



# The effect of employee performance on emotional intelligence, intellectual intelligence, and spiritual intelligence

**Cuk Jaka Purwanggono**

Management Study Program, Faculty of Economics, University Wahid Hasyim Semarang, Indonesia

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## ABSTRACT

This research analyzes and examines intellectual intelligence, emotional intelligence, and spiritual intelligence on the performance of cardiac specialist employees at SMC Telogorejo Hospital. This is qualitative research using primary data from 51 cardiac specialist employees at SMC Telogorejo Hospital as respondents. Data collection was carried out using a survey through questionnaires distributed to respondents. In this research, the data testing includes reliability tests, classical assumption tests, validity tests, and t-tests to prove research hypotheses which are measured using the Statistical Package for The Social Sciences (SPSS) 16.0 software. In this study, the results showed that in the T-Test, intellectual intelligence does not have a negative (-0.92) and significant (0.927) effect on employee performance, as well as emotional intelligence does not have a negative (-0.691) and significant effect (0.493) on an employee's performance. Furthermore, spiritual intelligence has a positive (2.941) and significant (0.005) effect on the performance of an employee at Telogorejo Hospital.

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### Corresponding Author:

Cuk Jaka Purwanggono

Management Study Program, Faculty of Economics

University Wahid Hasyim Semarang, Indonesia

Address, City, Pos Code, Country,

Jl. Menoreh Tengah X No.22, Sampangan, Kec. Gajahmungkur, Kota Semarang, Jawa Tengah 50232

Email: [cukjp999@gmail.com](mailto:cukjp999@gmail.com)

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## INTRODUCTION

In the era of globalization, industrial competition occurs in all fields, including the health services industry, such as hospitals. Hospitals need to improve service quality to minimize the threat of losing customers. Good service quality and good capabilities that meet consumer expectations will attract customers (Lestari, 2018; Yogiarto, 2015). In general, the public as consumers often complain about the lack of optimal services provided by hospitals. Apart from that, they also complained about administrative management and the friendliness of employees and nurses in providing services. Polite attitudes, care, and patience in providing service to patients must be the main focus of hospital management. Hospital management must improve the performance of its employees to increase patient satisfaction.

There are many factors that influence nurses' performance at work. However, this research will only focus on nurse performance through internal or individual factors of the employee. This

internal factor is an individual's ability determined by his/her intelligence. Mangkunegara believes that there are several intelligences in humans, including emotional intelligence (EQ), intellectual intelligence (IQ), and spiritual intelligence (SQ) (Hasby Dkk, 2015). These factors influence employee performance in carrying out their respective duties and obligations. Therefore, employee performance can be reflected whether it is getting worse or better. Sarwono said that many experts have started examining emotional intelligence (Goleman, 1997a; Mahendra, 2023). Some of them found that emotional intelligence really influences performance. A person will not be able to think well when he is in an emotional state. On the other hand, someone who is able to control and manage emotions well will also be successful in acting and thinking in their performance (Goleman, 1997b). Apart from that, another intelligence that plays an important role is spiritual intelligence. Spiritual intelligence allows a person to think further, think creatively, make decisions, and solve the problems faced. According to Marshal and Zohar, spiritual intelligence is the intelligence to face and solve value problems, namely the intelligence to place our behavior and attitudes in a broader meaning and context. Spiritual intelligence (SQ) is also used as a person's way of life that is more meaningful than others. SQ is the foundation needed for the efficient functioning of EQ and IQ (Ghittoni et al., 2018; Sofyan & Ratumanan, 2018). Research conducted by Trihandini found that spiritual intelligence has a real influence on employee performance. However, there are several other facts that emotional intelligence and spiritual intelligence have no effect on performance. Gordon also suggests that the best way to improve employee performance is with cognitive abilities and analytical abilities (in this case, intellectual intelligence)(Ariwangsa & Abundanti, 2013).

Work performance is a work result achieved by a worker which is obtained from his performance at work. The high and low levels of an employee's work performance are obtained through a fairly long process (Yuningsih, 2018). There are several factors that influence work performance, namely a person's desire and ability to work, as well as his/her level of work motivation. According to Soeprihanto (2009:7), work performance is the result of a person's work over a certain period of time. When a work performance does not meet the requirements that have been set, the leader or manager can take action to address the problem (Ghost et al., 2011; Harahap et al., 2020). On the other hand, if the employee's work performance is good, then the leadership can retain the employee. In other words, leadership can provide rewards and punishments for employees based on their performance (Singh et al., 2021).

