



## The Effect of Emotional Intelligence, Intellectual Intelligence, and Spiritual Intelligence on Employee Performance through Job Satisfaction as an Intervening Variable (Study on Employees of JNE Malang City)

Amirudin<sup>1\*</sup>, Heri Pratikto<sup>2</sup>, Budi Eko Soetjipto<sup>3</sup>

Faculty of Economics and Business, Universitas Negeri Malang

Corresponding Author: Amirudin [amirudin.2004138@students.um.ac.id](mailto:amirudin.2004138@students.um.ac.id),

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### ABSTRACT

This study aims to explain the effect of emotional intelligence, intellectual, and spiritual intelligence on employee performance through job satisfaction as an intervening variable (On JNE Employees in Malang City). From the test results obtained the results Emotional Intelligence has a direct and significant effect on Job Satisfaction. Emotional Intelligence has a direct and significant effect on Employee Performance. Intellectual Intelligence has a direct and significant effect on Employee Performance. Spiritual Intelligence has a direct and significant effect on Employee Performance. Emotional Intelligence has an indirect and significant effect on Employee Performance through Job Satisfaction. Intellectual Intelligence has an indirect and significant effect on Employee Performance through Job Satisfaction. Spiritual Intelligence has an indirect and significant effect on Employee Performance through Job Satisfaction.

## **INTRODUCTION**

Human resources have an important role in improving the quality of the organization. Someone who has good performance can bring progress to the organization and existing human resources will be recognized as a strategic asset within the company or institution. Therefore, human resources or labor must receive special attention from the organization, so that if the workforce is satisfied, they will feel motivated to do a job and will increase their work results, as a result, work productivity will increase and ultimately organizational goals will be achieved.

Established in 1990, PT Tiki Jalur Nugraha Ekakurir (JNE) serves the public in matters of customs services, especially imports of time-sensitive shipments through the 'Rush Handling' warehouse. JNE is an expedition service that serves the delivery of goods, packages, and documents to all regions in Indonesia. As an expedition service that has won the '1st Millennial Choice in Courier Service Category 2019' award by *Warta Ekonomi*, JNE has a receipt check service. The speed and reliability of consistent and responsible services make JNE's credibility even higher in the eyes of customers and partners.

Employee performance is included in the measure of success in completing work that can assist the company in realizing common goals within a certain time (Marzuki et al, 2018). Employee performance is a conscious and measurable effort made by each employee to improve the quality of the agency or company. The importance of performance owned by an employee requires serious attention from managers/superiors. To improve employee performance, periodic motivation is needed in the hope of bringing better conditions, besides that companies can provide compensation and rewards for employees both materially and non-materially. Compensation is expected to be able to influence the thoughts and actions of employees in meeting the needs of life and to get self-satisfaction and job satisfaction.

Job satisfaction is the result of employee perceptions of how well one's job provides everything that is seen as important through the results of work (Luthans in Setiawan and Solimun, 2011).

## **LITERATURE REVIEW**

### *Employee Performance*

Wibowo (2011: 7) says that performance comes from the notion of performance, some also define performance as the result of work-on-work performance. According to Robbins (2016: 260), here are some indicators to measure employee performance, namely: 1) Quality of work, 2) Quantity, 3) Timeliness, 4) Effectiveness, and 5) Independence.

### *Emotional Intelligence*

Emotional intelligence is a person's ability to detect and manage emotional clues and information (Robbins and Judge, 2014: 335). Goleman (2015: 58), reveals five indicators of emotional intelligence that can be a guide for individuals to achieve success, namely: 1) Self-awareness, 2) Self-control, 3) Motivation, 4) Empathy, 5) Social skills.

### *Intellectual Intelligence*

Intellectual intelligence is the ability to think rationally, remember, learn, understand, solve problems, and then effectively apply what has been learned (Mahmood, et al., 2015). Robbins (2014:58) suggests five dimensions of indicators in intellectual intelligence, namely: 1) Number intelligence, 2) Verbal understanding, 3) Perceptual speed, 4) Inductive reasoning, and 5) Deductive reasoning.

