



# The Relationship Between Quotient and Employee Performance (Study at the Subdistrict Office and District Office in the Kelapa Lima District, Kupang City Government)

Asmawati<sup>1</sup>, Jefirstson Richset Riwukore<sup>2</sup>, Marzuki Alie<sup>3</sup>, Tien Yustini<sup>4</sup>, Yolanda Yuniarti Hutajulu<sup>5</sup>

<sup>1234</sup>Lecturer at Postgraduate Program of Master's Management, University of Indo Global Mandiri, Indonesia

<sup>5</sup>Student at Postgraduate Program of Master's Management, University of Indo Global Mandiri, Indonesia

## ARTICLE INFO

### Article history:

Received Sep 18, 2022

Revised Oct 01, 2022

Accepted Oct 06, 2022

### Keywords:

Quotient  
Intellectual  
Emotional  
Spiritual  
Adversity  
Employee Performance

## ABSTRACT

This research aimed to analyze and prove the effect and contribution of quotient to employee performance using dimensions of intellectual, emotional, spiritual, and adversity. This research was carried out for 5 months from February to June 2022 at the Subdistrict Office and District Office in the Kelapa Lima District, Kupang City. This research is classified as quantitative research. The research population was 120 employees who were determined by the sample of respondents using a saturated sample (non-probability sampling) so that the entire population became research respondents. The types of data used are primary and secondary data obtained by questionnaire, observation, and documentation techniques. Data analysis used multiple linear regression analysis. The results showed that the intellectual quotient variable had a positive and significant effect on employee performance because it had  $t\text{-count} > t\text{-table}$  ( $9,047 > 1,98027$ ) on Sig. Prob.  $0.000 < \alpha 0.05$ . Emotional quotient variable has a positive and significant effect on employee performance because the value of  $t\text{-count} > t\text{-table}$  ( $3,004 > 1,98027$ ) in Sig. Prob.  $0.003 < \alpha 0.05$ . The spiritual quotient variable has a positive and significant effect on employee performance because the  $t\text{-count} > t\text{-table}$  ( $2,953 > 1,98027$ ) in Sig. Prob.  $0.004 < \alpha 0.05$ , and the adversity quotient variable has a positive and significant effect on employee performance because the  $t\text{-count} > t\text{-table}$  ( $3,054 > 1,98027$ ) on Sig. Prob.  $0.003 < \alpha 0.05$ . Simultaneously, the quotient variable with the lowest value on employee performance is intellectual quotient (54.3%), emotional quotient (20.3%), adversity quotient (19.7%), and spiritual quotient (16.7 %).

This is an open access article under the [CC BY-NC](https://creativecommons.org/licenses/by-nc/4.0/) license.



### Corresponding Author:

Jefirstson Richset Riwukore,  
Program of Master's Management,  
Indo Global Mandiri University,  
Soedirman Street, Palembang City, 32126, Indonesia,  
Email: [jefritson@uigm.ac.id](mailto:jefritson@uigm.ac.id)

## INTRODUCTION

According to data, several institutions state that the performance of government employees in Indonesia is the worst in the world. The Institute of PERC (Political and Economic Risk Consultancy) released the performance of government employees in Indonesia on a scale of 8.0 in the worst interval in the world (Haba Ora, 2022). The International Finance Corporation (IFC) in the "Doing Business Report" reports that the performance of government employees in Indonesia is the worst in the world in public services, which was ranked 123<sup>th</sup> in 2007 and increased to 128<sup>th</sup> in 2013 (Riwukore, Marnisah, & Habaora, 2022). The Institute for Management of Development in Switzerland through the World Competitiveness Book reports that the performance of government employees in Indonesia is the lowest in productivity, ranking 59<sup>th</sup> out of a total of 60 countries surveyed (Riwukore, Habaora, & Marnisah, 2022). Riwukore et al. (2022) reported that the performance of ASN or government employees in Indonesia was the worst in Asia (46 out of 60 countries in Asia), far behind other neighboring countries such as Singapore (1), Thailand (27), Malaysia (28), Korea (29), China (31), India (39), and the Philippines (49). Riwukore et al. (2021) also reported that ASN performance in the economic performance dimension was the worst in the world because it was ranked 60<sup>th</sup> out of 60 countries surveyed; ranked 59<sup>th</sup> out of 60 countries surveyed based on the business efficiency dimension; and ranked 55<sup>th</sup> out of 60 countries surveyed based on the government efficiency. These data explain that the performance of government employees in Indonesia is still less than optimal, convoluted in the bureaucracy, low motivation, low work discipline, weak organizational commitment and culture, and low-quality human resources employees.

In 2019, Badan Kepegawaian Nasional Republik Indonesia (BKN RI) released the results of the performance evaluation of government employees that employees who performed well only reached 20%, while ±80% were employees with poor performance (Habaora et al., 2021). This government employee performance evaluation shows a decrease in the quality of employee performance because in 2018, the employee performance evaluation conducted by the Kementerian Pendayagunaan Aparatur Negara and Reformasi Birokrasi Republik Indonesia (KEMENPAN RB RI) reported that there were 30% (1.35 million) government employees from the aspect of performance achievement is still in the very poor category (Riwukore, Alie, & Hattu, 2022). Based on existing data, it can be explained that the performance of government employees from year to year continues to decline in quality.