Spencer and Blanchard (1982: 100) state that work performance appraisal is an organizational process of evaluating work performance (McCoy, E, Cole, 2011; Rahmi et al., 2020). Supervisors, leaders, and management as well as employees can carry out continuous evaluations. Evaluation can be carried out by referring to work achievements achieved in the previous period to determine the achievements achieved in the current period. In terms of career development, this is largely determined by the number of awards achieved due to work achievements and performance that have been carried out during a certain period. In fact, without work performance, it is difficult for employees to receive awards or be proposed by leadership directly so that they can be considered for promotions and so forth (Leowarin & Thanasuta, 2021). The health services provided by hospitals are the main focus of the community as patients and as users of health services. Human resources that have high integrity, good and supportive infrastructure, and good and effective managerial leadership, should be able to improve the quality of services provided to the community. The human resources whose performance is most visible and highlighted are nurses. The nursing workforce is the main component and element of the health service system. This is because a nurse is the one who most often interacts with patients and communicates directly with the public (those undergoing inpatient or outpatient treatment).

The theoretical implication of this research is that it can provide new insight into how various types of intelligence influence employee performance. This enriches our understanding of employee performance theory, showing that it is not only technical or competency factors that play

a role but also aspects of emotional, intellectual, and spiritual intelligence. Integration of Intelligence Theories: Combining emotional, academic, and spiritual intelligence concepts in one research framework could significantly contribute. This allows the development of a more holistic theory of intelligence, which does not only focus on intellectual aspects but also considers emotions and spirituality. This research could lead to new models in organizational psychology that demonstrate the interactions between different types of intelligence and employee performance, providing a theoretical foundation for more effective human resource management strategies.

The practical implication of this research is that human resources departments can use it in companies to design more effective employee training and development programs, considering aspects of emotional, intellectual, and spiritual intelligence. In the recruitment and selection aspect, the results of this research can help in the employee recruitment and selection process by providing insight into the importance of assessing emotional and spiritual intelligence and intellectual intelligence in determining the most suitable candidates. Improved Employee Performance and Well-Being: By understanding the relationship between different types of intelligence and performance, organizations can develop strategies to improve both these aspects. This includes training programs to increase emotional and spiritual intelligence, improving performance and employee well-being. Organizational policies: The findings of this research can be the basis for formulating policies that are more comprehensive and oriented towards overall employee development in terms of technical skills and emotional and spiritual aspects.

## RESEARCH METHOD

In this research, the first research method used is survey as a primary data collection method using written and oral questions. In this method, a relationship or interaction is needed between the researcher and the respondent as the subject in the research to collect data (Indriantoro and Supomo, 1999). Furthermore, this research also used questionnaires, as it is a series of lists of questions that have been arranged in a rapid and structured manner and will then be filled in by the respondent. Questionnaires are distributed by visiting potential respondents one by one and seeing whether the potential respondents meet the requirements. The next step is to ask whether potential respondents who have met the requirements are willing or not to fill out the questionnaire. These steps are quite important to carry out because this research expects that the data taken from the questionnaire are valid and not manipulated as the respondents answer it seriously without any coercion from any party.

Furthermore, for data analysis, this research used qualitative and quantitative data analysis methods. Quantitative analysis is carried out if the data used is related to statistical or mathematical calculations (Supardi, 2005). Meanwhile, quantitative data analysis is the analysis of data that is heterogeneous or takes the form of cases so that it is only a small amount and cannot be arranged in a classification.

The data analysis method used the SPSS program with the multiple regression method. This research also used multiple linear regression analysis to determine the impact of X1 (intellectual intelligence), X2 (emotional intelligence), X3 (spiritual intelligence), and Y (employee performance or nurse performance). The regression calculations used in this research are as follows:

$$Y = b_0 + b_1X_1 + b_2X_2 + b_3X_3 + e$$

## RESULTS AND DISCUSSIONS

In this chapter, the author provides a general description of the objects used in this research. Apart from that, it also shows data analysis and hypotheses from the results of the respondents involved in this research. Multiple regression analysis techniques calculated using SPSS are used to carry out hypothesis testing which aims to see the impact between independent variables (Indah et al., 2019; Kishore et al., 2016). To see this impact, a reliability test, validity test, and classical assumption test were first carried out in this research. Thus, the validity and consistency of the indicators in this research can be seen from the reliability test and validity test, while whether or not there is an impact of the relationship between independent variables can be seen from the classical assumption test.

