

## Analysis of Intellectual, Emotional, Spiritual Intelligence and Interpersonal Communication on Organizational Culture as Mediating Variables (Case Study of PT. Bank Syariah Indonesia Branch Office Merdeka 3 Lhokseumawe City)

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### Abstract

*This research aims to analyze the influence of intellectual, emotional, spiritual intelligence and interpersonal communication on employee performance by considering the mediating role of organizational culture. The method used in this research is a quantitative method using the Smart-PLS 4 analysis tool. The research instrument uses questionnaires/questionnaires to PT employees. Indonesian Sharia Bank, Merdeka 3 Branch Office, Lhokseumawe City, 52 respondents as the research sample. The research results show that there are two tests on direct influence that have positive results and have a significant effect, namely on intellectual intelligence and interpersonal communication on employee performance. Meanwhile, other results, namely emotional, spiritual intelligence and organizational culture, show that the results have no effect on employee performance. Meanwhile, the results of path analysis testing for the role of mediation have no effect on employee performance, namely organizational culture does not mediate the influence of intellectual, emotional, spiritual intelligence and interpersonal communication on employee performance.*

**Keywords:** intellectual intelligence, emotional intelligence, spiritual intelligence, interpersonal communication, organizational culture and employee performance

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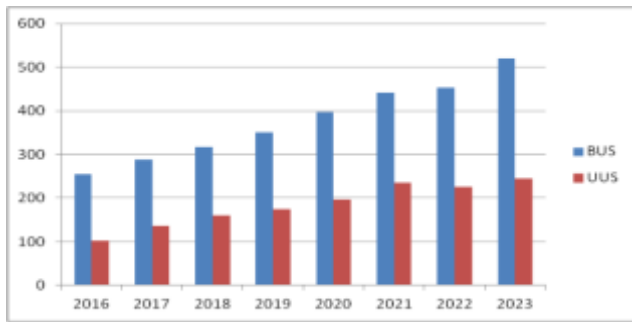
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### 1. INTRODUCTION

In the era of globalization with the very rapid development of the financial industry, the various kinds of obstacles faced require companies to be able to adapt to all challenges. This requires companies to be able to make decisions in organizing and establishing appropriate strategies in order to compete in an increasingly rapid and competitive industrial environment (Fitriatuti, 2020). For this reason, human resource management is needed to manage human resources well and be able to compete internationally (R. Hidayah, 2019).

The success of a company can be seen in terms of the performance achieved by employees. Therefore,

the company encourages its employees to be able to display good and optimal performance, because the failure and success of the company depends on how the employees perform (Hardaningsih, 2021). Currently, we see that along with the times, many banks have emerged which were initially conventional based, now turning into banks with sharia principles which has resulted in the rapid development of the sharia banking industry in Indonesia. This requires professional employees to determine the growth rate of the sharia industry in the future (Wasiaturrahma, 2022). This is indicated by the increase in assets achieved by sharia banking every year. This data is presented in Figure 1.1 below:



**Gambar 1.1 Pertumbuhan Perbankan Syariah 2016-2023**

*Sumber data: OJK*

The growth of sharia banking explains that the growth and development of sharia banks is increasingly rapid every year. The development of Islamic banking certainly does not run smoothly or smoothly but is also accompanied by complex problems. This growth is also not matched by the inadequate availability of experienced employees in the field of sharia banking (JR Akbar & Yudiarto, 2020).

Research by Maisaroh & Nurhidayati (2021) states that sharia bank employees do not only have to be competent in the banking sector but also have to be competent, ethical professionals and have good morals in accordance with sharia guidelines. This is the public's hope as an alternative usury-free fund manager. This is in line with the many unfair actions carried out by Islamic banking practitioners such as theft, *skimming*, corruption, fraud, disbursement of funds for fictitious financing, theft of customer data, and other negative actions carried out by Islamic banks starting from employees, to management for personal gain.