This poor employee performance evaluation is likely to get worse in the climate of the Covid-19 pandemic. Haba Ora (2022) explained that during the Covid-19 pandemic, the government's performance was increasingly unproductive, unprofessional, and more complicated. This statement is supported by a survey from R&D Kompas in 2020 that during the Covid-19 pandemic in Indonesia, changes in the organizational climate reduced the professionalism of government employees, increased ugliness in public services, increasingly complicated bureaucracy, and the slow processing of permits for the community (Harbowo, 2020). Likewise, what was reported by the KemenPAN RB RI was that during the Covid-19 pandemic, the public complained about the performance of government employees regarding public services. This is linear with the report of the Komisi Ombudsman Nasional Republik Indonesia (KON RI) that public satisfaction with the performance of government employees is very low due to low employee discipline, low morale, complicated bureaucracy, and lack of organizational climate support (Riwukore et al., 2022).

Several experts, researchers, and practitioners state that the main factor causing the low performance of government employees has to do with the employee quotient. The quotient in question consists of the intellectual quotient (Farida & Khair, 2019), emotional quotient (Riwukore, Yustini, & Likur, 2022), spiritual quotient (Mukaroh & Nani, 2021), and adversity quotient (Anggara et al., 2021). These quotient are predictors of forming human resource capabilities. The success or failure of employees to resolve any service demands and public problems is largely determined by

the quotient possessed by employees, whether intellectual (Farida & Khair, 2019), emotional (Riwukore, Yustini, & Likur, 2022), spiritual (Mukaroh & Nani, 2021), and adversity (Anggara et al., 2021).

Based on the description above, it is very important to study further. One of the organizations that can be observed regarding the relationship between quotient and employee performance is in the organization of sub-district offices and district offices in Kelapa Lima District, Kupang City. The underlying thing is that in the organization there is still a decline in employee performance that is affected by changes in the organizational climate during the pandemic, undisciplined employees, decreased work spirit, and an unorganized work environment. The benefits of this research can be comprehensive scientific development and policy recommendations to stakeholders.

## RESEARCH METHOD

This research was conducted for ± 5 months (February-June 2022) in the Sub-District Office and District Office in Kelapa Lima District, Kupang City Government. This research is quantitative in the discipline of human resource management. The design of this research consists of a framework of thinking that intellectual, emotional, spiritual, and adversity affect the performance of employees. The research hypothesis is the influence of quotient (intellectual, emotional, spiritual, adversity) on performance either partially or simultaneously. The research population was 120 employees, and respondents were determined by a saturated sample of 120 respondents. The types of data used are primary and secondary. Techniques for obtaining data were questionnaires (closed interviews using a Likert scale), observation, and documentation studies.

To find out whether the questionnaire used can truly describe the research objectives (valid) and is consistent (reliable), it is necessary to test the reliability and validation of the instrument measurements that have been compiled. Then, the classical assumption test was carried out which consisted of a normality test, multicollinearity test, and heteroscedasticity test. Furthermore, the regression analysis test was carried out both partially (t-test) and simultaneously test (F-test) and at the same time looked for the coefficient of determination of the research variables. The analytical tools used are SPSS version 25.

## RESULTS AND DISCUSSIONS

### Validity Test

The r-table value of this study is 0.1793 based on a sample of 120 respondents at  $df = 118$ . The decision-making of the valid research instrument is  $r\text{-count} > r\text{-table}$ . The results of the research validity test are presented in Table 2. Based on Table 2, all statement items in the research instrument show the value of  $r\text{-count} > r\text{-table}$  (0.1793), which means that all items are valid.

Table 1. Result of validity test

Index <i>r</i> <sub>table</sub>	Quotient Variables										Results
	Intellectual Quotient		Emotional Quotient		Spiritual Quotient		Adversity Quotient		Employee's Performance		
	Item	<i>r</i> <sub>count</sub>	Item	<i>r</i> <sub>count</sub>	Item	<i>r</i> <sub>count</sub>	Item	<i>r</i> <sub>count</sub>	Item	<i>r</i> <sub>count</sub>	
0.1793	X1.1	0.85	X2.1	0.70	X3.1	0.74	X4.1	0.74	Y1	0.81	Valid
0.1793	X1.2	0.83	X2.2	0.78	X3.2	0.49	X4.2	0.75	Y2	0.89	Valid
0.1793	X1.3	0.84	X2.3	0.83	X3.3	0.77	X4.3	0.83	Y3	0.84	Valid
0.1793	X1.4	0.85	X2.4	0.64	X3.4	0.68	X4.4	0.76	Y4	0.84	Valid
0.1793	X1.5	0.79	X2.5	0.73	X3.5	0.77	X4.5	0.80			Valid
0.1793	X1.6	0.83	X2.6	0.84	X3.6	0.79	X4.6	0.84			Valid
0.1793	X1.7	0.83	X2.7	0.76	X3.7	0.69	X4.7	0.74			Valid

