

# Employee Performance in Bank Syariah Indonesia (BSI) Reviewed from Spiritual Intelligence

Ninik Srijani <sup>1</sup>, Siti Aisyah <sup>2</sup>, Roni Wiranata <sup>2</sup>, Lilik Sri Hariani <sup>3</sup>, Kadani Kadani <sup>4</sup>

<sup>1</sup>Universitas PGRI Madiun, Madiun, Indonesia

<sup>2</sup>STKIP PGRI Lumajang, Lumajang, Indonesia

<sup>3</sup>Universitas PGRI Kanjuruhan Malang, Malang, Indonesia

<sup>4</sup>Universitas PGRI PGRI Bhineka Tulungagung, Tulungagung, Indonesia

**Abstract** – The study aims to analyze spiritual intelligence's impact on employee performance at PT. Bank Syariah Indonesia's main and sub-branches in East Java, Indonesia. It seeks to enhance understanding of how spiritual resources predict performance beyond conventional measures. Employing explanatory research with a causal approach, the research includes employees from both branches, using a census method for sampling. Data collection involves spiritual intelligence questionnaires and supervisor performance assessments. The research intends to establish a causal link between spiritual intelligence and employee performance. A unique aspect is the integration of spiritual intelligence into employee development and human resource management, validating its holistic incorporation. The research demonstrates a significant correlation between spiritual intelligence and employee performance at both branches. In an Islamic business context, where spirituality holds importance, this study provides fresh insights into the connection between spiritual intelligence and employee performance. The findings can guide management in creating comprehensive strategies that incorporate spiritual aspects, fostering a balanced and productive work environment.

**Keywords** – spiritual intelligence, employee, performance, explanatory research.

## 1. Introduction

Human resources are a crucial aspect in determining the success of a company. The purpose of this research is to examine and analyze the influence of spiritual intelligence on the performance of employees at PT. Bank Syariah Indonesia, Tbk. In achieving the company's level of success through the deepening of the company's philosophy, corporate planning, corporate policies, and corporate goals and strategies [1], argue that spiritual intelligence makes humans complete beings. Therefore, one of the company's strategies is to enhance the quality and quantity of human resources, including motivation, skills, and work behavior.

According to [2], the utilization of human resources is crucial as it is an escalating asset towards strategic goals that rely on employee inspiration and performance. According to [3], performance is a construct within the field of psychology and human resources. Meanwhile, [4] argue that performance is a function of knowledge, skills, abilities, and motivation directed towards behavior; for example, responsibility in a job task.

Spiritual intelligence is the intelligence to confront problems, find meaning, and position individual behavior within a broader context of meaning, intelligence to assess that individual actions are more meaningful than others. According to the research by [5], emotional intelligence and spiritual intelligence have a positive influence on individual success and performance. Meanwhile, according to [6], spiritual intelligence has a significant relationship with marketing performance and innovation. Based on these studies, management then reviews and analyzes spiritual intelligence to achieve organizational goals.

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**Corresponding author:** Ninik Srijani,  
Universitas PGRI Madiun, Madiun, Indonesia

**Email:** [niniksrijani@unipma.ac.id](mailto:niniksrijani@unipma.ac.id)

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Banking business is an integral part of service and trust [7]. The increasingly fierce competition among banks allows the provision of the best possible services to all customers. If customers receive excellent and prioritized service, it will further enhance their trust in the bank, thereby expected to boost the banking business, as reflected in the slogan of PT. Bank Syariah Indonesia, Tbk., which is "Financial Friends, Spiritual Friends, and Social Friends."

According to [8], awareness of the importance of providing the best service to customers has driven PT. Bank Syariah Indonesia, Tbk, is to continuously strive to meet customer expectations. This includes maintaining cleanliness and comfort in the outlets, ensuring the frontline staff's neat appearance and friendly demeanor, as well as having knowledge about banking programs and products. Additionally, customers also expect accurate solutions to any issues in their financial transactions from the banking institution. Fast, secure, and user-friendly transaction processes are essential for customers. Therefore, various banks are competing to improve the quality of their services to customers.

