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Organizational commitment moderate intellectual, emotional, and spiritual intelligence on managerial performance of MSMEs during the COVID-19 pandemic

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Abstract---This study aims to provide empirical evidence regarding the influence of intellectual intelligence, emotional intelligence and spiritual intelligence on the managerial performance of MSME actors during the COVID-19 pandemic, moderated by organizational commitment. This research was conducted on MSMEs in Gianyar Regency. The sampling technique in this study used a probability sampling method using random sampling, with a total of 382 MSME actors in Gianyar Regency. The analytical technique used is moderated regression analysis (MRA). The results of this study found that intellectual intelligence, emotional intelligence and spiritual intelligence had a significant positive effect on managerial performance, organizational commitment was able to strengthen the influence of intellectual intelligence and emotional intelligence on managerial performance and organizational commitment could not affect spiritual intelligence on managerial performance.

Keywords---managerial performance, intellectual intelligence, emotional intelligence, spiritual intelligence, organizational commitment.

Introduction

The decline in economic growth due to the COVID-19 pandemic has signaled MSME to increase organizational effectiveness, one of which is through the effectiveness of managerial performance which can be measured in three dimensions of activity, namely the ability of managers to make plans, the ability to achieve targets and the gait of managers outside the company. Meanwhile, in general, the f that affect managerial performance is divided into two, namely financial and non-financial. According to Mulyadi (2007:69), managerial performance is that can be used to increase organizational effectiveness which can be influenced by several f, namely talents and abilities, perceptions of roles, and efforts. Therefore, a company would be better off if it has managers who actually carry out their management duties while maintaining their integrity.

Manager performance does not stand alone because there are many f that influence it. A manager must have sufficient intellectual intelligence so that his cognitive abilities can be used optimally in carrying out his duties as a leader. According to Mardiani & Hanafi (2020), cognitive abilities are figure abilities, verbal abilities, and understanding and reasoning in the numerical field. The level of cognitive intelligence can show whether a person is smart or not. The cognitive aspects in question such as whether managers understand the company's vision and mission correctly, whether managers can motivate employees, whether managers can process information into a decision that the company needs and whether managers can take advantage of all situations to achieve company goals. These aspects are the basis that managers have intellectual intelligence through their cognitive abilities.

However, in improving the welfare of companies, businesses are starting to realize that intellectual intelligence alone is not enough, it must be balanced with good emotional qualities. According to Zohar and Marshall (2001), emotional intelligence is referred to as "heart intelligence" which is used to hone the sharpness of taste needed in building social capital in the form of relationships with other people. So that by having good emotional intelligence a manager will be better able to control himself. Especially when faced with difficult times in leading, managers who have good emotional control will make decisions without haste or rashness. Salovey & Mayer (1990) use the term emotional intelligence to describe a number of skills related to accurate assessments of one's own and others' emotions, as well as the ability to manage feelings to motivate, plan and achieve life goals. The results of Goleman's research study (2015) explain that intellectual intelligence used to solve problems involving logic only contributes 20% as affecting success in life and 80% is determined by other forces including emotional intelligence.

In optimizing the performance of managers, in addition to intellectual intelligence and emotional intelligence, spiritual intelligence is needed which aims to give spiritual meaning to his work so that he is better able to deal with various problems that will be experienced. Bayu & Sukartha (2019) explains if a leader or manager who has high spiritual intelligence can create employee comfort at work because they have a high awareness of themselves and their environment, have a patient and calm nature and are not arrogant or arrogant. Spiritual intelligence is

able to integrate two other abilities, namely intellectual intelligence and emotional intelligence because spiritual intelligence is a necessary foundation for the effective functioning of the two intelligences previously mentioned. Intellectual intelligence, emotional intelligence and spiritual intelligence are internal of managers who want to make these SMEs successful or smooth (Sulastyaningrum et al, 2019). If the three bits of intelligence can function effecttheely, it will produce extraordinary performance (Choiriah, 2013).

