



# The influence of intelligence on the interest in becoming hybrid entrepreneurs among employees in Kupang city

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## ABSTRACT

The aim of this research is to investigate the mechanisms of the relationship between intelligence and the interest in entrepreneurship among permanent employees in the city of Kupang. There are many permanent employees who aspire to establish businesses without leaving their current jobs. These types of entrepreneurs are called hybrid entrepreneurs as they manage at least two professions simultaneously. The permanent employees from various government institutions in the city of Kupang were selected as the research sample as they represent a demographic group expected to have the ability and potential to become hybrid entrepreneurs. To achieve the research objectives, literature from the fields of entrepreneurship and psychology will be integrated to formulate the necessary hypotheses. The results show that intelligence influences intention to become hybrid entrepreneurs as mediated by fear of entrepreneurship

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## INTRODUCTION

Indonesia is one of the developing countries facing significant economic challenges, such as high unemployment rates (Franita et al., 2019) and a considerable level of poverty (Sianturi et al., 2021). From an economic perspective, one way to address these issues is by increasing the number of entrepreneurs in Indonesia, which could lead to the creation of new job opportunities and add economic value to existing products. However, the growth of entrepreneurship in Indonesia is still unsatisfactory. Reported data shows that the number of entrepreneurs in Indonesia is below 2%, which is far from the ideal number of entrepreneurs. Moreover, compared to neighboring countries, Indonesia lags behind in terms of the number of entrepreneurs (Mahanani & Sari, 2018). The significance of entrepreneurship in society goes beyond being a tool for self and societal improvement; it also plays a vital role in shaping the quality of life for individuals and the nation as a whole. Countries that have successfully progressed and improved the prosperity of their citizens have done so, in part, due to their high number of entrepreneurs (Frinces, 2010).

Various efforts have been made by the government and private sectors to increase the number of entrepreneurs in Indonesia. Currently, universities in Indonesia, both public and

private, promote entrepreneurship education in their higher education curricula to encourage graduates to develop an interest in becoming entrepreneurs. This approach has yielded relatively positive results in recent years, though the number of entrepreneurs still needs to be further increased (Indriani, 2021). Another approach from the government and banking sector is providing easy credit access to Micro, Small, and Medium Enterprises (MSMEs). This initiative aims to stimulate the development of MSMEs in Indonesia and grant them direct access to financial institutions for business capital, something that was challenging in the past (Gavriel & Ardianti, 2023; Samudra, 2019). This effort has successfully encouraged new entrepreneurs to start their businesses as they now have access to funding (Aristanto et al., 2020). However, increasing the number of entrepreneurs in Indonesia is still vital since the current figure does not meet the ideal number.

One potential population group with prospects for becoming entrepreneurs is those who are currently permanent employees. This group is also known as hybrid entrepreneurs since they manage two professions simultaneously: being a permanent employee and an entrepreneur (Solesvik, 2017). There is a considerable number of permanent employees interested in starting their own businesses. Reports indicate that around 37% of permanent employees in Europe, 46% in the United States, and 56% in the People's Republic of China have a desire to establish their own businesses (Commission, 2013). Although official data for Indonesia is not yet available, this phenomenon is global and easily observable, including in Indonesia. For many individuals, leaving a comfortable job and starting their own business is a difficult decision, especially when they already have financial obligations to fulfill in both the short and long term. However, becoming a hybrid entrepreneur is not overly challenging since it allows employees to generate additional income, which is often hard to achieve besides their fixed salary from the organization they work for (Solesvik, 2017).

We argue that the decision to become a hybrid entrepreneur is influenced by the level of intelligence of the respective permanent employees. Intelligence constructs are often measured through dimensions of spiritual intelligence and emotional intelligence. While intelligence is often associated solely with intellectual intelligence, emotional intelligence and spiritual intelligence can affect various aspects such as employee performance (Bayu & Sukartha, 2019), job satisfaction (Argon & Liana, 2020), and financial behavior (Sitorus et al., 2022). Emotional intelligence refers to a person's ability to manage emotions effectively, especially in their interactions with others (Goleman, 2000), while spiritual intelligence enables individuals to discern and set boundaries and fosters a sense of morality (Sina & Noya, 2012).