One of the measures of improvement in the quality of banking services is reflected in the survey results and assessment indicators known as the Bank Service Excellence Monitor (BSEM) in 2022. The BSEM is conducted annually by Marketing Research Indonesia (MRI), an independent institution competent in conducting surveys on services and marketing in Indonesia. In this case, the researchers focused on the performance of the Customer Service (CS) and Tellers of PT. Bank Syariah Indonesia, Tbk. Based on the BSEM survey results by MRI, PT. Bank Syariah Indonesia, Tbk. ranked first among the 5 Sharia Commercial Banks (BUS) in terms of customer experience and quality of service at every touchpoint that connects customers with the bank, even amidst the ongoing turbulent crisis.

## 2. Literature Review

Performance originates from the term job performance or actual performance, which means work achievement or as a measure of success and progress attained by an individual, group, or organization in achieving actual accomplishments. Job performance is a vital component in the field of psychology and human resource management [9]. Performance refers to what is done and what is not done by employees [10]. Employee performance influences the extent to which employees contribute to the company. Therefore, the term is commonly used to measure the extent to which a worker or organization has achieved the goals or targets set,

both in terms of the quantity of internal employee factors and the quality of external employee factors.

There are six indicators to measure individual employee performance, namely: (1) quality of work, measured by employees' perception of the quality of work produced and the completeness of tasks in relation to their skills and abilities, (2) quantity, which represents the amount produced in terms of units or completed activity cycles, (3) timeliness, indicating the level of activities completed on time, considering coordination with outcomes and maximizing available time for other activities, (4) effectiveness, reflecting the level at which company resources are maximized to increase the output of each resource unit, (5) self-reliance, denoting the level at which an employee can carry out their job functions independently, and (6) work commitment, representing the commitment and responsibility of employees towards the organization [11].

The success of an individual's performance in a company requires evaluation and performance assessment. Performance assessment is the process of evaluating how well an employee performs their job compared to established performance standards, with the aim of assessing the quality and quantity of work outcomes and providing feedback on their performance [12]. Additionally, performance evaluation and assessment guidelines can be conducted regularly or periodically, involving supervisors, coworkers, and the employees themselves. This is beneficial for the assessed individual's career development and the overall development of the company [13].

Factors related to attitudes for improvement in employee performance assessment include: (1) work discipline, which is the attitude of compliance and adherence to company regulations, (2) effective leadership, where employees feel valued and motivated when they have good leaders who provide positive and constructive feedback, (3) positive work environment, where employees feel comfortable and happy in their work environment, leading them to work harder and perform better, (4) development opportunities, such as training and skill development, promotions, and new job opportunities, which can help employees feel valued and provide additional motivation, (5) recognition of achievements, giving recognition for employees' accomplishments can help enhance their motivation and self-confidence, (6) concern for employee welfare, where employees feel valued if their company cares about their well-being, providing health benefits, leave, and flexible working hours can enhance employee motivation and make them feel appreciated, and (7) job rewards, something given by the company to high-performing employees [14].

Task performance refers to an employee's ability to complete job-specific tasks assigned to them according to the standards set by the company. It includes the employee's ability to complete tasks in a timely manner, within specified deadlines, and with adequate quality. Task performance is one of several aspects in assessing employee performance. Task performance can be measured through quantitative evaluation, such as the number of tasks completed within a given time frame, achieved targets, or productivity. Additionally, task performance can also be measured qualitatively, such as customer satisfaction or the quality of work outcomes [15]. Thus, task performance generally encompasses productivity, quality, and knowledge in a job, which reflects an employee's performance.

