
ISLAMIC SPIRITUAL INTELLIGENCE AND WORK PERFORMANCE: A LITERATURE REVIEW STUDY

Liliza Agustin¹, Wan Nurul Izza Binti Wan Husin²

Universitas Islam Negeri Sultan Syarif Kasim Riau¹, Universiti Pendidikan Sultan Idris Perak
Darul Ridzuan, Malaysia^{1,2}

E-mail: p20221001681@siswa.upsi.edu.my¹, wannurulizza@fpm.upsi.edu.my²

Received :1 January 2024

Accepted : 28 April 2024

Published : 30 April 2024

DOI [10.22373/psikoislamedia.v9i1.22919](https://doi.org/10.22373/psikoislamedia.v9i1.22919)

ABSTRACT

This study provides an extensive analysis of the literature regarding the effects of Islamic spiritual intelligence on the productivity of employees. Utilizing a diverse array of academic publications and empirical investigations, the manuscript delves into the conceptual framework of Islamic spiritual intelligence, its constituent elements, and its impact on various aspects of work performance in organizational settings. Moreover, the review delves into intermediary and moderating variables that configure the correlation between Islamic spiritual intelligence and work performance. Furthermore, it discusses practical implications for organizational decision-makers and proposes avenues for future research endeavors.

Keywords: Islamic Spiritual Intelligence, Work Performance, Literature Study

KECERDASAN SPRITUAL ISLAM DAN KINERJA KERJA: SEBUAH KAJIAN LITERATUR

ABSTRAK

Penelitian ini menyajikan analisis mendalam tentang literatur terkait dampak kecerdasan spiritual Islami terhadap produktivitas karyawan. Dengan memanfaatkan berbagai publikasi akademis dan studi empiris, artikel ini mengeksplorasi kerangka konseptual kecerdasan spiritual Islami, komponen-komponennya, dan pengaruhnya terhadap berbagai aspek kinerja dalam lingkungan organisasi. Selain itu, ulasan ini juga mengkaji variabel perantara dan moderasi yang mempengaruhi hubungan antara kecerdasan spiritual Islami dan kinerja kerja. Penelitian ini juga membahas implikasi praktis bagi pengambil keputusan organisasi dan mengajukan saran untuk penelitian di masa depan.

Kata kunci: Kecerdasan Spiritual Islami, Kinerja Kerja, Studi Literatur

Introduction

Spiritual intelligence is a novel concept that involves a unique set of skills and abilities allowing individuals to connect with spiritual sources. It encompasses the capacity to utilize spirituality in problem-solving and fostering harmonious relationships (Miri et al. 2015). Essentially, spiritual intelligence empowers humans to delve into profound existential inquiries regarding the purpose of life and establish a cohesive connection between their earthly existence and the spiritual realm beyond. Moreover, spiritual intelligence combines external aspects of intelligence with inner dimensions of spirituality, granting individuals the exceptional ability to apply spirituality in practical and tangible ways in their daily lives (Liu et al., 2007). Spiritual intelligence is the intelligence with which we access our deepest meanings, values, purposes, and highest motivations. It is the intelligence that makes us whole, that gives us integrity, that enables us to face adversity and to persevere in the face of obstacles, and that gives us our highest dignity and our truest freedom as human beings (Zohar, 2012). According to Zohar (2012), spiritual intelligence goes beyond cognitive and emotional intelligence, encompassing a deeper understanding of our core values, purpose, and motivations. It enables us to navigate life's challenges, maintain integrity, and experience a sense of dignity and freedom in our existence.

Zohar and Marshall (2000) introduced the concept of spiritual intelligence (SI) as a type of intelligence that is rooted in an individual's deepest meanings and their need to fulfill a higher purpose in life. They argued that SI cannot be measured in the same way as IQ, which is linear, logical, and rational. Since then, researchers have proposed various measures and theories to define and assess SI. While SI may not have a linear structure as suggested by Zohar and Marshall, it is possible to define certain values or standards for it. Emmons (2000a) proposed five components of SI: (a) the ability to transcend ordinary experiences, (b) the capacity to enter heightened spiritual states of consciousness, (c) the capability to imbue everyday activities, events, and relationships with a sense of sacredness, (d) the skill to utilize spiritual resources to solve life problems, and (e) the aptitude for engaging in virtuous behavior. However, Emmons' components of SI were considered insufficient in identifying the cognitive aspects of intelligence that could serve as a basis for assessment (Mayer, 2000; Emmons, 2000a).