Research on the interest in entrepreneurship among permanent employees or becoming hybrid entrepreneurs is not prevalent in the literature, especially in the context of Indonesia. The purpose of this research is to examine how the intelligence of permanent employees influences their interest in entrepreneurship or becoming hybrid entrepreneurs through the fear of entrepreneurship. This mechanism is crucial to provide practical recommendations for permanent employees in fostering entrepreneurs and transforming the income flow of permanent employees by considering the increasing of aspects of intelligence. Additionally, this study aims to contribute theoretically to the existing literature. To achieve the research objectives, a literature review will be conducted to formulate research hypotheses. Subsequently, representative data will be collected for analysis using quantitative research principles.

Emotional Intelligence, Emotional intelligence is the ability to display emotions accurately while positively influencing relationships with others. According to Salovey et al. (2003), emotional intelligence is an individual's capacity to perceive, understand, and manage emotions to enhance emotional and intellectual knowledge. Salovey et al. (2003) present a substantial definition of emotional intelligence in five main areas: 1) the ability to recognize one's own emotions; 2) the ability to manage one's own emotions; 3) self-motivation; 4) recognizing emotions in others, and 5)

the ability to build relationships with others. Goleman (2000) explains that emotional intelligence includes the ability to control oneself, thus motivating oneself for making appropriate decisions.

According to Valadez Sierra et al. (2013), emotional intelligence is a set of non-cognitive skills, capacities, and competencies that influence a person's ability to adapt to an environment and overcome challenges within it. Patton and Lopez-Toribio (1998) states that appropriate emotional management will help achieve work goals and build effective relationships with others. As changing one's career from being a permanent employee to a hybrid entrepreneur involves new challenges and demands, there are fears associated with such transitions.

Spiritual Intelligence, In addition to intellectual and emotional intelligence, spiritual intelligence is also considered a factor when assessing a person's personality. According to Srivastava (2016), spiritual intelligence is moral intelligence, the ability to discern between right and wrong. With spiritual intelligence, individuals can demonstrate goodness, truth, beauty, and compassion towards others in human life. Spiritual intelligence involves channeling an individual's capacity for depth and richness of imagination into their everyday life. Zohar (2012) defines spiritual intelligence as a deep intuitive feeling of connection to the external environment in our lives. While often used interchangeably, spiritual intelligence is not synonymous with spirituality. Skrzypińska (2021) distinguishes spiritual intelligence from religiosity in a person's work environment. Skrzypińska (2021) suggests that religiosity is more related to one's relationship with God or an absolute power concept, while spiritual intelligence focuses on a profound relationship between an individual and others and the broader environment. Nevertheless, both have an impact on how individuals interact with their work environment.

Spiritual intelligence is considered an alternative factor focused on the meaning of life, not just religious obedience (Hoffmann, 2020). It serves as a foundation necessary for intellectual and emotional intelligence to function effectively. Samul (2020) argues that individuals with high spiritual intelligence tend to have strong principles and visions, interpret the aspects of life, and manage their resources to withstand life's difficulties and challenges.

Fear of Entrepreneurship, Fear of entrepreneurship is a condition experienced by potential entrepreneurs when starting a business (Cacciotti & Hayton, 2014). This fear is understandable as business failure can have adverse effects on an individual's finances, reputation, and self-confidence. It is a critical condition in which potential entrepreneurs decide whether or not to start a business. The fear of failure can be experienced by individuals either before or during the actual business operation (Tha, 2017). However, in this study, the focus is on the fear before starting the business to obtain more specific results. Fear of something can be minimized if the individual believes that there is a greater force that will support them when facing challenges. Logically, if the fear of entrepreneurship is low, then the interest in starting one's own business will increase.

Emotional intelligence needs to be understood, possessed, and considered in its development, considering the increasingly complex life conditions today. This complex life has a significant impact on an individual's emotional constellation (Maitrianti, 2021). If an individual can manage their emotions well or possesses good emotional intelligence, then the fear of entrepreneurship becomes minimal. Consequently, the fear of entrepreneurship negatively influences the interest in entrepreneurship. In other words, if the fear of entrepreneurship is high, the interest in entrepreneurship will be low, and vice versa; if the fear of entrepreneurship is low, the interest in entrepreneurship will be high (Nino et al., 2022). Thus, we hypothesize as follows:

**Hypothesis 1:** The relationship between emotional intelligence and the interest in entrepreneurship among permanent employees is mediated by the fear of entrepreneurship.

