



# The Role of Spiritual Intelligence Moderation in Improving Organizational Commitment and Employee Performance at Ministry of Religion Regional Office

## Article History

Received  
27 October 2025  
Received in revised form  
22 January 2026  
Accepted  
23 March 2026  
Published Online  
31 May 2026

Poniman Poniman <sup>a</sup>, Evelyn Wijaya <sup>a\*</sup>, Harry Patuan Panjaitan <sup>a</sup>

<sup>a</sup> Faculty of Business, Institut Bisnis dan Teknologi Pelita Indonesia, Indonesia

\*Corresponding author

[evelyn.wijaya@lecturer.pelitaindonesia.ac.id](mailto:evelyn.wijaya@lecturer.pelitaindonesia.ac.id)

## Abstract

In carrying out government and development activities, the position and role of civil servants are crucial. Civil servants are elements of the state apparatus that carry out elements of government and development in an effort to achieve organization goals. This research aims to analyze impact on islamic leadership and organization culture to organizational commitment and employee performance with spiritual intelligence as moderating variable. Research population were all employees at Ministry of Religion Regional Office of Riau Province with total sample as 150 respondents with cencus method. Data analysis used Structural Equation Modeling (SEM) with SMARTPLS 4.0.0. Research result show that organization culture has impact on organizational commitment and employee performance, islamic leadership has impact on employee performance but has not impact on organizational commitment. Organizational commitment has not impact on employee performance. Spiritual intelligence strengthen impact on organization culture to organizational commitment and employee performance. Spiritual intelligence weaken impact on islamic leadership to organizational commitment and employee performance. To maximize individual potential and enhance overall organizational results, spiritual intelligence development should be incorporated into training and culture.

**Keywords:** Islamic Leadership; Organizational Culture; Spiritual Intelligence; Organizational Commitment; Employee Performance

**DOI:** <https://doi.org/10.35145/Stad1f87>

**SDGs:** Peace, Justice and Strong Institutions (16); Decent Work and Economic Growth (8); Quality Education (4); Good Health and Well-Being (3); Partnerships for the Goals (17)

## 1.0 INTRODUCTION

State governance is inextricably linked to the role of bureaucracy, which serves as the primary driver of government. In the view of the Indonesian public, the existing bureaucracy has failed to meet the expectations of the majority. This is because the implementation of the public sector bureaucracy in Indonesia is closely associated with the public's negative perceptions of the services they receive. These perceptions stem from the fact that many employees are trapped in bureaucratic authority, lack initiative, rely heavily on orders from superiors, demonstrate low morale, and are less productive, ultimately influencing the quality of services provided to the public.

Based on Presidential Regulation of the Republic of Indonesia Number 29 of 2014 concerning the Government Agency Performance Accountability System, Section Six on performance reporting, and Articles 18 to 20 stipulate that the head of each work unit must submit an Annual Performance Report to their respective superior work units. To implement the Regulation, there must be guidelines derived from the Regulation of the Minister of Administrative and Bureaucratic Reform of the Republic of Indonesia Number 53 of 2014 concerning Technical Instructions for Performance Agreements, Performance Reporting, and Procedures for Reviewing Performance Reports of Government Agencies, as well as the Decree of the Minister of Religious Affairs Number 94 of 2021 concerning Guidelines for Performance Agreements, Performance Reporting, and Procedures for Reviewing Performance Reports at the Ministry of Religious Affairs. The preparation of the Performance Report is guided by the Performance Agreement, which consists of goals, indicators, and targets, with realization measured

quarterly. The Performance Agreement is developed based on the Strategic Plan that has been designed for the next five years.

The Regional Office of the Ministry of Religious Affairs of Riau Province is primarily responsible for providing guidance and services in the field of religion and religious affairs, as well as formulating and implementing the policies of the Minister of Religious Affairs of the Republic of Indonesia. The Regional Office of the Ministry of Religious Affairs of Riau Province is a non-autonomous vertical agency that reports directly to the Minister of Religious Affairs. Therefore, all implemented policies must always comply with the guidelines established by the Minister of Religious Affairs, and the Office is required to report directly to the Minister.

Based on the results of the initial survey conducted, there are problems related to employee work targets that are still not fully optimal due to the work concept not being well designed. It is still difficult to calculate how long it will take to complete the work, and employees remain unable to determine how much it will cost to complete a task. In addition to work targets, work behavior also determines the performance of civil servants. Work behavior refers to the attitudes or actions taken by civil servants to perform tasks that should be carried out in accordance with statutory regulations.

The recapitulation of the work implementation assessment report used to determine employee performance at the Regional Office of the Ministry of Religious Affairs of Riau Province was carried out by the personnel department based on the average results of the employee performance assessment, which includes service orientation, work initiative, commitment, cooperation, and leadership. The total score of work behavior at the Regional Office of the Ministry of Religious Affairs of Riau Province, combined with employee performance targets, can be seen in the following table:

**Table 1. Employee Performance Result**

Year	Total Employee	Predicate										Average
		SB	%	B	%	C	%	K	%	BR	%	
2021	152	26	17.33	126	84.00	0	0	0	0	0	0.00	86.27
2022	152	20	13.33	132	86.84	0	0	0	0	0	0	85.77
2023	152	18	11.84	134	88.16	0	0	0	0	0	0	85.61
<b>Average</b>											<b>85.88</b>	
Information :												
1. Very Good: 91–100												
2. Good: 76–90												
3. Moderate: 61–75												
4. Poor: 51–60												
5. Very Poor: ≤ 50												

Source: The Regional Office of the Ministry of Religious Affairs of Riau Province, 2024

Table 1 presents the results of employee performance assessments, which show a decline in average performance scores over the past three years. These employee performance assessments were conducted based on attitudes, which consist of components of ability and responsibility. Low performance scores tended to be more evident in behavioral aspects. The decline in employee performance at the Regional Office of the Ministry of Religious Affairs of Riau Province indicates that employee performance assessments have not been conducted effectively.