#### *Spiritual Intelligence*

Spiritual intelligence is the intelligence to deal with the issue of meaning (value), namely intelligence that places our behavior and life in the context of a broader meaning to assess that one's actions or way of life are more meaningful (Tuloli, 2016). Indicators of spiritual intelligence (Zubaedi, 2017), namely: 1) Self-awareness, 2) Ability to deal with pain or suffering, 3) Reluctant to cause unnecessary harm, and 4) Independent.

#### *Job Satisfaction*

According to Robbin & Judge (2015: 46), "job satisfaction is a positive feeling about work that results from an evaluation of its characteristics. Job satisfaction is one of the factors that is very important for every employee because by achieving job satisfaction, employees will feel comfortable doing their jobs. (Edison, Anwar & Komariah, 2017: 213) In measuring and seeing job satisfaction, at least the indicators used are 1) Satisfaction with salary or wage payments, 2) Satisfaction with promotion, 3) Satisfaction with supervision, and 4) Satisfaction with coworkers.

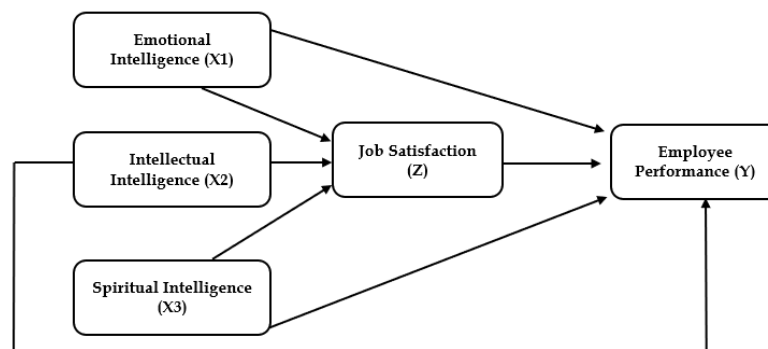


Figure 1. Research design

## **METHODOLOGY**

The method used in this study uses quantitative methods and data collection using questionnaires. Respondents in this study were all employees of JNE Malang City, totaling 375 employees and the sampling method used non-probability sampling techniques (Sugiyono, 2017: 81). The type of non-probability sampling technique used is purposive sampling. to measure respondents' answers in this study, namely using a Likert scale measuring instrument. Then the data analysis method uses the descriptive analysis method to explain the characteristics of respondents, especially concerning the variables used in this study, and classical assumption test analysis is used to test the research hypothesis. Furthermore, path analysis to determine the direct and indirect effects of variables in this study.

**RESEARCH RESULT**  
*Statistical Testing Results*  
*Instrument Testing*  
*Validity Test*

Table 1. Validity Test Results

Item	Significance	Test Result
Y.1	0.000	Valid
Y.2	0.000	Valid
Y.3	0.000	Valid
Y.4	0.000	Valid
Y.5	0.000	Valid
Y.6	0.000	Valid
Y.7	0.000	Valid
Y.8	0.000	Valid
Y.9	0.000	Valid
Y.10	0.000	Valid
Z.1	0.000	Valid
Z.2	0.000	Valid
Z.3	0.000	Valid
Z.4	0.000	Valid
Z.5	0.000	Valid
Z.6	0.000	Valid
Z.7	0.000	Valid
Z.8	0.000	Valid
X1.1	0.000	Valid
X1.2	0.000	Valid
X1.3	0.000	Valid
X1.4	0.000	Valid
X1.5	0.000	Valid
X1.6	0.000	Valid
X1.7	0.000	Valid
X1.8	0.000	Valid
X1.9	0.000	Valid
X1.10	0.000	Valid
X2.1	0.000	Valid
X2.2	0.000	Valid
X2.3	0.000	Valid
X2.4	0.000	Valid
X2.5	0.000	Valid
X2.6	0.000	Valid
X2.7	0.000	Valid
X2.8	0.000	Valid
X2.9	0.000	Valid
X2.10	0.000	Valid
X3.1	0.000	Valid
X3.2	0.000	Valid
X3.3	0.000	Valid
X3.4	0.000	Valid
X3.5	0.000	Valid
X3.6	0.000	Valid
X3.7	0.000	Valid
X3.8	0.015	Valid

