

# The Effect of Intellectual Intelligence, Emotional Intelligence and Communication on the Performance of Village Officials in Somagede District

Fendy Ninggar Haryanto<sup>1</sup>, Hermin Endratno<sup>2\*</sup>, Wida Purwidianti<sup>3</sup>, Meydy Fauziridwan<sup>4</sup>

<sup>1,2,3,4</sup> Faculty of Economics and Business, Universitas Muhammadiyah Purwoerto, Purwokerto, Indonesia

## Abstract

This study focuses on factors that influence employee performance, which are considered important to ensure readiness in facing the dynamics of local village community services. This study aims to analyze the influence of intellectual intelligence, emotional intelligence, and communication on the performance of village officials in Somagede sub-district. This study is a quantitative study using a saturated sampling method, in which the researcher made all village officials in Somagede sub-district as a research sample, totaling 100 respondents. Data were collected using a questionnaire and processed using SPSS analysis. The results of this study indicate that intellectual intelligence, emotional intelligence, and communication have a positive and significant effect on performance. This study provides implications for village officials to conduct regular training. In addition, it is hoped that it will create a conducive, collaborative, and mutually respectful work environment that can trigger improved performance.

## Article Info

Keywords:  
Intellectual Intelligence,  
Emotional Intelligence,  
Communication,  
Performance

JEL Classification:  
M12, D23, M54

Corresponding Author:  
Hermin Endratno  
(herminendratno@ump.ac.id)

Received: 02-11-2025  
Revised: 09-01-2026  
Accepted: 12-01-2026  
Published: 20-01-2026



## 1. Introduction

A government cannot be separated from human resources, both at the highest and lowest levels. The existence of human resources within a government agency plays a very important role. According to Sopandi et al. (2024), the presence of humans in an organization has a crucial role in increasing productivity. Performance appraisals have a significant impact because they show the attention of the leadership and can be an encouragement to improve performance. Every government organization will always strive to develop, train, and improve the performance of government officials. A village is a legal community unit that has territorial boundaries that is authorized to regulate and manage government affairs, the interests of the local community based on community initiatives, original rights, and/or traditional rights that are recognized and respected in the Government system of the Unitary State of the Republic of Indonesia. The village head is directly elected by the community in the village (Fatichuddin, 2024).

The Somagede District Office is located in Somagede Village, Banyumas Regency, Central Java. Somagede District itself consists of nine villages. Village officials or government employees are assets within the government organization. Government assets must be invested in the functioning and development of the government itself, especially in the lower levels of government, namely the sub-districts (kelurahan). Employees with good abilities and skills are expected to provide the best service, so that the community is satisfied and all their needs are met (Hutasoit et al., 2021). Because village officials are at the lowest level of government, they frequently interact with the community. Ineffective communication influences low community participation in village programs.

Many factors influence the optimal performance of village officials. Every government organization strives to develop, train, and improve the performance of its staff. Every

government agency strives to improve the performance of its employees in the hope of achieving government goals (Kushartiningsih, 2021).

One factor influencing employee performance is intellectual intelligence. Intellectual intelligence is the ability to perform various mental activities. People with high intellectual understanding will use logic to think, so they will understand what someone is doing and the consequences of those actions (Darman & Adha, 2021). According to Dewi et al. (2025), Alpisarrin et al. (2024), and Julianingsih et al. (2022), intellectual intelligence has a positive and significant effect on performance. Meanwhile, according to Pratasik et al. (2021), intellectual intelligence does not have a partial effect on performance.

To achieve optimal employee performance, one must not only assess intellectual ability but also the employee's ability to control emotions while carrying out organizational responsibilities. According to Goleman (2015), emotional intelligence is the ability to regulate one's mental state, as well as possess the motivation and resilience to manage their emotions. Research conducted by Dewi et al. (2025), Pratasik et al. (2021), Adawiah and Asmini (2023), indicates that emotional intelligence has a positive and significant impact on employee performance. Meanwhile, Darman and Adha (2021) found that emotional intelligence analysis did not significantly impact employee performance.

In addition to the two variables discussed previously, namely intellectual intelligence and emotional intelligence, the influence of communication on the performance of village officials can also be seen. In a government, of course, there must be a good communication pattern where later this communication pattern will produce a maximum level of satisfaction in the organization and public service. According to Kiraman et al. (2024) stated that interpersonal communication is an activity carried out in everyday life, which is a way to convey and receive thoughts, information, and even emotions, the goal is to achieve a common understanding between communicators and communicators. Based on research conducted by (Jumani et al., 2024), and (Sopandi et al., 2024) stated that communication has a positive and significant effect on employee performance. Meanwhile, according to Nasution and Rizky (2024) stated that the results of communication analysis did not have a significant effect on employee performance.