In order to improve employee performance to be able to survive in global competition, an organizational culture is needed that can be a basic reference for employees to act and make decisions (Widianto & Supriyono, 2018). Apart from that, employees must also have intellectual, emotional, spiritual and interpersonal communication intelligence. Good intellectual intelligence to be able to face all problems that come from both internal and external factors so that the company maintains balance (Rahmawati, 2022). Emotional intelligence in employees makes employees able to regulate and control their emotions so that they can continue to do their work well, whether serving customers who convey their complaints angrily, or not making a connection if there are personal problems in the work

environment (Widianto & Supriyono, 2018). Spiritual intelligence is an ability that is based on the employee's self which involves wisdom beyond the ego, which can be seen from honesty, discipline, trust, tolerance, learning and regulations (Livia, 2023). Meanwhile, interpersonal communication strengthens relationships within the company. Interpersonal communication is carried out directly by two or more people which consists of talking, listening, considering, emphasizing and focusing (Mubarak et al, 2022).

According to research from Syam & Samsul (2022), employees who have a high level of intellectual intelligence (IQ) tend to be more individualistic because they feel capable of doing and completing work quickly and well. Employees who have emotional intelligence (EQ) tend to have mediocre abilities but are able to maintain communication and cooperation with co-workers or customers which can maximize overall organizational productivity. Meanwhile, employees who have high spiritual intelligence (SQ) will have an impact on performance for the better because they are able to avoid and prevent things that cause employees to violate SOPs, tend to be honest and have a good attitude. Employees who have this intelligence will definitely be able to carry out their responsibilities well and will improve the quality of work and the quality of the company in a more advanced direction (Livia, 2023).

The phenomenon that researchers found in the field was at company X where researchers noticed that there were irregularities, namely employee lack of discipline regarding rest hours. There are some employees who take more rest time. In this company, researchers also found that the computers they used often experienced errors on the network so that employees had difficulty accessing them when they wanted to log into their work accounts. Some of the employees I interviewed said they were not banking graduates but graduates from engineering faculties. Researchers also found that when a customer wanted to make a transaction with employee A, but the employee was not there, employee B told the customer to wait for employee A until he returned to the office. Sometimes employees have to deal with customers who have bad emotions, such as getting angry when asking about the customer's problems. In dealing with all problems, employees must be smart in their behavior and decision making. This cannot be

separated from how to control emotions, communicate well and remain calm when serving customers.

This problem usually also occurs frequently in sharia banking, so researchers are interested in conducting research at PT Bank Syariah Indonesia, Merdeka 3 Branch Office, Lhokseumawe City, where PT. BSI is a bank that was founded from a combination of BNI, Mandiri and BRIS banks. This of course requires employees to work very professionally. So employees are needed who are intelligent in dealing with problems that occur, intelligent in controlling and controlling emotions, honest, and communicate well between employees and with customers.

Based on these phenomena, researchers are interested in examining and reanalyzing the influence of intellectual intelligence, emotional intelligence, spiritual intelligence and interpersonal communication on employee performance using indicators for each variable. The reason for wanting to carry out this research is firstly because in previous studies there was *a research gap* so further research needs to be carried out, secondly to explain the phenomena that actually occur in the performance of BSI KC Merdeka 3 Lhokseumawe City employees and finally to provide more up-to-date information or *up to date*.

### **Intellectual Intelligence**

According to Boehm in Sustiyatik (2019), intellectual intelligence can also be interpreted as the cognitive ability possessed by an organism to adapt effectively to a complex and ever-changing environment and is also influenced by genetic factors, each individual has different qualities. Intellectual intelligence can be used to think cognitively in adapting oneself effectively to complex environments and current environments, usually uncertain conditions due to environmental factors.

In research conducted by Laura Angelica et al, (2020) it was found that intellectual intelligence and performance at *the Transformer Center* have a unidirectional movement, meaning that if the company wants to improve employee performance, the thing that must be done is to add value to intellectual intelligence, then If the value of intellectual intelligence increases it will also have an impact on good performance. Because employees will absorb existing knowledge more deeply and then apply it to better ways of completing work.

### **Emotional Intelligence**

Boyatzis in Fitriatuti (2020) states that emotional intelligence is a component that makes someone smart in using emotions. Human emotions are in the subconscious area so it is recognized that emotional intelligence provides a deeper and more complete understanding of oneself and others.

Emotional intelligence provides around 80% of the factors that determine a person's success, while around 20% is determined by intellectual and spiritual intelligence. Someone who has intelligence is able to understand and organize other people so they can act in relationships. With emotional intelligence, a person will be able to understand emotions in themselves and others (Dewianawati et al., 2022) .