**Table 1.** Characteristics By Gender

Gender	Frequency	Percent
Male	10	20%
Female	41	80%
Total	51	100%

**Table 2.** Characteristics Based On Position

Position	Frequency	Percentage (%)
Medical (Nurse)	41	80%
Non-Medical (Technique)	10	20%
Total	51	100%

X1 or intellectual intelligence variable is measured by three indicators with six questions. Based on a questionnaire submitted by 51 medical and non-medical employees of SMC Telogorejo Hospital, the intellectual intelligence variable in this research are as follows:

**Table 3.** Distribution of Respondents' Answers for the Intellectual Intelligence variable (X1)

Statement	Summary of Answer					Results
	SS	S	N	T.S	STS	
X1.1	11	36	4	-	-	4.14
X1.2	24	27	-	-	-	4.47
X1.3	13	29	7	-	-	4.08

Note: SS (Strongly Agree); S (Agree); N (Neutral); TS (Disagree); STS (Strongly Disagree)

Based on the table above, it can be concluded that the majority of respondents responded 'agree' and 'strongly agree' to questions about intellectual intelligence (Shahijan et al., 2018). The description of the emotional intelligence variable in this study was calculated using 10 questions with five indicators. From the answers from 51 medical and non-medical employees of SMC Telogorejo Hospital, the description of the emotional intelligence in this research can be seen in the table below:

**Table 4.** Distribution Of Respondents' Answers To The Emotional Intelligence Variable (X2)

Statement	Summary of Answer					Results
	SS	S	N	T.S	STS	
X2.1	7	36	6	2	-	3.94
X2.2	9	31	11	-	-	3.96
X2.3	18	25	8	-	-	4.20
X2.4	14	34	3	-	-	4.22
X2.5	15	30	6	-	-	4.18

From table 2 above, it can be concluded that more than half of the respondents responded 'strongly agree' and 'agree' regarding emotional intelligence. Explanation of X3 or spiritual intelligence is measured using 10 questions with five indicators. Based on answers to a

questionnaire from 51 non-medical employees and medical employees of SMC Telogorejo Hospital, the spiritual intelligence in the research is described as follows:

**Table 5.** Distribution of respondents' answers to the spiritual intelligence variable (X3)

Statement	Summary of Answer					Results
	SS	S	N	T.S	STS	
X3.1	27	24	-	-	-	4.53
X3.2	6	25	15	5	-	3.63
X3.3	11	20	20	-	-	3.82
X3.4	22	21	8	-	-	4.27
X3.5	25	24	2	-	-	4.45

Note: SS (Strongly Agree); S (Agree); N (Neutral); TS (Disagree); STS (Strongly Disagree)

Based on the table above, it can be concluded that more than half of the respondents responded 'strongly agree' and 'agree' to the statement about the spiritual intelligence variable. Explanation regarding employee performance or (Y), which is measured using 10 questions with five indicators. Based on questionnaire answers from 51 non-medical and medical employee respondents at SMC Telogorejo Hospital, the summary of the answers on employee performance variable in this study is described as follows:

**Table 6.** Distribution Of Respondents' Answers To The Employee Performance Variable (Y)

Statement	Summary of Answer					Results
	SS	S	N	T.S	STS	
Y1	15	32	4	-	-	4.22
Y2	15	21	11	2	2	3.88
Y3	22	26	3	-	-	4.37
Y4	15	17	5	13	1	3.63
Y5	19	27	1	4	-	4.20

Note: SS (Strongly Agree); S (Agree); N (Neutral); TS (Disagree); STS (Strongly Disagree)

Based on the table above, it is concluded that the majority of respondents responded 'agree' and 'strongly agree' to the statement regarding employee performance variables (Noviarita et al., 2021; Nuraini, 2017; Rouwenhorst, 2018; Syafruddin et al., 2021).