Spiritual intelligence has gained attention as a construct that plays an important role in human functioning, including in the workplace. Spiritual intelligence refers to the ability to use spiritual resources to solve problems, cope with challenges, and enhance personal growth and well-being (Emmons, 2000). It encompasses aspects such as self-awareness, transcendence, and the ability to find meaning and purpose

in life. Within the context of Muslim communities, Islamic spiritual intelligence has emerged as a specific area of inquiry. Islamic spiritual intelligence is rooted in the working of Islam and emphasizes the importance of spirituality and its role in shaping human behavior and well-being (Saroglou et al., 2004). However, there is a gap in knowledge regarding the relationship between Islamic spiritual intelligence and work performance.

The workplace is an important context for studying Islamic spiritual intelligence because it is a domain where individuals often seek to achieve goals, maximize productivity, and enhance their performance. Therefore, the aim of this literature study is to explore the concept of Islamic spiritual intelligence and its influence on work performance. Specifically, the objectives of this study are: to review the literature on the definition and conceptualization of Islamic spiritual intelligence and to identify and synthesize empirical evidence on the influence of Islamic spiritual intelligence on work performance. This literature study is expected to contribute to the growing body of knowledge on Islamic spiritual intelligence and its potential as a resource for enhancing work performance.

Literature Review

Islamic spiritual intelligence has been studied in relation to work performance in several papers. The research shows that Islamic leadership and individual religiosity have a positive effect on employee performance through factors such as job satisfaction, organizational commitment, and Islamic work ethics (Qurrotul et al., 2023). Additionally, spiritual intelligence based on Islamic teachings can enhance spiritual health and reduce occupational stress, leading to better job understanding and performance (Amir et al., 2022). Adherence to Islamic spiritual values can also enhance worker commitment and dedication to work, creating a holistic work environment (Zuki et al., 2023). Furthermore, the Islamic work environment has been found to significantly influence employee performance, with a positive correlation between the work environment system and performance (Amir et al., 2022). Finally, spiritual motivation has been identified as a determinant factor of religious performance, with job satisfaction mediating the relationship between spiritual and intellectual intelligence and religious performance (Mohammad Et al., 2022).

Based on the literature, Islamic spiritual intelligence refers to the ability to understand and apply spiritual principles and values from an Islamic perspective in one's daily life and decision-making processes (Ahmadi & Maleki, 2020; Hassan et al., 2017). It consists of four key components: spiritual awareness, spiritual skills, spiritual motivation, and spiritual maturity (Ahmadi & Maleki, 2020; Hassan

et al., 2017). Various measures have been developed to assess Islamic spiritual intelligence, such as the Islamic Spiritual Intelligence Scale (ISIS) and the Islamic Spirituality and Religiousness Scale (ISRS) (Ahmadi & Maleki, 2020; Hassan et al., 2017).

Studies have shown that Islamic spiritual intelligence has a positive influence on work performance. For example, Ahmadi and Maleki (2020) found that Islamic spiritual intelligence had a significant positive correlation with employees' job satisfaction and organizational commitment. Similarly, Hassan et al. (2017) found that Islamic spiritual intelligence was positively related to job performance and negatively related to turnover intentions. Several mediating and moderating variables have been identified in the relationship between Islamic spiritual intelligence and work performance. For instance, Khalek et al. (2020) found that the relationship between Islamic spiritual intelligence and work performance was partially mediated by job satisfaction. Additionally, factors such as Islamic work ethics and Islamic organizational culture have been found to moderate the relationship between Islamic spiritual intelligence and work performance (Hassan et al., 2017).

Islamic Spiritual Intelligence

In Islam, spiritual intelligence aligns with the individual's inner strength, characterized by possessing a pure heart. A person with a pure heart demonstrates a strong desire to act in ways that benefit them in this life and the hereafter. The significance of the heart is emphasized in the teachings of Prophet Muhammad (PBUH), as mentioned by Bukhari and Muslim, stating that the condition of the heart reflects the overall state of a person (Rahman & Shah, 2015). If the heart is good, the entire body is good, and if the heart is corrupt, the whole body is corrupt.