### **Spiritual Intelligence**

Spiritual intelligence is a set of abilities that humans have to behave well according to existing norms. Apart from that, spiritual intelligence is also used as problem solving and the ability that humans have to interpret every event that someone has experienced in their life, whether good or bad (Hidayah, 2019) .

According to Zohar and Marshall in Nurhayati (2022), spiritual intelligence is defined as a form of intelligence that relies on the inner part of a person which is related to wisdom outside the ego or self/soul intelligence. Good spiritual intelligence can be seen from sincerity, trust, honesty, learning and order. So an employee who has good and high spiritual intelligence can be seen to tend to have peace of mind and tends to be able to understand and carry out work and face problems that occur because it involves prayer (Tamonsang, 2021)

### **Interpersonal Communication**

Interpersonal communication is very important in an organization. Interpersonal communication is communication in which the message is conveyed face to face by one person and reached many people and the message is received by other people (Mubarak et al., 2022) . Interpersonal communication includes the communication of messages between two or more people. All aspects of communication are involved, namely speaking, listening, persuading, directing , affirming , and nonverbal communication. The main concept promoted by interpersonal communication is to focus on communicative actions between the individuals involved.

Interpersonal communication is not just about exchanging information or messages, but also about being able to create individual and group activities in exchanging ideas, thoughts, opinions, facts, data, and various kinds of situations and conditions that occur and will be faced. This interpersonal communication becomes a very effective liaison transformation to bridge activities in the world of work.

### **Karyawan Performance**

According to Sutrisno (2010) performance is the result of work achieved by a person in completing his responsibilities in an organization. The level of success of a person in carrying out overall tasks. According to Hasibuan (2002), an employee is anyone who provides services (either in the form of thoughts or in the form of energy) and receives remuneration or compensation whose amount has been determined in advance.

performance is a comparison of the work results achieved by employees with predetermined standards. Performance is also defined as the results achieved by a person, both quality and quantity, in an organization in accordance with the responsibilities that have been given to him.

### **Organizational culture**

Organizational culture is a system of values, beliefs and norms that have long existed and are in effect, agreed upon and followed by the members of an organization which serve as a standard for behavior and solving problems that arise within the organization. Organizational culture plays an important role in efforts to achieve organizational goals, because it is the habits that occur in the organizational environment which represent the behavioral norms followed by employee members in the organization Sarumaha (2022).

## **2. RESEARCH METHODS**

The research approach used in this research is quantitative. The data used are primary and secondary data. Primary data in this research is data taken directly from the research object using a questionnaire distributed to employees of Bank Syariah Indonesia KC Merdeka 3 Lhokseumawe City. The Likert scale used to measure the variable scale ranges from "1" for strongly disagree to "5" for strongly agree. Meanwhile, secondary data related to the variables in this research were obtained from books, journals and statistical data.

The population in this study were all employees of Bank Syariah Indonesia KC Merdeka 3 Lhokseumawe City, totaling 52 people. The sample used was all employees where the sample was taken by census, which means the number of samples is the same as the population.

## **3. RESULTS AND DISCUSSION**

### **3.1. Research result**

This research is a follow-up research involving several factors from intellectual, emotional, spiritual intelligence and interpersonal communication on employee performance with organizational culture as a mediating variable. The data obtained is data collected using questionnaires with various respondents. Apart from the diverse characteristics, the range of locations in this research is limited to employees at Bank Syariah Indonesia in KC Merdeka 3, Lhokseumawe City. This research involved 52 employees with respondents distributing questionnaires in a closed manner using a 1-5 Rickert scale. This research uses independent variables through intellectual, emotional, spiritual intelligence and interpersonal communication and the dependent variable is employee performance and the mediating variable is organizational culture.

### **Respondent Characteristics**

Respondent characteristics are the variety of backgrounds that the respondents themselves have. Respondent characteristics are used to see the respondent's background which is seen as the unit of analysis. Respondents' backgrounds focused on gender, length of work, age and monthly income.

**Table 1**

### **Respondent's Gender**

Valid	Gender	Frequency	Percent	Cumulative Percent
	Man	31	60.0	60.0
	Woman	21	40.0	100.0
	Total	52	100.0	

*Source: Primary data processed by the author, 2024*

Based on table 1, it can be seen that the research respondents who were male were 31 people or 60%, while the research respondents who were female were 21 people or 40%. Thus, the respondents to this study were dominated by male research respondents with a percentage of 60%.