A validity test is used to measure whether a questionnaire is valid or not (Bachri, 2010). A questionnaire is said to be valid if the questions in the questionnaire are able to reveal something that the questionnaire will measure (Ghozali, 2017). The tabulated research data from the analysis of the questionnaire used in the research was tested for validity first before further analysis was carried out. This is done to remove items or indicators in the instrument that are invalid because they cannot measure respondents. The validity test results of each variable are described as follows:

**Table 7.** Results Of The Validity Test Of The Intellectual Intelligence Variable

r count	r table	Results
0,631	0,232	Valid
0,806	0,232	Valid
0,710	0,232	Valid

Based on the table above, it is known that the r-count > r-table for N=51 with a significance level of 5% is 0.232, and all 6 statement items have an r-count greater than the r-table. Thus, all items in the intellectual intelligence variable used in this research are valid. It means all statements in the intellectual intelligence variable can be used in data collection.

Test the validity of the emotional intelligence variable, based on the results of the validity test using SPSS 16, data on the results of the emotional intelligence validity test can be obtained as follows:

**Table 8.** Validity Test Results of Emotional Intelligence Variable

r count	r table	Results
0,727	0,232	Valid
0,751	0,232	Valid
0,764	0,232	Valid
0,533	0,232	Valid
0,696	0,232	Valid

Base on the table above, it is known that the  $r\text{-count} > r\text{-table}$  for  $N = 51$  with a significance level of 5% is 0.232 and all of the 10 statement items have an  $r\text{-count}$  greater than the  $r\text{-table}$ . Thus, it can be concluded that all items in the emotional intelligence variable used in this research are valid. It means all statements in the emotional intelligence variable can be used in data collection.

Test the validity of the spiritual intelligence variable, based on the results of the validity test using SPSS 16, data on the results of the spiritual intelligence validity test can be obtained as follows:

**Table 9.** Validity Test Results of Emotional Intelligence Variables

r count	r table	Results
0,736	0,232	Valid
0,666	0,232	Valid
0,372	0,232	Valid
0,125	0,232	Valid
0,543	0,232	Valid

Based on the table above,  $r\text{-count} > r\text{-table}$  for  $N=51$  with a significance level of 5% is 0.232 and all 10 statement items have  $r\text{-counts}$  greater than  $r\text{-table}$ . Thus, it can be concluded that all items in the emotional intelligence variable used in this research are declared valid. It means, all statements in the emotional intelligence variable can be used in data collection.

Based on the results of the validity test using SPSS 16, the validity test of the employee performance variable can be obtained as follows:

**Table 10.** Validity Test Results of Employee Performance Variable

r count	r table	Results
0,535	0,232	Valid
0,491	0,232	Valid
0,701	0,232	Valid
0,694	0,232	Valid
0,604	0,232	Valid

Based on the table above,  $r\text{-count} > r\text{-table}$  for  $N=51$  with a significance level of 5% is 0.232 and all 10 statement items have  $r\text{-counts}$  greater than  $r\text{-table}$ . Thus, it can be concluded that all items in the employee performance variables used in this research are declared valid. It means all statements in the employee performance variable can be used in data collection other than  $r\text{-count}$  number 4.

A reliability test is a tool for measuring a questionnaire which is an indicator of a variable or construct. A questionnaire is said to be reliable if a person's answers to statements are consistent or stable over time (Ghozali, 2012). Reliability shows the level of reliability (trustworthiness) of an indicator used in research (Boyles et al., 2022). Calculation of the reliability coefficient value for the instrument used can obtain the following results:

**Table 11.** Reliability Test Results

Variable	Cronbach's Alpha	Results
Intellectual Intelligence	0,779	Reliable
Emotional Intelligence	0,777	Reliable
Spiritual Intelligence	0,728	Reliable
Employee Performance	0,585	Reliable

Based on the results obtained from the reliability testing of the instruments above, the reliability coefficient value for the intellectual intelligence variable was obtained (0.779), the emotional intelligence variable (0.777), the spiritual intelligence variable (0.728), and the employee performance variable (0.585). Thus, it can be concluded that the research instrument variables of intellectual intelligence, emotional intelligence and spiritual intelligence are declared reliable  $> 0.6$ , while the employee performance variable are not yet adequate.

Regarding the influence of intellectual intelligence on employee performance, intellectual intelligence is a necessity that must be possessed by an achiever in carrying out the professional tasks assigned to him, because these tasks need high analytical power and rational thinking processes in solving problems that may be encountered in each assignment accepted. Therefore, if the achievement has a high level of intellectual ability, the performance they will achieve will also be better. H1: The partial test results for the intellectual intelligence variable obtained t-count = -0.92 with a significance value of  $0.000 > 0.927$ , while the t-table value obtained with  $(df = n - k = 51 - 3) = 48$  is 1.675, meaning that  $H_a$  is rejected and  $H_o$  is accepted. This shows that partially, H1 states that there is no significant influence of intellectual intelligence on employee performance.