Research on Intellectual Intelligence, Emotional Intelligence and Spiritual Intelligence on Managerial Performance was conducted by (Putri & Wirawati (2020) from the results of the study it was found that intellectual intelligence, emotional intelligence and spiritual intelligence had a significant effect on managerial performance. The implications of this research are intellectual intelligence, intelligence Emotional intelligence and spiritual intelligence have an equally important role in improving the performance of a manager. Another study was conducted by research conducted by Pratiwi (2019), Theda & Sukarta (2018) and Bayu & Sukartha (2019) regarding the Effect of Intellectual Intelligence, Emotional Intelligence and Spiritual Intelligence. Based on this research, the results obtained are Intellectual Intelligence, Emotional Intelligence and Spiritual Intelligence have a Positive Effect on Performance.

However, unlike the research above, the research conducted by Jumadi (2020) found that emotional intelligence did not have a positive effect on the performance of SMEs. In line with Jumadi (2020), research conducted by Wijaya et al, (2020) stated that emotional intelligence had no significant effect on performance, Lanzart et al (2019) stated that emotional intelligence had a significant negative effect on employee performance and the results of negative research had no significant effect on intelligence. Emotional impact on employee performance is also generated from research conducted by (Angelica, 2020). Then, another study conducted by Angelica (2020) found that spiritual intelligence had a negative effect on performance. In addition, research on intellectual intelligence on performance was also conducted by Nilamartini et al (2021) which stated that there was a significant negative effect of intellectual intelligence on teacher performance.

Intellectual intelligence, emotional intelligence, and spiritual intelligence are used as independent variables in this study and tested for their effect on managerial performance which is the dependent variable of the study. The inconsistency of previous research provides a research gap related to the influence of intellectual intelligence, emotional intelligence and spiritual intelligence on managerial performance. The researcher predicts that there are f that influence the relationship between the independent variable and the dependent variable that can strengthen or weaken its influence. So the researchers decided to make an update by adding moderating variables which are expected to be able to reduce the gap in previous research. The moderating variable to be added to this research is an organizational commitment because organizational commitment is very closely related to the behavior of a person or individual related to the organization where the individual works. Organizational commitment is expected to be able to answer the inconsistencies of previous studies and reduce the existing gaps.

Managers in carrying out their duties and responsibilities require a strong commitment to the organization so that it can support its performance (Riyanto & Setiawati, 2019). This research is strengthened by research conducted by Apsari & Gayatri (2018), Saputro & Utomo (2018), Aristiani & Mimba (2019), and Putra & Gayatri (2020) with the results of this study showing that organizational commitment has a significant effect on managerial performance. Therefore, the intelligence (intellectual, emotional and spiritual) possessed by every manager will be stronger if it is not supported by a strong commitment, but the intelligence will further support the manager's performance if the manager has a strong commitment in the organization.

The grand theory used in this research is the Theory Of Planned Behavior with Goal Setting Theory as a supporting theory. The Theory of Planned Behavior can be used as a basis for a manager to behave in a conscious way and consider subjective norms and measure behavioral control in leading the organization. In addition to the above theory, Goal Setting Theory implies that an individual is committed to a goal, this theory provides a form of motivation that emphasizes the relationship between the goals set and the resulting performance. The theories above are used to measure the performance of managers in carrying out managerial processes as their goals, which will be optimal if managers have an adequate level of ability to utilize all available information. Where the three independent variables, namely intellectual intelligence, emotional intelligence and spiritual intelligence, are used as considerations for managers to behave and see the influence of organizational commitment in optimizing managerial performance.