In a bureaucratic institution, improving employee performance requires organizational commitment to contributing to the organization. The organizational commitment of employees at the Regional Office of the Ministry of Religious Affairs of Riau Province reflects dedication and loyalty in carrying out their assigned duties. This commitment is evident not only in high levels of discipline and responsibility but also in adherence to spiritual values and a strong work ethic. Employees in this environment often demonstrate high levels of commitment through active participation in religious activities and ministry programs, as well as efforts to improve public services.

According to (Tran *et al.*, 2023), every person working in an organization must be committed to their work. If employees lack commitment, the organization's goals will not be achieved. However, if an organization fails to address commitment among its employees, it will result in decreased employee performance. A pre-survey of 20 employees revealed that employee commitment to completing work remains suboptimal, with annual delays in report completion. As an agency or organization in the service sector, it is crucial to demonstrate strong performance to prevent further delays in report completion, which could disrupt organizational activities.

Spiritual intelligence plays a significant role in an individual's success at work. Employees who apply spiritual values in their work tend to perform better. According to Jumadi (2023), spiritual intelligence is defined as an intelligence rooted in the inner self and connected to wisdom beyond the ego or conscious soul. It is an intelligence that is continuously used not only to understand existing values but also to creatively discover new ones in life. Thus, individuals face questions of meaning or value in order to place behavior and life within a broader context.

This intelligence serves as the foundation for other types of intelligence. Spiritual intelligence is primarily concerned with the enlightenment of the soul. Individuals with a high spiritual quotient (SQ) are able to interpret life's hardships by assigning positive meaning to every event, problem, and even the suffering they experience (Aplinsarrin *et al.*, 2024). By attributing positive meaning, they are able to awaken their inner selves and perform positive actions and deeds. Spiritual intelligence represents human morality and the ability to adapt. It reflects a holistic approach to life, encompassing usefulness, self-awareness, compassion, creativity, thinking skills, and the capacity for external reasoning. In this research, spiritual intelligence was used as a moderating variable. Thus, the aim of this research is to analyze the influence of Islamic leadership and organizational culture on organizational commitment and employee performance, with spiritual intelligence as a moderating variable at the Regional Office of the Ministry of Religious Affairs of Riau Province.

## 2.0 LITERATURE REVIEW

### Employee Performance

According to Zulpadli *et al.* (2022), performance is defined as the result of work or work behavior achieved in completing assigned tasks and responsibilities within a certain period. Organizational activities related to performance assessment can improve organizational decision-making and provide feedback to employees regarding the implementation of their tasks or work. The importance of employee performance for the overall success of the organization can partly explain why many methods to monitor, manage, and improve employee performance have been developed.

### Organizational Commitment

According to Hariani (2023), organizational commitment is defined as a state in which employees identify with a particular organization and its goals and intend to maintain their membership in that organization. In other words, organizational commitment relates to employees' strong desire to contribute and make sacrifices for the organization.

Organizational commitment influences employee performance because employees who have a high level of commitment to the organization tend to have a strong sense of belonging, affection, and obligation to the organization (Nima & Maksum, 2025). This motivates employees to complete their assigned work with psychological maturity and responsibility. In turn, this will improve employee performance in both work aspects and personal characteristics. In general, employees expected in an organization or agency are those who possess the competence to realize effective performance in carrying out their functions and roles professionally. The higher the competence possessed by employees and in accordance with job demands, the higher their performance will be, because competent employees usually have the ability and willingness to quickly overcome work-related problems, perform their duties calmly and confidently, view work as an obligation to be carried out sincerely, and continuously improve their quality through learning.

Research results by (Nazaripour & Zakizadeh, 2025) found that organizational commitment has a positive and significant influence on employee performance. Similarly, (Mercy *et al.*, 2021), (Halilintar & Sobirin, 2022) also found that organizational commitment influences organizational performance. However, the results of this research differ from that of (Dudija *et al.*, 2024), which concluded that organizational commitment had no influence on employee performance. This finding contradicts the research of (Santoso & Kambara, 2020), which states that organizational commitment partially has no significant influence on employee performance.

**H<sub>7</sub>:** Organizational commitment has a positive influence on employee performance.

### Islamic Leadership

Essentially, a good leader makes employees feel satisfied with being part of the organization they lead. Employees will think carefully before deciding to leave the organization. Islamic leadership not only teaches human responsibility but also accountability to Allah SWT (Zaim *et al.*, 2024). Islamic leadership is the process or ability to lead and motivate others to achieve organizational goals. The role of a leader is essential in achieving organizational objectives. The success of a company, both overall and within its individual units, depends heavily on the quality of its leadership (Yuvitasari, 2018). One cannot lead others if one has not succeeded in leading

oneself first. Success in leading yourself and overcoming obstacles in leading yourself will pave the way for success in other leaderships that involve many people. Therefore, the quality of leadership within a company plays a dominant role in determining the company's success in carrying out its activities, as reflected in employee performance.

Good Islamic leadership encourages employees to remain within the organization because they feel comfortable and experience a supportive work environment. This, in turn, fosters strong organizational commitment. Research by (Virana & Maftuhah, 2023) shows that Islamic leadership has a positive influence on organizational commitment.

**H1:** Islamic leadership has a positive influence on organizational commitment.

The success of a company, both overall and across various divisions, is highly dependent on the quality of its leadership. Therefore, leadership quality plays a critical role in achieving the company's goals, particularly as reflected in employee performance. Islamic leadership traits are essential for a leader to motivate subordinates and increase productivity. Research by (Muzaki & Suprianto, 2021), (Rabbad et al., 2024), (Abdelwahed et al., 2025) found that Islamic leadership has a significant influence on employee performance. This contrasts with research by (Mappamiring's, 2015) which found that Islamic leadership has no significant influence on employee performance.

**H4:** Islamic leadership has a positive influence on employee performance.

### **Organizational culture**

Organizational culture refers to the values developed within an organization that serve to guide employee behavior. A strong organizational culture makes an organization more successful, stable, advanced, and responsive to environmental changes (Badrianto & Permatasari, 2022). Culture is a characteristic that distinguishes one organization from another. It is deeply embedded within organizations, defining their distinctive characteristics in decision-making processes and interactions with others. In this modern era, culture exists not only in society but also within organizations. The many benefits of culture within an organization contribute significantly to achieving overall organizational goals. Organizational culture is a defining characteristic of a company or organization; it influences how individuals behave and serves as the foundation for developing organizational programs and policies (Candra et al., 2022). This is closely related to how organizational culture influences individual behavior, and how culture influences the organization as a whole.

