

THE INFLUENCE OF INTELLECTUAL INTELLIGENCE, INTELLIGENCE SPIRITUAL AND EMOTIONAL INTELLIGENCE ON EMPLOYEE PERFORMANCE KENDARI NATIONAL SAR COMMUNITY

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ABSTRAK

Tujuan dari penelitian ini adalah untuk mengkaji pengaruh kecerdasan intelektual, kecerdasan spiritual dan kecerdasan emosional terhadap kinerja pegawai Basarnas Kendari. Teknik analisis data menggunakan analisis regresi linier berganda dengan SPSS dan data dikumpulkan melalui kuesioner dari 70 pegawai. Hasil penelitian menunjukkan bahwa ketiga kecerdasan ini secara bersama-sama berpengaruh positif dan signifikan terhadap kinerja pegawai. Semakin tinggi kecerdasan intelektual, spiritual, dan emosional pegawai, semakin baik kinerja yang mereka tunjukkan dalam menjalankan tugas penyelamatan. Kecerdasan intelektual berpengaruh positif terhadap kemampuan pegawai dalam merencanakan, menganalisis situasi, dan mengambil keputusan yang tepat. Kecerdasan spiritual memberikan pengaruh positif terhadap integritas, etika, dan ketenangan dalam menghadapi tekanan. Sementara itu, kecerdasan emosional berperan penting dalam mengelola stres, membangun hubungan harmonis dalam tim, dan beradaptasi dengan situasi kerja yang dinamis, yang meningkatkan efektivitas dan efisiensi kinerja pegawai.

Kata Kunci: Kecerdasan, Spiritual, Intelektual, Emosional, Kinerja

ABSTRACT

The purpose of this study was to examine the influence of intellectual intelligence, spiritual intelligence, and emotional intelligence on the performance of Basarnas Kendari employees. The data analysis technique used multiple linear regression analysis with SPSS and data were collected through questionnaires from 70 employees. The results showed that these three intelligences together had a positive and significant effect on employee performance. The higher the intellectual, spiritual, and emotional intelligence of employees, the better their performance in carrying out rescue tasks. Intellectual intelligence has a positive effect on employees' ability to plan, analyze situations, and make the right decisions. Spiritual intelligence positively influences integrity, ethics, and composure under pressure. Meanwhile, emotional intelligence plays a crucial role in managing stress, building harmonious team relationships, and adapting to dynamic work situations, all of which increase employee effectiveness and efficiency.

Keywords: Intelligence, Spiritual, Intellectual, Emotional, Performance



INTRODUCTION

An organization is a group of individuals working together in a structured and integrated system to achieve a common goal. Organizations can be formed in various fields, such as business, education, government, and other social sectors. In general, organizations have a clear structure, including the division of tasks, authority, and responsibilities among members. This structure serves as a guide for each individual in carrying out their respective roles to achieve the organization's goals (Juru, 2020).

Regarding spiritual intelligence at Basarnas Kendari, several phenomena reflect issues with faith, which remain a challenge for some employees, particularly during stressful rescue situations. Some employees still appear anxious and rash in making decisions that should be made more calmly and in a controlled manner. This situation indicates that not all employees can rely on their faith in God to maintain composure in critical situations. Some employees sometimes lack the ability to evaluate and take responsibility for their actions during rescue operations. Regarding emotional intelligence, although most employees are able to work well in teams and manage stress, there is still room for improvement in communication between team members. Some personnel are not yet fully able to manage conflicts that arise in stressful work situations. This is important because good coordination between teams significantly influences the success of rescue operations.

The existence of research and practice gaps related to emotional, intellectual, and spiritual intelligence indicates a need to re-examine these factors in the performance of Basarnas employees in Kendari City. This gap serves as an important foundation for this study to further explore the role of these three intelligences in the stressful work context of Basarnas. This research is expected to provide a more comprehensive understanding of the factors that influence the performance of Basarnas employees, especially in the Kendari region. In this study, intellectual, spiritual, and emotional intelligence will be examined as variables suspected of influencing the performance of Basarnas Kendari employees. The purpose of this study is to (1) Assess the influence of intellectual intelligence, spiritual intelligence and emotional intelligence on the performance of Basarnas Kendari employees. (2) Assess the influence of intellectual intelligence on the performance of Basarnas Kendari employees. (3) Assess the influence of spiritual intelligence on the performance of Basarnas Kendari employees. (4) Analyze the influence of emotional intelligence on the performance of Basarnas Kendari employees.