Contextual performance refers to an employee's ability to engage in actions beyond their job-specific duties that can help enhance the overall effectiveness of the organization. Contextual performance includes behaviors that support organizational goals and contribute to an improved work environment, such as assisting colleagues, providing moral support, or contributing to innovation [16]. In general, contextual performance is a form of behavior performed to achieve goals in the workplace, such as taking on extra roles, showing initiative, knowledge sharing, or mentoring in the workplace [17].

According to [18], spirituality has been associated with positive outcomes, including physical health, healthy self-concept, and well-being, reduced mood disturbances, more satisfying interpersonal relationships, and improved brain function. According to [19], spirituality in the context of business research is seen as a key indicator for long-term organizational success. Organizations today strive to align themselves with potential by maximizing the commitment, satisfaction, and intrinsic motivation of employees by focusing on various spiritual domains. Spirituality is seen as a strategic philosophy that influences the visionary aspects of an organization. [20], define workplace spirituality as a value framework that enables individuals to develop self-awareness of the meaning and purpose of their lives, establish healthy relationships with oneself, others, and the surrounding environment, and cope with workplace stress and conflicts.

In the context of human resource management, companies can develop employees' spiritual intelligence through training and development programs, such as mindfulness training, meditation, or interpersonal skill development. Companies can also seek employees with high spiritual intelligence during the recruitment and selection process. According to [21], spiritual intelligence is defined as the ability to explore the meaning and purpose of life

and the ability to express oneself creatively and authentically. According to [22], the concept of spiritual intelligence in relation to the workplace has three components: spiritual intelligence as an inner life value, as meaningful work, and as community. In the context of business organizations, spiritual intelligence is increasingly recognized as an important factor in promoting employee well-being, increasing productivity, and building a positive and inclusive work culture. Companies can develop employees' spiritual intelligence through training and development programs.

Furthermore, [23] in their research differentiate spiritual intelligence from religiosity in the workplace. Religiosity is more focused on one's relationship with God, whereas spiritual intelligence is more focused on a deep and interconnected relationship between individuals and their broader surroundings. According to [24], spiritual intelligence is the ability to give meaning to worship in every behavior and activity through innate steps and thoughts, towards becoming a whole and holistic individual with an integralistic mindset, guided solely by God. On the other hand, according to [25], someone with high spiritual intelligence possesses strong principles and vision, can give meaning to every aspect of life, and is able to manage and endure difficulties and hardships.

Spiritual intelligence has numerous effects on human life, including in the workplace. Experts believe that the function and effects of spiritual intelligence are highly significant. According to [26], the most important applications of spiritual intelligence in the workplace include: (1) Leadership development, where it can assist leaders in leading with compassion and inspiration, and help them develop ethically and spiritually responsible policies and strategies; (2) Enhancing employee performance, as employees with spiritual intelligence tend to have high motivation and enthusiasm for work. They also have the ability to explore and express themselves authentically and creatively, leading to improved performance and productivity. (3) Improving workplace relationships, as spiritual intelligence can assist employees in building healthy and supportive work relationships and understanding others' perspectives better; (4) Enhancing employee well-being and happiness, as spiritual intelligence can help employees in coping with workplace stress and pressure, and finding peace and happiness in life.

According to [27], an attempt has been made to define the elements of spiritual intelligence into 6 indicators, which include: (1) The ability to understand the meaning of life and a greater purpose in their work and how it relates to organizational values. (2)

The ability to reflect and develop an understanding of oneself and one's role in the work environment and society; (3) The ability to demonstrate gratitude and appreciate the opportunities and resources given to them. (4) The ability to practice moral and ethical values in interactions with coworkers and clients. (5) The ability to address conflicts and problems with courage, patience, and an open heart. (6) The ability to show empathy and deep concern for others in the work environment.