0.1793	X1.8	0.70	X2.8	0.84	X3.8	0.44	X4.8	0.65	Valid
0.1793	X1.9	0.71	X2.9	0.70	X3.9	0.53			Valid
0.1793	X1.10	0.74	X2.10	0.43	X3.10	0.46			Valid

Source: SPSS output processed by researchers, 2022

### Reliability Test

According to Bahri & Zamzam (2015), certain limits can also be used as a reference to determine the level of reliability, namely: not strong reliability ( $<0.50$ ), less strong reliability ( $0.50-0.59$ ), moderate reliability ( $0.60-0.69$ ), strong reliability ( $0.70-0.79$ ), very strong reliability ( $0.80-0.89$ ), and perfect reliability ( $0.90-1.00$ ). The results of the questionnaire reliability test of the variables of intellectual quotient, emotional quotient, spiritual quotient, adversity quotient and performance are presented in Table 3.

**Table 2.** Result of reliability test

Variables	Cronbach's Alpha	Criteria	Results
Intellectual Quotient	0.93	$\geq 0.60$	Perfect Reliability
Emotional Quotient	0.90	$\geq 0.60$	Perfect Reliability
Spiritual Quotient	0.83	$\geq 0.60$	Very Strong Reliability
Adversity Quotient	0.91	$\geq 0.60$	Perfect Reliability
Employee's Performance	0.87	$\geq 0.60$	Very Strong Reliability

Source: SPSS output processed by researchers, 2022

Based on Table 3, the reliability test results show the Cronbach's Alpha value of each research instrument item  $> 0.60$ , which means that all items are reliable

### Normality Test

The decision-making criteria to pass the Kolmogorov-Smirnov test in the normality test is a significant value  $> 0.05$ . The results of the normality test of this study show a significance value of  $0.200 > 0.05$ , which means that the data is normal.

### Multicollinearity Test

The criteria for passing the multicollinearity test are tolerance values  $> 0.10$  and VIF  $< 10$ . The multicollinearity test results from this study are presented in Table 5. Based on the data in Table 5, none of the variables has a tolerance value  $< 0.10$  and a VIF value  $> 10$ , meaning that no multicollinearity problem

**Table 3.** Results of multicollinearity test

Variables	Tolerance	VIF	Results
Intellectual Quotient	0.827	1.209	No Multicollinearity
Emotional Quotient	0.656	1.525	No Multicollinearity
Spiritual Quotient	0.927	1.078	No Multicollinearity
Adversity Quotient	0.715	1.400	No Multicollinearity

Source: SPSS output processed by researchers, 2022

### Heteroscedasticity Test

Sekaran & Bougie (2020), the criteria for passing the heteroscedasticity test using the Glejser test is if the significance value of all variables is  $> 0.05$ . The results of the heteroscedasticity test in this study are shown in Table 6. Based on the data in Table 6, all variables have a significance value  $> 0.05$  which indicates there is no multicollinearity problem.

**Table 4.** Heteroscedasticity test

Variables	Sig.	Criteria	Results
Intellectual Quotient	0.213	$> 0.050$	No Heteroscedasticity
Emotional Quotient	0.927	$> 0.050$	No Heteroscedasticity
Spiritual Quotient	0.573	$> 0.050$	No Heteroscedasticity
Adversity Quotient	0.267	$> 0.050$	No Heteroscedasticity

Source: SPSS output processed by researchers, 2022

### Hypothesis Test: Multiple Regression Analysis

The results of the multiple regression test from this study are presented in Table 7. Based on the SPSS output in Table 7, the regression equation of this study is

$$Y = 0.414 + 0.423X_1 + 0.181X_2 + 0.203X_3 + 0.166X_4$$

Table 5. Multiple Regression Analysis  
Coefficients<sup>a</sup>

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	.414	.295		1.405	.163
	Intellectual Quotient	.423	.047	.543	9.047	.000
	Emotional Quotient	.181	.060	.203	3.004	.003
	Spiritual Quotient	.203	.069	.167	2.953	.004
	Adversity Quotient	.166	.054	.197	3.054	.003

a. Dependent Variable: Performance

Source: SPSS output processed by researchers, 2022

Based on the regression equation in the research, it can be explained that (1) if intellectual quotient, emotional quotient, spiritual quotient, and adversity quotient are 0, then employee performance is 0.414; (2) if intellectual quotient increases by one unit, then employee performance will increase by 0.423 units; (3) if emotional quotient increases by one unit, then employee performance will increase by 0.181 units; if spiritual intelligence increases by one unit, then employee performance will increase by 0.203 units, and (4) if adversity quotient increases by one unit, then employee performance will increase by 0.166 units.

