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## Determination of Employee Performance through Emotional and Spiritual Intelligence: A Systematic Literature Review

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### Abstract

*Digital transformation has profoundly altered the landscape of the workplace and triggered high levels of work stress and digital fatigue among employees. This study aims to analyze the influence of emotional intelligence and spiritual intelligence on employee performance through a literature review approach. The research method employed is a literature review by examining scholarly articles retrieved from the Google Scholar database using the keyword "the effect of emotional intelligence on employee performance." From the initial search, 96 scholarly articles were identified, which were then rigorously screened until 6 articles most relevant to the research objectives were selected. The findings indicate that emotional intelligence has a positive and significant effect on employee performance because it helps individuals manage work stress, build harmonious interpersonal relationships, and improve adaptability in facing modern work dynamics such as hybrid work systems and digital fatigue. In addition, spiritual intelligence has also been proven to positively affect employee performance through the enhancement of integrity, intrinsic motivation, sense of responsibility, and deeper meaning in work. The strong synergy between emotional intelligence and spiritual intelligence has been shown to strengthen employee engagement and create a more humanistic and sustainable work environment. Therefore, organizations need to integrate the development of employees' emotional and spiritual aspects into formal training programs as a key strategy to improve productivity, mental well-being, and overall work effectiveness in the era of digital transformation.*

*Keywords: Emotional Intelligence, Spiritual Intelligence, Employee Performance*

### 1. Introduction

Human Resource Management (HRM) is a strategic asset that plays an important role in the success of an organization. The quality of employees and the competencies they possess are key factors in determining the level of effectiveness, efficiency, and competitiveness of a company amid increasingly dynamic and competitive business environments. Companies that are able to manage their human resources properly have a greater opportunity to achieve organizational goals optimally. Therefore, corporate success is determined not only by capital, technology, and other resources, but also by the company's ability to empower and continuously develop the potential of its employees (Rahmasari, 2012). Based on this view, every individual working within an organization or company has a highly important role in supporting the achievement of the organization's vision, mission, and objectives. Human resources are considered a valuable asset because they make significant contributions to enhancing creativity, innovation, productivity, and the sustainability of the company. HRM is not only focused on managing the workforce, but also includes various strategic activities such as workforce planning, recruitment and selection processes, competency development through education and training, performance appraisal, compensation and reward systems, and maintaining harmonious working relationships between the company and employees. Thus, the main focus of human resource management is to create a balance between organizational interests and employee needs so as to establish a productive, conducive, and human resource development-oriented work environment. Through effective and professional HR management, organizations are expected to improve work productivity, operational efficiency, employee loyalty, and long-term organizational competitiveness.

Modern Human Resource Management (HRM) generally focuses on work effectiveness, productivity, and organizational performance achievement; however, it often pays less attention to the spiritual dimension and moral values in human management. This article aims to examine the integration of spiritual values into Human Resource Management (HRM) practices. (Akbarona et al., 2026)

Determination of Employee Performance through Emotional and Spiritual Intelligence: A Systematic Literature Review

Human Resource Management (HRM) plays a highly strategic role in enhancing organizational performance. As the global economy continues to evolve, the role of HRM extends beyond the administration of workforce management to becoming a key driver in achieving organizational goals. This study aims to analyze how HRM strategies contribute to improving organizational performance through employee competence development, motivation enhancement, and the implementation of result-oriented policies. In this context, HRM is crucial in designing and implementing strategies that focus on optimizing the potential of human resources. Through a holistic approach, HRM can support organizations in creating a conducive work environment, improving team effectiveness, and driving innovation and productivity. The findings of this research indicate that the integration of effective HRM policies with managerial commitment can create synergies that lead to better organizational performance. Therefore, HRM must be viewed as a strategic element that not only supports operations but also drives the achievement of the organization's vision and mission. As such, the strategic role of HRM must continuously be strengthened to face the challenges and opportunities present in the global market. (Supriatal, 2026)