Meanwhile, according to [28], there are seven indicators of spiritual intelligence, which include: (1) Compassion for others, where employees with spiritual intelligence tend to have a high level of care and concern for fellow human beings and other living creatures. They can feel empathy and understand others' feelings, and they exhibit kindness and helpfulness; (2) Self-awareness, where employees with spiritual intelligence have a good understanding of themselves, including recognizing their strengths, weaknesses, and the values they uphold; (3) Life purpose, where employees with spiritual intelligence have a clear understanding of their life's purpose and a desire to achieve it; (4) Gratitude, where employees with spiritual intelligence have a high level of gratitude for various aspects of life, including successes, difficulties, or failures; (5) Forgiveness, where employees with spiritual intelligence are able to forgive themselves and others, and they do not let negative emotions dominate them; (6) Courage, where employees with spiritual intelligence have the courage to face challenges and obstacles in life, and they are willing to make difficult decisions when necessary; (7) Loving-kindness, where employees with spiritual intelligence have deep compassion for all living beings, and they treat others kindly without expecting anything in return. All of these indicators can influence employee performance, both in interpersonal relationships and in achieving organizational goals. Therefore, spiritual intelligence can be an important factor in selecting and developing high-quality employees.

Meanwhile, it explains that for a leader, high motivation is indeed crucial to perform well. One type of motivation that can have a positive impact on leadership is spiritual transformation motivation. Spiritual transformation motivation refers to a leader's efforts to motivate employees to achieve higher goals through aspects of spirituality and belief. Leaders with spiritual transformation motivation tend to view employees as individuals with spiritual needs that need to be fulfilled. This can inspire employees to enhance the quality of their performance and make greater contributions to the organization.

The research conducted by [29], provides evidence of the influence of spiritual intelligence in the workplace, specifically regarding the impact of spirituality on career development behavior. This study was conducted in three different companies, namely PT. PLN (Persero) Distribusi Jawa Tengah dan DI Yogyakarta, PT. Bank Negara Indonesia (Persero) Tbk. Cabang Surabaya, and PT. Telkom Indonesia, over a period of three years, has involved 274 respondents through quantitative research. The results of their research indicate that spiritual intelligence influences an individual's career goals in the workplace. Individuals who bring spiritual meaning into their work experience a sense of purpose and meaning in their lives and jobs. This drives and motivates them to enhance their performance, enabling them to advance further in their careers.

Spiritual intelligence influences an individual's behavior in the workplace because it enriches their spiritual dimension, which involves values, beliefs, empathy, freedom, and higher self-awareness. According to [30], the findings from their research indicate that employees with high spiritual intelligence tend to have a stronger commitment to the organization they work for. Similarly, research by [31], suggests that spiritual intelligence can be an important factor in enhancing employee engagement and job satisfaction in the banking sector in India. Based on the above discussions, the hypothesis to be tested in this study is that spiritual intelligence has a positive influence on the performance of employees in the banking industry.

### 3. Methodology

This study employs an explanatory research method with a causal approach, wherein the researcher examines causal factors of a phenomenon and their impacts on other variables to establish interpretations of results in the form of cause-effect relationships. The primary data source comprises both offline and online questionnaires, which aggregate respondent agreement or disagreement for analysis. The Likert Scale, ranging from 1 to 5, measures opinions of the research sample, consisting of respondents. To support the primary data, secondary data in the form of PT. Bank Syariah Indonesia, Tbk, profiles are used. The census method is applied to gather samples from the entire population of Customer Service (CS) and Tellers at the Main Branch Office and Branch Offices of PT. Bank Syariah Indonesia, Tbk. in Madiun City, Magetan District, Ngawi District, Pacitan District, and Ponorogo District's operational areas. The total sample size is 37 individuals. The census method is chosen for its small error and generalizability.

Construct validity is tested using bivariate Pearson correlation, while reliability employs Cronbach's alpha with a single-trial administration approach. Hypotheses are tested through multiple regression analysis using IBM SPSS Statistics Version 25.0 software.