(Polychroniou & Trivellas, 2018), (Yusuf, 2019), stated that organizational culture has a significant influence on organizational commitment. Similarly, (Hariani, 2023), (Virana & Maftuhah, 2023) found that organizational culture has a significant influence on organizational commitment.

**H2:** Organizational culture has a positive influence on organizational commitment.

Culture is related to how an organization builds commitment to realizing its vision. Building cultural strength determines the progress of every organization, regardless of its type. Organizational culture is formed from the organization's philosophy and values adopted by human resources, but the role of leaders or top management is highly significant in shaping that culture. Shared values make employees feel comfortable at work, develop commitment and loyalty, strive harder, and improve both performance and job satisfaction while maintaining competitive advantage (Rabbad et al., 2024). The stronger the organizational culture, the greater the motivation of employees to progress together with the organization. Therefore, the introduction, creation, and development of organizational culture within an organization are essential to building an effective and efficient organization that aligns with its vision and mission.

(Rabbad et al., 2024) revealed that organizational culture has a significant influence on employee performance. (Paais & Pattiruhu, 2020), (Mulugeta, 2020) also found that organizational culture has a significant influence on employee performance. However, (Sabuhari et al., 2021) found that organizational culture does not have a significant influence on employee performance.

**H5:** Organizational culture has a positive influence on employee performance.

### **Spiritual Intelligence**

According to (Zulpadli et al., 2024) there is an old conception of a power that equips the human mind with universal abstract ideas to be used as the sole source of true knowledge. Beni (2012) stated that there are four indicators in measuring spiritual intelligence, as follows: (1) The ability to be flexible, referring to the capacity to adapt to change both in personal and professional life; (2) A high level of awareness, where individuals can understand both their own interests and those of others; (3) Making life meaningful, which involves living a life full of blessings and usefulness for oneself and others; and (4) Having strong empathy, which is the ability to feel and understand the feelings of others. People with strong empathy tend to care for, appreciate, and support others. Spiritual intelligence represents human morality and the ability to adapt. It reflects a holistic approach to

life, encompassing usefulness, self-awareness, compassion, creativity, thinking ability, and reasoning.

Research by (Jumadi, 2023) found that spiritual intelligence influenced an individual's career goals. Individuals who incorporated spiritual meaning into their work experienced a more meaningful and fulfilling life and work. Research by (Awais, 2015) which examined the influence of spiritual intelligence on employee performance, also showed that no direct link exists between organizational commitment and spiritual intelligence.

**H<sub>3</sub>:** Spiritual intelligence has a positive influence on organizational commitment.

Spiritual intelligence relates to an individual's ability to interpret the meaning of life and the value inherent in every action. It enables individuals to be creative, modify rules, and better understand situations. Individuals with strong spiritual intelligence possess a quality of life guided by vision and values, such as spiritually grounded life principles. This is consistent with research by (Iskandar et al., 2023), (Zulpadli et al., 2024) which demonstrated the influence of spiritual intelligence on performance.

**H<sub>6</sub>:** Spiritual intelligence has a positive influence on employee performance.

### **Spiritual Intelligence as a Moderating Variable**

Spiritual intelligence is a factor that contributes to improving employee performance. Improving employee performance encourages employees to work more effectively and efficiently, thereby enabling them to achieve organizational goals. This research aims to identify internal organizational factors that can foster greater organizational commitment and employee performance, thus supporting the achievement of government organizational objectives.

**H<sub>8</sub>:** Spiritual intelligence moderates the influence between Islamic leadership and organizational commitment.

**H<sub>9</sub>:** Spiritual intelligence moderates the influence between Islamic leadership and employee performance.

**H<sub>10</sub>:** Spiritual intelligence moderates the influence between organizational culture and organizational commitment.

**H<sub>11</sub>:** Spiritual intelligence moderates the influence between organizational culture and employee performance.

**H<sub>12</sub>:** Spiritual intelligence moderates the influence between organizational commitment and employee performance.

## **3.0 METHODOLOGY**

### **Population and Sample**

The population in this research comprised all employees of the Regional Office of the Ministry of Religious Affairs of Riau Province, totaling 152 individuals.

Sampling in this research was conducted using a regional or area probability sampling method. Regional sampling is a technique in which representatives are selected from each region within the population. However, in this research, a non-probability sampling technique was used. The sample size was determined using the census method, in which the entire population was included as respondents. The managers and the researcher were excluded from the sample to ensure the objectivity of the research. Therefore, the total number of respondents in this research was 150 individuals (employees).

### **PLS SEM Analysis**

The PLS model tests conducted in this research consisted of the following: (1) Validity Test – The validity test measures the accuracy of the research instrument or questionnaire. A questionnaire is considered valid if its items can reveal what is intended to be measured. It is deemed valid if the loading factor value is greater than 0.5; (2) Reliability Test – The reliability test assesses the consistency of respondents' answers. This test was conducted using the Cronbach's alpha statistic. A questionnaire is considered reliable if the Cronbach's alpha value is  $\geq 0.70$  (Ghozali, 2018); (3) Multicollinearity Test (VIF) – The multicollinearity test is performed by examining the Variance Inflation Factor (VIF) value. The VIF value should be less than 5; values exceeding 5 indicate the presence of multicollinearity among constructs (Ghozali and Latan 2015); (4) R-Square Test – The coefficient of determination ( $R^2$ ) assesses the extent to which the endogenous construct can be explained by the exogenous construct. The  $R^2$  value is expected to range between 0 and 1.

## **4.0 RESULTS AND DISCUSSION**

### **Respondent Result**

This research involved 150 individuals (employees) as human resource respondents. The discussion includes the results obtained through the distribution and completion of questionnaires by these employees as the research

sample. The description of respondent characteristics aims to determine the composition of individuals who took part in this research, particularly regarding employee-related information.

