

THE INFLUENCE OF INTELLECTUAL INTELLIGENCE, EMOTIONAL INTELLIGENCE, SPIRITUAL INTELLIGENCE ON THE PERFORMANCE OF EMPLOYEES OF THE FIRE AND RESCUE SERVICE OF SURABAYA CITY

Pengaruh Kecerdasan Intelektual, Kecerdasan Emosional, Kecerdasan Spiritual Terhadap Kinerja Karyawan Dinas Pemadam Kebakaran Dan Penyelamatan Kota Surabaya

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Abstract

This research seeks to explore the impact of intellectual, emotional, and spiritual intelligence on the performance of employees in the firefighting division of the Surabaya Fire Department. Employee performance is a vital component of a fire department, as the team's success in managing emergency situations relies heavily on the efficiency, resilience, and quick actions of each member. The study utilizes a quantitative approach, gathering data through questionnaires distributed to 100 employees of the Surabaya Fire Department. The analysis revealed that intellectual intelligence (X1) and emotional intelligence (X2) did not significantly influence employee performance, with t-values of 1.422 and 0.646, respectively, both of which were below the t-table value of 1.69. Additionally, the p-values for these factors were 0.159 and 0.520, both higher than the threshold of 0.05. In contrast, spiritual intelligence (X3) demonstrated a significant effect on employee performance, with a t-value of 8.163, which exceeds the t-table value, and a p-value of 0.000, which is smaller than 0.05. These findings underscore the critical role of spiritual intelligence in enhancing employee performance, especially in situations that demand resilience, motivation, teamwork, and ethical decision-making. The study advocates for the development of spiritual intelligence as a key part of performance improvement strategies within fire departments.

Keywords:

Intellectual Intelligence, Emotional Intelligence, Spiritual Intelligence, Employee Performance

Introduction

The city of Surabaya is Mother city Province East Java at once city the biggest second in Indonesia after Jakarta. As a growing metropolis rapidly, Surabaya experienced growth significant population and rapid urbanization. This cause increasing need will adequate infrastructure and services optimal public, including in matter treatment and prevention danger fire. As city with activity high economy, Surabaya has Lots building office, center shopping, area industry, as well as dense settlements. Conditions This increase risk the occurrence fires, both in the environment housing, industry, and facility general. Fire is one of the threat serious that can happen When anywhere and everywhere, especially in cities big like Surabaya. Threats fire can caused by various factors, including negligence human, failure equipment electricity, usage material easy burned, and condition extreme weather. Fire can cause a huge loss big, good from aspect material and loss of life, as well as can bother activity economy and life social public.

Service Fire Extinguisher Surabaya City Fire and Rescue has a very important role important in guard peace and order general as well as protect public from danger fire.

Improvement amount incident fires that reached 864 incidents in 2021 showed that almost every day happen fire in the city This. Case fires handled by the Surabaya City DPKP are categorized

to in 3 category that is fire building, fire vehicle, Andnon- building fires . Based on Incident Cover data Fire 2020-2022, cases fire dominated by cases non firebuilding as big as 72.23%. On2020 number case fire reached 694 cases and decreased as big as 64.4% in year 2021 with amount 644 case. Year 2022 casfire in City Surabaya return decrease as big as 68.5% from year 2021, that is as big as 614 case. As for amount case fire in CitySurabaya according to type the case can seen on table following .

Table 1 Amount Handling case fire

| No | Jenis Kasus Kebakaran | | Jumlah | | |
|--------------|-----------------------|--------------------|------------|------------|------------|
| | | | 2020 | 2021 | 2022 |
| 1 | Bangunan | Perumahan | 90 | 79 | 100 |
| 2 | | Industri | 14 | 18 | 12 |
| 3 | | Umum dan Dagang | 44 | 40 | 44 |
| 4 | Kendaraan | Kendaraan Roda < 4 | 3 | 7 | 18 |
| 5 | | Kendaraan Roda 4 | 16 | 16 | 29 |
| 6 | | Kendaraan Roda > 4 | 5 | 3 | 4 |
| 7 | Non Bangunan | Alang-alang | 156 | 122 | 122 |
| 8 | | Sampah | 89 | 114 | 82 |
| 9 | | Lain-lain | 277 | 245 | 203 |
| Total | | | 694 | 644 | 614 |