**Table 2**  
**Respondent's Length of Work**

Valid	Length of work	Frequency	Percent	Cumulative Percent
	< 1 year	0	0.0	0.0
	1-2 years	0	0.0	0.0
	2-3 years	6	12.0	12.0
	3-4 years	19	36.0	48.0
	> 5 years	27	52.0	100.0
	Total	52	100.0	

*Source: Primary data processed by the author, 2024*

Based on table 2, it can be seen that research respondents with a work experience status of <1 year amounted to 0 or 0%, research respondents with a work experience status of 1-2 years amounted to 0 or 0%, research respondents with a work experience status of 2-3 years amounted to 6 or 12%, research respondents with a working status of 3-4 years amounted to 19 or 36% and research respondents with a long working status of > 5 years amounted to 27 or 52%. Thus, the respondents in this study were dominated by research respondents with years of work > 5 years with a percentage of 52%.

**Table 3**  
**Respondent's Age**

Valid	Age	Frequency	Percent	Cumulative Percent
	20-35	29	56.0	56.0
	36-50	21	40.0	96.0
	>51	2	4.0	100.0
	Total	52	100.0	

*Source: Primary data processed by the author, 2024*

Based on table 4.4, it can be seen that research respondents aged 20-35 years amounted to 29 people or 56%, research respondents aged 36-50 years amounted to 21 people or 40%, and research respondents aged > 51 years amounted to 2 people or 4% . So, the respondents in this study were dominated

by respondents aged 20-35 years with a percentage of 56%.

**Table 4.**  
**Respondent's Monthly Income**

Valid	Age	Freq	Percent	Cumulative Percent
	1-2 million	3	6.0	6.0
	2-3 million	4	8.0	14.0
	3-4 million	6	12.0	26.0
	4- 5 million	16	30.0	56.0
	>5 million	23	44.0	100.0
	Total	52	100.0	

*Source: Primary data processed by the author, 2024*

Based on table 4.5, it can be seen that research respondents with a monthly salary of 1-2 million are 3 people or 6%, research respondents with a salary of 2-3 million are 4 people or 8%, respondents with a salary of 3-4 million are 6 people or 12% , Respondents with salaries of 4-5 million were 16 people or 30%, and respondents with salaries > 5 million were 23 people or 44%. Thus, the respondents in this study were dominated by respondents with a monthly salary of > 5 million with a percentage of 44%.

#### **Measurement Model (Outer Model)** **Validity test**

##### **a. Convergent Validity**

The convergent validity test in PLS with reflective indicators is assessed based on the loading factor of the indicators that measure the construct. The loading factor value is said to be high if it correlates more than 0.70 with the construct being measured and usually the research is confirmatory. However, according to Chin in Muhson, (2022) a loading factor value between 0.5 and 0.6 is considered sufficient for research in the early stages of developing a measurement scale. In this study, a loading factor limit of 0.70 will be used.