The t-table value of the number of samples  $N=120$ ,  $df=118$  is 1.98027 at alpha ( $\alpha$ ) = 0.05. If t-count > t-table on sig. < 0.05 indicates a positive and significant effect of the independent variable on the dependent variable. On the other hand, if t-count < t-table in sig. >  $\alpha$  0.05 then the independent variable has no effect and is not significant on the dependent variable. This hypothesis test is called a partial test. Based on the t-count value and significance in Table 7 shows that (1) the intellectual quotient variable has a t-count value > t-table (9,047 > 1,98027) on sig. 0.000 <  $\alpha$  0.05 which indicates that partially, the intellectual quotient variable has a positive and significant influence on employee performance; (2) the emotional quotient variable has a t-count > t-table (3,004 > 1,98027) at sig. 0.003 <  $\alpha$  0.05 which indicates that partially, the emotional quotient variable has a positive and significant influence on employee performance; (3) the spiritual quotient variable has a t-count > t-table (2,953 > 1.98027) at sig. 0.004 <  $\alpha$  0.05 which indicates that partially, the spiritual quotient variable has a positive and significant influence on employee performance; and (4) adversity quotient variable has t-count > t-table (3.054 > 1.98027) on sig. 0.003 <  $\alpha$  0.05 which indicates that partially, the adversity quotient variable has a positive and significant effect on employee performance.

Based on the contribution of the independent variables to the dependent variable (performance) sequentially from the highest to the lowest are intellectual quotient (54.3%), emotional quotient (20.3%), adversity quotient (19.7%), and spiritual quotient (16.7%). The simultaneous test (F-test) of this study is presented in Table 8. The F-table value of the number of samples  $N=120$ ,  $df=116$  is 2.45. Based on the simultaneous hypothesis testing in this research, the F-count value was 55.076 with a significant value of 0.000. Simultaneous test (F-test), if the value of F-count > F-table at sig.  $p < 0.05$  then the independent variable simultaneously has a positive and significant effect on performance, on the contrary, if the value of F-count < F-table on sig.  $p > 0.05$  indicates that the independent variables simultaneously have no influence and are not significant on employee performance.

Based on Table 8, the F-count > F-table (55.076 > 2.45) at sig. 0.000 <  $\alpha$  0.05 which indicates that the independent variable (quotient) consisting of intellectual quotient, emotional quotient, spiritual quotient, and adversity quotient simultaneously has a positive and significant influence on employee performance.

**Table 6.** Simultaneous hypothesis test results (Test F)

ANOVA <sup>a</sup>						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	51.263	4	12.816	55.076	.000 <sup>b</sup>
	Residual	26.760	115	.233		
	Total	78.023	119			

a. Dependent Variable: Performance

b. Predictors: (Constant), Adversity Quotient, Spiritual Quotient, Intellectual Quotient, Emotional Quotient

Source: SPSS output processed by researchers, 2022

### Coefficient of Determination (R<sup>2</sup>)

The value of the regression coefficient in this study is 0.811 which indicates the attachment between the independent variable to the dependent is in a strong category. The contribution of the intellectual quotient, emotional quotient, spiritual quotient, and adversity quotient variables to performance is 0.657 units or 65.7%. While 34.3% is influenced by other factors outside of the independent variables in this study. The results of the coefficient of determination in this study are presented in Table 9.

**Table 7.** Coefficients Determination

Model Summary <sup>b</sup>				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.811 <sup>a</sup>	.657	.645	.48238

a. Predictors: (Constant), Adversity Quotient, Spiritual Quotient, Intellectual Quotient, Emotional Quotient

b. Dependent Variable: Performance

Source: SPSS output processed by researchers, 2022

## Discussion

### a. Effect of Intellectual Quotient to Employee's Performance

The relationship between the independent variable intellectual quotient on the dependent variable of employee performance in this study shows a positive and significant influence on the employee performance of sub-district offices and district offices in the Kelapa Lima District, Kupang City. The results of this study are the same as those reported by several researchers that there is a strong and significant attachment between intellectual intelligence and performance.

Sitepu et al. (2020) reported that increasing intellectual quotient can have an impact on increasing employee performance. There is a positive relationship in improving employee performance if the quotient is cognitive. The increase in the intellectual quotient will have an impact on increasing the knowledge and specialization of each employee so that employees become more productive and contribute well to the organization. In general, intellectual intelligence is figure ability, verbal ability, and numeric ability. Kurniawan (2020) reports that there is a strong relationship between intellectual quotient and employee performance. The higher and better the intellectual quotient of employees at work, the higher the employee's performance. IQ has developed 50% before the age of 5 years, 80% develops before the age of 8 years and only develops 20% until the end of adolescence.