Therefore that, focus main in management source Power man is For increase efficiency and effectiveness in work, so that service best can given to Surabaya City community. Optimal service from Service Fire Extinguisher Fire and Rescue very required For ensure effective performance . Fire, as one of the problem seriously, can result in loss big in the form of the disappearance life, damage treasure objects, and damage ecosystem and environment If No handled in a way fast, precise, and focused .

Service Fire Extinguisher Surabaya City Fire and Rescue faces various challenges, including must respond situation emergency with fast and accurate . In operation everyday, intelligence intellectual, emotional, and spiritual of the personnel own influence significant to performance they. Intelligence intellectual (IQ), intelligence emotional intelligence (EQ), and spiritual intelligence (SQ) are three interrelated components support and play role important in face challenge as well as situation frequent emergencies faced in the field. IQ represents ability cognitive individual in analyze situation and take decision with fast . EQ includes ability For manage emotion personal and others, as well as build positive interpersonal relationships . Meanwhile , SQ is related to with morals, ethics , and ability For find meaning life and a greater purpose deep . Third dimensions intelligence This Of course own impact big to performance employee .

Performance employee is one of factor the key to success effectiveness and efficiency A organizations, including agency government like Service Fire Extinguisher Surabaya City Fire and Rescue. In the middle challenges and demands high task, optimal performance of employees in the service This No only supported by skills technical and physical factors, but also by factors psychological and emotional which are often lacking be noted. Mangkunegara (2000) stated that performance is results Work in a way quality and quantity somebody in carry out its function in accordance with not quite enough the answer given to him. Daniel Goleman (1995) stated that intelligence emotional (EQ) plays role important in success someone, with contributes 80% of factor determinant success, while IQ is only 20%. EQ includes awareness self, settings self, motivation, empathy, and skills social. In context Service Fire Extinguisher Fire and Rescue, capabilities For still calm and work The same in situation crisis very crucial .

Besides EQ, intelligence intellectual (IQ) is also very important. Intelligence intellectual (IQ) is ability somebody in matter think logical, rationalizing, and solving problem . IQ covers ability For analyze situation, understand draft complex, and implement knowledge in various context However, intelligence intellectual and emotional just No Enough For ensure optimal performance. Spiritual intelligence (SQ), or ability For find meaning and purpose in life as well as integrate spiritual values in life everyday , also play role important . Zohar and Marshall (2000) argued that SQ helps individual For understand and overcome challenge life with a better way wise and full meaning .

Employee Service Fire Extinguisher Surabaya City Fire and Rescue faces challenges and demands very task high . Optimal performance of employees in the service This No only supported by skills technical and physical factors , but also by factors psychological and emotional which are often lacking be noted . In situation emergency , ability For think fast and precise , working The same in team , and manage stress become very crucial . Therefore that 's important For analyze How IQ, EQ, and SQ affect performance employee in a situation full of pressure and need response fast . Research This aiming For analyze influence intelligence intellectual , intelligence emotional , and spiritual intelligence towards performance employee Service Fire Extinguisher Surabaya City Fire and Rescue . With Thus , research This become very relevant and important For done . Not only For increase performance its employees and, ultimately , improve safety and welfare the people of Surabaya City.

Review Library

Intelligence Intellectual (IQ)

Draft measurement intelligence , or quotient, was first used For evaluate level intelligence a person (Sarlito , 2004). Sternberg & Slater (1982) define intelligence as activity or thoughts that have objective as well as nature adaptive . Thonburg (1984) added that intelligence can seen through behavior individual , interaction social , as well as achievement achievement . Intelligence covers ability think abstract , analyze , understand , reason , adapt with its environment , as well as act in a way deliberate and logical . Intelligence intellectual measured use a number of indicators , as described by Stenberg (1981) in Dwijayanti (2009), namely : (1) ability For solve problem , (2) verbal intelligence , (3) intelligence practical , and (4) arrangement attitude .