Overall, emotional intelligence (EI) has a positive and significant effect on employee performance across various sectors, including manufacturing, services, and government, with a contribution of 18–60% through stress reduction and increased motivation. Studies also show that self-awareness is the dominant factor, while stressors such as workload can be mediated by EI to achieve optimal outcomes. (Khofifah & Abdullah, 2024)

Employees do not only possess intelligence, but also the skills and behaviors needed to work effectively in diverse work environments. However, intelligence is indeed one of the important factors determining employee success in the workplace. Intelligence enables employees to think logically and analytically, solve problems, and make sound decisions. Emotional intelligence, for example, helps employees recognize and manage their own emotions and those of others, as well as communicate effectively in work relationships. In addition to intelligence, good employees also possess skills such as communication, teamwork, leadership, and time management. They also exhibit positive attitudes and behaviors such as integrity, responsibility, perseverance, and hard work. In practice, good employees are those who are able to optimize the intelligence and skills they possess, while also demonstrating good behavior and attitudes in the workplace. Good employees are also able to adapt to change, learn and grow continuously, and make significant contributions to organizational success. There are several types of intelligence that employees need in order to work effectively in complex and dynamic work environments. Some examples include cognitive intelligence to develop thinking and problem-solving abilities, social intelligence to interact with others and build good working relationships, creative intelligence to think outside the box and generate new ideas, and technological intelligence to use technology and work tools effectively. Intellectual intelligence is needed to think logically and analytically, solve problems, and make sound decisions. Social intelligence helps employees communicate and interact effectively with others, build good working relationships, and work in teams. Spiritual intelligence helps employees understand ethical and moral values, have a clear life purpose, and work with integrity. Physical intelligence supports physical health and energy, stress management, and adaptation to different work environments. Financial intelligence helps individuals understand and manage finances effectively, build investments and income, and make sound financial decisions.

In the workplace, emotional intelligence plays an important role in building harmonious and productive working relationships. Individuals with strong emotional intelligence are able to establish positive relationships with colleagues and supervisors, and they can work effectively in a variety of conditions and situations. Emotional intelligence also helps individuals manage their feelings, understand the emotions of others, and use those emotions appropriately to achieve desired goals. Therefore, emotional intelligence can be defined as an individual's ability to recognize, control, and use emotions wisely in responding positively and adaptively to personal conditions and the surrounding environment. Emotional intelligence not only affects an individual's ability to interact, but also contributes to improved performance and organizational success. Employees who are able to control their emotions tend to cope with work pressure more easily, resolve conflicts wisely, and maintain stable interpersonal relationships in the workplace. In addition, the ability to understand the feelings of others can create effective communication, improve teamwork, and strengthen mutual trust among members of the organization.

In practice, emotional intelligence is one of the key factors supporting leadership success. A leader with high emotional intelligence is better able to motivate subordinates, provide positive influence, and create a comfortable and conducive work atmosphere. Such a leader can also make decisions more objectively and wisely because they are able to control emotions when facing various organizational problems. Thus, emotional intelligence is a highly needed capability for improving leadership effectiveness and the quality of working relationships. In addition,

emotional intelligence can help individuals improve self-awareness, self-regulation, motivation, empathy, and social skills. These five aspects form an important foundation for building professional character and work behavior. Individuals who possess these abilities are generally more adaptable to change, able to work well in teams, and highly motivated to achieve organizational targets. Therefore, the development of emotional intelligence should be an important concern for both organizations and individuals. Companies can improve employees' emotional intelligence through training, character development, interpersonal communication coaching, and the creation of a positive work culture. With strong emotional intelligence, employees are expected to work optimally, maintain harmonious working relationships, and provide maximum contribution to the sustainable achievement of organizational goals.