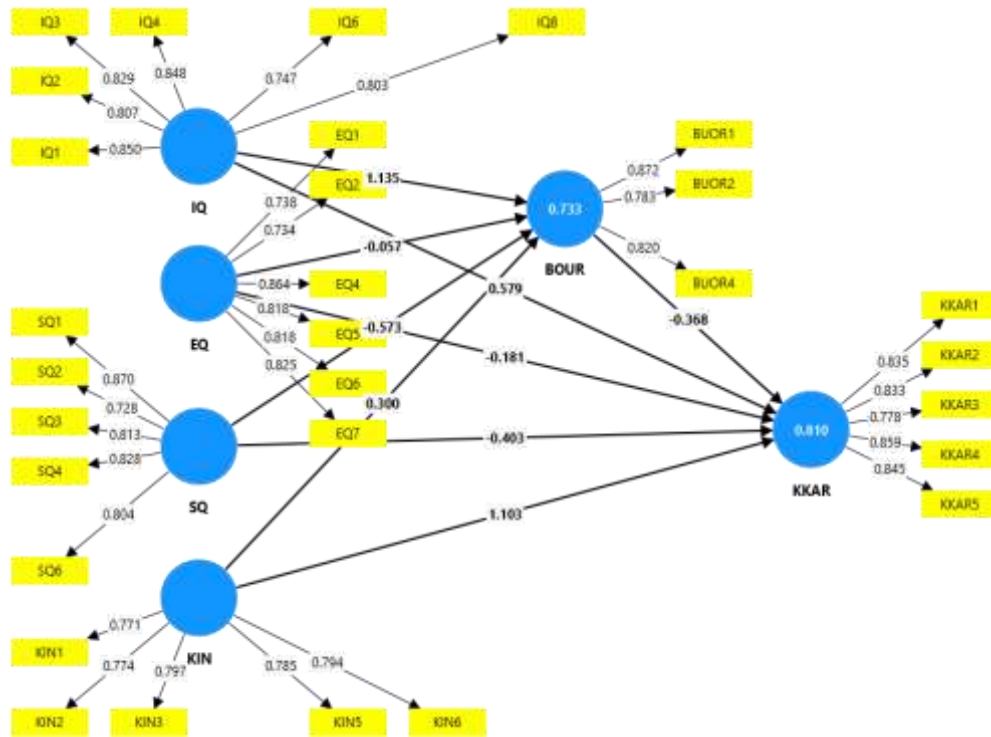


Figure 1. Outer Model

Source: Data Management with Smart PLS 4, 2024

Figure 4.5 shows that all indicators have met the requirements for convergent validity above 0.70. Apart from that, there are several indicators

that are invalid and have been removed from the model, leaving only indicators with valid values.

b. Discriminant Validity

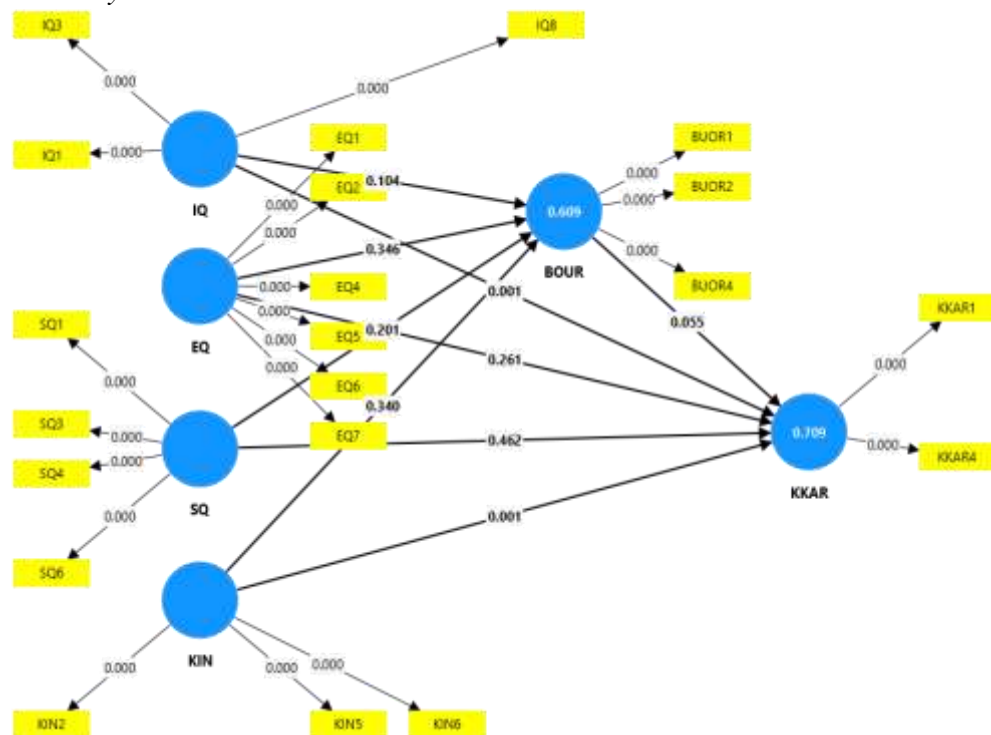


Figure 2. Discriminant Validity

Source: Data Management with Smart PLS 4, 2024

Figure 2 shows that all indicators have met the discriminant validity requirements above 0.70. In addition, there are several indicators that are

invalid and have been removed from the model, leaving only indicators with valid values.