Intelligence Emotional (EQ)

Cooper and Sawaf (1999) explain that emotional intelligence is the ability to feel, understand, and manage emotions effectively as a source of energy, information, correction, and influence. This intelligence includes the ability to recognize and appreciate feelings, both of oneself and others, and to use this ability effectively in everyday life to achieve success and productivity (Setyawan, 2005).

Emotional intelligence can be developed through various dimensions explained by Golmen (2009). Golmen identified five main dimensions in the formation of emotional intelligence:

1. Self awareness

It is the ability to understand one's own feelings, their effects, and how they influence decision-making. Individuals with good self-awareness have a realistic understanding of their abilities and strong self-confidence, while being able to relate feelings to their causes.

2. Self Management.

This involves the ability to control and express emotions appropriately. Individuals who are good at self-management are able to respond well to their intuition and apply these skills in everyday interactions.

3. Motivation.

Motivation is the ability to harness passion and enthusiasm to achieve greater goals. It includes initiative, effective action, and resilience in the face of failure and frustration.

4. Empathy

It is the ability to manage emotions effectively in social interactions. People who have this skill are able to build and maintain relationships, influence others, lead, negotiate, resolve conflicts, and work collaboratively in teams.

5. Relationship management

Relationship management is the ability to manage emotions well when interacting with others, building and maintaining relationships, being able to influence, lead, negotiate, resolve conflicts, and work together in a team.

Intelligence (SQ)

Spiritual intelligence was first introduced by Danah Zohar and Ian Marshall in 2001 with The term SQ (Spiritual Quotient). SQ refers to the ability For handle and solve related issues with meaning and value life , namely ability For see behavior and life in more context deep and wide , and evaluate that action or track life somebody own deeper meaning significant .

Indicator Spiritual Intelligence is put forward from Zohar and Marshall in Desty Session Indriyani and Hamida Nayati Utami (2018;44) namely :

1. Flexibility: A person's ability to adapt quickly and actively, by making responsible decisions when faced with various choices.
2. High Self-Awareness: A person's ability to understand the limits of his/her comfort, which encourages reflection on beliefs and values that are considered important, as well as attention to various events by adhering to the teachings of the religion he/she believes in.
3. Ability to Face and Utilize Suffering: A person's ability to overcome suffering and use it as a driving force to achieve a better life in the future.
4. Ability to Face and Get Through Pain: A person's ability to realize the limits of his or her abilities when experiencing pain, draw closer to God, and believe that God is the one who provides healing.
5. Quality of Life Inspired by Vision and Values: A person's quality of life that is based on a clear life purpose and follows the values that drive the achievement of that purpose.
6. Reluctance to Cause Unnecessary Harm: Individuals with high spiritual intelligence understand that harming others is the same as harming themselves, so they are reluctant to cause unnecessary harm.
7. Holistic Thinking: A person's tendency to see the connections between things.
8. Ability to Ask Questions to Seek Basic Answers: An individual's ability to seek deep understanding by asking for reasons and other possibilities, and the ease in challenging conventions and dependence on others.
9. Becoming an Independent Person: The ability to accomplish things without the help of others and remain steadfast to one's own principles.

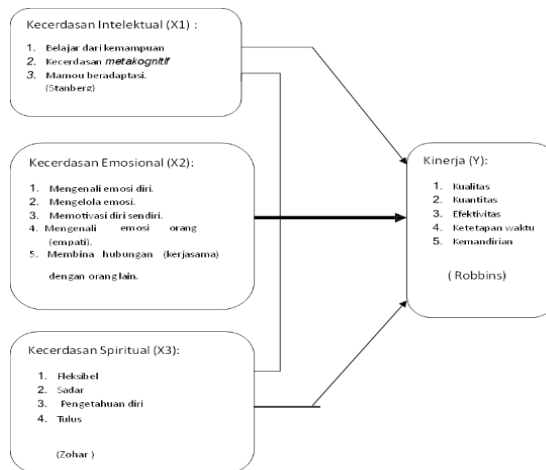
Employee Performance

According to Rasyidin (2020:55), performance refers to action or assessed ability For reach a success . While that , Adhari (2020:77) explains that performance employee is results from implementation task or activity certain in term time certain , which reflects quality and quantity work produced .