Emotional intelligence, which relates to the ability to recognize, manage, and direct emotions, has been proven to have a major influence on social relationships, decision-making, and student success across various aspects of life, both in educational environments and daily interactions. On the other hand, spiritual intelligence enables individuals to understand the meaning of life, develop moral values, and build harmonious relationships with themselves, others, and God. The combination of these two intelligences creates a strong foundation for shaping student character that is not only intellectually intelligent, but also possesses high integrity and social awareness. (Sastradiharja et al., 2023)

Based on the results of data analysis and discussion regarding the effects of work-family conflict and emotional intelligence on employee performance through resilience at PBPR Dana Raya Jakarta, it can be concluded that work-family conflict has a significant negative effect on the resilience of female employees, indicating that a higher level of experienced work-family conflict leads to a lower level of resilience. Conversely, emotional intelligence is proven to have a significant positive effect on resilience; thus, the better the employees' ability to manage their emotions, the higher their level of resilience. Resilience itself has a significant positive effect on the performance of female employees, meaning that the ability to endure and adapt when facing work pressure can enhance performance. In addition, work-family conflict also exerts a significant negative effect on performance, whereas emotional intelligence has a significant positive effect on the performance of female employees. Furthermore, resilience is proven to mediate both the relationship between work-family conflict and performance, as well as the relationship between emotional intelligence and the performance of female employees, thereby demonstrating that resilience acts as an intervening variable that strengthens or weakens the relationships among the variables in this study. (Astuti & Widhiastuti, 2026)

The results of the analysis prove that emotional intelligence has a significant positive effect on employee performance, indicating that the ability to manage emotions and build social relationships is a key factor in productivity. Conversely, digital intelligence does not have a partially significant effect, demonstrating that mere mastery of technology is insufficient to drive performance without the support of the right context. However, digital transformation is proven to significantly moderate the relationship of both intelligences on performance, with the model's contribution increasing from 70.6% to 98.4%. These findings emphasize that in the digital era, the synergy between emotional intelligence and optimal digital transformation support serves as the primary determinant in enhancing employee performance. (Cipta, 2025)

Employee performance is a crucial aspect in supporting the achievement of corporate targets; therefore, it is essential to identify various factors contributing to its increase or decrease, originating from both the individual and the work environment. Emotional intelligence and mental health play a vital role in helping employees manage feelings, cope with job pressures, establish harmonious working relationships, and create a comfortable environment. Individuals with high emotional intelligence and good mental conditions are generally capable of working more optimally, maintaining motivation, and producing higher-quality performance. Additionally, the presence of a mentoring program serves as a means for capability development, insight enhancement, and assisting employees in adapting to job demands. Conversely, work fatigue can adversely impact productivity and the quality of work output if not properly addressed. This study applies a quantitative approach through a survey method by distributing questionnaires to the employees of PT Prima Makmur Indonesia. Data analysis was conducted using validity tests, reliability tests, classical assumption tests, and multiple linear regression. The research findings indicate that emotional intelligence, mental health, and mentoring programs exert a positive influence on employee performance, whereas work fatigue shows a negative influence. Simultaneously, these four variables are proven to have a significant effect on employee performance. (Lazuardi, 2026)

Employee performance encompasses not only the work outcomes produced during a specific period, but also involves individual work behavior in executing their duties. This understanding emphasizes the importance of not

only achieving quantitative targets, but also maintaining quality and integrity in performing the work. (Mayyora & Sumartik, 2024). The understanding that employee performance is not merely limited to quantitative work outcomes produced over a specific period is highly relevant within the context of human resource management. (Fadillah, 2024)

## 2. Research Method

This study employed a Systematic Literature Review (SLR) approach to comprehensively analyze various studies and reports related to the impact of emotional intelligence on employee performance. The SLR method was selected because it is capable of systematically, transparently, and reproducibly identifying, evaluating, and synthesizing research findings. This study utilized an evaluative method initiated by the research question: "What is the impact of emotional intelligence on employee performance?" Articles were searched through Google Scholar using the keyword "The Effect of Emotional Intelligence on Employee Performance." The inclusion criteria consisted of articles published between 2021 and 2026, with journal titles and contents relevant to the objectives of the study. This process was intended to ensure updated search results and database retrieval. The exclusion criteria for article selection were as follows: (1) articles that were not structured properly or completely, and (2) articles categorized as review articles.artikel.