Yani & Istiqomah (2016) reported that there was a positive and significant influence of intellectual quotient on employee performance. The results of their research indicate that to improve employee performance, what must be done is to increase the intellectual quotient of employees which includes the ability to understand messages or readings, the ability to be able to communicate using language and words well, improve numeric skills, the ability to can recognize and solve problems at work, and have a strong memory. The results of this research are different from or not the same as the results of the research of Nilamartini et al. (2021) that intellectual quotient has a negative relationship to employee performance. The results of this study indicate that intellectual quotient is a variable that does not need to be studied because its implementation is good. This is as

stated by Nilamartini the intellectual quotient is not recommended to be studied if the intellectual quotient is factually good. This statement also supports the results of this study that almost all employees who work in the subdistrict office and district office generally have a bachelor's degree, which shows that intellectually employees have the ability.

Based on the variable contribution, the intellectual quotient variable has the highest or largest variable contribution to improving employee performance. The results of the analysis show that the contribution of the intellectual quotient variable to performance is dominant. The results of this study are different from the research conducted by Yani & Istiqomah (2016), Kurniawan et al. (2020) and Nilamartini et al. (2021) that intellectual quotient is not the dominant factor affecting employee performance. Nevertheless, the intellectual quotient is the main predictor in forming employee performance variables. The intellectual quotient is an important factor in improving performance because the intellectual quotient is related to a person's ability to acquire knowledge, master and apply it in dealing with problems. According to Nilamartini et al. (2021), someone who is intellectually quotient looks good in (a) problem-solving skills, namely being able to show knowledge about the problems at hand, make the right decisions, solve problems optimally, and show clear thoughts; (b) verbal intelligence skills, namely good vocabulary, reading understandingly, intellectually curious, and showing curiosity; and (c) practical intelligence, namely knowing the situation, knowing how to achieve goals, being aware of the world around him, showing interest in the outside world.

#### **b. Effect of Emotional Quotient to Employee's Performance**

The relationship between the independent variable of emotional quotient on the dependent variable of employee performance in this study showed a positive and significant effect on the performance of sub-district office employees and district offices in the Kelapa Lima District, Kupang City. The results of this research are in accordance with several research reports, as reported by Rauf et al. (2019) that emotional intelligence has a positive and significant relationship to employee performance. That is, if the emotional quotient is applied properly and appropriately, employee performance will increase, and vice versa if the emotional quotient is applied poorly, employee performance will decrease.

Kurniawan (2020) reports that there is a significant relationship between emotional quotient and employee performance. The results of his research indicate that the higher and better the employee in controlling his emotional quotient at work, the higher the employee's performance will be. Nilamartini et al. (2021) reported a positive and significant influence of emotional quotient on employee performance. This is because a high emotional quotient in employees makes employees able to recognize their feelings for themselves and others, are able to motivate themselves, and are able to manage emotions well in themselves in relationships with others. This ability will be seen in self-awareness, self management, motivation, empathy, and relationship management. Purwanto (2018) reports that emotional quotient has a positive effect on employee performance. This shows that the higher the emotional quotient of an employee will have an impact on the higher the employee's performance.

The results of this study are not to the research report from Oktariani et al. (2016) that emotional intelligence does not significantly affect employee performance. The difference in research results is because, in the organization, employees fail to manage emotional intelligence. This is by what was expressed by Oktariani that this phenomenon shows that individuals fail to understand, manage, and control their emotions. Based on this, it can be said that the individual employee lacks emotional intelligence. Supposedly, emotional intelligence is an equally important factor with a combination of technical and analytical skills to produce optimal performance. Employees who have high emotional intelligence will more easily control their emotions. Lansart et al. (2019) report that emotional quotient has a significant negative effect on employee performance. This means that emotional quotient has negative implications for improving employee performance. Factors that

influence it is the possibility that employees are not able to put their emotional quotient abilities well. Supposedly, an emotional quotient can put individual emotions in the right portion, sort out satisfaction, and set the mood for the day. The results of this research, the contribution of the emotional quotient variable is not the main predictor that affects employee performance. The results of this research are exactly the same as those reported by Nilamartini et al. (2021) dan Lansart et al. (2019) that the emotional quotient is not the dominant predictor that affects employee performance. The results of this research differ from Kurniawan (2020) report that emotional intelligence is the main or dominant predictor that affects the performance of employees. However, an emotional quotient is needed by employees to improve employee performance.

#### **c. Effect of Spiritual Quotient to Employee's Performance**

The relationship between the independent variable of spiritual quotient and the dependent variable of employees in this research showed a positive and significant effect on the performance of employees at the sub-district office and district office in the Kelapa Lima District, Kupang City. The results of this research are in accordance with those reported by several researchers.

Nilamartini et al. (2021) reported that there was a positive and significant relationship between spiritual quotient and employee performance. This positive and significant relationship is because employees who have a high spiritual quotient are able to be flexible (adaptive spontaneously and actively), high level of awareness, ability to adapt and take advantage of suffering, ability to face and overcome pain, and quality of life inspired by vision and mission, reluctance to cause unnecessary harm, tendency to see the relationship between various things (holistic view), tendency to ask questions, and dedicated and responsible employees. Purwanto (2018) reports that a spiritual quotient has a positive effect on employee performance. This shows that the higher the spiritual quotient of an employee will have an impact on the higher the employee's performance. Furthermore, Sitepu et al. (2020) reported that there was a positive and significant relationship between spiritual intelligence and employee performance. This can be interpreted that with spiritual intelligence people will behave honestly, and openly at work, recognize personality, and prioritize role involvement and non-dogmatic spirituality, it will increase performance automatically.