Robbins (2016:132) identifies six indicators that can used For evaluate performance employees , namely : a) Quality Quality work measured based on perception employee about results work and perfection related tasks with skills as well as ability they . b) Quantity It is the amount of output produced , which is usually stated in number of units or amount cycle activities that have been completed . c) Timeliness of Measuring how far the work is completed in accordance with the time that has passed determined , with consider coordination output results and efficiency use time For tasks others . d) Effectiveness Evaluate how much Good source Power organization (such as power work , money , technology and materials standard) is used optimally for increase results from each source unit power used . e) Independence Measure how far someone capable operate his job without need help from other people.

Method Study

Study This carried out at the Office Fire Extinguisher Surabaya City Fire and Rescue uses approach quantitative . In study this , there is three variable free , namely Intelligence Intellectual (X1), Intelligence Emotional (X2), and Spiritual Intelligence (SQ). The variables This considered as variable independent , whereas Performance (Y) is variable bound or dependent . The conceptual model used in study This can depicted in the following diagram form . Figure 1. Conceptual Model based on processed data .



Based on the model the research above , then can concluded a number of hypothesis in study This .

- H1 = Intellectual intelligence has a positive and significant influence on the performance of employees of the Surabaya City Fire and Rescue Service
- H2 = Intelligence emotional influential in a way positive to performance employee Service Fire Extinguisher Surabaya City Fire and Rescue .
- H3 = Spiritual intelligence has an influence significant to performance employee Service Fire Extinguisher Surabaya City Fire and Rescue

Study This use purposive sampling technique , where the sample taken from employees who have a minimum work period of one years , so that in study This minimum 100 employees taken part blackout as sample research . The analysis techniques used is quantitative data analysis , namely test and analyze data with analysis multiple linear regression Data processing is done using SPSS software. Hypothesis testing is done using statistical tests. The formula for multiple linear regression is:

$$Y = a + b_1 X_1 + b_2 X_2 + b_3 X_3 + e_i$$

Figure 2. Formula Multiple Linear Regression

Where :

- Y = Performance Employee
- b0 = Constant
- b1,b2,b3 = Regression coefficients
- X1 = Intellectual Intelligence
- X2 = Emotional Intelligence
- X3 = Spiritual Intelligence

ei = Disturbing components that have other factors that influence Y but are not included in the model.

Results and Discussion

In the section This will explained about results and Discussion from research that has been done . At the stage data collection , for calculate the average of every Respondent against the statement items , carried out with method add up mark answer , then share it with number of items or indicators on each variable . For make it easier assessment , category evaluation has made , with interval determination using formula as following :

Class interval = Highest value - Lowest value = $4 - 1 / 4 = 0.75$
 Total class : 4

From this interval , the limits mark For every class can determined , and then each Respondent grouped in accordance with table following :

Table 2: Mean Category Based on Interval Score

| Interval | Category |
|----------------------|---------------|
| $3.25 < a \leq 4.00$ | Very Agree |
| $2.50 < a \leq 3.25$ | Agree |
| $1.75 < a \leq 2.50$ | No Agree |
| $1.00 < a \leq 1.75$ | Very No Agree |

Based on results data analysis , respondents tend very agree to intelligence intellectual , with total average value of variables of 3.45.

The results of the analysis also show that Respondent very agree about intelligence emotional , as indicated by the mean value of the variable of 3.42. This means part big Respondent agreed that employee part fire extinguisher fire own intelligence good emotional .