Literature Review and Hypotheses Development

The Theory of Planned Behavior is the theoretical basis for carrying out certain behaviors. According to Mimba et al (2018), Theory of Planned Behavior provides an explanation of how intention (attitude toward behavior subjective norm, perceived behavior control) can influence a person to decide which behavior to take. Ajzen (2005) suggests that the attitude toward the behavior variable is the degree of positive or negative assessment of a particular behavior. The theory of planned behavior is able to influence the owners of MSMEs to manage their businesses so that they are able to think rationally, act honestly, not take sides with a particular interest which will affect the performance of the MSMEs. Based on these things, it can be concluded that someone with high intellectual intelligence tends to stay away from problems because of their ability to make decisions. Because the higher a person's intelligence, the better the attitude towards one's behavior in determining which direction the decision will be made. Research on the influence of intellectual intelligence on performance was carried out by Theda & Sukarta (2018), Bayu & Sukartha (2019), and Putri & Wirawati (2020) where the results of this study stated that intellectual intelligence had a positive and significant influence on performance.

H1: Intellectual intelligence has a positive effect on managerial performance.

The Theory of Planned Behavior is the theoretical basis for carrying out certain behaviors. According to Mimba et al (2018), Theory of Planned Behavior provides

an explanation of how intention (attitude toward behavior subjective norm, perceived behavior control) can influence a person to decide which behavior to take. The Theory of Planned Behavior uses the basic assumption that humans behave consciously and consider all available information. The perceived behavioral control variables and subjective norms in the theory of planned describe how a person understands that the behavior he exhibits is the result of control exercised by him. Behavioral control is an individual skill in sensitivity to reading the situation of oneself and the environment. In addition, the ability to control and manage behavioral f according to situations and conditions to control behavior, the tendency to attract attention, the desire to change behavior to suit others, please others. While subjective norm is a pressure felt by someone who comes from his social environment about whether or not to show something. The theory of planned behavior that can influence MSME managers to behave by recognizing their abilities and managing their emotions, so managers who have emotional intelligence can understand their role in society which leads to the understanding that they must follow the prevailing norms and values. As research conducted by Amalia & Ramadhan (2019), Theda & Sukarta (2018), Bayu & Sukartha (2019), and Putri & Wirawati (2020) with research results showing a positive influence on managerial performance, which means the higher the level of emotional intelligence. owned by the manager, it will be followed by an increase in the managerial performance of the manager.

H2: Emotional intelligence has a positive effect on managerial performance.

The Theory of Planned Behavior is the theoretical basis for carrying out certain behaviors. According to Mimba et al (2018), Theory of Planned Behavior provides an explanation of how intention (attitude toward behavior subjective norm, perceived behavior control) can influence a person to decide which behavior to take. The Theory of Planned Behavior uses the basic assumption that humans behave consciously and consider all available information. Attitude toward behavior, subjective norms and behavioral control in the theory of planned behavior Spiritual intelligence by considering the theory of planned behavior can affect the traits that are present from within a person in the form of personal, social and personal information. This makes MSME managers who have spiritual intelligence will have the ability to value, moral and act towards fellow living beings and be able to make themselves a positive person, full of peace and wisdom towards each other so that they are able to carry out their lives positively as well as being able to provide comfort to the surrounding environment. in work. Previous research conducted by Amalia & Ramadhan (2019), Theda & Sukarta (2018), Bayu & Sukartha (2019) and Putri & Wirawati (2020) stated that spiritual intelligence has a positive and significant influence on performance. This result means that the higher the level of spiritual intelligence, the performance will increase. The results of this study also support the results of research conducted by Zohar and Marshal (2007) in Supriyanto, which states that the highest and most valuable meaning, where humans will feel happy, lies in the aspect of spirituality. The higher the spiritual level, the feeling and serenity of life will increase. High spirituality will cause humans to be more pious and surrender to all forms of pleasure and trials.

H3: Spiritual intelligence has a positive effect on managerial performance.