Spiritual intelligence includes values that are often required in the business world, such as honesty, openness, self-awareness, and self-confidence. These characteristics significantly support the success of a business. Spiritual intelligence encourages proper financial management, reducing the risk of financial accumulation. Additionally, it fosters positive attitudes such as responsibility, independence, honesty, and a more open-minded approach to financial freedom (Sina & Noya,

2012). Individuals with high spiritual intelligence have characteristics that support successful entrepreneurship, leading them to have less fear of failure in entrepreneurship. Therefore, our next hypothesis is as follows:

Hypothesis 2: The relationship between spiritual intelligence and the interest in entrepreneurship among permanent employees is mediated by the fear of entrepreneurship.

## RESEARCH METHOD

The respondents in this study are Civil Servants (ASN) from various agencies in Kupang City, the capital of East Nusa Tenggara province. The estimated respondents are adults who are capable of fully understanding and answering the questionnaire. They must be willing to participate voluntarily without coercion and should not be aware of the research hypotheses to avoid bias in their responses. The respondents will not receive any rewards for completing the questionnaire, and they are allowed to stop participating if they feel uncomfortable with the questions in the questionnaire.

The respondents will receive an online invitation containing a URL link that directs them to the survey page. They have the freedom to accept or decline the invitation. The respondents are informed that the purpose of this scientific research is to gather their perspectives on entrepreneurial decision-making. The sample is obtained using convenience sampling principles, aiming for a minimum of 150 respondents. The respondents are encouraged to answer questions related to the research variables. At the end of the online survey, they will be asked to provide demographic data such as age, gender, and educational level. The respondents' names and phone numbers are not required to ensure confidentiality and motivate respondents to provide honest answers.

The questionnaire questions are adapted from previous studies that have undergone validity and reliability tests. For the variables of emotional intelligence and spiritual intelligence, the measurement scales are adapted from previous research consisting of 10 items (Nugroho & Cahyaningtyas, 2022). The fear of entrepreneurship variable is adapted from the study by Cacciotti (2015), consisting of 4 statements. The entrepreneurial interest variable is adapted from the study by Wang et al. (2016), consisting of 8 question items. All variables are measured using a 5-point Likert scale (1 = Strongly Disagree; 5 = Strongly Agree).

As this research is a quantitative study aimed at exploring the existence and types of relationships between variables, Structural Equation Modelling (SEM) is employed as the analytical tool. SmartPLS software will be used to facilitate SEM calculations. The data analysis process is divided into initial and advanced analyses. The initial analysis is conducted to ensure the validity and reliability of the measurement scales and clean the data. The advanced analysis is primarily used to test the hypotheses that have been formulated.

This study uses a quantitative method with the aim of exploring the relationships between variables. To analyze the data, Structural Equation Modelling (SEM) with SmartPLS software is used for ease of calculation. The analysis process consists of an initial analysis to ensure the validity and reliability of the measurement scales and clean the data. Subsequently, advanced analysis is conducted to test the formulated hypotheses.

## RESULTS AND DISCUSSIONS

The validity and reliability of the items in this study were tested. The reliability of the measurement model was evaluated through Cronbach's Alpha and Composite Reliability testing, which indicated values above the recommended lower limit (0.70) (Hair Jr et al., 2016). Therefore, the structural model used in the research is considered reliable. Convergence effectiveness was also examined by checking the load factor values and average variance index (AVE) of each item. All

items showed loading scores above 0.7 and AVE scores greater than 0.50 for each variable, indicating convergence effectiveness. Furthermore, discriminant validity was tested by ensuring that the square root of AVE for each construct is greater than the correlation between that construct and other constructs, and this condition was met in the study.