*Source: JNE Malang City Employee Data, 2023*

From Table 1, it can be concluded that the variable instruments of emotional intelligence, intellectual intelligence, spiritual intelligence, job satisfaction, and employee performance of JNE Malang City are valid because it is proven that the significant value is <5%. The valid meaning is that it shows that the instruments in the research variables are precisely used to measure emotional intelligence, intellectual intelligence, spiritual intelligence, job satisfaction, and employee performance of JNE Malang City.

*Reliability Test*

Table 2. Reliability Test Results

Item	Coefficient <i>Cronbach's Alpha</i>	Test Result
Emotional Intelligence (X1)	0.923	Reliable
Intellectual Intelligence (X2)	0.944	Reliable
Spiritual Intelligence (X3)	0.857	Reliable
Job Satisfaction (Z)	0.936	Reliable
Employee Performance (Y)	0.949	Reliable

*Source: JNE Malang City Employee Data, 2023*

Based on Table 2, it can be concluded that the variables of emotional intelligence, intellectual intelligence, spiritual intelligence, job satisfaction, and employee performance used in this study are reliable, this is because the Cronbach's Alpha coefficient is above 0.6.

*Classical Assumption Test*

*Normality Test*

Table 3. Normality Test Results

One-Sample Kolmogorov-Smirnov Test		
		Unstandardized Residual
N		191
Normal Parameters <sup>a,b</sup>	Mean	.000000
	Std. Deviation	3.51133320
Most Extreme Differences	Absolute	.048
	Positive	.028
	Negative	-.048
Test Statistic		.048
Asymp. Sig. (2-tailed)		.200 <sup>c,d</sup>

a. Test distribution is Normal.

b. Calculated from data.

c. Lilliefors Significance Correction.

d. This is a lower bound of the true significance.

*Source: JNE Malang City Employee Data, 2023*

Based on table 3 shows that the results of the normality test conducted show that the data is normally distributed. This is indicated by the value of Asymp Sig. (2-tailed) value of 0.200 > 0.05. So it can be concluded that the data is normally distributed.

*Linearity Test*

Table 4. Linearity Test Results

		ANOVA Table				
		Sum of Squares	df	Mean Square	F	Sig.
Employee Performance *	Between Groups	5058.295	17	297.547	15.554	.000
	Linearity	4677.847	1	4677.847	244.529	.000
	Deviation from Linearity	380.448	16	23.778	1.243	.240
	Within Groups	3309.496	173	19.130		
	Total	8367.791	190			

Source: JNE Malang City Employee Data, 2023

From the output above, it can be seen that the Deviation from the Linearity value is 0.240. Because the significance is more than 0.05. So it can be concluded that between the variables of employee performance and spiritual intelligence, there is a linear relationship.

#### Multicollinearity Test

Table 5. Multicollinearity Test Results

		Coefficients <sup>a</sup>					Collinearity Statistics	
		Unstandardized Coefficients		Coefficients			Tolerance	VIF
Model		B	Std. Error	Beta	t	Sig.		
1	(Constant)	3.146	1.921		1.637	.103		
	Emotional Intelligence	.219	.073	.208	3.019	.003	.315	3.173
	Intellectual Intelligence	.445	.055	.469	8.057	.000	.441	2.267
	Spiritual Intelligence	.371	.098	.255	3.808	.000	.334	2.991

a. Dependent Variable: Employee Performance

Source: JNE Malang City Employee Data, 2023

Based on the test results in the table above, because the VIF value for all variables has a value smaller than 10 and the tolerance value is greater than 0.10, it can be concluded that there is no multicollinearity between the independent variables in the regression model.