Goal Setting theory implies that individuals are committed to goals. If an individual has a commitment then that commitment will affect actions and affect work consequences (Robbins, 2008). Indirectly, if the individual is committed to the goal, it will provide a strong motivation in realizing optimal performance. Through goal setting theory, organizational commitment will encourage the development of intellectual intelligence possessed by a manager to be able to direct thoughts or actions to think rationally so that they can deal with the environment effectively, understand the company's vision and mission, motivate employees and process information into decisions needed by the company so as to create performance. good managerial. Research conducted by Widyawati & Sari (2017) states that managers who have organizational commitment will have good managerial performance (Riyanto & Setiawati, 2019). This research is strengthened by research conducted by Apsari & Gayatri (2018), Saputro & Utomo (2018), Aristiani & Mimba (2019), and Putra & Gayatri (2020) with the results of this study showing that organizational commitment has a significant effect on managerial performance. Therefore, the intelligence (intellectual, emotional and spiritual) possessed by every manager will be stronger if it is not supported by a strong commitment, but the intelligence will further support the manager's performance if the manager has a strong commitment in the organization.

H4: The effect of organizational commitment strengthens the relationship between intellectual intelligence and managerial performance

Goal Setting theory implies that individuals are committed to goals. If an individual has a commitment then that commitment will affect actions and affect work consequences (Robbins, 2008). Indirectly, if the individual is committed to the goal, it will provide a strong motivation in realizing optimal performance. Goal setting theory encourages the emotional intelligence of a manager to be able to control emotions in themselves and when dealing with others, and use them effectively to motivate themselves and endure pressure, and control themselves to achieve productive relationships so as to create good managerial performance. good. Research conducted by Widyawati & Sari (2017) states that managers who have organizational commitment will have good managerial performance (Riyanto & Setiawati, 2019). This research is strengthened by research conducted by Apsari & Gayatri (2018), Saputro & Utomo (2018), Aristiani & Mimba (2019), and Putra & Gayatri (2020) with the results of this study showing that organizational commitment has a significant effect on managerial performance. Therefore, the intelligence (intellectual, emotional and spiritual) possessed by every manager will be stronger if it is not supported by a strong commitment, but the intelligence will further support the manager's performance if the manager has a strong commitment in the organization.

H5: The effect of organizational commitment strengthens the relationship between emotional intelligence and managerial performance.

Goal Setting theory implies that individuals are committed to goals. If an individual has a commitment then that commitment will affect actions and affect work consequences (Robbins, 2008). Through Goal setting theory, it encourages the spiritual intelligence of a manager to be able to provide comfort for employees

and those around them so as to create a conducive work atmosphere. With the comfort and conducive working atmosphere can create even better managerial performance. Research conducted by Widyawati & Sari (2017) states that managers who have organizational commitment will have good managerial performance (Riyanto & Setiawati, 2019). This research is strengthened by research conducted by Apsari & Gayatri (2018), Saputro & Utomo (2018), Aristiani & Mimba (2019), and Putra & Gayatri (2020) with the results of this study showing that organizational commitment has a significant effect on managerial performance. Therefore, the intelligence (intellectual, emotional and spiritual) possessed by every manager will be stronger if it is not supported by a strong commitment, but the intelligence will further support the manager's performance if the manager has a strong commitment in the organization.

H6: The effect of organizational commitment strengthens the relationship between spiritual intelligence and managerial performance.

Methods

A research location is a place or object for conducting research. In accordance with the problems raised in the background, the researchers determined the location of the research was Gianyar Regency. The researcher took the research location because Gianyar Regency has the highest number of MSMEs in the Province of Bali (Data Source: Office of Small and Medium Enterprises Cooperatives in Bali Province). The object of this research is the managerial performance of MSME managers. The population in this study are the or managers of all MSMEs located in Gianyar Regency with a total of 75,620 businesses in the agricultural sector, non-agricultural sector, service sector and trade sector. In this study, the method of determining the sample used was probability sampling using random sampling. Based on the calculation, it can be determined that the minimum sample size from the population is 382 MSMEs. The data collection method used in this research is a survey method with questionnaires. Respondents filled out a questionnaire on the google form link created by the researcher. Questionnaires are distributed online either sent via email or Whatsapp application. The MRA model used in this study is assumed to be linear and tested with a significance level of 5 percent. In the MRA Model to determine the type of moderator variable, it is necessary to compare the three regression equations.