Furthermore , the data also shows that Respondent very agree to spiritual intelligence , with an average variable reached 3.51. This indicates that majority Respondent agreed that employee part fire extinguisher fire own high spiritual intelligence .

In general overall , respondents very agree with performance employee fire extinguisher fire , which is visible from average value of variable of 3.51. This is to signify that part big Respondent give very good assessment positive to performance employee part blackout fire .

Validity Test

Validity test done to grains statement questionnaire with method count coefficient correlation (r) of each grain questionnaire Then compared to with price coefficient minimum correlation with level the trust that has been chosen .

Table 3 Validity Test

| No | Item | r count | Critical value | Information |
|----|------|---------|----------------|-------------|
| 1 | X11 | 0.804 | 0.3 | Valid |
| 2 | X12 | 0.672 | 0.3 | Valid |
| 3 | X13 | 0.732 | 0.3 | Valid |
| 4 | X14 | 0.782 | 0.3 | Valid |
| 5 | X15 | 0.733 | 0.3 | Valid |
| 6 | X21 | 0.713 | 0.3 | Valid |
| 7 | X22 | 0.727 | 0.3 | Valid |

| | | | | |
|----|-----|-------|-----|-------|
| 8 | X23 | 0.658 | 0.3 | Valid |
| 9 | X24 | 0.739 | 0.3 | Valid |
| 10 | X25 | 0.759 | 0.3 | Valid |
| 11 | X31 | 0.729 | 0.3 | Valid |
| 12 | X32 | 0.846 | 0.3 | Valid |
| 13 | X33 | 0.853 | 0.3 | Valid |
| 14 | X34 | 0.804 | 0.3 | Valid |
| 15 | X35 | 0.865 | 0.3 | Valid |
| 16 | Y11 | 0.755 | 0.3 | Valid |
| 17 | Y12 | 0.727 | 0.3 | Valid |
| 18 | Y13 | 0.753 | 0.3 | Valid |
| 19 | Y14 | 0.621 | 0.3 | Valid |
| 20 | Y15 | 0.748 | 0.3 | Valid |

Based on table 3, it shows that all question items on all variables more big than mark critical 0.3. The conclusion grains statement variable declared valid and can used For study .

Reliability Test

Reliability testing is conducted to test the reliability of the questionnaire in measuring research variables by producing consistent measurements . An instrument can be said to be reliable if it has a cronbach alpha greater than the critical value of 0.6.

Table 4 Validity Test

| Variables | Alpha | Critical value | Conclusion |
|---------------------------|-------|----------------|------------|
| Intellectual Intelligence | 0.895 | 0.6 | Reliable |
| Emotional Intelligence | 0.881 | 0.6 | Reliable |
| Spiritual Intelligence | 0.931 | 0.6 | Reliable |
| Employee performance | 0.884 | 0.6 | Reliable |

Based on table above , calculate the alpha coefficient for reliability testing , all more big than mark critical 0.6. The conclusion grains statement variable Intelligence Intellectual , Intelligence Emotional , Spiritual Intelligence and Performance Employee stated reliable and can used For study.

Multicollinearity Test

The Multicollinearity Test is used to determine whether there is a significant relationship between each independent variable studied. Sugiyono (2018) stated that the VIF tolerance number to avoid this symptom is between 1-5.

Multicollinearity Test Results

| Variable Name | VIF Value |
|---------------------------|-----------|
| Intelligence Intellectual | 4,007 |
| Intelligence Emotional | 4,325 |
| Spiritual Intelligence | 3,868 |

Source: Processed primary data

Based on table above , the VIF values of variables x1, x2, x3 are all be in between range 1-5. The conclusion variables x1, x2, x3 are stated free Multicollinearity .