The results of this study are different from the research report of Oktariani et al. (2016) which reported that spiritual intelligence had no significant effect on employee performance. According to him, the factor that causes the relationship is not significant because employees who work are still in search of stability. Employees are still working on the basis of wanting to find something and fulfill their needs. Employees who work in obedience to religion will work more sincerely, uphold honesty, and be able to face life's problems. Employees who have good spiritual intelligence will have an impact on better performance as well. Employees who have good spiritual intelligence will focus on their work, uphold honesty and be more careful in carrying out their work. The results of this research are also different from Mukaroh & Nani (2021) who reported that spiritual quotient had no significant effect on employee performance. This shows that the spiritual quotient has not been able to improve employee performance. According to Habaora et al. (2020), someone whose work spirituality is low indicates that he will work only for his own interests which can harm others and even find it difficult to achieve maximum results in his work. The results of this study indicate that the contribution of the spiritual variable is the lowest variable contribution. The results of this study are not in accordance with those reported by Nilamartini et al. (2021) and Purwanto (2018) that spiritual quotient is the dominant predictor that affects employee performance. Evaluation of the contribution of spiritual quotient to employee performance is more in line with the research results of Mukaroh & Nani (2021) and Sitepu et al. (2020) state that the spiritual quotient is not a dominant predictor affecting employee performance.

#### **d. Effect of Adverity Quotient to Employee's Performance**

The relationship between the independent variable of adversity quotient on the dependent variable of employee performance in this study shows a positive and significant influence on the



performance of sub-district office and district office employees in the Kelapa Lima District, Kupang City. The results of this study are the same as what was reported by Anggara et al. (2021) that there is a relationship between adversity quotient and employee performance, meaning that the relationship between adversity quotient and performance is reliable. An employee who cannot respond to adversity well and performs poorly can only be minimally creative and is less productive than an employee who responds well to a difficulty. This is because individuals who respond well to problems will be able to build more constructive plans to solve the problem. His fighting ability will make him have a high work spirit and motivation, which will increase his competence and ability and of course, produce good and high performance. Utami & Dewanto (2013) reported that there was a positive and significant effect of adversity quotient on performance. That is, the higher the adversity quotient level, the better the nurse's performance will be.

#### **e. Effect of Quotient to Employee's Performance**

The relationship between the independent variables of quotient consisting of an intellectual quotient, emotional quotient, spiritual quotient, and adversity quotient simultaneously on the dependent variable of employee performance in this study shows a positive and significant influence on the employee's performance of sub-district office and district office in the Kelapa Lima District, Kupang City. The results of this study are in accordance with those reported by several researchers that the quotient variables consisting of the intellectual quotient, emotional quotient, spiritual quotient, and adversity quotient have a strong relationship, positive and significant influence on employee performance.

Sitepu et al. (2020) reported that intellectual quotient, emotional quotient, and spiritual quotient affect the dependent variable of employee performance. The emotional quotient variable is a variable that has a dominant influence on employee performance, which is different from this study which produces intellectual quotient variables that have a dominant influence on employee performance. Farida & Khair (2019) stated that to become a superior human being, it is necessary to improve the quality of quotient, both intellectually, emotionally, and spiritually, including adversity. Nilamartini et al. (2021) reported that intellectual quotient, emotional quotient, and spiritual quotient simultaneously have a positive and significant influence on employee performance. This shows that to improve employee performance, it is very important to pay attention from the organization and the leadership to further improve the quality of employee intelligence absolutely.

The quotient is often understood by society as a person's ability to think. The thinking process here is done to gain deeper knowledge. The knowledge gained will be the basis for achieving individual and organizational success as indicated by employee performance. Many think that intellectually quotient people will succeed, however, a person's success is not only determined by the intellectual quotient, but also by the support of another quotient. These quotients are emotional quotient, spiritual quotient, and adversity quotient. These four quotients are present in every individual and will develop if they can hone them properly, although, in practice, these four bits of quotient have their respective advantages and disadvantages. The results of this study also show that the contribution of the variables of the intellectual quotient, emotional quotient, spiritual quotient, and adversity quotient is 65.7% to employee performance with a regression coefficient of 0.811 which indicates that the bond between the variables is in a strong category. Chin (1998) and Alie et al. (2022) state that the R-Square value is categorized as strong if it is more than 0.67, moderate if it is more than 0.33 but lower than 0.67, and weak if more than 0.19 but lower than 0.33. The results of this study indicate that personality can be an organizational strategy to improve employee performance.