This study is an update of previous research conducted by Dewi et al. (2025), which examined the influence of emotional intelligence and intellectual intelligence on village apparatus performance. This study found that emotional intelligence had a positive and significant effect on performance, while intellectual intelligence had a positive and significant effect on performance. The researchers will add a communication variable, which was not included in the previous study.

Based on empirical data from village officials in Somagede District, their performance still shows suboptimal results. This is evident from the characteristics of village officials, who are mostly in the non-productive age range, which has the potential to affect their intellectual intelligence in accepting and implementing village government policies and programs. Most village officials face relatively similar problems, particularly in communicating with the community regarding government programs and village development. This situation indicates that the effectiveness of village officials' communication still needs to be improved to ensure effective information delivery and acceptance of community aspirations. On the other hand, village officials who have passed their productive age tend to have a more stable level of emotional intelligence. This emotional stability plays a role in maintaining working relationships, controlling emotions, and supporting internal and external communication processes. However, without adequate intellectual intelligence and communication, these conditions cannot optimally improve village officials' performance.

Based on this background, this research is expected to provide useful information for practical solutions to problems in the field. This research was conducted due to a gap between previous research findings and the phenomena occurring in the workplace. Therefore, the purpose of this study is to analyze the influence of intellectual intelligence, emotional intelligence, and communication on the performance of village officials.

## Literature Review

The Resource-Based View states that an organization's internal resources, both physical and non-physical, are the primary factors determining competitive advantage and performance. According to Barney (1991), resources that are valuable, rare, inimitable, and non-substitutable (VRIN) will result in superior and sustainable performance. In the context of this research, intellectual intelligence, emotional intelligence, and communication are viewed as intangible human resources inherent in individuals, making them difficult to imitate and contributing significantly to work effectiveness. Thus, the RBV becomes a grand theory explaining how unique human resources can increase organizational productivity and performance.

The RBV perspective states that intellectual intelligence is a cognitive asset that enhances analytical, problem-solving, and decision-making abilities, thus providing strategic value to the organization. Emotional intelligence is an emotional resource that supports psychological stability, motivation, empathy, and the ability to work together, all of which play a role in improving individual performance. Meanwhile, communication skills are organizational skills that enable coordination, information delivery, and effective collaboration. These three aspects fulfill the VRIN characteristics as valuable and difficult-to-substitute resources, so according to the RBV, they can directly influence performance improvement. Thus, the RBV theory provides a strong theoretical basis for explaining how human resource excellence through intellectual intelligence, emotional intelligence, and communication contributes to higher performance.

### The Influence of Intellectual Intelligence on Performance

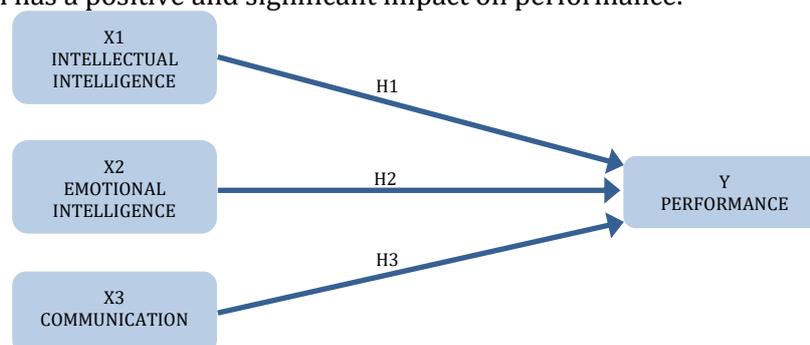
A worker with high IQ is expected to perform better than someone with a low IQ. A person with a high quality of life more easily absorbs knowledge to improve their ability to identify and solve work-related problems. If village government officials possess high intelligence, the knowledge they acquire can be understood and applied. Previous research by Darman and Adha (2021), Alpisarrin et al. (2024), and Julianingsih et al. (2022) indicates that intellectual intelligence has a positive and significant effect on performance.