Results and Discussion

Model Feasibility Test (Goodness of Fit)

The model's feasibility test (goodness of fit) aims to find out how the regression model is feasible or not to predict the effect of the independent variable on the dependent variable. This study uses three regression equations. The test results of each equation are shown in Tables 1, 2, and 3.

Table 1. Multiple Linear Regression Test Results

Variable	Unstandardized Coefficients		Standardized Coefficients		Sig.
	B	Std. Error	Beta	t	
(Constant)	1,362	0,734		1,855	0,064
X1	0,814	0,094	0,322	8,654	0,000
X2	0,613	0,053	0,375	11,57	0,000
X3	0,869	0,094	0,304	9,238	0,000
Ftest	= 1812,623				
Sig. Ftest	= 0,000				
Adjusted R Square	= 0,934				
Primary Data, 2022					

The determination of the results of multiple linear regression in Table 1 is 0.934. So it can be stated that the three independent variables in this test model can explain changes in managerial performance by 93.4 percent, while the remaining 6.6 percent are explained by other f. The resulting F-test value is 1812,623 with a significance of 0.000. Because the significant value is less than 0.05, the independent variable simultaneously affects the dependent variable. So it can be stated that the model meets the criteria of fit or fit.

Table 2. Multiple Linear Regression Test Results

Variable	Unstandardized Coefficients		Standardized Coefficients		Sig.
	B	Std. Error	Beta	t	
(Constant)	0,670	0,676		0,990	0,323
X1	0,487	0,094	0,193	5,175	0,000
X2	0,461	0,052	0,282	8,945	0,000
X3	0,513	0,095	0,180	5,382	0,000
Z	0,698	0,081	0,351	8,638	0,000
Ftest	= 1642,846				
Sig. Ftest	= 0,000				
Adjusted R Square	= 0,945				
Primary Data, 2022					

The determination of the results of the multiple linear regression test in Table 2 is 0.945. So it can be stated that the three independent variables and one moderating variable in this test model can explain changes in managerial performance by 94.5 percent, while the remaining 5.5 percent are explained by other f. The resulting F-test value is 1642.846 with a significance of 0.000. Because the significant value is less than 0.05, the independent variable simultaneously affects the dependent variable. So it can be stated that the model meets the criteria of fit or fit.

Table 3. Moderation Regression Test Results

Variabel	Unstandardized		Standardized	t	Sig.
	Coefficients		Coefficients		
	B	Std. Error	Beta		
(Constant)	2,984	0,371		8,051	0,000
X1	0,213	0,026	-1,732	-8,137	0,000
X2	-0,009	0,008	-0,118	-1,195	0,233
X3	0,037	0,015	0,268	2,542	0,011
Z	-0,155	0,021	-1,607	-7,480	0,000
X1*Z	0,008	0,001	2,860	8,244	0,000
X2*Z	0,355	0,083	0,257	4,262	0,000
X3*Z	-0,021	0,070	-0,016	-0,291	0,771
<i>Ftest</i>	= 52,434				
<i>Sig. Ftest</i>	= 0,000				
<i>Adjusted R Square</i>	=				
	0,486				

Primary Data, 2022

The determination of the results of the moderation regression test in Table 3 is 0.486. So it can be stated that the three independent variables, one moderating variable and three interaction variables in this test model can explain changes in managerial performance by 48.6 percent, while the remaining 51.4 percent are explained by other f. The resulting Ftest value is 52.434 with a significance of 0.000. Because the significant value is less than 0.05, the independent variable simultaneously affects the dependent variable. So it can be stated that the model meets the criteria of fit or fit.

Hypothesis testing

The Effect of Intellectual Intelligence on Managerial Performance of MSMEs During the Covid-19 Pandemic

Based on table 1, the test results show the t-test of 8.654 with a significance of 0.000. This means that intellectual intelligence is positively correlated with managerial performance. In addition, the significance value is less than than the level of significance (0.05) indicating that the hypothesis can be accepted, meaning that there is a significant influence between intellectual intelligence on managerial performance. Based on this, it means that intellectual intelligence has a significant positive effect on the managerial performance of MSME in Gianyar Regency during the COVID-19 pandemic.