**Table 2. Research Respondents**

	<i>Frequency</i>	<i>Percent</i>
Male	85	57
Female	65	43
<b>Total</b>	<b>150</b>	<b>100.0</b>
21-30	5	3
31-40	28	19
41-50	81	54
>50	36	24
<b>Total</b>	<b>150</b>	<b>100.0</b>
Senior High School	20	13
Bachelor's	77	52
Master's	44	19
Doctoral	9	6
<b>Total</b>	<b>150</b>	<b>100.0</b>
<5	9	6
6–15	52	35
16–25	71	47
>25	18	12
<b>Total</b>	<b>150</b>	<b>100.0</b>

Source: Smart PLS 2025 Data Processing

Table 2 shows that most respondents in this research were male, accounting for 57%, while females accounted for 43%. Thus, the majority of employees at the Regional Office of the Ministry of Religious Affairs of Riau Province are male. This gender distribution is closely related to the nature of the work, particularly for field employees who face high workloads and activity intensity. Fieldwork demands high mobility and frequent travel to various remote areas with diverse geographical conditions, requiring excellent physical endurance.

Based on age, the majority of respondents at the Regional Office of the Ministry of Religious Affairs of Riau Province were aged 41–50 years (54%). Respondents aged 31–40 years accounted for 19%, those over 50 years old accounted for 24%, and the smallest group consisted of employees under 30 years old, accounting for 3%. This composition reflects the long tenure of employees working at the Regional Office, as they are considered more productive compared to younger employees.

Based on educational background, the majority of respondents held a bachelor's degree (52%), followed by a master's degree (29%), a doctoral degree (6%), and a high school degree (13%). A bachelor's degree is generally the minimum qualification required for several government positions, particularly functional and structural roles. This condition reflects the continued dominance of bachelor's degree holders in the organization. A relatively high level of education is expected to improve employee performance, as the Regional Office prioritizes the recruitment of employees with at least a bachelor's degree (S1) in disciplines relevant to the agency's needs.

Based on length of service, respondents with less than five years of service constituted the smallest group (6%). Respondents with 6–15 years of service represented 35%, those with more than 25 years represented 12%, and the largest proportion—47%—had 16–25 years of service. This distribution is due to the government's irregular recruitment of civil servants, which depends on specific needs and policies, resulting in a predominance of long-serving employees.

Length of service influences employees' ability to analyze and complete tasks. The complexity of responsibilities and regulations in public service requires a deep understanding and experience that can only be gained over time. Therefore, experienced employees represent a valuable asset for the agency.

### **Validity and Reliability Test**

The convergent validity of the measurement model with reflective indicators was assessed based on the correlation between item scores or component scores estimated using PLS software. A reflective measure is considered high if it correlates greater than 0.70 with the construct being measured. However, for early research

involving the development of a measurement scale, a loading factor value between 0.50 and 0.60 is considered sufficient. In this research, a loading factor threshold of 0.60 was used.

**Table 3. Validity and Reliability Test**

Constructs	Indicator	Validity (>0.30)	Cronbach's Alpha (>0.70)	Composite Reliability (>0.70)	AVE (>0.50)
Employee Performance (Y2)	Y2.1	0.925	0.950	0.951	0.871
	Y2.2	0.935			
	Y2.3	0.888			
	Y2.4	0.924			
	Y2.5	0.886			
Organizational Commitment (Y1)	Y1.1	0.920	0.970	0.970	0.870
	Y1.2	0.935			
	Y1.3	0.926			
Islamic Leadership (X1)	X1.1	0.918	0.956	0.957	0.883
	X1.2	0.929			
	X1.3	0.941			
	X1.4	0.944			
Organizational Culture (X2)	X2.1	0.926	0.918	0.921	0.859
	X2.2	0.951			
	X2.3	0.945			
	X2.4	0.924			
	X2.5	0.936			
	X2.6	0.913			
Spiritual Intelligence (Z)	Z1.1	0.939	0.949	0.949	0.831
	Z1.2	0.935			
	Z1.3	0.951			
	Z1.4	0.933			

Source: Smart PLS 2025 Data Processing

Table 3 shows that all variable constructs, including Islamic leadership, organizational culture, spiritual intelligence, organizational commitment, and employee performance, met the reliability criteria. This is indicated by Cronbach's Alpha and Composite Reliability values above 0.70 and AVE values above 0.50, as recommended.

### Coefficient of Determination (R<sup>2</sup>)

The structural model was evaluated by considering the percentage of explained variance, represented by the R<sup>2</sup> value for the dependent latent variable. The R<sup>2</sup> value ranges from 0 < R<sup>2</sup> < 1, where a value closer to 1 indicates a stronger model fit, while a value near 0 suggests low predictive relevance.

Based on the calculation results, the adjusted R<sup>2</sup> value for organizational commitment was 0.837 (83.7%). Thus, the organizational commitment of employees was influenced by Islamic leadership, organizational culture, and spiritual intelligence by 83.7%, while the remaining 16.3% was explained by other variables not included in this research model. Meanwhile, the adjusted R<sup>2</sup> value for employee performance was 0.832 (83.2%). This indicates that employee performance was influenced by Islamic leadership, organizational culture, spiritual intelligence, and organizational commitment by 83.2%, while the remaining 16.8% was explained by other variables not included in this research model.

### Testing the Direct Influence Path Coefficient and Hypothesis Testing

Hypothesis testing and the direct influence path coefficients between Islamic leadership and organizational culture on organizational commitment and employee performance, with spiritual intelligence as a moderating variable. The results of the direct influence can be observed from the path coefficient values and their significance at  $\alpha = 0.10$ .