Furthermore, regarding the influence of emotional intelligence on employee performance, if an achiever can solve problems in the workforce with stable emotions, it will also result in better performance. In other words, the better the emotional condition of an achiever, the better the performance they will produce will be. H2: The partial test results for the emotional intelligence variable obtained  $t = -0.691$  with a significance value of  $0.000 > 0.493$ , while the t-table value obtained with  $(df = n - k = 51 - 3) = 48$  is 1.675, meaning that  $H_a$  is rejected and  $H_o$  is accepted. This shows that partially, H1 states that there is no significant influence of intellectual intelligence on employee performance.

The influence of spiritual intelligence on employee performance, an achiever who has adequate spiritual intelligence will be able to synergize the two other elements of intelligence they have so that every job they do will be more meaningful (Nurhayati, 2020). The meaning that emerges in an organization will make everyone who works in it more able to develop themselves. As a result, they can also work better too. It can be concluded that an achiever who has good spiritual intelligence and is able to synergize all the intelligence components they have, the performance they will achieve will be even better. H3: The partial test results for the spiritual intelligence variable obtained  $t = 2.941$  with a significance value of  $0.000 < 0.005$ , while the t-table value obtained with  $(df = n - k = 51 - 3) = 48$  is 1.675, meaning that  $H_o$  is rejected and  $H_a$  is accepted. This shows that partially,  $H_a$  states that there is a significant positive influence of spiritual intelligence on employee performance

## CONCLUSION

Based on the research findings, this study concludes some points as follows. The Emotional Intelligence variable has no significant effect on employee performance. This means that the better the Emotional Intelligence, the better the level of employee performance. This means that the more mature Emotional Intelligence can be as a guideline, the more each work program/activity within one year will run well. The employee performance will also run well so that the employee performance target can be achieved at SMC Telogorejo Hospital. The Intellectual Intelligence

variable does not have a significant negative effect on employee performance. This means that the better the Intellectual Intelligence, the better the level of Employee Performance. This means that the more mature Intellectual Intelligence can be as a guideline, the more each work program/activity within one year will run well so that the employee performance target can be achieved at SMC Telogorejo Hospital. The Spiritual Intelligence variable has a significant positive effect on employee performance. This means that the better the Spiritual Intelligence, the better the level of employee performance. Thus, the more mature Spiritual Intelligence can be as a guide, the more each work program/activity in one year will run well. The employee performance will also run well so that the employee performance target can be achieved at SMC Telogorejo Hospital.

Furthermore, this study gives some suggestions as follows, *Intellectual Intelligence on Employee Performance*. It is recommended that employees of medical and non-medical of SMC Telogorejo Hospital always maximize their performance and strive to improve their competency by referring to international public sector performance principles so that employee performance continues to improve. *Emotional Intelligence on Employee Performance*. It is recommended that employee performance, especially SMC Telogorejo Hospital, improve quality policies and discipline towards organizational goals in accordance with the performance characteristics of the international public sector which demands commitment in managing achievements, accreditation, and the CRS program. *Spiritual Intelligence on Employee Performance*. This research only tested three independent variables, namely Intellectual Intelligence, Emotional Intelligence, and Spiritual Intelligence, so it is recommended for future researchers to test other variables. The contribution in this research is emotional and spiritual intelligence, organizations such as SMC Telogorejo Hospital can develop more effective HR strategies and policies. This can include training and development aimed at improving these aspects of intelligence. The results of this research add empirical evidence to the existing literature regarding the importance of emotional, intellectual and spiritual intelligence in the context of employee performance, especially in the health sector.

The limitation of this research is that if it was conducted at SMC Telogorejo Hospital, the results may need to be more generalizable to other hospitals or sectors. Future research could involve more extensive and more diverse samples from different institutions or geographic regions to increase the generalizability of the findings. This research is limited to three intelligence variables. The way variables are measured can influence the results. This study provides recommendations based on the findings but does not test the effectiveness of the intervention. Cultural and social context may influence emotional, intellectual, and spiritual intelligence. Future research could explore how these factors interact with intelligence and performance in the work environment.

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