**Reliability Test****Table 5. Composite Reliability**

Variable	Composite Reliability (rho_a)
Intellectual Intelligence (X1)	0.805
Emotional Intelligence (X2)	0.905
Spiritual Intelligence (X3)	0.877
Interpersonal Communication (X4)	0.800
Employee Performance (Y)	0.933
Organizational Culture (Z)	0.878

Source: Data Management with Smart PLS 4, 2024

Based on the data in table 5. It can be concluded that all constructs have met the reliability criteria, this is proven by the composite reliability value which shows a figure of more than 0.70.

The following is Cronbach's alpha value data for each variable in this study:

**Table 6. Cronbach's Alpha**

Variable	Cronbach's alpha
Intellectual Intelligence (X1)	0.766
Emotional Intelligence (X2)	0.888
Spiritual Intelligence (X3)	0.876
Interpersonal Communication (X4)	0.781
Employee Performance (Y)	0.926
Organizational Culture (Z)	0.860

Source: Data Management with Smart PLS 4, 2024

Based on the data in table 6. It can be concluded that all constructs have met the reliability criteria, this is proven by the Cronbach's alpha value which shows a figure of more than 0.70.

**Measurement Model (Inner Model)****R-Square Value**

To find out the value of the inner model in PLS, you can look at the *R-Square* for the dependent and mediating constructs. The following is table 4.13 which is the result of *R-Square estimation* using SmartPLS 4.0:

**Table 7. R-Square Value**

	<i>R-square</i>	<i>R-square adjusted</i>
Employee Performance (Y)	0.609	0.576
Organizational Culture (Z)	0.709	0.678

Source: Data Management with Smart PLS 4, 2024

Based on table 7, employee performance has an *R-Square* value of 0.609 or 60.9% so that the variables of intellectual, emotional, spiritual intelligence, interpersonal communication and organizational culture can explain financial performance by 60.9%, while the remaining 39.1% indicates that Employee performance can be explained by other variables besides intellectual, emotional, spiritual intelligence, interpersonal communication and organizational culture. Then the organizational culture variable has an *R-Square* value of 70.9% and this shows that the organizational culture variable can be explained by the intellectual, emotional, spiritual and interpersonal communication intelligence variables and the remaining 29.1% can be explained by other variables besides intellectual and emotional intelligence. , spiritual and interpersonal communication.

**Effect Size F<sup>2</sup>**

f-square or effect size F square is to qualify the influence of variables on other variables if they are declared significant and how much influence they have at the structural level, whether the value is low, moderate or high. According to Hair, et al (2017), the f-square value is 0.02 , (low), 0.15 (moderate) and 0.35 (high). This test was carried out to determine the goodness of the model and this test was to explore whether the endogenous latent variable was strongly influenced or not by the exogenous latent variable (Ghozali, 2016).

**Table 8. Results of f Square Values**

	IQ (X1)	EQ (X2)	SQ (X3)	KIN (X4)	KKAR (Y)	BUOR (Z)
IQ (X1)					0.505	0.148
EQ (X2)					0.007	0.005
SQ (X3)					0.001	0.056
KIN (X4)					0.357	0.010
KKAR (Y)						
BUOR (Z)					0.148	

Source: Data Management with Smart PLS 4, 2024

From the output above it can be seen as follows:

- The intellectual intelligence variable on employee performance has an f square value of 0.505, which has a big influence



- b. The emotional intelligence variable on employee performance has an f square value of 0.007, which has a small effect
- c. The spiritual intelligence variable on employee performance has an f square value of 0.001, which has a small effect
- d. The interpersonal communication variable on employee performance has an f square value of 0.357, which has a big influence
- e. The organizational culture variable on employee performance with an f square value of 0.148 has a moderate effect
- f. The intellectual intelligence variable on organizational culture has an f square value of 0.148, with a moderate effect
- g. The emotional intelligence variable on organizational culture has an f square value of 0.005, which has a small effect
- h. The spiritual intelligence variable on organizational culture has an f square value of 0.056, which has a small effect
- i. The interpersonal communication variable on organizational culture has an f square value of 0.010, which has a small effect