As believers, we acknowledge that Allah has created us, and it is therefore reasonable for us to approach Him with utmost devotion. A high level of spiritual intelligence enables individuals to effectively manage their emotions and cultivate positive thinking towards various individuals, tasks, and situations. The development of spiritual intelligence, as explored by researchers, primarily focuses on the inherent human need to connect with something greater than oneself. It involves a deep understanding of existential questions, insight into multiple levels of consciousness, and the pursuit of answers regarding the purpose of our creation and what truly matters. It goes beyond mere affiliation with a transcendental entity, commitment to faith or practice, or devotion to and relationship with God. Spiritual intelligence encompasses shaping the full potential of being human (Rahman & Shah, 2015).

According to Baharuddin and Ramli (2014), spiritual intelligence, particularly within an Islamic context, emphasizes maintaining a good relationship with Allah (swt) as well as with other human beings. Possessing a virtuous and pure soul empowers individuals to refrain from engaging in forbidden actions dictated by religious and moral principles. The development of individual Islamic spiritual intelligence is fostered through patience, gratitude, immersion, positive perceptions, honesty, nurturing relationships, reliance on God, sincerity, and piety. Adhering to the nine attitudes taught in Islam since the time of Prophet Muhammad (PBUH) enables individuals to effectively manage their spiritual intelligence. These attitudes include qualities such as Siddiq (truthfulness), Amanah (trustworthiness), Tabligh (spreading faith/advocacy), and Fatanah (wisdom), which contribute to balanced emotional and spiritual intelligence (Rahman & shah, 2015).

Siddiq, or truthfulness, entails being genuine and honest with oneself, others, and Allah. It involves a sense of responsibility towards fulfilling obligations and seeking truth at both individual and societal levels (Rahman & shah, 2015). Amanah, or trustworthiness, involves fulfilling one's responsibilities with honor, respect, and optimal results, as well as being just and fair when judging between people (Rahman & shah, 2015). Tabligh refers to effective communication, accountability, transparency, the ability to handle pressure, and cooperation within a harmonious working environment. In the contemporary context, Tabligh does not involve delivering new revelations (wahyu) but rather conveying the teachings of Islam through the Quran and Sunnah. Muslims are duty-bound to remind each other of adhering to Islamic teachings and practices (Rahman & shah, 2015). Fatanah, or wisdom, encompasses intelligence in attitude and knowledge, disciplined behavior, a proactive approach, and the ability to make sound decisions. Muslims are instructed to seek knowledge and demonstrate wisdom in their actions. Allah recognizes the belief and knowledge of individuals and raises them in status accordingly (Rahman & shah, 2015).

Aspects of Islamic Spiritual Intelligence

Islamic Spiritual Intelligence is based on the behaviors, attitudes, and values (Akhlak) exemplified by Prophet Muhammad (peace be upon him), as outlined by Rahman and Shah (2015). They identified three key behaviors that contribute to the measurement of Islamic Spiritual Intelligence: Siddiq, Tabligh, and Fatanah.

1. Siddiq refers to the quality of truthfulness and sincerity. It involves being honest, trustworthy, and faithful in both words and actions. Individuals with a strong Siddiq trait demonstrate integrity and a commitment to upholding the truth.
2. Tabligh encompasses the act of conveying and spreading the message of Islam to others. This behavior involves engaging in meaningful dialogue, sharing knowledge, and inviting others to follow the path of righteousness. Those who possess the Tabligh quality actively participate in Dawah efforts, aiming to promote understanding and awareness of Islamic principles.
3. Fatanah entails the ability to make effective decisions and take appropriate actions in various situations. It encompasses qualities such as wisdom, discernment, and sound judgment. Individuals with a strong Fatanah trait possess the capacity to evaluate circumstances, consider multiple perspectives, and make choices aligned with Islamic teachings.

In summary, Islamic Spiritual Intelligence is measured through the behaviors of Siddiq (truthfulness and sincerity), Tabligh (conveying and spreading the message of Islam), and Fatanah (making wise decisions and taking appropriate actions). These behaviors are rooted in the values demonstrated by Prophet Muhammad (PUBH).

Islamic Spiritual Intelligence Factors

Islamic Spiritual Intelligence encompasses several factors that contribute to an individual's spiritual development within an Islamic framework. While different scholars may present variations, here are some commonly recognized factors:

1. Tawhid: Tawhid refers to the belief in the oneness of Allah. It involves recognizing and affirming the monotheistic nature of Islam, acknowledging the absolute unity and uniqueness of Allah in all aspects of life (Rahman & Shah, 2015).
2. Taqwa: Taqwa is the consciousness and fear of Allah, which leads to righteous actions. It involves being mindful of Allah's presence, seeking His pleasure, and abstaining from actions that are displeasing to Him (Rahman & Shah, 2015).
3. Ikhlas: Ikhlas means sincerity and purity of intention. It involves performing acts of worship and other endeavors solely for the sake of Allah, without seeking praise or recognition from others (Rahman & Shah, 2015).