Table 4. Direct Influence Path Coefficients and Hypothesis Testing

	Hypothesis	Original Sample (O)	T Statistics ( O/STDEV )	P Values	Empirical Evidence
H <sub>1</sub>	Islamic Leadership – >Organizational Commitment	0.042	0.309	0.757	Positive Not Significant Rejected
H <sub>2</sub>	Organizational Culture -> Organizational Commitment	0.343	2.140	0.032	Positive Significant Accepted
H <sub>3</sub>	Spiritual Intelligence -> Organizational Commitment	0.424	4.585	0.000	Positive Significant Accepted
H <sub>4</sub>	Islamic Leadership -> Employee Performance	0.390	3.553	0.000	Positive Significant Accepted
H <sub>5</sub>	Organizational Culture -> Employee Performance	0.213	1.746	0.081	Positive Significant Accepted
H <sub>6</sub>	Spiritual Intelligence -> Employee Performance	0.271	3.864	0.000	Positive Significant Accepted
H <sub>7</sub>	Organizational Commitment – >Employee Performance	0.153	1.382	0.167	Positive Not Significant Rejected

Source: Smart PLS 2025 Data Processing

#### Testing the Moderation Influence Coefficient

The results were then used to test the moderating influence to determine whether the spiritual intelligence variable could moderate the influence between variable X and variable Y.

#### Testing of Hypothesis 8: The Influence of Spiritual Intelligence in Moderating Islamic Leadership on Organizational Commitment

The results of the interaction test show that the interaction between Islamic leadership and spiritual intelligence (moderation) explained 7.2% of the variance in organizational commitment. The moderating variable shows a significance level of  $0.645 > 0.10$ , indicating that spiritual intelligence weakens the influence of Islamic leadership on organizational commitment. This finding suggests that the level of spiritual intelligence possessed by employees does not significantly impact their organizational commitment. Thus, testing of hypothesis 8 (H<sub>8</sub>) indicates that spiritual intelligence weakens the influence of Islamic leadership on organizational commitment.

#### Testing of Hypothesis 9: The Influence of Spiritual Intelligence in Moderating Organizational Culture on Organizational Commitment

The results of the interaction test show that the interaction between organizational culture and spiritual intelligence (moderation) explained 13.8% of the variance in organizational commitment. The moderating variable shows a significance level of  $0.369 > 0.10$ , indicating that spiritual intelligence weakens the influence of organizational culture on organizational commitment. This finding suggests that the level of spiritual intelligence possessed by employees does not significantly impact their organizational commitment. Thus, testing of hypothesis 9 (H<sub>9</sub>) indicates that spiritual intelligence weakens the influence of organizational culture on organizational commitment.

#### Testing of Hypothesis 10: The Influence of Spiritual Intelligence in Moderating Islamic Leadership on Employee Performance

The results of the interaction test show that the interaction between Islamic leadership and spiritual intelligence (moderation) explained 37.9% of the variance in employee performance. The moderating variable shows a significance level of  $0.015 < 0.10$ , indicating that spiritual intelligence strengthens the influence of Islamic leadership on employee performance. This finding suggests that the level of spiritual intelligence possessed by employees has a positive impact on improving employee performance. Thus, testing of hypothesis 10 (H<sub>10</sub>) indicates that spiritual intelligence strengthens the influence of Islamic leadership on employee performance.

#### Testing of Hypothesis 11: The Influence of Spiritual Intelligence in Moderating Organizational Culture on Employee Performance

The results of the interaction test show that the interaction between organizational culture and spiritual intelligence (moderation) explained 32.4% of the variance in employee performance. The moderating variable shows a significance level of  $0.046 < 0.10$ , indicating that spiritual intelligence strengthens the influence of organizational culture on employee performance. This finding suggests that the level of spiritual intelligence possessed by employees has a positive impact on improving employee performance. Thus, testing of hypothesis 11 ( $H_{11}$ ) indicates that spiritual intelligence strengthens the influence of organizational culture on employee performance.

#### **Testing of Hypothesis 12: The Influence of Spiritual Intelligence in Moderating Organizational Commitment on Employee Performance**

The results of the interaction test show that the interaction between organizational commitment and spiritual intelligence (moderation) explained 11.2% of the variance in employee performance. The moderating variable shows a significance level of  $0.102 > 0.10$ , indicating that spiritual intelligence weakens the influence of organizational commitment on employee performance. This finding suggests that the level of spiritual intelligence possessed by employees does not have a significant impact on improving employee performance. Thus, testing of hypothesis 12 ( $H_{12}$ ) indicates that spiritual intelligence weakens the influence of organizational commitment on employee performance.

### **DISCUSSION**

#### **Islamic Leadership on Organizational Commitment and Employee Performance**

Essentially, a good leader makes employees feel satisfied with being part of the organization they lead. Employees will think carefully before deciding to leave the organization. Islamic leadership not only teaches human responsibility but also accountability to Allah SWT (Zaim et al., 2024). It represents the process or ability to lead and motivate others to achieve organizational goals. The role of leadership is therefore essential to achieving these goals. Research by (Virana & Maftuhah, 2023) shows that Islamic leadership has a positive influence on organizational commitment.

However, Islamic leadership was found to have no significant influence on organizational commitment. This means that the quality of leadership attitudes and styles does not necessarily influence employee commitment to the organization. Several other factors can contribute to high employee commitment, such as incentives, bonuses, and career advancement opportunities. Therefore, the research hypothesis can be rejected. Good Islamic leadership does not always guarantee employee retention within a company or organization. Employees may continue to work without a clear understanding of their goals or the organization's objectives, resulting in a weak connection to the organization. This finding suggests that the implementation of Islamic leadership does not significantly influence organizational commitment.

In contrast, Islamic leadership was found to have a significant positive influence on employee performance. Essentially, every individual is a leader for themselves. Within an organization or company, an ideal leader must exist—one who meets the criteria of being respected and obeyed by subordinates. The success of a company, both overall and within its individual units, largely depends on the quality of its leadership. Therefore, the quality of leadership plays a dominant role in determining a company's success in carrying out various activities, particularly in improving employee performance. Islamic leadership traits are required for leaders to motivate their subordinates and increase productivity.

At the Regional Office of the Ministry of Religious Affairs of Riau Province, aspects of Islamic leadership include openness to suggestions, opinions, and criticism from subordinates; the ability to cooperate in achieving goals; the ability to align personal goals with organizational goals; reliance on formal authority; participation in group activities; and responsibility for assigned work—all of which significantly influence employee performance. Research by (Muzaki & Suprianto, 2021), (Rabbad et al., 2024), (Abdelwahed et al., 2025) found that Islamic leadership has a significant influence on employee performance.