Empirical Review

Lona et al., (2020) The Influence of Emotional Intelligence, Intellectual Intelligence, Spiritual Intelligence on Employee Performance. The results of the study showed that emotional intelligence and spiritual intelligence have a significant positive influence on employee performance, while intellectual intelligence is not significant. Yuda et al., (2021) The Influence of Intellectual Intelligence, Emotional Intelligence, and Spiritual Intelligence on Employee Performance with Intervening Variable Job Satisfaction. The results of the study showed that intellectual, emotional, and spiritual intelligence all have a positive influence on performance, and job satisfaction is an intervening variable that strengthens this relationship.

Management and Human Resource Management

Management can be defined as the method or art of organizing various things so that they can be done by others, with the aim of achieving optimal results (Nasution and Marpaung, 2023). This includes a thorough planning process, efficient organization, and leadership capable of inspiring and motivating team members to work together toward

a clear goal. To achieve large, complex, and high-value goals, management is essential to ensure that all aspects of the organization run harmoniously and effectively. Every organization, whether a business, government agency, or social organization, requires management to design and implement strategies that lead to the achievement of these goals.

Human Resource Management is a series of activities within an organization aimed at attracting, developing, and retaining an effective workforce (Diniarsa and Batu, 2023). Essentially, managers play a crucial role in guiding organizational members to achieve established goals. This includes managing human resources efficiently and effectively, supporting the achievement of the organization's vision and mission.

Understanding Intellectual Intelligence

Intellectual Intelligence/Intelligence Quotient (IQ) is the ability to act purposefully, think rationally, and deal effectively with the environment. Broadly speaking, intelligence can be concluded as a mental aptitude that involves rational thought processes. Therefore, intelligence cannot be observed directly but must be inferred from various concrete actions that are manifestations of rational thought processes. Intelligence Quotient (IQ) is a score obtained from an intelligence test (Irawan, 2022). The results of this test provide an indication of a person's level of intelligence and describe a person's intelligence almost completely.

Understanding Spiritual Intelligence

Spiritual intelligence is a form of intelligence that plays a crucial role in helping people understand and live life with deeper meaning. It encompasses more than just intellectual abilities; it encompasses a broader dimension, enabling a person to discover a broader purpose in life, manage their emotions, and face challenges with calm and moral strength (Hamzah, 2023).

Understanding Emotional Intelligence

KEmotional intelligence is the ability to feel emotions to express or arouse emotions, such as emotions to help think, understand emotions and knowledge about emotions and to reflect on emotions regularly such as controlling emotions.(Wijayanti and Rahman, 2024). KEmotional intelligence is a form of intelligence that involves the ability to perceive one's own and others' feelings and emotions, to differentiate between them and to use this information indemanda person's thoughts and actions(Harahap, 2021).

METHOD

Research Design

The approach used in this research uses verification and explanation (explanatory research). Explanatory research aims to explain the causal relationship between variables through hypothesis testing, or to obtain appropriate tests to draw conclusions about causality between variables and select appropriate alternative courses of action. This approach also focuses on a deeper understanding of the processes underlying the relationships between variables, with the goal of providing more comprehensive insights for decision-making or determining next steps.

Research Respondent Population

In this study, the population studied was all 70 permanent Basarnas employees. Given the relatively small population, the sample in this study was determined by taking the entire population using a census technique.

Method of collecting data

The data collection method used in this research is using a questionnaire/survey conducted by distributing the questionnaire to employees at National Search and Rescue Agency. The questionnaire was closed-ended, meaning the questions were structured in such a way that respondents were limited to a few alternatives or a single answer. Questionnaires were distributed by visiting employees, explaining the questionnaire, and waiting for them to be picked up.