4. Tazkiyah: Tazkiyah refers to the purification of the soul. It involves engaging in self-reflection, self-discipline, and self-improvement to remove spiritual impurities and enhance one's connection with Allah (Ahmad, A. 2018).
5. Ibadah: Ibadah encompasses acts of worship and devotion to Allah. It includes the five pillars of Islam (Shahada, Salah, Zakah, Sawm, Hajj) as well as voluntary acts of worship, such as voluntary prayers, recitation of the Quran, and supplication (Ahmad, A. 2018).
6. Sabr: Sabr means patience and perseverance. It involves having patience in times of hardship, maintaining steadfastness in adhering to Islamic teachings, and being content with the decree of Allah (Ahmad, A. 2018).
7. Husn al-Khulq: Husn al-Khulq refers to good character and moral conduct. It involves embodying the noble traits and qualities emphasized in Islam, such as kindness, honesty, forgiveness, humility, and compassion towards others (Ali, S., Mahmood, S., & Khan, M. A., 2017).
8. Seeking Knowledge: Seeking knowledge is a vital aspect of Islamic Spiritual Intelligence. It involves acquiring knowledge about the Quran, Hadith, Islamic jurisprudence, and other disciplines related to Islam. It includes both religious and worldly knowledge, with the intention of applying it in a manner that pleases Allah (Sultana, S., & Khalid, S, 2017).
9. Connection with the Quran: Developing a deep connection with the Quran is essential for Islamic Spiritual Intelligence. It involves reciting, studying, reflecting upon, and implementing the teachings and guidance of the Quran in one's life (Sultana, S., & Khalid, S, 2017).
10. Dhikr and Remembrance of Allah: Engaging in the remembrance of Allah through regular dhikr (remembrance) and supplication is an integral part of Islamic Spiritual Intelligence. It involves consciously invoking Allah's name, praising Him, and seeking His forgiveness and guidance (Sultana, S., & Khalid, S, 2017).

These factors collectively contribute to the development of Islamic Spiritual Intelligence, enabling individuals to deepen their connection with Allah, strengthen their faith, and embody the teachings of Islam in their thoughts, actions, and character.

Islamic Spiritual Intelligence and Its Impact on Work Performance

Islamic spiritual intelligence (ISI) is a concept that integrates Islamic, values, and spirituality into an individual's personal and professional life. It emphasizes the development of a deep connection with

Allah (God) and the application of Islamic principles in various aspects of life, including work. Numerous studies have explored the relationship between Islamic spiritual intelligence and performance, providing insights into its potential impact. Previous studies include; a study by Hasan et al. (2017) examined the relationship between Islamic spiritual intelligence and job performance among Muslim professionals. The findings revealed a positive association between ISI and overall job performance, indicating that individuals with higher levels of ISI tend to exhibit better performance in their professional roles.

In their research on the impact of Islamic spiritual intelligence on academic performance, Ali and Ramli (2019) found that university students who possessed higher levels of ISI achieved better academic outcomes. The study suggested that ISI contributes to students' motivation, focus, and goal-oriented behavior, thereby positively influencing their academic performance. An investigation conducted by Rahmati and Hosseinzadeh (2020) explored the relationship between Islamic spiritual intelligence and entrepreneurial performance among Muslim entrepreneurs. The results indicated a significant positive correlation between ISI and entrepreneurial performance, suggesting that entrepreneurs with higher levels of ISI were more likely to achieve success in their ventures.

Another study by Ghayedi and Jafari-Sadeghi (2018) investigated the influence of Islamic spiritual intelligence on organizational performance. The findings demonstrated that organizations that fostered a spiritual work environment, incorporating Islamic values and principles, experienced enhanced employee performance, job satisfaction, and overall organizational outcomes. In the context of leadership, Alomari et al. (2016) examined the impact of Islamic spiritual intelligence on transformational leadership behavior among Muslim leaders. The study revealed that leaders with higher levels of ISI demonstrated greater transformational leadership qualities, including inspiration, intellectual stimulation, and individualized consideration, which in turn positively affected the performance and satisfaction of their followers. These studies collectively suggest that Islamic spiritual intelligence can have a positive influence on various domains of performance, including job performance, academic performance, entrepreneurial performance, organizational performance, and leadership behavior.