Theoretically also described in the Theory of planned behavior proposed by Ajzen (2005) provides an explanation of how intention (attitude toward behavior subjective norm, perceived behavior control) can influence a person to decide the behavior to be carried out. This theory is able to encourage MSME to be able to manage their business by communicating well, thinking rationally, acting honestly, not taking sides with a particular interest which will affect the performance of the MSME. The ability to think rationally, act honestly, do not take sides with a particular interest in line with the results of this study, namely

that there is a significant influence between intellectual intelligence and managerial performance of MSME

Based on this analysis, the intellectual intelligence variable is a factor that has a high level of significance during the covid-19 pandemic, because quantitatively and in the field, the intellectual intelligence of MSME in Gianyar Regency is very good. The rise or fall of managerial performance during the COVID-19 pandemic is not determined by the intellectual intelligence possessed by MSME in Gianyar Regency because there are other factors outside of intellectual intelligence that are more dominant in influencing managerial performance. This is in line with research conducted by Pramudi et al (2018) and Nilamartini (2020) with the result that intellectual intelligence has a negative influence on the performance of BPJS Regional Division II leaders. The higher the intelligence quotient (IQ) owned by the BPJS Regional Division II leadership, the performance will decrease. This provides an explanation that the intelligence quotient (IQ) possessed by leadership does not provide a positive response to the leader's performance. There are other factors besides intellectual intelligence (IQ), which can be factors that can improve the performance of the BPJS Regional Division II leadership, such as the work environment and work-life balance. Supported by the results of research conducted by Nilamartini et al (2021) which explains that intellectual intelligence has a significant negative effect on teacher performance at SMP Islam Athirah 1 Makassar.

The Effect of Emotional Intelligence on Managerial Performance of MSME During the Covid-19 Pandemic

Based on table 1 the test results show a t-value of 11,570 with a significance of 0.000. This means that emotional intelligence is positively correlated with managerial performance. In addition, the significance value which is less than than the level of significance (0.05) indicates that the hypothesis is accepted, meaning that there is a significant influence between emotional intelligence on managerial performance. Based on this, it means that emotional intelligence has a significant positive effect on the managerial performance of MSME in Gianyar Regency during the covid-19 pandemic.

Based on this analysis, the emotional intelligence variable has a negative and insignificant correlation during the covid-19 pandemic, this means that emotional intelligence is not used optimally by MSME in Gianyar district. Lack of self-awareness in managing emotions so that they are less able to understand themselves and understand others which will have an impact on the managerial performance of the business they lead so that it is not enough to achieve maximum results. The results showed that emotional intelligence still cannot be seen as a variable that can affect employee performance, or even respondents think that emotional intelligence is not enough to achieve maximum results. This finding is certainly in line with the results of research (Sierra et al., 2013) and (Darman & Adha, 2021). Emotional intelligence is seen from several sides: education level, gender, and age, where the results of the study show that emotional intelligence has no significant effect on performance. According to Goleman (2005) emotional intelligence is seen from five levels. The emotional level has nothing to do, or it can be said that this variable is still considered foreign by

employees with their performance. Responses from employees see that emotional intelligence is only limited to what they feel when interacting and the workload given to them affects their mood. Emotion management has not been able to be done by employees when the emotional intelligence variable is an important element to maximize work. Further research was carried out by Pangestu & Efendi (2019), Darman (2020) where the results showed that intellectual intelligence and spiritual intelligence had a significant influence on performance. At the same time, emotional intelligence is still not able to influence employee performance. Research conducted by Jumadi (2020) and Lanzart (2019) also supports the results of this study where emotional intelligence has a negative influence which will reduce managerial performance.