#### **Organizational Culture on Organizational Commitment and Employee Performance**

The results of the research indicate that organizational culture has a significant influence on organizational commitment. This means that the stronger the existing organizational culture where employees uphold the trust given to them and show concern for one another's differences the stronger the organizational commitment among employees (Candra et al., 2022). Organizational culture represents the set of values developed within an organization, which are used to guide employee behavior. The existence of a strong organizational culture enables an organization to become more successful, stable, advanced, and adaptive to environmental changes. Culture is a key characteristic that distinguishes one organization from another. It is closely associated with the organization

and reflects the way individuals act, make decisions, and interact with others. In the modern era, culture is not only present in the social sphere but is also formed within organizations. The presence of organizational culture provides significant benefits and contributes positively to the achievement of the overall goals of a company or organization.

Organizational culture is a characteristic feature of a company or organization. It influences the way individuals behave and serves as the foundation for the organization's development programs and policy decisions. This is closely related to the mutual influence between organizational culture and individuals, as culture also shapes the organization itself. Organizational culture is a shared system that is adhered to and followed by members of the organization, reflecting an identity that distinguishes one organization from another. It represents shared beliefs that unite members under behavioral norms and rules established within the organization. The relationship between culture and work motivation lies in the fact that a strong organizational culture can serve as a driving force or source of motivation for individuals within the company to perform their duties optimally, thereby achieving performance outcomes aligned with organizational goals.

(Polychroniou & Trivellas, 2018), (Yusuf, 2019), (Hariani, 2023), (Virana & Maftuhah, 2023) stated that organizational culture has a significant influence on organizational commitment.

The organizational culture implemented within a company plays a crucial role in influencing employee performance. This is because employees develop an understanding of the organization's culture. Organizational culture is a key element in achieving optimal employee performance, as it shapes individual behavior within the organization (Rabbad et al., 2024). Every organization expects its members to behave positively and contribute to its success. Therefore, attention to organizational culture and employee performance is essential for achieving a company's long-term success and growth. In companies where the culture is aligned with their vision and mission, employees feel connected to the organization's goals and responsible for its success.

Shared values make employees feel comfortable at work, develop commitment and loyalty, strive harder, and improve both performance and job satisfaction while maintaining competitive advantage. The stronger the organizational culture, the greater the motivation of employees to progress together with the organization. Therefore, the introduction, creation, and development of organizational culture within an organization are essential to building an effective and efficient organization that aligns with its vision and mission. (Rabbad et al., 2024) revealed that organizational culture has a significant influence on employee performance. (Paais & Pattiruhu, 2020), (Mulugeta, 2020) also found that organizational culture has a significant influence on employee performance.

### **Spiritual Intelligence on Organizational Commitment and Employee Performance**

The results of the research indicate that spiritual intelligence has a significant positive influence on organizational commitment. This means that spiritual intelligence is an important factor for employees at the Regional Office of the Ministry of Religious Affairs of Riau Province in developing loyalty, responsibility, and emotional attachment to their organization. Spiritual intelligence fosters inner awareness and values in employees, such as integrity, responsibility, and a sense of belonging. It also underlies the creation of more directed and meaningful work behavior and strengthens the emotional bond between employees and their organization (Beni, 2012). As more employees develop spiritual intelligence, they tend to demonstrate stronger commitment and a deeper sense of affection toward the organization, along with a greater sense of responsibility to make meaningful contributions. Employees with high spiritual intelligence remain calm in facing pressure, problems, or conflicts and are able to find meaning behind each challenge. They cultivate empathy, honesty, and fairness, which encourage ethical behavior and reinforce the understanding that every task is a mandate. Consequently, employees can maintain integrity and take full responsibility for their work, ultimately increasing their commitment to the organization.

This intelligence serves as the foundation for other types of intelligence. Spiritual intelligence is primarily concerned with the enlightenment of the soul. Individuals with a high spiritual quotient (SQ) are able to interpret life's hardships by assigning positive meaning to every event, problem, and even the suffering they experience. By attributing positive meaning, they are able to awaken their inner selves and perform positive actions and deeds. Spiritual intelligence represents human morality and the ability to adapt. It reflects a holistic approach to life, encompassing usefulness, self-awareness, compassion, creativity, thinking skills, and the capacity for external reasoning. Research by (Jumadi, 2023) found that spiritual intelligence influenced an individual's career goals. Individuals who incorporated spiritual meaning into their work experienced a more meaningful and fulfilling life and work.

Spiritual intelligence relates to an individual's ability to interpret the meaning of life and the value inherent in every action. It enables individuals to be creative, modify rules, and better understand situations. Individuals with strong spiritual intelligence possess a quality of life guided by vision and values, such as spiritually

grounded life principles. This is consistent with research by (Iskandar et al., 2023), (Zulpadli et al., 2024) which demonstrated the influence of spiritual intelligence on performance.

### **Organizational Commitment on Employee Performance**

Organizational commitment is an individual's ability and willingness to align their behavior with the needs, priorities, and goals of the organization and to act in the service of the organization's objectives. This means that employees have the ability to manage their inner resources to remain committed to the goals or needs of the organization or institution.

The results of the research indicate that organizational commitment does not have a significant influence on employee performance. This suggests that the level of organizational commitment does not significantly impact employee performance scores. Based on the characteristics of the respondents, it appears that some employees have worked in the organization for a long period, allowing them to understand their respective work patterns. Organizational commitment can directly encourage improved employee performance at the Regional Office of the Ministry of Religious Affairs of Riau Province and also demonstrates that strong commitment results in quality work behavior, such as increased productivity, discipline, teamwork, and a positive work ethic. The influence of organizational commitment on employee performance is due to the following: (1) Commitment increases motivation, encouraging employees to work hard, diligently, and persistently; (2) Employees feel emotionally and morally bound to the organization, leading them to avoid counterproductive behavior such as tardiness and procrastination; and (3) Commitment fosters a spirit of collaboration and shared responsibility, which positively impacts teamwork effectiveness within the organization.