## 3. Results and Discussion

Based on the results of the literature search conducted through publications indexed in Google Scholar, the researchers identified 96 research journal articles, from which 6 relevant articles were selected for further analysis.

The review identified six articles discussing the impact of emotional intelligence and spiritual intelligence on employee performance. Employee performance refers to the level of effectiveness and efficiency demonstrated by employees in completing their duties and responsibilities in the workplace. Employee performance is generally measured based on work outcomes achieved within a specific period, as well as the competencies and skills required to accomplish assigned tasks.

The work results achieved by employees are expected to align with job demands, ensuring that organizational objectives can be completed on time and within the predetermined deadlines established by the organization.

In a study by (Candra, 2025), it is explained that in the hybrid work era, individual internal factors play a highly critical role in organizational success. In addition to technical skills, emotional intelligence is a decisive aspect because Generation Z employees with high emotional intelligence are better equipped to manage stress, overcome digital fatigue, and maintain work motivation amidst high work flexibility. This finding aligns with Goleman's view, which emphasizes that emotional management is the primary foundation for individuals to remain productive despite facing pressure, social distancing, and the potential for isolation in modern work patterns. Furthermore, spiritual intelligence also significantly contributes to employee performance. Spiritual intelligence helps individuals discover deeper meaning, purpose, and value in their work. Employees with high spiritual intelligence tend to demonstrate a better work ethic, strong intrinsic motivation, and greater commitment because they view work not merely as a formal obligation, but also as a form of social contribution or even worship. Consequently, the spiritual aspect serves as an essential source of psychological strength in maintaining performance consistency. This study also found that employee engagement acts as a mediating variable. This implies that emotional intelligence and spiritual intelligence not only have a direct impact on performance, but also strengthen employees' cognitive, emotional, and behavioral engagement toward their work. When employees feel more connected to their tasks and organization, they exhibit higher morale, better focus, and a more optimal contribution to work outcomes. Thus, engagement serves as a vital mechanism that bridges the influence of emotional and spiritual intelligence on performance enhancement. Overall, (Candra, 2025) findings reaffirm that to achieve optimal performance among Generation Z in the hybrid work era, organizations must implement a balanced approach between professional demands and psychological-spiritual support. It is insufficient for organizations to merely equip employees with technical skills; they must also strengthen emotional capacity, spiritual values, and work engagement to ensure that the resulting performance is more sustainable.

In a study by (Wati & Hasyim, 2025), it is explained that current work environment dynamics are heavily influenced by the phenomenon of digital fatigue and high stress levels, particularly among younger employees. This condition demands that organizations focus not only on technical competence but also on strengthening

employees' psychological capacity. In this context, emotional intelligence plays a highly vital role, as individuals who are capable of recognizing, understanding, and managing their own emotions as well as those of others tend to exhibit more stable and adaptive job performance, alongside better interpersonal relationships in the workplace. This aligns with the view that professional success is determined not solely by intellectual intelligence, but also by emotional maturity in coping with pressure and changing work environments. Furthermore, the study highlights the importance of spiritual intelligence as an element providing a moral foundation and deep meaning to work activities. Employees with high spiritual intelligence tend to perceive their work as a form of devotion or a calling, thereby possessing stronger intrinsic motivation to deliver the best results. With a deeper meaning assigned to their work, individuals do not merely work to meet the formal demands of the organization, but are also driven by values, purposes, and contributions considered meaningful to themselves and their surroundings. This study also demonstrates that workplace spirituality and employee engagement serve as mechanisms that reinforce the relationship between these internal intelligences and performance outcomes. Workplace spirituality helps create a more meaningful, value-driven work environment that supports employees' psychological well-being, whereas employee engagement enhances employees' emotional, cognitive, and behavioral engagement toward their work. Consequently, emotional and spiritual intelligence do not only exert a direct impact, but also operate through employee engagement to strengthen performance. Overall, (Wati & Hasyim, 2025) emphasize that to enhance employee productivity in the modern era, organizations must adopt a more holistic management approach by balancing employees' psychological and spiritual aspects. This approach is essential so that organizations do not merely produce a technically competent workforce, but also individuals who are emotionally stable, find meaning in their work, and possess a strong engagement toward the organization.