#### Heteroscedasticity Test

Table 6 Heteroscedasticity Test Results

		Coefficients <sup>a</sup>				
		Unstandardized Coefficients		Standardized Coefficients		
Model		B	Std. Error	Beta	t	Sig.
1	(Constant)	3.798	1.110		3.423	.001
	Emotional Intelligence	-.004	.043	-.012	-.091	.927
	Intellectual Intelligence	-.048	.039	-.166	-1.248	.214
	Spiritual Intelligence	.043	.057	.097	.761	.447

a. Dependent Variable: Abs\_Res

**Coefficients<sup>a</sup>**

Source: JNE Malang City Employee Data, 2023

Based on the results of the Park test, it can be seen that the significant value of all variables is above 0.05 so it can be concluded that there is no heteroscedasticity in the two models and has fulfilled the classical assumption test.

*Hypothesis Test*  
*Partial Test (t-Test)*

Table 7. T Test Results

		Coefficients <sup>a</sup>				
		Unstandardized Coefficients		Standardized Coefficients		
Model		B	Std. Error	Beta	t	Sig.
1	(Constant)	2.441	1.487		1.642	.102
	Emotional Intelligence	.202	.056	.241	3.592	.000
	Intellectual Intelligence	.405	.043	.537	9.478	.000
	Spiritual Intelligence	.183	.075	.158	2.422	.016

a. Dependent Variable: Job Satisfaction

Source: JNE Malang City Employee Data, 2023

From the partial test results, it can be concluded:

a. The t-test value of the emotional intelligence variable (X1) has a significance of 0.000. Because significant t is less than 5% ( $0.000 < 0.05$ ), it means that there is a significant direct influence between the emotional intelligence variable (X1) on the job satisfaction variable (Z). This shows that:

H1 Emotional Intelligence has a direct effect on Job Satisfaction of JNE Malang City employees is accepted and H0 is rejected.

b. The t-test value of the intellectual intelligence variable (X2) has a significance of 0.000. Because the significant t is smaller than 5% ( $0.000 < 0.05\%$ ), it means that there is a significant direct effect between the intellectual intelligence variable (X2) on job satisfaction (Z). This shows that:

H2 Intellectual Intelligence has a direct effect on Job Satisfaction of JNE Malang City employees is accepted and H0 is rejected.

c. The t-test value of the spiritual intelligence variable (X3) has a significance of 0.016. Because the significant t is less than 5% ( $0.016 < 0.05$ ), it means that there is a significant direct influence between the spiritual intelligence variable (X3) on the job satisfaction variable (Z). This shows that:

H3 Spiritual Intelligence has a direct effect on Job Satisfaction of JNE Malang City employees is accepted and H0 is rejected.

Table 8. T-test results

Model	Coefficients <sup>a</sup>					
	Unstandardized Coefficients		Standardized Coefficients		t	Sig.
	B	Std. Error	Beta			
1 (Constant)	2.223	1.856			1.198	.232
Emotional Intelligence	.143	.072	.136		1.985	.049
Intellectual Intelligence	.292	.064	.308		4.530	.000
Spiritual Intelligence	.302	.095	.207		3.183	.002
Emotional Intelligence	.378	.091	.301		4.172	.000

a. Dependent Variable: Employee Performance

Source: JNE Malang City Employee Data, 2023

From the partial test results, it can be concluded that:

a. The t-test value of the job satisfaction variable (Z) has a significance of 0.000. Because the significant t is smaller than 5% ( $0.000 < 0.05$ ), it means that there is a significant direct influence between the job satisfaction variable (Z) on the employee performance variable (Y). This shows that:

H4 Job Satisfaction has a direct effect on Employee Performance JNE Malang City is accepted and H0 is rejected.

b. The t-test value of the emotional intelligence variable (X1) has a significance of 0.049. Because the significant t is less than 5% ( $0.049 < 0.05$ ), it means that there is a significant direct effect between the emotional intelligence variable (X1) on the employee performance variable (Y). This shows that:

H5 Emotional Intelligence has a direct effect on Employee Performance JNE Malang City is accepted and H0 is rejected.

c. The t-test value of the intellectual intelligence variable (X2) has a significance of 0.000. Because significant t is less than 5% ( $0.002 < 0.05$ ) it means that there is a significant direct influence between the intellectual intelligence variable (X2) on the employee performance variable (Y).