### Hypothesis test

#### Direct Influence

**Table 9. Path Coefficient**

	Original sample (O)	Sample mean (M)	Standard deviation (STDEV)	T statistics ( O/STDEV )	P values
IQ -> KKAR	0.748	0.800	0.228	3.281	0.001
IQ -> BOUR	0.439	0.328	0.348	1.261	0.207
EQ -> KKAR	-0.057	-0.062	0.089	0.641	0.522
EQ -> BOUR	-0.053	-0.043	0.135	0.396	0.692
SQ -> KKAR	0.035	-0.052	0.357	0.097	0.923
SQ -> BOUR	0.346	0.452	0.413	0.838	0.402
KIN -> KKAR	0.464	0.431	0.156	2.975	0.003
KIN -> BOUR	0.089	0.095	0.216	0.411	0.681
BOUR -> KKAR	-0.332	-0.252	0.208	1.596	0.111

*Sumber: Pengelolaan Data Dengan Smart PLS 4, 2024*

#### Pengaruh Tidak Langsung

**Tabel 10. Specific Indirect Effects**

	Original sample (O)	Sample mean (M)	Standard deviation (STDEV)	T statistics ( O/STDEV )	P values
IQ -> BOUR -> KKAR	-0.145	-0.108	0.127	1.141	0.254
EQ -> BOUR -> KKAR	0.018	0.016	0.047	0.375	0.707
SQ -> BOUR -> KKAR	-0.115	-0.097	0.172	0.665	0.506
KIN -> BOUR -> KKAR	-0.029	-0.010	0.070	0.421	0.674

*Source: Data Management with Smart PLS 4, 2024*

### 3.2. Discussion

#### The Influence of Intellectual Intelligence on Employee Performance

The research results show that intellectual intelligence (X1) has a significant effect on employee performance (Y). This is proven by a positive path coefficient value of 0.728 and a value (T-statistic) of  $3.281 > 2.01$  (T-table) and a P-value of  $0.001 < 0.005$ . So hypothesis 1 is supported. This means that employees who have good intellectual intelligence can handle the problems they face in their work. Employees who have good intellectual intelligence

think in advance about the steps they take and think about the risks they accept.

#### The Influence of Intellectual Intelligence on Organizational Culture

The research results show that intellectual intelligence (X1) has no effect on organizational culture (Z). This is proven by a positive path coefficient value of 0.439 and a value (T-statistic) of  $1.261 < 2.01$  (T-table) and a P-value of  $0.207 > 0.005$ . So hypothesis 3 is not supported.



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

The research results show that Emotional intelligence (X2) has no effect on employee performance (Y). This is proven by the path coefficient value with a negative sign of -0.057 and a value (T-statistic) of  $0.641 < 2.01$  (T-table) and a P-value of  $0.522 > 0.005$ . So hypothesis 3 is not supported. This means that employees who have good emotional intelligence do not affect how they perform. In this situation, even though individuals have an adequate understanding of emotions, they may have difficulty controlling emotions in carrying out work, such as being reluctant to act in relationships, recognizing their own emotions and the emotions of others.

### **The Influence of Emotional Intelligence on Organizational Culture**

The research results show that emotional intelligence (X2) has no effect on organizational culture (Z). This is proven by the path coefficient value with a negative sign of -0.053 and a value (T-statistic) of  $0.396 < 2.01$  (T-table) and a P-value of  $0.692 > 0.005$ . So hypothesis 4 is not supported.

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

The research results show that Spiritual intelligence (X3) has no effect on employee performance (Y). This is proven by the positive path coefficient value of 0.035 and the value (T-statistic) of  $0.097 < 2.01$  (T-table) and the P-values of  $0.923 > 0.005$ . So hypothesis 5 is not supported.

According to Zohar and Marshall in Nurhayati (2022), spiritual intelligence is defined as a form of intelligence that relies on the inner part of a person which is related to wisdom outside the ego or self/soul intelligence. Good spiritual intelligence can be seen from sincerity, trust, honesty, learning and order. So an employee who has good and high spiritual intelligence can be seen to tend to have peace of mind and tends to be able to understand and carry out work and face problems that occur because it involves prayer (Tamonsang, 2021)

### **The Influence of Spiritual Intelligence on Organizational Culture**

The research results show that Spiritual intelligence (X3) has no effect on organizational culture (Z). This is proven by a positive path coefficient value of 0.346 and a value (T-statistic) of

$0.838 < 2.01$  (T-table) and a P-value of  $0.402 > 0.005$ . So hypothesis 6 is not supported.