In a study by (Nani & Mukaroh, 2021), it is explained that increasingly complex job demands in the digital era require employees to possess strong mental resilience to maintain their productivity. Alongside intelligence factors, emotional intelligence plays a crucial role in helping employees manage work pressure, adapt to changes, and build harmonious team collaboration. This ultimately has a direct impact on their work effectiveness. This finding aligns with the perspective that an individual's ability to regulate emotions is one of the primary predictors of success in a dynamic work environment. Furthermore, this study highlights the contribution of spiritual intelligence in providing a framework of values and ethics that underlie work behavior. Employees with a high level of spiritual intelligence tend to exhibit stronger organizational commitment because they interpret work not merely as a means of material achievement, but also as a form of moral responsibility and devotion. Consequently, they work with greater integrity, earnestness, and a sense of responsibility toward the organization. This study also demonstrates that employee engagement acts as a variable that bridges the influence of emotional and spiritual intelligence on performance outcomes. This implies that these internal intelligences do not only exert a direct influence, but also strengthen employee engagement toward their work and organization. The higher the job engagement, the greater the positive contribution to individual performance. Overall, the findings of (Nani & Mukaroh, 2021) reaffirm that enhancing employee performance does not solely depend on technical skills, but also requires the development of emotional and spiritual aspects to foster optimal work engagement. Within the context of HRM, these results indicate the importance of a more holistic human resource management approach, which emphasizes not only hard skills but also soft skills, values, and the meaning of work.

In a study by (Rahmawati, 2022), it is explained that amidst increasingly competitive business competition, organizations need to pay greater attention to the psychological aspects of employees to maintain optimal productivity. Aside from technical expertise, emotional intelligence is proven to be a key element that enables employees to remain calm under pressure, manage conflict effectively, and build a supportive work environment. An individual's capacity for emotional control directly influences improvements in work quality as well as time efficiency in completing tasks. Furthermore, the results of this study emphasize that spiritual intelligence serves as a moral compass that helps employees discover noble values behind their work routines. With a strong spiritual foundation, employees tend to demonstrate high integrity and genuine dedication toward the organizational vision, as they view work as a form of meaningful contribution. This indicates that the spiritual aspect is not merely personal, but also carries strategic implications for work behavior and organizational commitment. The study also found that employee engagement plays a role as a significant mediating variable, where the level of employee attachment to the organization serves as a bridge that strengthens the influence of internal intelligence on final performance outcomes. In other words, emotional and spiritual intelligence will be more effective in enhancing performance if employees possess high engagement toward their work and organization. Overall, (Rahmawati, 2022) findings provide a foundation for HR management to integrate mental and spiritual development programs to achieve sustainable organizational performance. This approach reaffirms that organizational success is not only sustained by technical capabilities, but also by emotional balance, spiritual values, and employee work engagement.

In a study by (Putri et al., 2025), it is explained that human resource management challenges in the digital transformation era increasingly demand a balance between employees' cognitive abilities and psychological stability. Aside from technical competence factors, emotional intelligence is identified as a decisive factor that enables employees to adapt to rapid changes in the work environment, manage job stress, and maintain effective communication within teams. This confirms that the ability to control emotions is a strategic asset for individuals in sustaining productivity amidst high job pressure. Furthermore, the study emphasizes the role of spiritual intelligence in shaping solid character and work ethics. Employees with well-developed spiritual intelligence tend to possess more stable motivation because they are capable of aligning personal goals with broader organizational values, thereby working with dedication and honesty. Consequently, spiritual intelligence not only strengthens moral aspects but also supports the consistency of positive work behavior. This study also demonstrates that employee engagement acts as a crucial mediating variable, where employee attachment to the organization's vision and mission becomes the primary channel connecting internal intelligence potential with optimal performance outcomes. The higher this engagement, the greater the opportunity for employees to exhibit superior and sustainable performance. Overall, the findings of (Putri et al., 2025) conclude that developing emotional and spiritual dimensions is a vital investment for organizations to foster a resilient workforce with sustainable performance in the modern era. Within the context of HRM, these results reaffirm that organizational success is determined not only by technical skills, but also by the psychological quality and internal values of employees.