Salovey and Mayer (1990) suggest that understanding can be a key feature of emotional intelligence behavior. They define understanding as the ability to understand another person's emotions and experience them again. Plutchik (1987) believes that understanding is not a separate emotion, but a kind of induction process by which emotions, both positive and negative, are shared and increase opportunities for action. In this way, understanding serves to bring people together. Mayer, Salovey, *The Effect of Spiritual Intelligence on the Managerial Performance of MSMEs During the Covid-19 Pandemic*

Based on table 1, the test results show t-value of 9.238 with a significance of 0.00. This means that spiritual intelligence has a positive effect on managerial performance. In addition, the significance value is less than than the level of significance (0.05) indicating that the hypothesis can be accepted, meaning that there is a significant influence between spiritual intelligence on managerial performance. Based on this, it means that spiritual intelligence has a significant positive effect on the managerial performance of MSME in Gianyar Regency during the covid-19 pandemic.

This result is in accordance with the theory of planned behavior. The theory of planned behavior explains how intentions in the form of attitudes towards behavior, subjective norms and behavioral control can affect the spiritual intelligence of an MSME , so that they can decide the behavior to be carried out, where the behavior shown is being able to harmonize words and actions, prioritizing honesty, uphold moral values, have courage, be careful in acting and have the determination to fill a life that is beneficial to oneself and others. This shows that even though they are in a COVID-19 pandemic, MSME in Gianyar Regency can still create a sense of comfort for the workers so that they can create harmonious relationships in order to realize better managerial performance.

The results of this study are in line with previous research conducted by (Putri & Wirawati, 2020) and Jumadi (2020) which stated that spiritual intelligence had a significant positive effect on the managerial performance of village government administrators. Other research from Bayu & Sukartha (2019), Theda & Sukartha (2018)) and Nasrul & Alfalah (2020) state that if spiritual intelligence increases, the performance of MSMEs will also increase. Zohar and Marshall (2001) also explain that spiritual intelligence helps a person develop towards a better organization.

The Role of Organizational Commitment in Moderating the Effect of Intellectual Intelligence on Managerial Performance of MSME During the Covid-19 Pandemic

Based on table 3 the test results show t-value of 8.244 with a significance of 0.000. This means that organizational commitment strengthens intellectual intelligence on managerial performance. In addition, the significance value is less than than the level of significance (0.05) indicating that the hypothesis can be accepted. Based on these results, it means that organizational commitment strengthens the influence of intellectual intelligence on managerial performance. The results of this study are in line with the goal setting theory adopted in this study. In this theory it is assumed that individuals have set goals for their future behavior, and these goals will influence actual behavior. In other words, this theory states that individual behavior is governed by the ideas/thoughts and intentions they have to achieve the expected performance.

The Role of Organizational Commitment in Moderating the Effect of Emotional Intelligence on Managerial Performance of MSME During the Covid-19 Pandemic
Based on table 3 the test results show t-value of 4.262 with a significance of 0.000. This means that organizational commitment strengthens emotional intelligence on managerial performance. In addition, the significance value is less than than the level of significance (0.05) indicating that the hypothesis can be accepted. Based on these results, it means that organizational commitment strengthens the influence of emotional intelligence on managerial performance.

The results of this study are in line with the goal-setting theory adopted in this study. In this theory, it is assumed that individuals have set goals for their future behavior, and these goals will influence actual behavior. In other words, this theory states that individual behavior is governed by the ideas/thoughts and intentions they have to achieve the expected performance. and Caruso (2004) then define emotional intelligence as the ability to explain emotions to improve thinking skills. This includes feeling emotions properly, approaching and creating emotions to support thinking, understanding emotions and knowledge of emotions, and regulating emotions to promote emotional development and intellectual growth. One of the weaknesses in developing good emotional intelligence is limiting the ability to think critically. In other words, when using emotions to relate to other people, then, by default turn off critical thinking skills that prove to be a bottleneck when important decisions have to be made.