Khan et al. (2020) posit that individuals with elevated levels of Islamic Spiritual Intelligence (ISI) tend to manifest heightened job satisfaction, commitment, and engagement, thereby resulting in enhanced work performance and productivity. Through a survey conducted within Islamic organizations, the researchers observed that those displaying a robust sense of spiritual intelligence exhibited increased

levels of job satisfaction and organizational commitment, consequently positively impacting their effectiveness and performance within the workplace.

Al-Hamidi and Daud (2019) undertook a study to evaluate the influence of ISI on work performance within Islamic banking institutions. Their research uncovered a notable positive association between Islamic spiritual intelligence and job effectiveness, wherein individuals scoring higher on ISI measures displayed elevated task performance, creativity, and problem-solving skills. The scholars concluded that nurturing ISI among employees could bolster organizational efficacy and competitive advantage in the banking industry.

Moreover, Ahmed and Islam (2018) delved into the intermediary function of job satisfaction in the nexus between ISI and work performance. Their investigation, carried out among employees in Islamic educational establishments, demonstrated that ISI had a beneficial impact on job contentment, subsequently leading to heightened performance levels and job involvement. The scholars proposed that fostering ISI could serve as a viable tactic for augmenting employee satisfaction and performance in educational environments. In addition, a study by Sultana et al. (2021) scrutinized the repercussions of ISI on leadership efficacy and organizational performance within Islamic charitable organizations. Their results highlighted that leaders with elevated levels of ISI showcased transformational leadership qualities like inspiration, motivation, and ethical decision-making, which positively influenced employee morale, commitment, and performance. The researchers concluded that cultivating ISI among leaders could foster more efficient leadership approaches and enhance organizational outcomes in the nonprofit sector.

Conclusion

The literature suggests that Islamic spiritual intelligence is an important factor that can positively influence work performance. However, further research is needed to better understand the mechanisms and boundary conditions of this relationship.

Summary of Key Findings

The review of literature on Islamic spiritual intelligence (ISI) and its impact on work performance has revealed several key findings. Firstly, individuals with high levels of ISI tend to exhibit greater job satisfaction, organizational commitment, and engagement, leading to improved performance and productivity in the workplace. Secondly, ISI is positively correlated with various dimensions of work

performance, including task performance, creativity, problem-solving abilities, and leadership effectiveness. Thirdly, job satisfaction mediates the relationship between ISI and work performance, suggesting that fostering ISI among employees can lead to higher levels of satisfaction and performance. Finally, the positive impact of ISI extends beyond individual-level outcomes to influence organizational effectiveness and competitiveness, particularly in sectors such as banking, education, and nonprofit organizations.

Implications for Theory and Practice

The findings of this review have several implications for both theory and practice. From a theoretical perspective, the research contributes to the existing literature by providing insights into the role of ISI in shaping individual behaviors, attitudes, and performance in the workplace. It extends the theoretical framework of spiritual intelligence by incorporating Islamic perspectives and highlighting the unique mechanisms through which ISI influences work-related outcomes. Additionally, the review underscores the importance of considering cultural and religious factors in understanding human behavior and organizational dynamics, contributing to a more nuanced understanding of workplace spirituality.

From a practical standpoint, the findings have implications for organizational leaders, human resource practitioners, and policymakers. Firstly, organizations can benefit from incorporating spiritual intelligence training and development programs into their employee development initiatives. By promoting awareness of Islamic values, principles, and practices, organizations can create a work environment that fosters spiritual growth, well-being, and performance. Secondly, leaders can leverage ISI to enhance their leadership effectiveness and create a positive organizational culture grounded in ethical principles, compassion, and social responsibility. Finally, policymakers and educators can play a role in promoting ISI through curriculum development, training modules, and public awareness campaigns, thereby fostering a workforce that is not only competent but also spiritually grounded and ethically responsible.

Closing Remarks

In conclusion, the review underscores the importance of Islamic spiritual intelligence as a critical determinant of work performance and organizational effectiveness. By cultivating ISI among employees and leaders, organizations can create a work environment that promotes well-being, engagement, and

performance, ultimately leading to sustainable success and fulfillment of organizational objectives. As we move forward, further research is needed to explore the mechanisms through which ISI influences various aspects of work performance and to develop interventions that effectively promote ISI in diverse organizational contexts. Overall, the integration of Islamic spiritual principles into the workplace represents a promising avenue for enhancing individual and organizational outcomes in today's globalized and diverse workforce.

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