### **The Influence of Interpersonal Communication on Employee Performance**

The research results show that interpersonal communication (X4) has a significant effect on employee performance (Y). This is proven by a positive path coefficient value of 0.464 and a value (T-statistic) of  $2.975 > 2.01$  (T-table) and a P-value of  $0.031 < 0.005$ . So hypothesis 7 is supported.

### **The Influence of Interpersonal Communication on Organizational Culture**

The research results show that interpersonal communication (X4) has no effect on organizational culture (Z). This is proven by the positive path coefficient value of 0.089 and the value (T-statistic) of  $0.411 < 2.01$  (T-table) and the P-values of  $0.681 > 0.005$ . So hypothesis 8 is not supported.

The results of this study are not in line with research conducted by Arief et al. (2021) research results show that organizational culture has a positive and significant influence on interpersonal communication. Companies can implement organizational culture such as conducting communication training to train conveying and active listening skills. Carrying out skilled discussion forums and also to express ideas, problems and opinions without fear of being judged. The result of this is that employees are more open and able to collaborate in increasing work productivity.

### **The Influence of Organizational Culture on Employee Performance**

The research results show that organizational culture (Z) has no effect on employee performance (Y). This is proven by the path coefficient value with a negative sign of -0.332 and a value (T-statistic) of  $0.1596 < 2.01$  (T-table) and a P-value of  $0.111 > 0.005$ . So hypothesis 9 is not supported.

### **Organizational Culture Mediates the Influence of Intellectual Intelligence on Employee Performance**

intelligence on employee performance after including the mediating variable organizational culture shows a path coefficient value of -0.145 and a significant level of P-Values of 0.254 so that the result is that organizational culture cannot mediate. So it can be stated that organizational culture does not mediate the influence of intellectual intelligence on employee performance.

### **Organizational Culture Mediates the Effect of Emotional Intelligence on Employee Performance**

The effect of emotional intelligence on employee performance after including the mediating variable organizational culture shows results with a path coefficient value of 0.018 and P-Values of 0.707, which means that organizational culture does not mediate. So it can be stated that organizational culture does not mediate the influence of emotional intelligence on employee performance.

This research is not in line with research conducted by Gazali & Qurnain (2021), the results of the research show that the results of the mediation test for the Emotional Quotients (EQ) variable on the organizational culture variable were 2,463. The results of these two tests show numbers that are greater than the t-table 2.006. This shows the influence of organizational culture as an intervening variable.

### **Organizational Culture Mediates the Influence of Spiritual Intelligence on Employee Performance**

The influence of spiritual intelligence on employee performance after including the mediating variable organizational culture shows a path coefficient value of -0.115 and a P-Values significance level of 0.506, which means organizational culture cannot mediate. So it can be stated that organizational culture does not mediate the influence of spiritual intelligence on employee performance.

### **Organizational Culture Mediates the Effect of Interpersonal Communication on Employee Performance**

The effect of interpersonal communication on employee performance after including the mediating variable organizational culture shows a path coefficient value of -0.029 and a significant level of P-Values of 0.674, which means that organizational culture cannot mediate. So it can be stated that organizational culture does not mediate the influence of interpersonal communication on employee performance.

## **4. CONCLUSION**

Based on testing of the results that have been carried out regarding the analysis of intellectual, emotional, spiritual intelligence and interpersonal communication on employee performance with organizational culture as a mediating variable (case study of PT Bank Syariah Indonesia, Merdeka branch

office in 3 cities, Lhokseumawe), it can be concluded as follows:

- a. Organizational culture has no effect on employee performance
- b. Emotional intelligence has no effect on organizational culture
- c. Emotional intelligence has no effect on employee performance
- d. Intellectual intelligence has a significant effect on employee performance
- e. Intellectual intelligence has no effect on organizational culture
- f. Spiritual intelligence has no effect on organizational culture
- g. Spiritual intelligence has no effect on employee performance
- h. Interpersonal communication has a significant effect on employee performance
- i. Interpersonal communication has no effect on organizational culture
- j. Organizational culture variables have been proven not to mediate the influence of intellectual intelligence on employee performance
- k. Organizational culture variables have been proven not to mediate the influence of emotional intelligence on employee performance
- l. Organizational culture variables have been proven not to mediate the influence of spiritual intelligence on employee performance
- m. Organizational culture variables have been proven not to mediate the influence of interpersonal communication on employee performance

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