### The Influence of Emotional Intelligence on Performance

Achieving optimal performance is not solely determined by an employee's ability to manage their emotions while carrying out their responsibilities within the organization. Human intelligence is not a single dimension, measurable only from one perspective. It also encompasses the ability to control and manage oneself, as well as the ability to build relationships with others. This ability is called emotional intelligence. Previous research by Adawiah and Asmini (2023) and Pratasik et al. (2021) indicates that emotional intelligence has a positive and significant impact on performance.

### The Influence of Communication on Performance

Communication influences performance. If communication skills are perceived as good, performance will also be perceived as good, and vice versa. This suggests that a person's communication skills will improve their performance. This aligns with previous research by Nurbayti and Ali (2024), Jumani et al. (2024), and Sopandi et al. (2024), which found that communication has a positive and significant impact on performance.



**Figure 1.** Framework of Thought  
Source: Development by Researcher (2025)

- H1: Intellectual Intelligence has a positive and significant effect on performance.  
H2: Emotional Intelligence has a positive and significant effect on performance.  
H3: Communication has a positive and significant effect on performance.

## **2. Methods**

This research is a quantitative study. Data were taken from questionnaires distributed to village officials and village heads in Somagede District. A Likert scale of one to five was used for measurement to measure primary data from strongly agree to strongly disagree. This research was conducted on village officials in Somagede District. The population was 100 people with 91 village officials and 9 village heads. The sampling technique used saturated sampling so that all 100 employees became respondents. The questionnaire was distributed directly to village officials in Somagede District through direct distribution using hard files or print outs. Data analysis in this study used multiple linear regression data analysis.

This study employed a quantitative approach with multiple linear regression as a data analysis technique. Hypothesis testing was conducted to analyze the influence of intellectual intelligence, emotional intelligence, and communication skills on village apparatus performance. Prior to hypothesis testing, instrument testing was conducted, including validity and reliability tests. Next, classical assumption tests were conducted, consisting of normality, multicollinearity, and heteroscedasticity tests, followed by model fit testing. The partial influence of each independent variable was tested using the t-test, while the simultaneous influence was tested using the F-test. All data analysis processes in this study were conducted using the Statistical Package for the Social Sciences (SPSS) program.

In Ratnasari (2015) intellectual intelligence uses indicators of numerical intelligence, verbal comprehension, speed of perception, inductive reasoning, deductive reasoning, spatial visualization, memory. In Ratnasari (2015) indicators of emotional intelligence are being able to understand oneself, being able to manage emotions within oneself, being able to motivate oneself, having empathy for others, being able to socialize in society. Communication indicators from research Mariani and Sariyathi (2017) include employee perceptions that the delivery of work information by leaders is effective, employee perceptions that the delivery of information from employees to leaders about decision making is good, employee perceptions that discussions between employees in finding solutions to problems are effective, employee perceptions that the delivery of information about work that occurs outside of working hours is effective. In Dewi and Utama (2016) performance indicators are the quality of work results, efficiency in carrying out tasks, work discipline, accuracy, leadership, honesty.

## **3. Results and Discussion**

### **3.1. Results**

The respondents in this study were all village officials working in Somagede District, a total of 100 people. Of these, the majority were male (80), while 20 were female. In terms of educational level, 9 employees had a junior high school diploma, 70 employees had a high school diploma, and 21 employees had a bachelor's degree. All village officials had worked in the village government for more than one year. Furthermore, the majority of respondents were over 40 years old.

### **Validity Test**

Validity testing is used to measure the validity of a questionnaire. A questionnaire is said to be valid if the questions in the questionnaire are able to reveal something that will be measured by the questionnaire (Ghozali, 2016). Based on the SPSS output results, it can be seen that the calculated r value for each statement or question item in all variables is greater than the table r

value at a significance level of 95 percent ( $\alpha = 0.05$ ), namely 0.195. The test results indicate that the research instrument for each variable is declared valid.

### Reliability Test

**Table 1.** Reliability Test Results

No	Variable	Cronbach's Alpha	Limit	Information
1	Intellectual Intelligence	0.852	>0.60	Reliable
2	Emotional Intelligence	0.729	>0.60	Reliable
3	Communication	0.781	>0.60	Reliable
4	Performance	0.854	>0.60	Reliable

Source: Data Processed (2025)

Based on the table above, it can be seen that the Cronbach's Alpha value for each variable is greater than 0.60, indicating that the indicators used in the statements in each variable are declared reliable.

