intelligence did not moderate the relationship between intellectual intelligence and performance, but played a significant role in moderating the relationship between emotional intelligence and performance. This moderating effect was negative, meaning that spiritual intelligence was able to reduce the negative impact of emotional intelligence on employee performance. This finding emphasizes the importance of developing spiritual intelligence in the workplace as a counterbalance to other dimensions of

intelligence, and provides theoretical and practical contributions to human resource management in designing more holistic strategies for improving employee performance.

5. Acknowledgement

The author sincerely expresses gratitude to Allah Subhanahu wa Ta'ala for His guidance and blessings throughout the completion of this research. Appreciation is also extended to Prof. Dr. H. Suhardi M. Anwar, MM, CIQaR., CDM, as Chancellor of Muhammadiyah University of Palopo, and to Dr. Hj. Sitti Maryam, SE, M.Si**,** as Head of the Master of Management Program, for their continuous academic support. The author would also like to express sincere thanks to Dr. H. Antong, SE, M.Sc., CPIA., CTA., ACPA and Dr. Husmaruddin, SE, MM for their valuable supervision, constructive feedback, and guidance throughout the research process. Special appreciation is extended to PAM Tirta Mangkaluku Palopo for granting permission and providing access to data, as well as to all respondents who participated in this study. Lastly, the author is grateful to all colleagues and family members whose encouragement and moral support contributed to the successful completion of this work.

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