In a study by (Hardiat et al., 2026), it is explained that organizational effectiveness, particularly within the marketing division, heavily depends on the quality of human resources capable of integrating various dimensions of intelligence. Aside from cognitive ability or intellectual intelligence, this study proves that emotional intelligence exerts a positive and significant influence on performance enhancement. Employees with good emotional intelligence are able to manage social interactions with customers in a more empathetic, communicative, and professional manner, thereby becoming a vital factor in marketing success. Furthermore, the results of this study confirm the role of spiritual intelligence as a value guide in executing professional duties. Employees who possess a strong spiritual foundation tend to work with higher ethics and more stable mental resilience. This condition enables them to achieve organizational targets without disregarding moral aspects and work integrity. Overall, the findings of (Hardiat et al., 2026) conclude that the synergy among emotional, intellectual, and spiritual intelligence represents a fundamental combination that simultaneously drives the enhancement of employee performance amidst increasingly competitive market challenges. These findings emphasize that organizations need to develop human resources holistically to be capable of generating optimal and sustainable performance.

Overall, the six articles demonstrate a strong interconnectedness in explaining that employee performance in the modern work era is influenced not only by technical skills, but also by emotional intelligence, spiritual intelligence, and the level of work engagement. All articles emphasize that increasingly complex work demands, within both digital and hybrid contexts, require employees to manage emotions effectively to remain stable, adaptive, and capable of building harmonious working relationships. At the same time, spiritual intelligence provides a foundation of values, ethics, and meaning toward work; thus, employees do not merely work to fulfill formal demands, but also view their work as a form of devotion and valuable contribution. The influence of both intelligences becomes even stronger when mediated by employee engagement and job satisfaction, as psychological attachment to the work and organization makes employees more enthusiastic, loyal, and productive. Accordingly, these six articles simultaneously confirm that optimal performance stems from a combination of technical capabilities, emotional maturity, spiritual depth, and high work engagement, thereby highlighting the need for organizations to adopt a more holistic and humanistic HRM approach.

### **The Effect of Emotional Intelligence on Employee Performance**

Overall, the six articles demonstrate a consistent pattern indicating that emotional intelligence exerts a positive and significant influence on employee performance across various sectors, including banking and marketing. The ability to manage one's own emotions and understand the emotions of others serves as an essential asset in coping with modern work pressures, such as digital fatigue and hybrid work patterns, as it helps employees remain stable, communicative, and focused at work. The literature also emphasizes that the influence of emotional intelligence on performance does not always operate in isolation; rather, it is frequently reinforced by employee engagement and job satisfaction. This implies that emotionally mature employees tend to be more psychologically engaged with their work and organization, thereby not only working more effectively from a technical standpoint but also demonstrating greater commitment, loyalty, and better quality of working relationships. Accordingly, the findings from these six articles reveal that emotional intelligence constitutes a vital foundation in modern HRM, particularly when organizations seek to enhance performance sustainably amidst increasingly complex work dynamics.

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

Overall, the results of the literature review from the six articles confirm that spiritual intelligence plays a fundamental role in enhancing employee performance. Spiritual intelligence provides an ethical foundation and a profound meaning toward work; thus, employees are not merely oriented toward material outcomes, but also view their tasks as a form of devotion, responsibility, or a calling. Within this context, spiritual intelligence drives increases in integrity, honesty, and professional responsibility. This becomes highly critical in the modern work era and hybrid systems, where work pressure, environmental changes, and flexibility demands can weaken work motivation. Spiritual values serve as a mental defense fortress that helps employees maintain inner peace and sustain intrinsic motivation. Furthermore, the literature also indicates that the influence of spiritual intelligence on performance is frequently reinforced by employee engagement and job satisfaction. This implies that when employees feel emotionally and psychologically connected to their work, spiritual intelligence not only enhances individual work effectiveness but also helps shape a more humanistic, healthy, and sustainable organizational culture.