Test with Glacier Test

Glacier Test used For detect existence symptom heteroscedasticity in the regression model , namely conditions in which variance from residual or error different in various level mark variable independent . If sig value > 0.05 then results show that No happen heteroscedasticity (Sugiyono , 2018).

| Coefficients ^a | | | | | | |
|---------------------------|------------|-----------------------------|------------|---------------------------|--------|-------|
| Model | | Unstandardized Coefficients | | Standardized Coefficients | t | Sig. |
| | | B | Std. Error | Beta | | |
| 1 | (Constant) | 0.296 | 0.104 | | 2,847 | 0.006 |
| | X1 | -0.118 | 0.057 | -0.430 | -2,091 | 0.139 |
| | X2 | -0.026 | 0.058 | -0.095 | -0.447 | 0.656 |
| | X3 | 0.101 | 0.055 | 0.371 | 1,837 | 0.070 |

a. Dependent Variable: Abs_RES

Figure 3 Heteroscedasticity Test

The results of the Gletjer test explain that variables X1, X2 and X3 have values > 0.05, so this indicates that heteroscedasticity does not occur.

Multiple Linear Regression Test

Linear regression test multiple aiming For prove hypothesis study This that is intelligence intellectual, intelligence emotional and spiritual intelligence together own influence in a way significant to performance employee fire extinguisher fire part blackout in Surabaya

| Coefficients ^a | | | | | | | | | | | |
|---------------------------|------------|-----------------------------|------------|---------------------------|-------|-------|--------------|---------|-------|-------------------------|-------|
| Model | | Unstandardized Coefficients | | Standardized Coefficients | | | Correlations | | | Collinearity Statistics | |
| | | B | Std. Error | Beta | t | Sig. | Zero-order | Partial | Part | Tolerance | VIF |
| 1 | (Constant) | 0.467 | 0.160 | | 2.909 | 0.005 | | | | | |
| | X1 | 0.124 | 0.087 | 0.131 | 1.422 | 0.159 | 0.788 | 0.151 | 0.065 | 0.250 | 4.007 |
| | X2 | 0.058 | 0.089 | 0.062 | 0.646 | 0.520 | 0.787 | 0.069 | 0.030 | 0.231 | 4.325 |
| | X3 | 0.690 | 0.084 | 0.739 | 8.163 | 0.000 | 0.898 | 0.659 | 0.376 | 0.259 | 3.868 |

a. Dependent Variable: Y

Figure 4. Multiple Linear Regression Test

Based on multiple linear regression test results as above can formulated equality line regression like under This :

$$Y = 0.467 + 0.124 X1 + 0.058 X2 + 0.690 X3 + e_i$$

As for meaning mark coefficient regression and constants obtained as following :

- The constant coefficient value of 0.467 shows that if the value of X1, X2, X3 in the research object is equal to 0, then the level or magnitude of the dependent variable Y at that location will be 0.467.
- The coefficient value b1 = 0.124, means that if the value of X1 increases by one point, while the other independent variables remain constant, then the level of variable Y will increase by 0.124.
- The coefficient value of b2 = 0.058, means that if the value of X2 increases by one point, while the other independent variables remain constant, then the level of variable Y will increase by 0.058.
- The coefficient value of b3 = 0.690, means that if the value of X3 increases by one point, while the other independent variables remain constant, then the level of variable Y will increase by 0.690.

Change level Y variable in the same direction with changes that occur in variables X 1, X 2, X 3 due to all over coefficient existing regression is marked positive . This is means improvement value in variable intelligence intellectual , intelligence emotional and spiritual intelligence will result in increase in level variable performance employee .

Level value significance of 0.000 indicates that There is relationship that is influence between variable intelligence intellectual , intelligence emotional and spiritual intelligence towards variable performance employee .

Research result This explain that t - value of $1.422 < t$ table of 1.69 and the probability of $0.159 > 0.05$. From the test the can concluded that variable intelligence intellectual own influence No significant to performance employee fire extinguisher fire part blackout in Surabaya.

Research result This find that intelligence emotional No own influence significant to performance employees . This is proven with t - value of $0.646 < t$ table of 1.69 and the probability of $0.520 > 0.05$. The results of this study found that the influence of spiritual intelligence has a significant positive effect on the performance of firefighter employees with a calculated t value of $8.163 > t$ table of 1.69 and a probability of $0.000 < 0.05$. From this test, it can be concluded that the spiritual intelligence variable has an influence on the performance of firefighter employees in the extinguishing section in Surabaya.