#### 4. Result

Bivariate Pearson correlation, according to [55], is a statistical technique used to measure the strength of the relationship between two measurable quantitative variables. This method uses the Pearson correlation coefficient ( $r$ ) to evaluate the strength and direction of the relationship between the two variables by comparing the obtained  $r_{\text{value}}$  with the critical  $r_{\text{value}}$ . The calculated correlation coefficient ( $r$ ) for each item can be found in the output of the Pearson correlation analysis. Based on the SPSS output, the obtained  $r_{\text{value}}$  is shown in Table 1:

Table 1. Product Moment Correlation

Indicator	Calculated $r_{\text{value}}$	Calculated $r_{\text{table}} = 0,170$	Note
Indicator 1	0.420	$r_{\text{count}} > r_{\text{table}}$	Valid*
Indicator 2	0.551	$r_{\text{count}} > r_{\text{table}}$	Valid*
Indicator 3	0.442	$r_{\text{count}} > r_{\text{table}}$	Valid*
Indicator 4	0.627	$r_{\text{count}} > r_{\text{table}}$	Valid*
Indicator 5	0.743	$r_{\text{count}} > r_{\text{table}}$	Valid*
Indicator 6	0.763	$r_{\text{count}} > r_{\text{table}}$	Valid*
Indicator 7	0.604	$r_{\text{count}} > r_{\text{table}}$	Valid*
Indicator 8	0.541	$r_{\text{count}} > r_{\text{table}}$	Valid*
Indicator 1	0.656	$r_{\text{count}} > r_{\text{table}}$	Valid*
Indicator 2	0.616	$r_{\text{count}} > r_{\text{table}}$	Valid*
Indicator 3	0.821	$r_{\text{count}} > r_{\text{table}}$	Valid*
Indicator 4	0.776	$r_{\text{count}} > r_{\text{table}}$	Valid*
Indicator 5	0.800	$r_{\text{count}} > r_{\text{table}}$	Valid*

\*. Correlation is significant at the 0.05 level (2-tailed).

\*\*. Correlation is significant at the 0.01 level (2-tailed).

Source: Processed data, researchers from IBM SPSS Statistics Version 25.0.

Based on the data in the table above, it can be concluded that the  $r_{\text{value}}$  for all items in the spiritual intelligence variable is higher than the critical  $r_{\text{value}}$  of 0.170. This suggests that all the statement items used to measure spiritual intelligence have been well-tested and are considered to meet the validity criteria. Furthermore, it can also be concluded that the  $r_{\text{value}}$  for all items in the dependent variable of employee performance is higher than the critical  $r_{\text{value}}$  of 0.170. This indicates that all the statement items used to measure employee performance have been well-tested and are considered to meet the validity criteria.

Reliability in the context of research refers to the extent to which a measuring instrument or tool can be relied upon to produce consistent and accurate results in measuring a specific construct or phenomenon.

In other words, reliability measures how consistent the measuring instrument is in providing similar results when repeated at different times or under different circumstances. In the research we mentioned, the mentioned table might contain data or information related to the reliability of the measuring instrument used.

The reliability of the measuring instrument is a key factor in determining the validity of research results, as results that are not reliable cannot be relied upon to draw strong conclusions.

There is a commonly used method to measure reliability, which involves using Cronbach's alpha. Cronbach's alpha is a statistical method that measures the extent to which items or questions in a questionnaire have a similar relationship to one another, or the extent to which these items measure the same construct. Cronbach's alpha coefficient ranges from 0 to 1, where higher values indicate greater reliability.

The process of calculating reliability using Cronbach's alpha involves calculating the correlation between all pairs of question items in the measuring instrument. This correlation indicates how consistent the responses from various items are with each other. After these correlations are calculated, these values are used to calculate the internal reliability of the measuring tool. If the Cronbach's alpha value exceeds a certain threshold, for example, 0.70, then the instrument is considered to have adequate reliability.