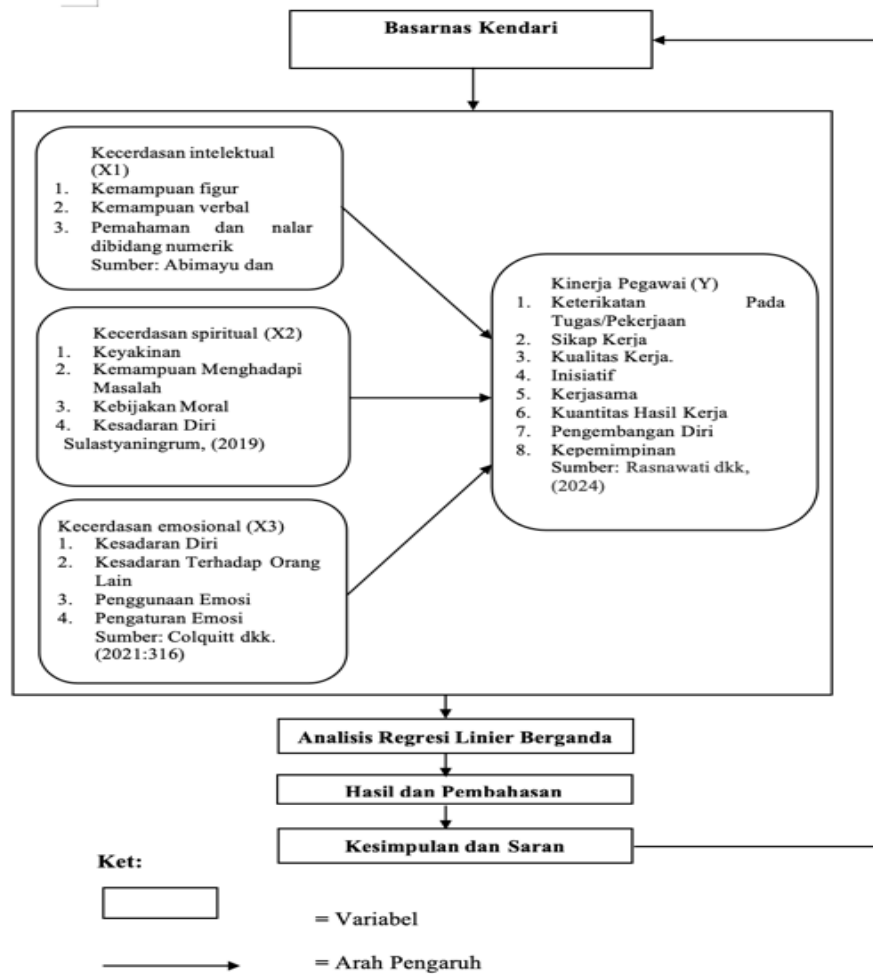
Operational Definition of Variables

The Intellectual Intelligence of Basarnas Kendari employees is the ability of employees to think rationally in carrying out rescue tasks in various emergency conditions. The Spiritual Intelligence of Basarnas Kendari employees is the individual's ability to integrate spiritual values in their work. The Emotional Intelligence of Basarnas Kendari employees is the ability of employees to manage their own feelings and respond to the feelings of others, especially in emergency situations, to support effective performance during rescue operations. The Performance of Basarnas Kendari Employees is the result of work carried out by employees in carrying out rescue tasks at a certain time, which includes effectiveness, efficiency, and quality in carrying out tasks and contributing to the success of rescue missions.

Research Framework

A conceptual framework is a systematic approach used to describe the relationships between variables in a study. In this context, the conceptual framework serves as a guide illustrating how emotional intelligence, intellectual intelligence, and spiritual intelligence influence the performance of Basarnas Kendari employees. This understanding is necessary to assess the contribution of each form of intelligence to improving employee effectiveness, resilience, and performance in facing challenging tasks and stressful situations.

Gambar 2.1 Kerangka Pemikiran



RESULTS AND DISCUSSION

Overview of Research Object

The birth of the SAR organization in Indonesia, currently known as Basarnas, began with the term "Black Area" for a country that did not have a SAR organization. Armed with independence, in 1950 Indonesia became a member of the international aviation organization ICAO (International Civil Aviation Organization). The existence of a SAR organization will provide a sense of security in aviation and shipping. In line with the development of transportation modes and advances in science and technology in the field of transportation, the mobility of people and goods from one place to another in the national and international scope has a high risk of the possibility of accidents befalling users of land, sea and air transportation services.