This shows that:

H6 Intellectual Intelligence has a direct effect on Employee Performance JNE Malang City is accepted and H0 is rejected.

d. The t-test value of the spiritual intelligence variable (X3) has a significance of 0.002. because significant t is less than 5% ( $0.002 < 0.05$ ) which means that there is a significant direct influence between the spiritual intelligence variable (X3) on the employee performance variable (Y). This shows that:

H7 Spiritual Intelligence has a direct effect on Employee Performance of JNE Malang City is accepted and H0 is rejected.

*Coefficient of Determination (R<sup>2</sup>)*

Table 9. Test Results (R<sup>2</sup>)

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.857 <sup>a</sup>	.735	.731	2.73852

a. Predictors: (Constant), Spiritual Intelligence, Intellectual Intelligence, Emotional Intelligence

Source: JNE Malang City Employee Data, 2023

Based on Table 9, the coefficient of determination shown in Adjusted R Square is 0.735, which means that the direct effect of emotional intelligence variables (X1), intellectual intelligence (X2), and spiritual intelligence (X3) on job satisfaction variables (Z) is 73.5%. While the remaining 26.5% is influenced by other variables.

Table 10. Test Results (R<sup>2</sup>)

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.849 <sup>a</sup>	.720	.716	3.539

a. Predictors: (Constant), Spiritual Intelligence, Intellectual Intelligence, Emotional Intelligence

Source: JNE Malang City Employee Data, 2023

Based on Table 10, the coefficient of determination shown in Adjusted R Square is 0.720, which means that the direct effect of emotional intelligence variables (X1), intellectual intelligence (X2), and spiritual intelligence (X3) on employee performance variables (Y) is 72%. While the remaining 28% is influenced by other variables.

Table 11. Test Results (R<sup>2</sup>)

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.805 <sup>a</sup>	.648	.647	3.945

a. Predictors: (Constant), Job Satisfaction

Source: JNE Malang City Employee Data, 2023

Based on Table 11, the coefficient of determination shown in Adjusted R Square is 0.648, which means that the direct effect of the job satisfaction variable (Z) on the employee performance variable (Y) is 64.8%. While the remaining 35.2% is influenced by other variables.

*Path Analysis*

Testing the intervening variables used the path analysis method (path analysis) path analysis is used for the relationship pattern between three or more variables.

1. Interpretation of Path Analysis

a. Model I Path Coefficient

1. Referring to the regression output of model I in the Coefficients table section, it can be seen that the significance value of the three variables, namely  $X1 = 0.000$   $X2 = 0.000$   $X3 = 0.016$ , which means it is smaller than 0.05. These results provide the answer that regression model I, namely variables  $X1$ ,  $X2$ , and  $X3$ , has a significant effect on variable  $Z$ .
2. The magnitude of the Adjusted R Square value contained in the Model Summary table is 0.735. this shows that the contribution of the influence of  $X1$ ,  $X2$  and  $X3$  on  $Z$  is 73.5%. While the remaining 26.5% is influenced by other variables. Meanwhile, the value of  $e1$  can be found by the formula  $e1 = \sqrt{1-0.735} = 0.265$ . Thus the structure model path diagram 1 is obtained as follows:

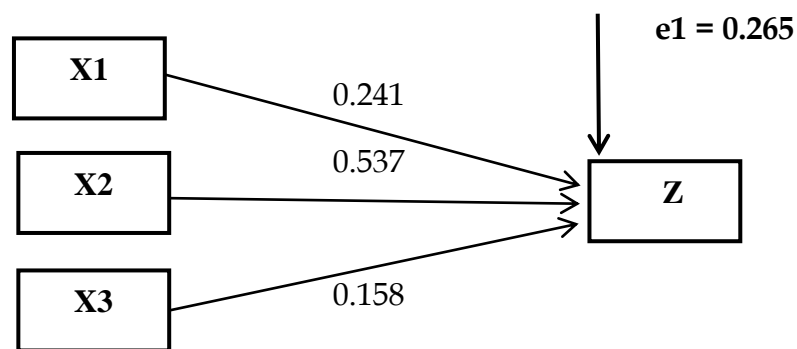


Figure 2. Path Diagram of Structure Model I  
 Source: JNE Malang City Employee Data, 2023

b. Model II Path Coefficient

1. Referring to the regression output of model II in the Coefficients table section, it can be seen that the significance value of the four variables, namely  $X1 = 0.049$   $X2 = 0.000$   $X3 = 0.002$   $Z = 0.000$ , which means less than 0.05. These results provide the answer that regression model II, namely variables  $X1$ ,  $X2$ ,  $X3$ , and  $Z$  have a significant effect on variable  $Y$ .
2. The magnitude of the Adjusted R Square value found in the Model Summary table is 0.744. this shows that the contribution of the influence of  $X1$ ,  $X2$ ,  $X3$  and  $Z$  on  $Y$  is 74.4%. While the remaining 25.6% is influenced by other variables. Meanwhile, the value of  $e2$  can be found by the formula  $e2 = \sqrt{1-0.744} = 0.256$ . Thus the structure model path diagram II is obtained as follows:

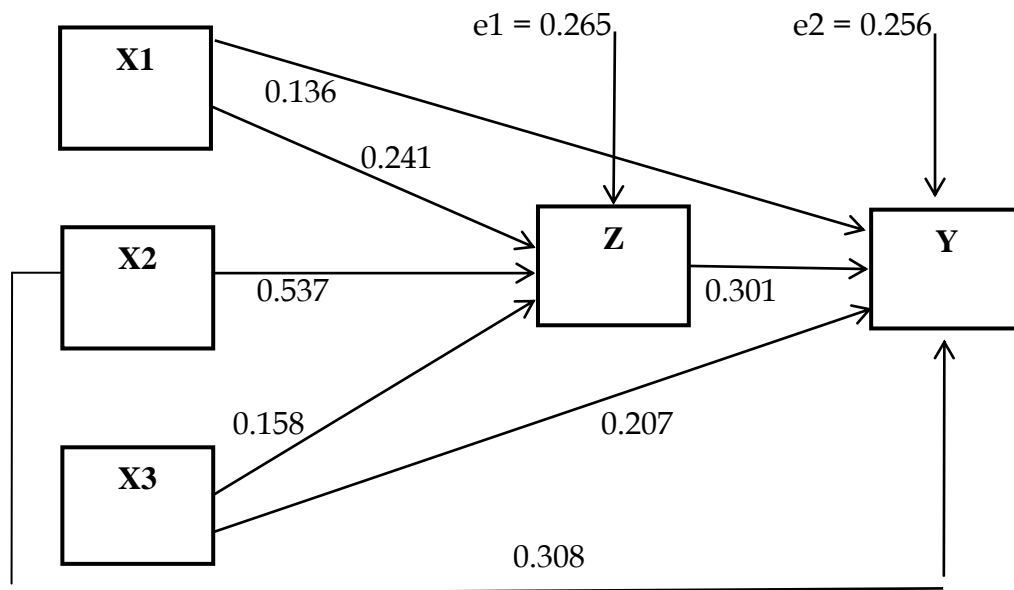


Figure 3. Path Diagram of Structure Model II  
Source: JNE Malang City Employee Data, 2023

1. It is known that the value of the direct effect of X1 to Y is 0.136 and the direct effect of Z to Y is 0.301, which means that the value of the indirect effect of X1 to Y through Z is  $0.136 * 0.301 = 0.041$ . so that the value of the direct effect and the indirect effect is greater than the value of the direct effect, which is 0.136. This shows that:

H8 Emotional Intelligence has an indirect effect on Employee Performance through Job Satisfaction of Malang City JNE employees Accepted and H0 rejected.