Table 2. Interpretation of Research Results

Predictor and Explanatory Models	Minimal	Maximal	$\mu$	$\sigma$
Spiritual Intelligence	58.0	634.0	213.622	21.6576
Employee Performance	67.0	773.0	303.681	25.2722
Valid N ( <i>listwise</i> )	37			
Cronbach's Alpha				806 <sup>a</sup>
Representation of the Classical Assumptions	Spiritual Intelligence	Employee Performance	Intercept Model	
Asymp. Sig. (2-tailed)	.114 <sup>c</sup>	.119 <sup>c</sup>		
Durbin Watson				2.798
Variance Inflation Factor	1.408	1.408		
Adjusted R <sup>2</sup>				.612
F <sub>-calculated</sub>				31.805
P-Value F <sub>-calculated</sub>				.000 <sup>b</sup>
Coefficients <sup>a</sup>	$\beta$ Value	Std. Error	T <sub>count</sub>	$\alpha$
Constant	310.191	45.571		
Spiritual Intelligence	2.214	.435	2.369	.003

Test distribution is Normal, Calculated from data, Lilliefors Significance Correction, Predictors: (Constant), Spiritual Intelligence, and Dependent Variable: Employee Performance

Note: \*, \*\* indicates significance at 1% and 5%.

Source: Processed data, researchers from IBM SPSS Statistics Version 25.0.

Based on the data in the table above, there are two variables analyzed, namely employee performance as the dependent variable and spiritual intelligence as the independent variable. The results of the data depict two predictor and explanatory models, namely concerning "Spiritual Intelligence" and "Employee Performance." For the "Spiritual Intelligence" model, the range of values spans from 58.0 to 634.0, with an approximate mean of 213.622 and a standard deviation of around 21.6576. Meanwhile, within the "Employee Performance" model, the range of values varies between 67.0 and 773.0, with an average of about 303.681 and a standard deviation of approximately 25.2722. The total valid observations in this analysis amount to 37. Thus, the data provides insights into the value variation, means, and standard deviations in both models, as well as the quantity of data used in the analysis.

The dataset also shows Cronbach's alpha with the aim of obtaining the measure of internal reliability or internal consistency of the scale of each variable's instrument. Thus, a Cronbach's alpha value of 0.806 is obtained, indicating that the instrument used has a good level of internal reliability. This implies that the items in the instrument have high consistency in measuring the construct of the variable. In other words, the instrument can be relied upon and consistently produces the intended results.

The tested intercept model has met and represents the assumptions of classical assumptions. This can be observed from the Asymp. Sig. (2-tailed) values of each variable, which are  $114 > 0.05$  for spiritual

intelligence and  $119 > 0.05$  for employee performance.

Thus, it can be assumed that the time variable in the dataset has a normally distributed range and there are no significant issues related to the variables used. Furthermore, in fulfilling the classical assumption of Durbin-Watson, a value of 2.798 is obtained, which is close to 2 within the scale range of 0 to 4. This indicates that there is no significant autocorrelation in the residual of the regression model. On the other hand, in fulfilling the classical assumption of variance inflation factor, a value of 1.408 is obtained for the independent variable. This indicates that there is no significant multicollinearity issue with the predictor variable, as the variance inflation factor value around 1 suggests that the variables are independent of each other and not significantly correlated.

In this study, there is also an Adjusted R<sup>2</sup> value of 0.612, an F<sub>-value</sub> of 31.805, and a p<sub>-value</sub> of the F<sub>-test</sub> of 0.000. Therefore, based on these analysis results, it can be interpreted that 61.2% of the variance can be explained by the predictor variables used in the model, while the remaining 38.8% is likely influenced by other factors outside the study. Additionally, the F<sub>-value</sub> of 31.805 and the p<sub>-value</sub> of the F<sub>-test</sub> of 0.000 indicate that the regression model used in this study has a significant contribution in explaining the variance of the data. Furthermore, the predictor variables collectively and significantly influence the dependent variable based on the low F<sub>-value</sub> and p<sub>-value</sub> of the F<sub>-test</sub>.