In addition to the core findings regarding innovation and digitalization, this review also shows strong parallels with prior studies on organizational intelligence—particularly intellectual, emotional, and spiritual intelligence—which significantly influence performance outcomes. For instance, Djara, Fanggidae, and Nursiani (2020) found that emotional and spiritual intelligence positively affect employee performance at the Regional Development Bank in NTT. This resonates with the present study's argument that digitalization, much like emotional and spiritual intelligence, enables organizations to adapt more effectively to disruptive environments by strengthening collective resilience and decision-making capacity.

Similarly, Aprilia and Nururly (2023) demonstrated that the combined role of intellectual, emotional, spiritual, and social intelligence significantly contributes to employee performance in regulatory institutions. Their conclusion mirrors the central argument of this study: innovation and digitalization cannot be treated as isolated drivers of competitiveness. Instead, they need to be strategically integrated to produce sustainable competitive advantage, much like how various forms of human intelligence reinforce one another to enhance organizational outcomes. The role of engagement as a mediator is also noteworthy. Jeffry and Handayani (2024) revealed that employee engagement and emotional intelligence strongly influence performance through the mediating role of job satisfaction in the case of PT PLN (Persero). This finding parallels the effect of digital platforms in the corporate context, where digitalization enhances both customer and employee engagement, reinforcing the competitive position of firms. It confirms that engagement—whether human or technological—is an essential pathway linking internal capacities to external competitiveness.

Moreover, Jena (2022) highlighted that workplace spirituality, supported by emotional intelligence, fosters citizenship behavior, which ultimately improves performance. This insight extends the present discussion by illustrating that sustainable competitiveness in the digital economy is not solely determined by technological resources but also by intangible human values such as ethics, integrity, and empathy. In the same way, digital transformation strategies must be embedded in organizational culture and human development initiatives to maximize their impact on competitiveness. Finally, the synergy of findings from Jeffry and Handayani (2024) and Djara et al. (2020) reinforce the conclusion that organizational resilience arises from the integration of intangible human capabilities with strategic tools like digitalization and innovation. While this study emphasizes technological enablers, these prior studies underline the human dimension that complements such tools. Together, they suggest that competitive advantage in the digital economy is multidimensional, requiring not only continuous innovation and digital transformation but also the cultivation of intellectual, emotional, and spiritual capacities that support adaptability and long-term success.

Discussion

a.) The Influence of Intellectual Intelligence, Spiritual Intelligence and Emotional Intelligence on Employee Performance

The research findings, which show that intellectual intelligence, spiritual intelligence, and emotional intelligence significantly influence the performance of Basarnas Kendari employees, align closely with the organization's vision and mission, which prioritize reliable and effective search and rescue services. Basarnas' vision, which aims to become a reliable organization in search and rescue, is highly dependent on the quality of its employees' performance.

b) The Influence of Intellectual Intelligence on Employee Performance

The results of the study indicate that intellectual intelligence has a positive and significant influence on the performance of Basarnas Kendari employees. Employees with high levels of intellectual intelligence have the ability to think logically, analyze situations, and make appropriate decisions in carrying out their duties. This ability is very important in rescue work, which often requires quick and accurate problem solving. Quick and accurate decisions will influence more effective rescue results, which in turn improves employee performance. Therefore, the higher the intellectual intelligence of employees, the better their performance in carrying out rescue tasks.

c) The Influence of Spiritual Intelligence on Improving Performance

Spiritual intelligence has a positive and significant impact on improving employee performance. Employees with high spiritual intelligence tend to have moral awareness, commitment to their duties, and the ability to handle work pressure more calmly. Spiritual intelligence plays a crucial role in fostering a sense of responsibility, integrity, and dedication in every task they undertake. Employees with strong spiritual values will uphold work ethics and strive to provide the best, not only for the organization but also for others. In the context of rescue, this is particularly relevant, as employees who understand the importance of their mission will be able to work responsibly, maintain professionalism, and empathize with victims regardless of their background.