## **CONCLUSION**

The results showed that quotient has a positive and significant influence on employee performance both partially and simultaneously. The quotient consists of variables of the intellectual quotient,

emotional quotient, spiritual quotient, and adversity quotient. The contribution of each variable based on the highest value to the lowest value on employee performance is the intellectual quotient (54.3%), emotional quotient (20.3%), adversity quotient (19.7%), and spiritual quotient (16.7 %). The implication of this research shows that the implementation of the intellectual quotient, emotional quotient, spiritual quotient, and adversity quotient by employee subdistrict office and district office in the Kelapa Lima District, Kupang City is in a good category. The relationship between these variables is in a strong category as evidenced by the regression coefficient value of 0.811 (strong category)

## References

- Alie, J., Riwukore, J. R., & Hawaii, G. R. S. (2022). Contribution of leadership style, competence, and motivation to employee performance in the Badan Keuangan and Aset Daerah Kota Kupang. *Enrichment : Journal of Management*, 12(2), 2452–2464. <https://doi.org/https://doi.org/10.35335/enrichment.v12i2.546>
- Anggara, T., Hidayat, F., & Bisri, M. (2021). Hubungan adversity quotient dengan kinerja karyawan De Chicken di Kota Malang. *Flourishing Journal*, 1(4), 280–288. <https://doi.org/10.17977/um070v1i42021p280-288>
- Bahri, S., & Zamzam, F. (2015). *Model penelitian kuantitatif berbasis SEM AMOS*. Deepublish Press.
- Chin, W. W. (1998). The Partial Least Squares Aproach to Structural Equation Modeling. In G. A. Marcoulides (Ed.), *Modern methods for business research* (pp. 295–336). Lawrence Erlbaum Associates Publishers.
- Farida, S. I., & Khair, O. I. (2019). Leadership sebagai dasar kecerdasan intelektual Mahasiswa Program Studi Manajemen di Universitas Pamulang. *Jurnal Ilmiah Manajemen Forkamma*, 3(1), 46–60. <https://doi.org/http://dx.doi.org/10.32493/frkm.v3i1.3566>
- Haba Ora, F. (2022). *Evaluasi kinerja pegawai berdasarkan iklim pandemi Covid-19, kompetensi, budaya organisasi, gaya kepemimpinan, motivasi, pengembangan karir, komitmen organisasi dan disiplin di Sekretariat Daerah Pemerintah Kota Kupang*. Universitas Indo Global Mandiri.
- Habaora, F., Riwukore, J. R., Adiwibowo, S., & Susanto, Y. (2020). Falsafah sains ekologi Fritjof Capra dan relevansinya dengan kearifan lokal. *Jurnal Kebudayaan*, 15(1), 41–51. <https://doi.org/https://doi.org/10.24832/jk.v15i1.327>
- Habaora, F., Riwukore, J. R., & Yustini, T. (2021). Analisis deskriptif tentang tampilan kinerja Aparatur Sipil Negara di Sekretariat Pemerintah Kota Kupang Nusa Tenggara Timur Indonesia. *Jurnal Ilmiah Ekonomi Global Masa Kini*, 12(1), 31–41. <https://doi.org/10.36982/jiegm.v12i1.1123>
- Harbowo, N. (2020, April 27). Kebutuhan pelayanan publik tinggi selama pandemi, birokrasi dituntut bekerja lebih radikal. *Kompas.Id*, 1–2. <https://www.kompas.id/baca/polhuk/2020/04/27/kebutuhan-pelayanan-publik-tinggi-selama-pandemi-covid-19-birokrasi-dituntut-bekerja-lebih-radikal>
- Kurniawan, H., Fitrijanti, T., & Irawady, C. (2020). Pengaruh mutasi, motivasi, dan kompetensi terhadap kinerja Auditor. *Jurnal SIKAP (Sistem Informasi, Keuangan, Auditing Dan Perpajakan)*, 4(2), 98–106. <https://doi.org/10.32897/jsikap.v4i2.190>
- Kurniawan, P. (2020). Pengaruh kecerdasan intelektual dan kecerdasan emosional terhadap kinerja karyawan pada PT. Bank Rakyat Indonesia (Persero) Cabang Tanggerang Merdeka. *JENIUS (Jurnal Ilmiah Manajemen Sumber Daya Manusia)*, 3(3), 258–263. <https://doi.org/10.32493/JJSDM.v3i3.4863>
- Lansart, T. A., Tewel, B., & Dotuling, L. O. H. (2019). Pengaruh kecerdasan emosional, dukungan organisasi dan keadilan organisasional terhadap kinerja pegawai di Biro Organisasi Sekretariat Daerah Pemerintah Provinsi Sulawesi Utara. *Jurnal EMBA*, 7(4), 5593–5602. <https://doi.org/https://doi.org/10.35794/emba.v7i4.26347>
- Mukaroh, E. N., & Nani, D. A. (2021). Pengaruh kecerdasan emosional dan kecerdasan spiritual terhadap kinerja karyawan. *REVENUE: Jurnal Manajemen Bisnis Islam*, 2(1), 27–46. <https://doi.org/10.24042/revenue.v2i1.7939>
- Nilamartini, Syamsuri, A. S., & Jusriadi, E. (2021). Pengaruh kecerdasan spiritual, kecerdasan intelektual, dan kecerdasan emosional terhadap kinerja guru di SMP Islam Athirah 1 Makasar. *Competitiveness*, 10(1), 1–17. <https://doi.org/https://doi.org/10.26618/competitiveness.v10i1.4848>
- Oktariani, W., Setyanti, S. W. L. H., & Sumani. (2016). Pengaruh kecerdasan emosional dan kecerdasan spiritual serta kepribadian terhadap kinerja karyawan pada PT. BTN (Persero) Tbk. Cabang Jember. *BISMA: Jurnal Bisnis Dan Manajemen*, 10(2), 144–155. <https://jurnal.unej.ac.id/index.php/BISMA/article/view/5989>
- Purwanto, S. A. (2018). Pengaruh kecerdasan emosional dan kecerdasan spiritual terhadap kinerja pegawai (Studi di Kecamatan Biduk-Biduk). *Jurnal Ekonomi Dan Manajemen*, 12(2), 135–143.