Discussion

1. Intellectual Intelligence (X1) does not have a significant influence on the performance of firefighter employees in the extinguishing division in Surabaya.

The results of this study indicate that intellectual intelligence does not have a significant relationship with the performance of firefighter employees in the extinguishing section in Surabaya. There are several potential reasons for this finding. First, motivation may have a greater influence on the performance of firefighter employees. Second, practical and conceptual skills. In the context of firefighting, physical skills, endurance, and the ability to remain calm under pressure may have a greater influence on performance than IQ.

The job of a firefighter relies heavily on practical skills, such as physical ability, response speed, coordination, and use of equipment. Tasks such as extinguishing fires, rescuing victims, and navigating dangerous situations require technical skills that are not always directly related to intellectual intelligence.

2. Emotional intelligence (X2) does not have a significant influence on the performance of firefighter employees in the extinguishing section in Surabaya.

The increasing number of fire incidents that require a quick and precise response is a challenge that prioritizes technical and practical skills. Handling fires is not just about maintaining calm or building good social relationships, but the ability to make quick decisions under pressure, work efficiently in a team, and execute extinguishing procedures correctly.

There are several factors that cause emotional intelligence to have no effect on employee performance, such as highly technical or routine jobs may not require a high level of emotional intelligence. Firefighting is a highly technical and physical job, requiring dexterity, physical strength, and the ability to act quickly and accurately in dangerous situations. Performance in this job is more influenced by physical skills, speed of responding to emergency situations, and mastery of equipment and operational procedures than by the ability to recognize or manage emotions. In addition, in emergency situations such as fires, firefighters tend to rely on strict standard procedures and repetitive drills.

3. Spiritual intelligence (X3) has a significant influence on the performance of fire department employees in the extinguishing division in Surabaya.

This study shows that spiritual intelligence has a significant and positive influence on the performance of firefighter employees in Surabaya. In this context, spiritual intelligence is one of the factors that plays an important role in supporting the performance of firefighter employees. Spiritual intelligence provides a foundation for employees to find deeper meaning in their work. In the face of unexpected and often tragic fires, spiritual intelligence can help them stay emotionally and mentally strong, even in the midst of stressful and risky situations. Spiritual intelligence encourages values such as compassion, empathy, and forgiveness, which can improve interpersonal relationships and teamwork. In the context of firefighting, effective teamwork is critical to the success of operations.

Conclusion

From the discussion that has been reviewed in this research, the conclusions in this research are as follows:

Intellectual intelligence does not have a significant effect on the performance of firefighter employees in Surabaya. This is indicated by the calculated t value of 1.422 which is smaller than the t table of 1.69 and the probability of 0.159 which is greater than 0.05. The ability to think logically and solve problems in the context of intellectual intelligence does not play an important role in the performance of firefighters. Other factors such as motivation, training, practical skills, physical endurance, and organizational culture play a greater role in improving their performance.

Emotional intelligence also has no significant effect on the performance of firefighter employees. With a t-value of 0.646 which is smaller than the t table and a probability of 0.520 which is greater than 0.05, the ability to manage one's own and others' emotions does not have a significant impact on performance in this job. The highly technical and routine work of firefighters tends to be more influenced by technical and physical skills, and variations in EQ measurements and a highly structured work environment may affect this result.

Spiritual intelligence has a significant and positive influence on the performance of firefighter employees. The calculated t value of 8.163 which is greater than the t table and the probability of 0.000 which is less than 0.05 indicates that spiritual intelligence plays an important role in improving performance. Spiritual intelligence which includes awareness of the purpose of life and the meaning of every action helps improve resilience, intrinsic motivation, teamwork, and ethical decision making. Employees with high spiritual intelligence tend to see their work as a calling in life and are able to maintain moral principles in every action.

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