d) The Influence of Emotional Intelligence on Employee Performance

The findings of this study indicate that emotional intelligence has a positive and significant influence on the performance of Basarnas Kendari employees. Employees with high emotional intelligence tend to be better able to manage their emotions, maintain balance in stressful situations, and adapt to dynamic work environments. The ability to manage emotions well is crucial in rescue work, which often involves stress and tension, both physical and mental. Employees with high emotional intelligence are better able to manage work stress, resolve potential conflicts, and remain productive even under stressful conditions. This not only improves the quality of individual work but also helps create a more harmonious work environment, enhances the quality of interactions within the team, and strengthens working relationships between employees and colleagues.

Research Limitations

Based on the results of this study, there are several limitations that need to be considered for further research, namely as follows:

1. The sample size used in this study was relatively limited. To obtain more representative findings, it is recommended that future research involve a larger number of respondents, both from Kendari Basarnas and other rescue organizations, to increase the validity and reliability of the results.
2. This study relied on data obtained through surveys or questionnaires to measure intellectual, spiritual, and emotional intelligence, as well as employee performance. While these instruments allow for systematic data collection, the data obtained is subjective and may be influenced by respondents' personal perceptions. Further research could consider collecting additional data through direct observation or interviews to reduce bias and obtain more in-depth data.

CONCLUSION

Based on the results of the research and discussions that have been carried out, the following conclusions can be drawn:

1. Intellectual intelligence, spiritual intelligence, and emotional intelligence collectively have a positive and significant impact on the performance of Basarnas Kendari employees. The findings of this study indicate that these three types of intelligence significantly influence the performance of Basarnas Kendari employees. This means that the higher an employee's intellectual, spiritual, and emotional intelligence, the better their performance in carrying out rescue tasks. These three types of intelligence support each other to increase employee effectiveness and efficiency, which is crucial in emergency and stressful situations.
2. Intellectual intelligence has a positive and significant impact on the performance of Basarnas Kendari employees. Intellectual intelligence has a positive influence on the

- performance of Basarnas Kendari employees, as reflected in their ability to manage situations, analyze data, and make appropriate decisions during rescue operations. Employees with high levels of intellectual intelligence tend to be more effective in planning and executing rescue tasks that require quick and accurate problem-solving.
3. Spiritual intelligence has a positive and significant impact on the performance of Basarnas Kendari employees. Spiritual intelligence also positively impacts employee performance, particularly in terms of composure, ethics, and commitment to duty. Employees with high spiritual intelligence demonstrate integrity, responsibility, and the ability to remain focused in stressful situations, which improves the quality and accuracy of rescue operations.
 4. Emotional intelligence has a positive and significant impact on the performance of Basarnas Kendari employees. Emotional intelligence plays a crucial role in supporting employee performance. The ability to manage stress, build harmonious team relationships, and adapt to a dynamic work environment increases employee effectiveness. Employees with high emotional intelligence are able to perform better under stressful conditions and maintain productivity and effective team collaboration.

SUGGESTION

Based on the findings in this study, several recommendations that can be given are as follows:

Based on the research results, discussions and conclusions obtained, the following suggestions can be given.

1. The Head of Basarnas Kendari needs to improve the intellectual intelligence of its employees by focusing on developing verbal and numerical skills. To improve numerical skills, training in the use of calculation tools, distance estimation, fuel, and logistics can also accelerate and improve more efficient decision-making during rescue missions.
2. The Head of Kendari Basarnas needs to strengthen employees' spiritual intelligence, particularly self-awareness. Training programs focused on stress management, mindfulness, and strengthening inner calm can help employees remain calm in stressful emergency situations.
3. The Head of the Kendari Basarnas (National Search and Rescue Agency) needs to improve the emotional intelligence of its employees to ensure they can manage their emotions under high-stress conditions. More intensive training programs in emotional management and teamwork are essential. Employees who can manage their emotions well will be more adaptable to dynamic and stressful environments.
4. The Head of Basarnas Kendari needs to increase employee engagement. This can be achieved by implementing an award program that recognizes employees who demonstrate a high level of commitment to completing tasks on time and in accordance with established operational standards.

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