Research by (Dudija et al., 2024), concluded that organizational commitment had no influence on employee performance. This finding contradicts the research of (Santoso & Kambara, 2020).

### **Spiritual Intelligence as a Moderating Variable**

Spiritual intelligence is the ability to resolve issues of meaning and value, the intelligence to position employee behavior and life within a broader and richer context of meaning, and the intelligence to assess whether certain actions or life paths are more meaningful than others. Spiritual intelligence (SQ) serves as the foundation necessary for the effective functioning of intellectual intelligence (IQ) and emotional intelligence (EQ). In fact, SQ is considered the highest form of intelligence.

The results of the research indicate that spiritual intelligence strengthens the relationship between organizational culture, organizational commitment, and employee performance. This suggests that a strong organizational culture that is successfully instilled in each employee, supported by high spiritual intelligence, can increase employee commitment to the organization, which ultimately leads to improved employee performance. This, in turn, helps the organization achieve its goals and values.

## **5.0 CONCLUSION**

### **Conclusion**

From the results and discussions presented, it can be concluded that Islamic leadership does not significantly influence organizational commitment but significantly influences employee performance. Organizational culture significantly influences both organizational commitment and employee performance. Spiritual intelligence has a significant positive influence on organizational commitment and employee performance. Furthermore, spiritual intelligence strengthens the relationship between organizational culture, organizational commitment, and employee performance, while the remaining variables weaken the relationships among the variables.

### **Recommendation**

Based on the results, discussions, and conclusions obtained, the following research recommendations are proposed. In addressing the issue of commitment, organizational leaders should pay attention to employee achievements and create a pleasant and comfortable atmosphere within the organizational environment, as well as foster a sense of pride in being part of the organization, which can improve employee performance. In terms of organizational culture, improvements are needed because employees are not always able to complete tasks with optimal quality and have not yet succeeded in creating a conducive work environment. Therefore, leaders should instill values that can encourage organizational improvement in the future. To support improved employee performance, organizations should provide motivation that fosters enthusiasm for better work toward achieving organizational goals. The Work Motivation Program should be designed to stimulate employee motivation to perform better, for example, by offering rewards for achievements not only in financial but also in non-financial forms, such as effective communication, clear career development paths, and recognition of accomplishments.

For future research, it is recommended to expand the research scope and include additional variables that may influence employee performance.

## Acknowledgement

This research was funded by the Ministry of Higher Education, Science, and Technology of the Republic of Indonesia through the Directorate of Research and Community Service under the Master's Thesis Research Scheme, Contract Number: 138/C3/DT.05.00/PL/2025. This support made it possible to conduct and complete the research presented in this article. In addition, sincere appreciation is extended to all respondents, reviewers, and colleagues whose contributions and feedback helped enhance the quality of this research.

## References

- Abdelwahed, N. A. A., Al Doghan, M. A., Saraih, U. N., Soomro, B. A. (2025). Unleashing Potential: Islamic Leadership's Influence on Employee Performance via Islamic Organizational Values, Organizational Culture and Work Motivation. *International Journal of Law and Management*,67(2),165-900. <https://www.emerald.com/insight/content/doi/10.1108/ijlma-01-2024-0019/full/html>.
- Aplinsarrin, Panorama, M., Maftukhatusolikah. (2024). Analysis of Intellectual Intelligence (IQ) and Emotional Intelligence (EQ) on Employee Performance with Spiritual Intelligence (SQ) as a mediating variable. *Journal of Asian Multicultural Research for Economy and Management Study*,5(2),20-30. <https://amrsjournals.com/index.php/jamrems/article/view/497>.
- Awais, M. (2015). A review: The job satisfaction act as mediator between spiritual intelligence and organizational commitment. *International Review of Management and Marketing*,5(4),203–210. [https://api.elsevier.com/content/abstract/scopus\\_id/84944259438](https://api.elsevier.com/content/abstract/scopus_id/84944259438).
- Badriant,o Y., Permatasari, D. (2022). The Influence of Organizational Culture, Work Competence, and Work Motivation on Organizational Commitment. *Journal of Economics and Bussiness Letters*,2(2),25-29. <https://journal.privietlab.org/index.php/JEBL/article/view/157>.
- Beni, K. N. (2019). Spiritual Intelligence Roles to Improve the Quality of Nursing Care: A Systematic Review. *Jurnal Ners*,14,93–97. [https://api.elsevier.com/content/abstract/scopus\\_id/85138781781](https://api.elsevier.com/content/abstract/scopus_id/85138781781).
- Candra, W., Tubastuvi, N., Santoso, S. B., Haryanto, E. (2022). Analysis of The Islamic Leadership, Islamic Work Ethics and Intellectual Intelligence on Employee Performance with Islamic Organization Culture as Moderated Variables. *Journal of Islamic Economic and Business Research*,2(1),1-14. <https://jiebr.umy.ac.id/index.php/jiebr/article/view/21/17>.
- Dudija, N., Naibaho, S., Wibowo, S. B. (2024). Enhancing Performance: The Role of Organizational Culture, Commitment, and Support in Indonesian Paper Industry. *Jurnal Psikologi*, 51(2), 141-157. DOI: [10.22146/jpsi.81915](https://doi.org/10.22146/jpsi.81915).
- Ghozali, I. (2018). *Aplikasi Analisis Multivariate Dengan Pogram IBM SPSS*. Badan Penerbit Universitas Diponegoro.
- Ghozali, I., & Latan, H. (2015). *Partial Least Squares Konsep, Teknik dan Aplikasi Menggunakan Program SmartPLS 3.0*. Badan Penerbit Universitas Diponegoro, Semarang.
- Jumadi. (2023). The Impact of Spiritual, Social, And Emotional Intelligence on the Performance of SMEs in the Covid-19 Pandemic. *International Journal of Current Science Research and Review*,6(1),109-115. <https://ijcsrr.org/single-view/?id=8529&pid=8479#authorinfo>.
- Halilintar, R., & Sobirin, A. (2022). The Influence of Training and Organizational Commitment on Employee Performance through Job Satisfaction. *Selekta Manajemen : Jurnal Mahasiswa Bisnis dan Manajemen*, 1(5),1-22.
- Hariani M. (2023). Unleashing Organizational Commitment: Unravelling The Impact Of Contract Worker Competence, Leadership, And Organizational Culture. *International Journal of Service Science, Management, Engineering, and Technology*,3(1),11-16. <https://ejournalisse.com/index.php/isse/article/view/409>.
- Iskandar, Fitriani, N. I., Syahrudin, S., Agustina, Y. (2023). Effectiveness of Intelligence: Intellectual, Emotional and Spiritual Towards Employee Performance in Business Organizations. *International Journal of Economics, Business and Management Research*,7(7),160-174. doi: 10.51505/IJEBMR.2023.7712.
- Mappaming, P. (2015). Effect of Cultural Organization, Leadership and Motivation of Work on the Performance of Employees (Studies in Islamic Banking in Makassar), *International Journal of Academic Research in Business and Social Sciences*, V (12), 140- 166.