**Table 1.** Measurement model

Variable	Value	Loading	Alpha	CR	AVE
Emotional Intelligence (EI)			0.72	0.79	0.52
EI 1	1.34	0.72			
EI 2	1.42	0.68			
EI 3	1.54	0.77			
EI 4	1.33	0.76			
EI 5	1.42	0.80			
EI 6	1.43	0.84			
EI 7	1.53	0.76			
EI 8	1.67	0.65			
EI 9	1.64	0.78			
EI 10	1.55	0.90			
Spiritual Intelligence (SI)			0.72	0.82	0.75
SI 1	2.21	0.82			
SI 2	1.72	0.86			
SI 3	2.33	0.74			
SI 4	1.23	0.87			
SI 5	1.22	0.78			
SI 6	1.42	0.77			
SI 7	1.76	0.68			
SI 8	2.21	0.82			
SI 9	2.10	0.82			
SI 10	2.03	0.92			
Fear of entrepreneurship (FE)			0.69	0.87	0.67
FE1	2.21	0.77			
FE2	1.85	0.69			
FE3	2.01	0.82			
FE4	2.30	0.75			
Entrepreneurial Intent (Ent)			0.87	0.74	0.59
Ent 1	1.33	0.72			
Ent 2	1.76	0.85			
Ent 3	2.32	0.84			
Ent 4	2.30	0.83			
Ent 5	1.81	0.77			
Ent 6	1.33	0.68			

The mediation analysis has resulted in several significant findings. Firstly, this study investigates the relationship between emotional intelligence and fear of entrepreneurship. The results show that higher levels of emotional intelligence led to lower fear of hybrid entrepreneurship (coefficient = 0.32,  $p < 0.01$ ). In other words, emotional intelligence negatively contributes to the increase in fear of entrepreneurship. Furthermore, this study also finds that spiritual intelligence has a negative influence on fear of entrepreneurship (coefficient = 0.43,  $p < 0.01$ ). This means that spiritual intelligence can reduce the fear of entrepreneurship among Civil Servants (ASN). Additionally, it is found that fear of entrepreneurship successfully reduces the desire for entrepreneurship (coefficient = 0.18,  $p < 0.05$ ).

Moreover, the research results also indicate the indirect influence of the two independent variables, emotional and spiritual intelligence, on the hybrid entrepreneurial interest among Civil

Servants (ASN). Firstly, emotional intelligence indirectly influences entrepreneurial interest through fear of entrepreneurship (coefficient = 0.33,  $p < 0.05$ ). Secondly, this study also shows that spiritual intelligence indirectly influences entrepreneurial interest through fear of entrepreneurship (coefficient = 0.22,  $p < 0.05$ ). Overall, this mediation analysis provides important contributions in understanding the role of religiosity in influencing interest and beliefs towards entrepreneurship, as well as how mediation factors can affect the relationships between these variables.

This study provides important contributions to understanding the relationship between emotional and spiritual intelligence with fear of entrepreneurship and entrepreneurial interest among Civil Servants (ASN). The significant findings in this research open new insights into how mediation factors influence the relationships between these variables. This discussion will cover the implications of these findings, provide an understanding of the importance of emotional and spiritual intelligence in the context of entrepreneurship, and offer some recommendations to enhance entrepreneurial interest among Civil Servants (ASN).

Firstly, the finding that emotional intelligence negatively contributes to the level of fear of entrepreneurship indicates that ASN with higher emotional intelligence tend to have higher self-confidence in facing challenges and risks in entrepreneurship. Emotional intelligence allows individuals to effectively manage their own emotions and those of others, enabling them to overcome the fears and anxieties that often arise when starting a new venture. This result is consistent with previous research stating that emotional intelligence plays a crucial role in enhancing the adaptive capacity and resilience of individuals in facing pressures and difficulties in the entrepreneurial environment.

Furthermore, the finding that spiritual intelligence also has a negative influence on fear of entrepreneurship shows that spirituality dimensions can be a source of strength and inner peace for ASN in facing uncertainties and challenges in entrepreneurship. Spiritual intelligence allows individuals to have a broader perspective on the meaning and purpose of life, enabling them to confront the risks and fears of entrepreneurship with higher confidence and integrity. This result aligns with the view that spirituality can be an important psychological asset in dealing with pressures and uncertainties in the entrepreneurial world.