From the multiple linear regression test results in the table above, we can formulate the multiple linear regression equation as follows: the dependent

variable, employee performance, equals 2.214 when the independent variable, spiritual intelligence, is considered.

Therefore, the constant value ( $\sigma$ ) of 2.214 indicates that when the independent variable, spiritual intelligence, is held constant, the employee performance has a value of 2.214. The spiritual intelligence variable with a value of 2.214 shows the influence of spiritual intelligence on the performance of employees in PT. Bank Syariah Indonesia, Tbk. Main Branch and Subsidiary Branch Offices. This is indicated by the estimation parameters between variables that result in a Critical Ratio (CR) or  $t_{\text{ratio}}$  value of  $CR = \beta / SE\beta = 2.214 > 2.042$  at a significance level of  $\alpha = 3\%$ , which is smaller than the model's  $p_{\text{-value}}$  of 5%. Therefore, it can be concluded that the hypothesis in this study has been supported.

## 5. Discussions

The hypothesis proposed in this study, which states that "spiritual intelligence influences employee performance," is supported by the data. This implies that the escalation of spiritual intelligence can encourage companies and organizations to pay attention to and recognize the importance of spirituality dimensions in the workplace. It also suggests that not only technical abilities or professional skills can enhance employee performance, but spiritual intelligence can also contribute to and broadly influence contextual performance principles such as self-awareness, spiritual practices, feedback, peace, gratitude, collaboration, and spiritual experiences. In other words, incorporating spiritual aspects into performance evaluations enables leaders to see the framework or structure of spiritual resources that depict various aspects or components available to individuals, such as employees' inner wisdom, deep intuition, emotional depth, holistic performance, and employees' transcendent presence and connectivity. Based on the hypothesis statement of this study, there is a positive relationship between spiritual intelligence and employee performance. These studies were conducted in four different countries: India, Bangladesh, Malaysia, and Indonesia. This confirms that the research is not limited to a specific context, validates the findings, and ensures that the research results are not influenced by specific variables that only occur in one location. Researchers can thus ensure that the obtained research results are more applicable and reliable, considering the social,

cultural, and environmental contexts in which the studied phenomenon occurs.

## 6. Conclusions

Spiritual intelligence is a sensitive issue for employees as it can involve diverse personal beliefs and values. Some employees may have strong religious beliefs and feel that spiritual intelligence is related to their religious views, while others may have more secular perspectives and feel that spiritual intelligence is irrelevant to their work. Therefore, considering the sensitivity of the topic of spiritual intelligence in the workplace, it is important for organizations to take into account employees' views and values and provide space for open and respectful discussions on this topic. Organizations should ensure that policies and procedures respect and consider employees' views and values when integrating spiritual intelligence into the workplace. In conclusion, spiritual intelligence is a sensitive aspect in the workplace as it involves diverse beliefs and personal values among employees.

## 7. Limitations

Research on the relationship between spiritual intelligence and performance has several limitations that need to be carefully considered. First, differences in the definition and measurement methods of spiritual intelligence create challenges in conducting consistent research. Compared to other research findings, it is difficult to draw firm conclusions about the relationship between spiritual intelligence and performance because definitions and methods vary. Second, spiritual intelligence is considered a complex and multifaceted concept. It involves various aspects such as self-awareness, inner peace, and understanding of higher values. Therefore, obtaining a comprehensive understanding of spiritual intelligence within one study presents a challenge for future research. Additionally, spiritual intelligence is difficult to measure objectively and can be influenced by external factors such as the work environment and personal life. Third, future research needs to consider several important factors such as appropriate methodology, accurate measurement, and a deep understanding of the concept of spiritual intelligence. By considering these limitations, research on spiritual intelligence can provide more consistent findings and support the development of effective employee programs for organizations.

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