2. It is known that the value of the direct effect of X2 to Y is 0.308 and the direct effect of Z to Y is 0.301, which means that the value of the indirect effect of X2 to Y through Z is  $0.308 * 0.301 = 0.092$ . so that the value of the direct effect and the indirect effect is greater than the value of the direct effect, which is 0.308. This shows that:

H9 Intellectual Intelligence has an indirect effect on Employee Performance through Job Satisfaction of Malang City JNE employees Accepted and H0 rejected.

3. It is known that the value of the direct effect of X3 to Y is 0.207 and the direct effect of Z to Y is 0.301, which means that the value of the indirect effect of X3 to Y through Z is  $0.207 * 0.301 = 0.062$ . so that the value of the direct effect and the indirect effect is greater than the value of the direct effect, which is 0.207. This shows that:

H10 Spiritual Intelligence has an indirect effect on Employee Performance through Job Satisfaction of JNE employees in Malang City Accepted and H0 rejected.

**Table 12. Path Analysis**

No.	Path	Direct Influence	Indirect Influence
1.	X1 to Z	0,241	
2.	X2 to Z	0,537	
3.	X3 to Z	0,158	
4.	X1 to Y	0,136	
5.	X2 to Y	0,308	
6.	X3 to Y	0,207	
7.	X1 to Y Through Z		0,041
8.	X2 to Y Through Z		0,092
9.	X3 to Y Through Z		0,062

Source: JNE Malang City Employee Data, 2023

## DISCUSSION

### *The direct effect of Emotional Intelligence on Job Satisfaction*

Based on the results of the analysis and various tests that have been carried out, this study found that emotional intelligence has a positive and significant effect on job satisfaction. This is evidenced by the results of statistical testing contained in the t-test results, namely that there is a positive and significant effect with a significant value of 0.000 and the amount of influence is 0.241. This means that if the emotional intelligence possessed by employees is appropriate, then employee job satisfaction will be higher. Conversely, if the emotional intelligence possessed by employees is not appropriate, then employee job satisfaction decreases. This means that if employees can manage emotions well towards other coworkers in a certain condition, then job satisfaction will increase.

### *The direct effect of Intellectual Intelligence on Job Satisfaction*

Based on the results of the analysis and various tests that have been carried out, this study found that intellectual intelligence has a positive and significant effect on job satisfaction. This is evidenced by the results of statistical testing contained in the t-test results, namely that there is a positive and significant effect with a significant value of 0.000 and the amount of influence is 0.537.

### *The direct effect of Spiritual Intelligence on Job Satisfaction*

Based on the results of the analysis and various tests that have been carried out, this study found that spiritual intelligence has a positive and significant effect on job satisfaction. This is evidenced by the results of statistical testing contained in the t-test results, namely that there is a positive and significant effect with a significant value of 0.016 and a large effect of 0.158. This means that if the spiritual intelligence of employees is appropriate, then employee job satisfaction will be higher. Conversely, if the spiritual intelligence of employees is not appropriate, then employee job satisfaction will decrease.

### *Direct Effect of Job Satisfaction on Employee Performance*

Based on the results of the analysis and various tests that have been carried out, this study found that job satisfaction has a positive and significant effect on employee performance. This is evidenced by the results of statistical testing contained in the t-test results, namely that there is a positive and significant effect with a significant value of 0.000 and the amount of influence is 0.301.

*The direct effect of Emotional Intelligence on Employee Performance*

Based on the results of the analysis and various tests that have been carried out, this study found that emotional intelligence has a positive and significant effect on employee performance. This is evidenced by the results of statistical testing contained in the t-test results, namely that there is a positive and significant effect with a significant value of 0.049 and the amount of influence is 0.136.