Moreover, the finding that fear of entrepreneurship successfully reduces the desire for entrepreneurship emphasizes the importance of efforts to overcome this fear in increasing entrepreneurial interest among Civil Servants (ASN). Fear of entrepreneurship can arise for various reasons, such as financial risks, market uncertainties, or fear of failure. Therefore, there is a need to develop training and mentoring programs that can assist ASN in overcoming fear and building strong self-belief in starting their own ventures. Overall, these findings indicate that emotional and spiritual intelligence play crucial roles in shaping attitudes and entrepreneurial interest among Civil Servants (ASN). Therefore, the development of emotional and spiritual potentials needs to be emphasized in nurturing interested ASN to become entrepreneurs. Additionally, efforts to reduce fear of entrepreneurship are crucial in enhancing interest and motivation for entrepreneurship among Civil Servants (ASN).

The results of this study also indicate the indirect influence of emotional and spiritual intelligence on entrepreneurial interest through fear of entrepreneurship. This means that fear of entrepreneurship acts as a mediator between emotional and spiritual intelligence and entrepreneurial interest. Therefore, efforts to reduce fear of entrepreneurship can be an effective strategy to increase entrepreneurial interest among Civil Servants (ASN). As a recommendation, the government and related institutions need to develop specialized training and mentoring programs that focus on the development of emotional and spiritual intelligence among Civil Servants (ASN). These programs can involve psychological and spiritual approaches to help ASN in facing fear and developing strong self-belief in entrepreneurship. Additionally, efforts to raise awareness and understanding of the benefits of emotional and spiritual intelligence in entrepreneurship need to be conducted through targeted campaigns and seminars.

Furthermore, it is essential to create an environment that supports and encourages entrepreneurial interest among Civil Servants (ASN). The government can provide incentives and favorable facilities for aspiring entrepreneurs, such as easier access to funding and business opportunities. Additionally, promoting the success stories of successful ASN entrepreneurs can inspire and motivate other aspiring entrepreneurs. Finally, further research should also explore other factors that can influence interest and beliefs towards entrepreneurship among Civil Servants (ASN). For instance, social and economic factors that can influence entrepreneurial interest need to be considered in future research.

Overall, this mediation analysis provides important contributions to understanding the relationship between emotional and spiritual intelligence with fear of entrepreneurship and entrepreneurial interest among Civil Servants (ASN). With a deeper understanding of the factors influencing entrepreneurial interest, it is hoped that a supportive environment can be created to foster entrepreneurship among Civil Servants (ASN), contributing to economic growth and overall societal welfare.

## CONCLUSION

This research found that emotional and spiritual intelligence negatively contribute to the fear of entrepreneurship among civil servants (ASN). Both factors also positively influence the interest in entrepreneurship. Fear of entrepreneurship mediates the relationship between emotional and spiritual intelligence and the interest in entrepreneurship. These findings highlight the importance of developing emotional and spiritual potential to enhance the self-confidence of civil servants in facing the challenges and risks of entrepreneurship. Overcoming the fear of entrepreneurship becomes a crucial strategy to encourage entrepreneurial interest. The recommendations involve training programs and creating a supportive environment to promote entrepreneurship among ASN and contribute to greater economic growth.

While this study has shed light on the intricate relationships between emotional and spiritual intelligence, fear of entrepreneurship, and entrepreneurial interest among Civil Servants (ASN), it is important to acknowledge certain limitations that can guide future research in this area. Firstly, this study primarily relies on self-reported data, which may introduce response bias and subjectivity. Future research could benefit from a mixed-methods approach, incorporating qualitative interviews and observations to provide a more comprehensive understanding of the mechanisms at play. Additionally, this study focuses on a specific group, Civil Servants (ASN), and the findings may not be generalizable to other populations. Future research should explore these relationships among diverse demographic groups and across various sectors. Moreover, while this study has highlighted the mediating role of fear of entrepreneurship, there may be additional mediators and moderators that have not been considered. Future investigations should delve into these unexplored factors to provide a more comprehensive view of the dynamics at play. Finally, as the field of emotional and spiritual intelligence is evolving, ongoing research could delve deeper into the specific components of these intelligences and how they impact entrepreneurial interest. In sum, this study offers a valuable foundation, but there remains a wealth of opportunities for further research to enhance our understanding of the complexities surrounding entrepreneurship and the role of emotional and spiritual intelligence among different populations.

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