- Mercy, M. P., Hartati, A. S., & Haryadi, A. (2021). The Influence Of Organization Commitment and Compensation On Employee Performance Mediated By Organizational Citizenship Behavior (OCB). *Jurnal Ekonomi dan Bisnis Airlangga*, 31(2),74-82. doi: 10.20473/jeba.V31I22021.74-82
- Mulugeta, A. (2020). The Effect of Organizational Culture on Employees Performance in Public Service Organization of Dire Dawa Administration. *Developing Country Studies*,10(5), 16-29.
- Muzaki, I., & Supriyanto, A. S. (2021). The Effect of Islamic Leadership on Performance Mediated by Organizational Culture: Case Study at PT. Pos Indonesia Malang City. *THE American Journal of Humanities and Social Sciences Research (THE AJHSSR)*,4(3),348-354.
- Nazaripour M., Zakizadeh, B. (2025). Moral intelligence, emotional intelligence, organizational commitment and job performance of accountants. *Accounting Research Journal*, 38(1),19–34. <https://doi.org/10.1108/ARJ-01-2024-0034>
- Nima, J,L,, Maksum, I. (2025). The Effect of Islamic Leadership on Organizational Commitment Through Organizational Culture as Mediating Variable. *Golden Ratio of Human Resources Management*,5(2),266-276. <https://goldenratio.id/index.php/grhrm/article/view/893>.
- Paais, M., & Pattiruhu, J.R. (2020). Effect of Motivation, Leadership, and Organizational Culture on Satisfaction and Employee Performance. *The Journal of Asian Finance, Economics and Business*.
- Polychroniou, P. & Trivellas, P. (2018). The impact of strong and balanced organizational cultures on firm performance: Assessing moderated effects. *International Journal of Quality and Service Sciences*, 10(1), 16-35. <https://doi.org/10.1108/IJQSS-09-2016-0065>.
- Rabbad, R., Astuti, H. J., Tubastuvi, N., Pratama, B. C. (2024). The effect of Islamic leadership, organizational culture, motivation, work environment, and job satisfaction on employee performance. *International Journal of Research in Business and Social Science, Center for the Strategic Studies in Business and Finance*,13(3),205-222. <https://ideas.repec.org/a/rbs/ijbrss/v13y2024i3p205-222.html>.
- Sabuhari, R., Jabid, A. W., Rajak, A., Soleman, M. W., (2021). Organizational Culture Adaptation as a Mediation Effect of Human Resource Flexibility on Job Satisfaction and its Impact on Employee Performance. *Jurnal Dinamika Manajemen*, 12(1), 132-145.
- Santoso, G. T., & Kambara, R. (2020). Pengaruh Komitmen Organisasi dan Tingkat Kedisiplinan terhadap Kinerja Pegawai Melalui Kepuasan Kerja Sebagai Variabel Intervening (Studi Kasus pada Dinas Perdagangan Industri Koperasi dan Usaha Mikro Kecil Menengah Kota Serang). *Jurnal Riset Bisnis Dan Manajemen Tirtayasa (JRBMT)*, 4(2). <https://jurnal.untirta.ac.id/index.php/JRBM/article/view/10020/6841>
- Tran, H. V., Tran, A. V., Binh Le, M. N. (2023). The Relationship between Organizational Culture, Job Satisfaction, and Commitment of Lecturers at Universities. *Emerging Science Journal*,7(Special Issues),279-292. <https://ijournale.org/index.php/ESJ/article/download/2109/pdf>.
- Virana, T. A., & Maftuhah, R. (2023). Influence of Islamic Leadership on Organizational Culture, Organizational Commitment and Employee Performance at Bank Syariah Indonesia in Surabaya. *MICon 2021, ASSEHR 708*, 517–525. [https://doi.org/10.2991/978-2-38476-022-0\\_55](https://doi.org/10.2991/978-2-38476-022-0_55)
- Yusuf, F. A. (2020). The Effect of Organizational Culture on Lecturers' Organizational Commitment in Private Universities in Indonesia. *International Journal of Higher Education*,9(2),16-24.
- Yuvitasari, E. (2018). The Improvement of in Islamic Leadership towards Teacher Performance with Competency Based and Quality Work of Life. *International Journal of Islamic Business Ethics* ,3(2),458-472. <https://jurnal.unissula.ac.id/index.php/ijibe/article/view/4413>.
- Zaim, H., Erzurum, E., Salim, S., Uluçol, B., Secgin, G. (2024). The Influence of Islamic Leadership on Work Performance in Service Industry: An Empirical Analysis. *International Journal of Ethics and Systems*,40(1),127-152.<https://www.emerald.com/insight/content/doi/10.1108/IJOES-12-2021-0242/full/html>.
- Zulpadli, Nasution, A. P., Al Ihsan, M. A. (2022). The Effect of Emotional Intelligence, Spiritual Intelligence and Intellectual Intelligence on Performance Employees at the Pamong Praja Police Unit Labuhan Batu District. *Budapest International Research and Critics Institute-Journal*,5(1),2040-2049. <https://bircu-journal.com/index.php/birci/article/view/3805/pdf>.