### Classical Assumption Test Normality Test

**Table 2.** Normality Test Kolmogorof-smirnov (K-S)

		Unstandardized Residual
N		100
Normal Parameters <sup>a,b</sup>	Mean	.0000000
	Std. Deviation	.41290146
Most Extreme Differences	Absolute	.075
	Positive	.075
	Negative	-.056
Test Statistic		.751
Asymp. Sig. (2-tailed)		.626 <sup>c,d</sup>

Source: Data Processed (2025)

Based on the SPSS output results of the Kolmogorov-Smirnov test above, the Asym.Sig value is 0.626 and the significance level is 0.05. Therefore, it can be concluded that the data from this study is normally distributed because the Asym.Sig value of  $0.626 > 0.05$ .

### Multicollinearity Test

**Table 3.** Multicollinearity Test Results

Variable	Tolerance	VIF
Intellectual Intelligence	0.793	1.260
Emotional Intelligence	0.902	1.108
Communication	0.873	1.145

Source: Data Processed (2025)

The table above shows that the tolerance value for each variable is not below 0.10. Likewise, the VIF value is not above 10. Based on these data, this research data is free from the assumption of multicollinearity.

### Heteroscedasticity Test

**Table 4.** Heteroscedasticity Test Results using the Glejser Test Method

Model	T	Sig.
(Constant)	1.129	0.262
Intellectual Intelligence	0.356	0.723
Emotional Intelligence	-0.067	0.947
Communication	-0.481	0.631

Source: Data Processed (2025)

The table above shows that the significance value of the intellectual intelligence variable is 0.723, emotional intelligence is 0.947, and communication is 0.631. Of these three variables, the significance value is above  $\alpha$ , which is 0.05, so it can be concluded that the data used does not experience heteroscedasticity.

### Data Analysis Test Model Fit Test

**Table 5.** Model Fit Test Results

Model	R	R Square	Adjusted R Square	Std.Error of the Estimate
1	0.611	0.373	0.353	2.51642

Source: Data Processed (2025)

The results of the SPSS output can be seen that the Adjusted R-Square value of the regression model obtained in this study is 0.353, which indicates that the ability of the independent variable to explain the dependent variable is 35.3%, the remaining 64.7% is explained by other variables not included in the model.

**Table 6.** F Statistical Test

Model	F	Sig
Regression	19.028	0.000

Source: Data Processed (2025)

From the table above, it can be seen that the calculated F value is 19.028 with a significance value of 0.000 < 0.05. Meanwhile, the F table at the 96% performance level is 2.70, thus the calculated  $F > F$  table (19.028 > 2.70). From this analysis, it can be said that the model in the study can be used.

### Data Analysis Test Multiple Linear Regression Test

The research model uses a multiple linear regression model, namely a study of the dependence of the dependent variable on one or more independent variables, with the aim of estimating and/or predicting the population average or average value of the dependent variable based on the known value of the independent variable (Ghozali, 2016).

**Table 7.** Multiple Linear Regression Test Results and T Test

Variable	Unstandardized Coefficients B	t	Sig.
(Constans)	0.029	0.054	0.957
Intellectual Intelligence	0.246	2.368	0.020
Emotional Intelligence	0.412	3.905	0.000
Communication	0.355	3.771	0.000

Source: Data Processed (2025)

Based on the results of the regression analysis above, the following regression equation can be formulated:

$$\begin{aligned} \text{Employee Performance} &= \alpha + \beta_1 P + \beta_2 KB + \beta_3 KK + \varepsilon \\ &= 0.029 + 0.246 KI + 0.412 KE + 0.355 K + \varepsilon \end{aligned}$$

Based on the table above, it can be seen that the t-test results for the intellectual intelligence variable (X1) obtained a calculated t value of 2.368 while the t table was 1.655. This means that t count > t table while the significance of 0.020 is smaller than 0.05. Therefore,  $H_a$  is accepted and  $H_o$  is partially rejected, intellectual intelligence has a positive and significant effect on performance.

Based on the table above, it can be seen that the t-test results for the emotional intelligence variable (X2) obtained a calculated t value of 3.905 while the t table was 1.655. This means that the calculated  $t > t$  table while the significance of 0.00 is less than 0.05. Therefore,  $H_a$  is accepted and  $H_o$  is partially rejected. Emotional intelligence has a positive and significant effect on performance.

Based on the table above, it can be seen that the t-test results for the communication variable (X3) obtained a calculated t value of 3.771 while the t table was 1.655. This means that  $t > t$  table while the significance of 0.00 is smaller than 0.05. Therefore,  $H_a$  is accepted and  $H_o$  is partially rejected, communication has a positive and significant effect on performance.