*The Direct Effect of Intellectual Intelligence on Employee Performance*

Based on the results of the analysis and various tests that have been carried out, this study found that intellectual intelligence has a positive and significant effect on employee performance. This is evidenced by the results of statistical testing contained in the t-test results, namely that there is a positive and significant effect with a significant value of 0.000 and the amount of influence is 0.308.

*The direct effect of Spiritual Intelligence on Employee Performance*

Based on the results of the analysis and various tests that have been carried out, this study found that spiritual intelligence has a positive and significant effect on employee performance. This is evidenced by the results of statistical testing contained in the t-test results, namely that there is a positive and significant effect with a significant value of 0.002 and the amount of influence is 0.207.

*The indirect effect of Emotional Intelligence on Employee Performance through Job Satisfaction*

Based on the results of the analysis and various tests that have been carried out, this study found that emotional intelligence has an indirect effect on employee performance through job satisfaction. This is evidenced by the results of statistical testing contained in the results of path analysis, namely, there is an indirect effect with a value of 0.041.

*An indirect effect of Intellectual Intelligence on Employee Performance through Job Satisfaction*

Based on the results of the analysis and various tests that have been carried out, this study found that intellectual intelligence has an indirect effect on employee performance through job satisfaction. This is evidenced by the results of statistical testing contained in the results of path analysis, namely, there is an indirect effect with a value of 0.092.

*The indirect effect of Spiritual Intelligence on Employee Performance through Job Satisfaction*

Based on the results of the analysis and various tests that have been carried out, this study found that spiritual intelligence has an indirect effect on employee performance through job satisfaction. This is evidenced by the results of

statistical testing contained in the results of path analysis, namely, there is an indirect effect with a value of 0.062.

## **CONCLUSIONS AND RECOMMENDATIONS**

Based on the explanation in the distribution table of respondents' answers in the previous chapter, the average total score value obtained from the emotional intelligence variable is 4.00. This shows that the emotional intelligence of employees at PT Nugraha Ekakurir Line (JNE) Malang City is in good condition. The average total score value obtained from intellectual intelligence is 3.81. This shows that the intellectual intelligence of employees at PT Tiki Way of Nugraha Ekakurir (JNE) Malang City is in good condition. The average total score obtained from the spiritual intelligence variable is 3.64. This shows that the spiritual intelligence of employees at PT Tiki Jalur Nugraha Ekakurir (JNE) Malang City is in good condition. The average total score value obtained from the employee performance variable is 4.21. This shows that the performance of employees of PT Tiki Jalur Nugraha Ekakurir (JNE) Malang City is in a very good state. The average total score obtained from the job satisfaction variable is 3.21. This shows that employee job satisfaction at PT Tiki Jalur Nugraha Ekakurir (JNE) Malang City is in fairly good condition.

There is a direct and significant influence between emotional intelligence, intellectual intelligence, and spiritual intelligence on job satisfaction. This is evidenced by the results of statistical testing contained in the t-test results. There is a direct and significant influence between job satisfaction on employee performance. This is evidenced by the results of statistical testing contained in the t-test results. There is a direct and significant influence between emotional intelligence, intellectual intelligence, and spiritual intelligence on employee performance. This is evidenced by the results of statistical testing contained in the t-test results. There is an indirect effect of emotional intelligence on performance through job satisfaction. This is evidenced by the results of statistical testing contained in the results of path analysis. There is an indirect effect of intellectual intelligence on performance through job satisfaction. This is evidenced by the results of statistical testing contained in the results of path analysis. There is an indirect effect of spiritual intelligence on employee performance through job satisfaction. This is evidenced by the results of statistical testing contained in the results of path analysis.

## **ADVANCED RESEARCH**

For future research, it is expected to add more complete methods for the development of this research. Especially in terms of Emotional Intelligence, Intellectual Intelligence, and Spiritual Intelligence on Employee Performance through Job Satisfaction as an Intervening Variable. As well as using different research objects.

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