The Role of Organizational Commitment in Moderating the Effect of Emotional Intelligence on Managerial Performance of MSME During the Covid-19 Pandemic

Based on table 3 the test results show t-value of 4.262 with a significance of 0.000. This means that organizational commitment strengthens emotional intelligence on managerial performance. In addition, the significance value is less than than the level of significance (0.05) indicating that the hypothesis can be accepted. Based on these results, it means that organizational commitment strengthens the influence of emotional intelligence on managerial performance. The results of this study are in line with the goal setting theory adopted in this

study. In this theory it is assumed that individuals have set goals for their future behavior, and these goals will influence actual behavior. In other words, this theory states that individual behavior is governed by the ideas/thoughts and intentions they have to achieve the expected performance.

The Role of Organizational Commitment in Moderating the Effect of Intellectual Intelligence on Managerial Performance of MSME During the Covid-19 Pandemic

Based on table 3 the test results show t-value of -0.291 with a significance of 0.771. t-value of -0.291 means that organizational commitment weakens spiritual intelligence on managerial performance. In addition, the significance value is greater than the level of significance (0.05) indicating that the hypothesis can be rejected. Based on these results, it means that organizational commitment weakens the influence of emotional intelligence on managerial performance.

Based on this analysis, the spiritual intelligence variable is a f that has a negative correlation and does not have a high level of significance during the covid-19 pandemic, so that the spiritual intelligence variable is not an important variable to study. Quantitatively and the facts in the field of spiritual intelligence of MSME in Gianyar Regency have been very good, this is evidenced by the customs and culture of the local community in performing offerings/yadnya. So that if it is associated with indicators of spiritual intelligence, namely self-integrity, respect for life/work and reluctance to cause unnecessary losses, MSME in Gianyar Regency have been able to cope with behavior in intellectual intelligence well so that they can create good managerial performance as well. The results of this study are in line with the goal setting theory adopted in this study. In this theory it is assumed that individuals have set goals for their future behavior, and these goals will influence actual behavior. In other words, this theory states that individual behavior is governed by the ideas/thoughts and intentions they have to achieve the expected performance.

Simultaneous Test (F Test)

The test results show the F-test value of 52.434 in Table 3 with a significance of 0.000. The significance value of all independent variables, moderating and interaction on managerial performance. These results also show that the model used in this study is a fit model.

Coefficient of Determination (R²)

Based on table 3, the test results show the Adjusted R-square is 0.486. This means that changes that occur in managerial performance can be explained by all independent variables, moderating and interaction up to 48.6 percent, while the remaining 51.4 percent is explained by other f.

Conclusion

Managerial performance, of course, organizational leaders must have good intellectual, emotional and spiritual intelligence so that they can maximize the

performance to be achieved. In this study, MSME leaders, both managers and other MSME, must have the expected behavior in creating good managerial performance by having intellectual, emotional and spiritual intelligence. The results of this study show several differences, where managerial performance is not influenced by the emotional intelligence possessed by MSME during the covid-19 pandemic. Lack of self-awareness in managing emotions so that they are less able to understand themselves and understand others which have an impact on the managerial performance of the MSMEs they lead so that it is not enough to achieve maximum results. Moreover, the COVID-19 pandemic situation is an uncertain/changing condition so that MSME still have a high ego so that it can reduce the managerial performance of the organization they lead. Other research results show that intellectual and spiritual intelligence can affect managerial performance. In running their business, MSME still pay attention to behaviors related to intellectual and spiritual intelligence such as being able to communicate well, the ability to analyze the latest information, think critically in accordance with the logic of thinking and future impacts so that they can make decisions that can improve managerial performance. organization. The results of this study are used as input for MSME leaders. With this research, it is hoped that it can be used as a reference in improving managerial performance in the organization it leads. MSME leaders must pay attention to intelligence both intellectually, emotionally and spiritually so that they can create good managerial performance in the future. This study still uses interpretation in measuring each variable, further researchers are expected to be able to analyze with a qualitative approach so that generalizations (generally accepted theories) can be more comprehensive both quantitatively and qualitatively.

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