- <https://doi.org/https://journals.umkt.ac.id/index.php/JEM/article/view/118>
- Rauf, R., Dorawati, A., & Hardianti. (2019). Pengaruh kecerdasan emosional terhadap kinerja karyawan pada PT. Semen Tonasa Kabupaten Pangkep. *SEIKO: Journal of Management & Business*, 2(2), 225-245. <https://doi.org/https://doi.org/10.37531/sejaman.v2i2.652>
- Riwukore, J. R., Alie, J., & Hattu, S. V. A. P. (2022). Employee performance based on contribution of WFH, organizational commitment, and organizational culture at Bagian Umum Sekretariat Daerah Pemerintah Kota Kupang. *Jurnal Ekombis Review: Jurnal Ilmiah Ekonomi Dan Bisnis*, 10(2), 1217-1236. <https://doi.org/https://doi.org/10.37676/ekombis.v10i2.2533>
- Riwukore, J. R., Habaora, F., & Marnisah, L. (2022). Etika kerja, profesionalisme, dan gaya kepemimpinan: Hubungannya terhadap kinerja Auditor Intern di Badan Inspektorat Kota Kupang. *Ekombis Review: Jurnal Manajemen Dan Bisnis*, 10(2), 783-798. <https://doi.org/https://doi.org/10.37676/ekombis.v10i2.2479>
- Riwukore, J. R., Marnisah, L., & Habaora, F. (2022). Employee performance analysis based on the effect of discipline, motivation, and organizational commitment at the Regional Secretariat of the Kupang City Government. *Jurnal Maksipreneur: Manajemen, Koperasi, & Entrepreneurship*, 12(1), 76-99.
- Riwukore, J. R., Susanto, Y., Pilkandis, J., & Habaora, F. (2021). Analysis of employee performance in the Department of Education and Culture, Lubuklinggau City. *Asia Pacific Journal of Management and Education*, 4(2), 95-109. <https://doi.org/10.32535/apjme.v4i2.1149>
- Riwukore, J. R., Yustini, T., & Likur, A. (2022). Employee Performance Based on Discipline, Workload, and Emotional Intelligence at the Dinas Sosial Kota Kupang. *Enrichment: Journal of Management*, 12(2), 1857-1870. <https://enrichment.iocspublisher.org/index.php/enrichment/article/view/497>
- Riwukore, J. R., Yustini, T., Zamzam, F., & HABAORA, F. (2022). Influence of Covid-19 pandemic climate, discipline, motivation to performance in BAERT Kupang City. *Management and Economics Journal (MEC-J)*, 6(1), 1-18. <https://doi.org/10.18860/mec-j.v6i1.12967>
- Sekaran, U., & Bougie, R. (2020). *Research methods for business: A skill building approach* (8th Ed). John Wiley and Sons, Inc.
- Sitepu, K. H., Fauzi, A., & Hidayah, Z. (2020). Pengaruh kecerdasan intelektual, emosional, dan spiritual terhadap kinerja pegawai Balai Besar POM di Badan Aceh. *Jurnal Pengembangan Wiraswasta*, 22(3), 197-206. <https://doi.org/10.33370/jpw.v22i3.491>
- Utami, E. W., & Dewanto, A. (2013). Pengaruh adversity quotient terhadap kinerja perawat dengan motivasi kerja sebagai variabel mediasi (Studi di RSUD "Ngudi Waluyo" Wlingi). *Jurnal Aplikasi Manajemen*, 11(1), 1-11. <https://jurnaljam.ub.ac.id/index.php/jam/article/view/489>
- Yani, A. S., & Istiqomah, A. (2016). Pengaruh kecerdasan intelektual dan kecerdasan emosional terhadap kinerja karyawan dengan profesionalisme sebagai variabel intervening (Studi empiris terhadap PT. JNE Service Center Utara 1). *Media Studi Ekonomi*, 19(2), 1-14. <http://journal.uta45jakarta.ac.id/index.php/MSE/article/viewFile/561/343>