### **3.2. Discussion**

#### **Intellectual Intelligence Has a Positive and Significant Impact on Performance.**

The research analysis found that intellectual intelligence has a positive and significant impact on performance. This finding is consistent with the Resource-Based View (RBV), which emphasizes the importance of internal capabilities as a source of competitive advantage. Intellectual intelligence is a valuable, rare, difficult to imitate, and non-substitutable (VRIN) component of human capital, making its contribution to improving performance strategic for an organization. This aligns with previous research by Darman and Adha (2021), Rahmawati (2022), Nurbayti and Ali (2024), which found that intellectual intelligence has a positive and significant impact on performance. This means that the higher the skills of village officials, the better their analytical thinking, problem-solving, and decision-making skills. Therefore, village officials with strong intellectual intelligence are better able to manage administrative tasks such as correspondence, population records, and village financial reports. I can easily grasp detailed information at a glance is the statement most frequently chosen by respondents, this shows that intellectual intelligence influences the performance of village officials.

#### **Emotional Intelligence Has a Positive and Significant Impact on Performance.**

The emotional intelligence variable also had a positive and significant impact. This aligns with previous research by Pratasik et al. (2021), Nurbayti and Ali (2024), which found that emotional intelligence had a positive and significant impact on performance. These findings support the Resource-Based View (RBV) perspective, which asserts that organizational excellence is determined by the quality of internal resources that are valuable, rare, inimitable, and non-substitutable. Emotional intelligence is a difficult-to-imitate and strategically valuable human capital capability, directly contributing to increased work effectiveness and individual performance. This suggests that the ability to manage one's own emotions, understand the emotions of others, and work with empathy and self-control supports improved performance. Village officials with high emotional intelligence are able to control their emotions, maintain composure, and maintain courtesy in providing services to the community. "I know my strengths and weaknesses" was the most frequently chosen statement by respondents, indicating that emotional intelligence influences the performance of village officials.

#### **Communication Has a Positive and Significant Impact on Performance.**

Furthermore, communication also has a positive and significant impact on performance. This aligns with previous research conducted by Jumani et al. (2024), Sopandi et al. (2024), and Santi et al. (2024), which found that communication has a positive and significant impact on performance. This finding aligns with the Resource-Based View (RBV) theory, which states that organizational excellence is determined by the quality of internal resources that are valuable, rare, inimitable, and non-substitutable. Communication is a strategically valuable component of human capital because it improves coordination, reduces errors, strengthens working relationships, and makes it difficult for competitors to imitate. Therefore, effective communication is a resource that directly contributes to improving individual and organizational performance. Therefore, the more effective communication between employees and leaders, whether in conveying information, instructions, or feedback, the higher the quality of performance achieved. Village officials with good communication can convey information

clearly, openly, and easily understood. The messages I received made me participate in activities or programs. This shows that communication influences the performance of village officials.

## 4. Conclusion

The results of this study indicate that intellectual intelligence partially has a positive and significant effect on performance, while emotional intelligence has a positive and significant effect, while communication has a positive and significant effect. Simultaneously, intellectual intelligence, emotional intelligence, and communication have a positive and significant effect on performance. It is recommended that each village conduct regular training related to technical knowledge, problem-solving, and decision-making. Furthermore, it is hoped that a conducive, collaborative, and respectful work environment will be created to drive improved performance.

Based on this research, village officials are expected to improve their analytical skills in decision-making, manage emotions effectively when communicating with the public, and communicate effectively with superiors and colleagues. These improvements can be achieved through village official training and competency development to enhance the quality of public service. Furthermore, the authors recommend that future researchers involve more villages or diverse regions to ensure more generalizable results.

The limitations of this study primarily relate to time and access to respondents. Time constraints and the difficulty of meeting some village officials, as some of them work outside the office, hampered data collection. Furthermore, this study was conducted only with village officials in Somagede District, so the results cannot be generalized to a broader population or other employment sectors. The variables studied also do not encompass all factors influencing employee performance. Employee performance is influenced not only by intellectual intelligence, emotional intelligence, and communication skills, but also by various other factors not analyzed in this study. Furthermore, the cross-sectional design of the study, with data collected at a single point in time, means this study is unable to explain changes in employee performance over time. Therefore, further research with a longitudinal design has the potential to provide more comprehensive and accurate results.

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