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

Overall, the body of literature confirms that emotional intelligence and spiritual intelligence constitute fundamental pillars that simultaneously exert a positive influence on enhancing employee performance across various industrial sectors. The synergy between the ability to manage emotions and the capacity to derive spiritual meaning from work renders employees more adaptive, integrated, and resilient in facing modern work challenges, including digital fatigue and hybrid work dynamics. The integration of these two intelligence aspects is also proven to reinforce employee engagement and intrinsic employee motivation. Consequently, organizations not only attain higher productivity but are also capable of building a more humanistic, healthy, and sustainable work ecosystem. Emotional intelligence also carries a profound impact on the level of job satisfaction and employee loyalty within an organization. Individuals who manage their emotions well tend to possess a more positive work attitude, maintain morale, and remain less susceptible to pressures or conflicts occurring in the work environment. Such conditions can generate a sense of comfort at work, thereby highly motivating employees to deliver their best contribution to the company. Furthermore, emotional intelligence assists individuals in developing effective communication skills. Good communication facilitates the process of information delivery, work coordination, and collective problem-solving. Within organizations, the ability to communicate effectively is vital for creating solid teamwork and increasing operational efficiency. Employees possessing high empathy will also more easily understand the needs, opinions, and feelings of others, resulting in working relationships that are more harmonious and conflict-minimal.

In an era of globalization and increasingly rapid technological advancement, organizations are compelled to possess human resources who are not only intellectually intelligent but also emotionally mature. Emotional intelligence has become a crucial competence supporting an individual's adaptability toward changing work environments, technological developments, and increasingly complex job demands. Individuals with high emotional intelligence are better equipped to think positively, remain flexible, and make appropriate decisions when confronting various dynamic organizational challenges.

Furthermore, the capacity to manage personal emotions and establish solid social relationships yields a significant and direct impact on enhancing performance, productivity, and overall work effectiveness. Employees who maintain personal stability can successfully mitigate job stress while simultaneously fostering a conducive communication environment within their teams. This harmonious interpersonal dynamic ultimately facilitates task coordination, accelerates collective problem-solving, and minimizes the potential for internal organizational conflict.

Therefore, the development of emotional intelligence within the workplace must be carried out continuously and integrated through holistic human resource training programs. Investing in strengthening this mental and emotional capacity is vital for organizations to cultivate a qualified, professional, and highly competitive workforce. In the long run, the balance between emotional maturity and technical expertise will serve as the primary determinant in achieving optimal and sustainable corporate performance amidst intense global market competition.

#### 4. Conclusion

The Determinants of Employee Performance through Emotional and Spiritual Intelligence indicate that both emotional intelligence and spiritual intelligence have a positive and significant influence on improving employee performance across various occupational sectors. Based on the review of six relevant articles, it was found that emotional intelligence helps employees manage work-related stress, regulate emotions, establish positive interpersonal relationships, and enhance adaptability to modern workplace changes such as hybrid work systems and digital fatigue. Meanwhile, spiritual intelligence plays an important role in shaping integrity, work ethics, intrinsic motivation, and providing deeper meaning to work, enabling employees to perform their duties with a strong sense of responsibility and dedication. The combination of these two forms of intelligence has been proven to strengthen employee engagement and create a more humanistic, harmonious, and sustainable work environment. Therefore, organizations should pay attention not only to employees' technical and intellectual abilities, but also to the development of emotional and spiritual aspects as strategic efforts to improve productivity, work effectiveness, and organizational success in the era of digital transformation.digital.

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